iJETRM
International Journal of Engineering Technology Research & Management

THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE MOTIVATION – A CASE OF SELECT SERVICE SECTOR ORGANIZATIONS IN HYDERABAD

NehaaMurala
MBA – Human Resource Management
Amity Global Business School, Hyderabad
+91 9505 086 325
nehaa192@gmail.com
&
Dr. G. Hima Bindu
Assistant Professor – HR & OB
Amity Global Business School, Hyderabad.
+91 9490746451
hbpedaprolu@hyd.amity.edu

ABSTRACT:
In a workplace scenario as dynamic as can get, the nature of the Human Resource is constantly changing, and its importance growing each new day. While the nature of the human resource continues to change, so do the needs of said resource.As corporations aim higher and plan to grow stronger, it is important to remember the workforce that puts in the ideas, efforts and energy to achieve said growth and success. It is imperative to have a workforce that is well taken care of in order to achieve these goals. A major part of making their workforce feel acknowledged and appreciated is the kind of support and rewards offered to them by the employer. Support and rewards come in various ways, including training programs, reward system, emotional and professional support to individual employees and teams and timely acknowledgement of effort and results. This study has been conducted to understand the relationship between Perceived Organizational Support and employees' motivation in the service sector organizations in Hyderabad. It is an attempt to better understand how the workforce growth and development efforts, for the employees, from the employer, affect the employees' mindset and workplace environment in terms of motivation and drive. The primary data collected from 173 employees belonging to various service sector organizations in Hyderabad via a structured questionnaire containing the items related to both 'PerceivedOrganizational Support (POS)' and 'Employee Motivation (EM)' was subjected to descriptive analysis and correlation analysis. The results indicate that there is strong correlation between these two variables.

Key Words: Perceived Organizational Support, Employee motivation

INTRODUCTION

Employee Motivation is the kind of energy, attitude, commitment, drive and creativity that an employee brings to their workplace consistently. It is an important element of the human resource that contributes largely toward the overall performance of a company, and the precedent of which has been dynamic and constantly evolving. Perceived Organizational Support (POS) refers to employees' perception of the degree to which the organization cares about the employees' well-being and recognizes and values their contribution to the organization's progress and growth. The relationship between POS and Employee Motivation has been under study for a short period of time, but has shown prominent results in the research conducted over the said period. However, the studies conducted , and their consequent results are insufficient still and thus, project a need for further study and analysis in order to establish a prominent relationship between the two with confidence. This study is one such attempt to further the study of this particular topic in the field.

iJETRM
International Journal of Engineering Technology Research & Management

REVIEW OF LITERATURE

Eisenberger, Huntington, Hutchison and Sowa(1986)summarized that, employees in an organization form global beliefs regarding the extent to which the organization and management values their contributions to its performance and cares about their well-being, and that such perceived organizational support reduces absenteeism and the feeling of dissatisfaction with work life. Moreover, it was identified that the relation between perceived organizational support (POS) and absenteeism is greater for employees with a strong exchange ideology than those with a weak exchange ideology. These findings support the social exchange view that employees' commitment to the organization and its goals is strongly influenced by their perception of the organization's commitment and concern toward them. Perceived organizational support is assumed to increase the employee's affective attachment to the organization and his or her expectancy that greater effort toward meeting organizational goals will be rewarded.

Eisenberger, Armeli and Rhoades(2001) conducted three studies that examined the interrelationships between workplace experiences, POS, effective commitment (AC), and employee turnover. The first study found that POS as a mediating factor garnered positive associations of procedural justice, organizational rewards, and supervisor support with AC. The second study examined changes of POS and AC in retail employees over a two-year span, where POS was positively related to temporal changes in AC, suggesting that POS leads to AC. The third study showed results of negative correlation between POS and subsequent voluntary employee turnover thatwas mediated by AC in employees of the retail sector. These results suggest that favorable work conditions are projected via POS to increase AC, which, in turn, decreases withdrawal behavior from the employees and improves individual drive to perform better.

Anika Gakovic and Lois E. Tetrick(2003) conducted a survey on employees attending classes at a local university, using measures of perceived organizational support, the content of their psychological contracts (e.g., relational and transactional obligations), social and economic exchange, the level of fulfilment of both employee and organizational obligations, and organizational commitment. Part-time employees reported higher levels of perceived organizational support and stronger economic exchange relationships, while full-time employees reported higher levels of continuance commitment – sacrifice and greater relational and transactional obligations to their organizations. There was no significant difference in the strength of the relations between perceived organizational support and the other exchange variables depending on work status.

