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PERCEPTION OF ORGANIZATIONAL SUPPORT BY EMPLOYEES - RESULTS OF RESEARCH

Abstract:

The objective of this elaboration was to present the issue of the perception of organizational support amongst the specialists representing various organizations. A survey research upon the basis of the Survey of Perceived Organizational Support (SPOS) was conducted. The results present the opinions of the respondents relevant to such factors as job satisfaction, satisfaction with the level of completing tasks, regulating completed tasks, the direct perception of organizational support, and also the direct perception of the support provided by a superior. They describe the image of the organization as well. The presented results of research constitute a part of a more extensive survey research, and the research was conducted as a pilot study. The inventories were completed by 40 employees. The respondents were individuals employed in specialist capacities in the following industries: financial and insurances, banks, services, and also in commerce. These organizations, in the majority of them, employ more than 1,000 staff members each, and, as a principle, are the branches of overseas companies. Their organizational-legal form is either a limited liability company, or a joint-stock company.

Keywords:

Organizational support, human resources management, commitment, job satisfaction, support of a superior

JEL Classification: J24

Introduction

In the literature, we may come across the numerous instances of research relevant to organizational support. L. McFarlane, S. and S. J. Wayne indicate the significance of perceived organizational support (POS) as a “determinant of the behaviour of an employee in an organization. And, therefore, a crucial issue is the influence exerted by the perception of organizational support by employees.” (McFarlane, Wayne, 1993). Research into this subject-matter was conducted as well by R. Eisenberger, R. Huntington, S. Hutchinson and D. Sowa, who drew attention to the importance of organizational support provided for employees, *ipso facto* increasing commitment and job satisfaction (Eisenberger, Huntington, Hutchinson, Sowa, 1986). In the domestic setting, this domain is the subject-matter studied by D. Turek and I. Czaplínska (Turek, Czaplínska, 2014). In turn, M. Carrol and M. Walton treat organizational support as the consulting provided by managers for employees by means of indicating to employees their professional potential in order to cope with problems, or to complete tasks (Carrol, Walton, 1997, p.3). M. Reddy proposes the application of Employee Assistance Programmes – EAPs (Reddy in: Carrol, Walton, 1997, p.74). A. Torun considers POS as a means of assisting employees in determining their strengths and weaknesses, assisting in professional development in order to achieve promoted to higher levels within an organization (Torun, 2013, pp.18–36). L. Rhoades and R. Eisenberger indicate that organizational support is appreciated as a means of assuring that assistance will be available from an organization available when such a form of assistance is necessary in order to perform one's job effectively, and to cope in stressful situations; organizational support presumes that employees identify themselves with an organization to a degree to which an organization appreciates their contribution, and is concerned about the good frame of their mind. If they perceive organizational support favourably, they complete their tasks with increased commitment, loyalty and efficiency. In accordance with the theory of organizational support and development, there exists an inclination for the part of employees to ascribe a 'human' dimension to an organization (Rhoades, Eisenberger, 2002). L. MacFarlane Shore and L. E. Tetrick confirmed in their research that employees expect support to be provided by their organization in the aspect of completing tasks, and providing this kind of assistance is reflected in the level of commitment and job satisfaction, and also exerts influence upon the level of the achieved results of development (MacFarlane Shore, Tetrick, 1991). L.L. Lahhey, A. Fleming, R. Kegan and M. Miller adhere to the opinion that there exists the need to develop tools and practices which assist people in treating mistakes as opportunities for development (Lahey, Fleming, Kegan, 2014). Within the scope of talent management, S. Węsierska proposes providing support, both in the aspect of consulting, and also training and different programmes of development (Węsierska, 2007, p.27). It is as well Gajdzik that pays a particular attention to organizational support claiming that 'the commitment of an employee may be a powerful source of support for managerial staff in the aspect of enterprise management. In order to generate this support, it is necessary to consider particular determinants, and, subsequently, to identify the barriers which

exist, or which may appear, in an enterprise, and which make make it difficult for employees to participate in enterprise management. The managerial staff of all levels of an organization may take advantage of the knowledge and experience of employees. It is possible to consider the road to build the commitment of employees.' (Gajdzik, 2012)

Perception of organizational support in accordance with employees in the conducted research

Due to the subject-matter defined hereinabove, a survey research addressing the employees of the organizations of various types, the students of extramural studies (field of study: Management) in the Institute of Economics, Finances and Management of Jagiellonian University) was conducted. The inventory was prepared upon the basis of the Survey of Perceived Organizational Support (SPOS) developed by: Eisenberger R., Huntington R., Hutchinson S., and Sowa D. (Eisenberger, Huntington, Hutchinson, Sowa, 1986), translated and localized with Polish conditions in mind. The presented results of research constitute a part of a more extensive survey research, and the research was conducted as a pilot study. The inventories were completed by 40 employees. The respondents were individuals employed in specialist capacities in the industries: financial and insurances, banks, services, and also in commerce. These organizations, in the majority of them, employ more than 1,000 staff members each, and, as a principle, are the branches of overseas companies. Their organizational-legal form is either a limited liability company, or a joint-stock company. The studied were in the age group between 25 and 40 years of life, and they had had between 2 to 10 years of professional experience at the moment of conducting the survey. The results of the conducted research are to be found in Table 1.