Saks (2006) Explained in his summary that job characteristics, rewards for achievements, supervisor support, POS, procedural and distributive justice are all factors that have heavy influence on employee engagement. Based on this, it can be derived that one major cause, possibly and very likely among others, is perceived organizational support. The study conducted here focused on the influence of management-initiated wellness programs, interactive sessions and so on, upon the employees' willingness to perform better among each other and as one workforce, and found a substantial relationship between the two.

Monica and Chang(2008) conducted their study to measure the association between organizational support and employee motivation by using the sample from the hotel industry in Taiwan. The structured survey distributed for the purpose of this study had a 72.3% response rate, the results of which were analyzed through correlation analysis and hierarchical multiple regression analysis; a correlation and forecast analysis of POS and employee motivation was performed. Empirical results indicated that POS is not significantly related to employees' "intrinsic motivation" and "extrinsic motivation." Also, from examining POS predictability, the results had demonstrated that only perceived organizational "monetary support" could effectively predict employees' "extrinsic motivation."

Miao and Kim(2010) conducteda survey that investigated the generalizability of perceived organizational support and job satisfaction as positive correlations of employee performance in China. The study was conducted upon 130 employees and their 34 supervisors from two large scale state-owned enterprises (SOE). Well established psychological scales measuring POS, job satisfaction, and four facets of organizational citizenship behaviour (OCB) were administered, whereafter the data was analysed using zero-order correlation and hierarchical regression analysis showed positive correlations

iJETRM
International Journal of Engineering Technology Research & Management

of POS and job satisfaction with work performance and also showed independent and joint positive association of POS with job satisfaction with OCB and each of its four dimensions.

Ezigbo(2012) conducted a study that sought to identify the needs and expectation of people at work, identify the major theories of motivation and evaluate their relevance to workplace scenario, understand the relationship between employee motivation, job satisfaction, and job performance, and identify the factors that impact job satisfaction at the workplace. Primary data for the study was collected mainly through a survey answered by the employees and interviews of employees in three public sector organizations in Nigeria, whereas secondary data was obtained through relevant books, journals and the internet. Findings indicate that financial or economic rewards, intrinsic satisfaction, and social relationships are the needs and expectation of people at work that need to be fulfilled in order to promote a healthy workplace atmosphere.

Kelista Lea Burns(2016)from San Jose State University performed a study to explore how providing employees with support through the organization, i.e., perceived organizational support (POS), and its supervisors, being perceived supervisor support (PSS), is related to beneficial outcomes at the organization. POS and PSS were found to be predictive of the extent of employees' engagement, with POS being the stronger predictor. The findings of this paper also imply that while providing employees with consistent supervisor support increases employee engagement, organizational support is likely to have a more impactful influence. However, perceptions of organizational support are inevitably likely to be influenced by how employees perceive support from their supervisors and superiors.

OBJECTIVES OF THE STUDY

1. To understand the level of perceived organizational support in service industry.
2. To understand the nature and extent of employee motivation in service industry.
3. To identify the relationship between perceived organizational support and employee motivation.

HYPOTHESIS

H_0: There is no significant relationship between perceived organizational support (POS) and employee motivation (EM).

H_1: There is a significant relationship between perceived organizational support (POS) and employee motivation (EM).

SCOPE OF THE STUDY

This paper is based upon the survey conducted upon the employees of a service industry company located in Hyderabad.

SAMPLE AND SAMPLING TECHNIQUE FOR THE STUDY

The survey has been conducted on 173 (one hundred and seventy three) individuals. The participants of this survey only include employees of the service industry and were chosen for the survey via non-probability convenient sampling.

MEASUREMENT SCALES AND DATA COLLECTION TOOLS

A majority of the data used for this research paper is primary, and has been gathered with the help of an online survey circulated among the employees belonging to the service industry., and the survey consisted of 26 questions posed using the Likert Scale.

TOOLS AND METHODS FOR DATA ANALYSIS:

The results of the survey have been studied with reference to two different demographic parameters - gender and age group, in order to study the central tendencies of the data, the data was subjected to the Chi-Square analysis to check the association between the variables. Further the data was subjected to spearman's correlation analysis to test the degree and direction of association between the variables.

LIMITATIONS OF THE STUDY

The study is subject to time constraints, as it was conducted over a short period of time, and is restricted to the employees of one company alone, which limits the relevance of the results to other companies from different industries.

iJETRM
International Journal of Engineering Technology Research & Management

RESULTS OF DATA ANALYSIS:

A. DEMOGRAPHIC PROFILE

Table I
Demographic Profile

Demographics	Category	Number of Respondents	Percentage
Gender	Female Male Prefer Not to Say	95 78 0	55% 45% 0%
Age Group	21 – 30 years 30 – 45 years 45+ years	71 88 14	41% 51% 8%
Educational Qualification	Graduation Post-Graduation Doctorate	106 47 20	61% 27% 12%

Of the respondents, 78are male and 95 arefemale. 71 of the respondents were from the 21 to 30 years old age group, 88 of them belonged to the 30 to 45 years old age group, and 14 respondents to the 45+ years old age group. The respondents had varying educational backgrounds, with 106 of them holding an undergraduate degree, 47 of them a post-graduate degree and 20 of them having a doctoral degrees.

B. DESCRIPTIVE STATISTICS

The descriptive statistics of the data are as shown in Table II below:

Table II
Descriptive Statistics

Measure	Perceived Organizational Support	Employee Motivation
Mean	1.408	1.639
Median	1.321	1.208
Standard Deviation	0.994	1.468
Variance	13.657	25.447
Count	96	86

C. CHI SQUARE TEST

The Tabe III shows the results and inference of the Chi Square Test as below:

iJETRM
International Journal of Engineering Technology Research & Management

Table III
Chi Square Test Analysis

SR. No.	Variables	P-value for Chi Square Statistic	Significance Value	Inference
1.	POS vs. EM	29.91	0.05 (5%)	Associated

D. CORRELATION ANALYSIS

Table IV as show below depicts the results of the Spearman's Rank Correlation Coefficient Analysis:

Table IV
Spearman's Rank Correlation Coefficient Analysis

Correlations			
		Perceived Organizational Support	Employee Motivation
Spearman's rho	Perceived Organizational Support	1.000	.901**
		.	.000
		1400	1200
	Employee Motivation	.901**	1.000
		.000	.
		1200	1200
**. Correlation is significant at the 0.01 level (2-tailed)			

DISCUSSION:

The significant and positive correlation between perceived organizational support and employee motivation indicates that POS and employee motivation have a significant and positive relationship. This means that in situations and companies where Perceived Organizational Support among the employees is high, the employee motivation is also, in all probability, going to be high.

With the increase in industrialization across the globe and the growing importance and dynamic nature of the human resource, the process and act of nurturing the workforce of an organization has also come to gain great importance. As gathered from our study, providing organizational support to the employees is one of the most impactful ways of doing so.

REFERENCES:

1. Organizational Support for Employee Learning: An Employee Perspective
By Sue Lancaster and Lee Di Milia (2014)

2. Antecedents and Outcomes of Organizational Support for Development: The Critical Role of Career Opportunities
By Kraimer, M.L., Siebert, S.E., Wayne, S.J. and Liden, R.C. (2011)

iJETRM
International Journal of Engineering Technology Research & Management

3. Perceived Organizational Support and Organizational Commitment in Select Banks in Benin City
By Alasa Paul Kadiri and Omoruyi Elaho (2021)

4. Antecedents and Consequences of Employees Engagement
By Saks, A.M. (2006)

5. Affective Commitments to Organizations: The Contributions of Perceived Organizational Support
By Eisenberger, Rhoades, Armeli, Rexwinkel and Lynch

6. Perceived Organizational Support
By Huntington, Sowa, Hutchinson and Eisenberger (1986)

7. Perceived Organizational Support: A Meta-Analytical Evaluation of Organizational Support Theory
By Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis (2017)

8. The Impacts of Perceived Organizational Support and Psychological Empowerment on Job Performance: The Mediating Effects of Organizational Citizenship Behaviour
By Chiang and Hsieh (2012)

9. Perceived Organizational Support, Job Satisfaction and Employee Performance: A Chinese Empirical Study
By Miao and Kim (2010)

10. Achieve Competitive Advantage Through Job Motivation
By Al-Rfou and Trawneh (2009)

11. Reducing Turnover by Motivation, via European Journal of Business & Management
By C Ezigbo (2012)

12. Is Employees' Turnover Intention Driven by Organizational Commitment and Perceived Organizational Support?
By T Hussain and S Asif (2012)

13. Impact of Perceived Organizational Support on Employee Retention with Mediating Role of Psychological Empowerment
By S Iqbal and MS Hashmi (2015)

14. Effect of Motivation on Employee Retention: Mediating Role of Perceived Organizational Support
By Mahpara Shah and Muzaffar Asad (2018)

15. Perceived Organizational Support and Work Status: A Comparison of the Employment Relationships of Part-Time and Full-Time Employees Attending University Classes
By Anika Gakovic and Lois E. Tetrick (2003)