Table 1 Factors exerting influence upon the perception of organizational support amongst the studied group of specialists (1 – the factor level: most negative, 7 – the factor level: most positive)

No.	Factors	1	2	3	4	5	6	7
	Job satisfaction							
1.	I am satisfied with my job	2.5%	5.0%	20.0%	25.0%	30.0%	10.0%	7.5%
2.	I could recommend this job to my acquaintances	12.5%	7.5%	15.0%	12.5%	32.5%	10.0%	10.0%
3.	The job fulfills my expectations	17.5%	7.5%	15.0%	22.5%	17.5%	12.5%	7.5%
	Completed tasks							
4.	I have pre-determined objectives in my job	2.5%	5.0%	12.5%	10.0%	25.0%	27.5%	17.5%
5.	In general, I comply with the standards of efficiency at work	0.0%	0.0%	10.0%	15.0%	22.5%	32.5%	20.0%

6.	I comply with standards and expectations	0.0%	0.0%	5.0%	12.5%	30.0%	27.5%	25.0%
7.	I possess a high level of competences needed to complete the tasks	0.0%	0.0%	7.5%	20.0%	7.5%	22.5%	42.5%
8.	I bear special (additional) responsibility for the completed tasks	5.0%	5.0%	15.0%	17.5%	15.0%	10.0%	32.5%
Job-related regulations								
9.	I am well prepared for non-standard job-related responsibilities	5.0%	5.0%	10.0%	15.0%	30.0%	22.5%	12.5%
10.	I am well prepared for complying with the standards of efficiency and expectations	0.0%	2.5%	10.0%	12.5%	30.0%	22.5%	22.5%
Perception of organizational support								
12.	My organization is concerned about the good frame of my mind	12.5%	17.5%	15.0%	25.0%	20.0%	5.0%	5.0%
13.	My organization takes my objectives and values under consideration	7.5%	17.5%	15.0%	30.0%	17.5%	7.5%	5.0%
14.	My organization provides me with support when I need it	15.0%	7.5%	17.5%	35.0%	12.5%	2.5%	10.0%
15.	My organization is proud of my achievements	12.5%	22.5%	5.0%	25.0%	27.5%	2.5%	5.0%
16.	My organization is concerned about my views	17.5%	20.0%	15.0%	25.0%	12.5%	7.5%	2.5%
17.	My company tries to make me work interesting	15.0%	17.5%	15.0%	27.5%	12.5%	7.5%	5.0%
Perception of the support provided by a superior								
18.	My superior provides me on current basis with feedback on the performance of tasks by me	10.0%	10.0%	2.5%	15.0%	20.0%	25.0%	17.5%
19.	My superior fairly assesses the results of my work	15.0%	7.5%	5.0%	22.5%	15.0%	22.5%	12.5%
20.	My superior ensures that I have sufficient time for training and explanations relevant to completing tasks	15.0%	10.0%	7.5%	12.5%	17.5%	27.5%	10.0%
21.	My superior assists me in pursuing my career	17.5%	15.0%	10.0%	20.0%	10.0%	12.5%	15.0%

22.	My superior determines objectives to be attained together with me	20.0%	5.0%	7.5%	20.0%	15.0%	12.5%	20.0%
23.	My superior takes my views into account	15.0%	2.5%	17.5%	17.5%	17.5%	7.5%	17.5%
24.	My superior is genuinely concerned about the good frame of my mind	15.0%	12.5%	12.5%	15.0%	10.0%	20.0%	15.0%
25.	My superior is approachable and friendly	10.0%	12.5%	5.0%	15.0%	17.5%	17.5%	22.5%
26.	My superior treats all employees equally	27.5%	15.0%	2.5%	17.5%	7.5%	10.0%	20.0%
Image of an organization								
27.	I would be happy to work in this organization until I my retirement	37.5%	10.0%	10.0%	15.0%	12.5%	12.5%	2.5%
28.	Being employed in this organization is greatly significant for me as a person	32.5%	12.5%	10.0%	2.5%	20.0%	17.5%	5.0%
29.	I genuinely feel that problems encountered by my organization are my problems as well	40.0%	17.5%	7.5%	15.0%	10.0%	7.5%	2.5%
30.	I feel attached to this organization	32.5%	10.0%	12.5%	15.0%	12.5%	15.0%	2.5%
31.	I am proud when I tell others that I work in this organization	27.5%	10.0%	12.5%	12.5%	15.0%	15.0%	7.5%
32.	I feel a strong of sense of affiliation to my organization	30.0%	7.5%	17.5%	20.0%	7.5%	15.0%	2.5%
33.	There are conditions for pursuing ideas without obstacles	27.5%	12.5%	10.0%	17.5%	15.0%	15.0%	2.5%
34.	I have a feeling that my work is demanding, and constitutes a challenge for me	20.0%	7.5%	7.5%	22.5%	15.0%	20.0%	7.5%
35.	I am trusted that I will do well	7.5%	2.5%	5.0%	20.0%	25.0%	27.5%	12.5%
36.	I identify myself with what I am working on	20.0%	15.0%	7.5%	15.0%	15.0%	17.5%	10.0%

Source: own elaboration upon the basis of the literature (Eisenberger, Huntington, Hutchinson, Sowa, 1986).

Within the scope of the factors relevant to job satisfaction, the respondents indicate job satisfaction to a moderate degree – the greatest values were reached at the levels: 3-5 (respectively: 20%-30%). The studied are willing to recommended work in their organization (52%), but working in an intermediate position will fulfill their expectations. Only 7.5% feel completely satisfied with their workplace. A substantial majority of the referees have pre-determined objectives, and pursue them at expected levels. The respondents, in accordance with their own opinion, possess a high level of competence within the scope of completing tasks, and their employers very frequently set additional, more responsible tasks. They indicate as well their good preparation for undertaking non-standard tasks. In the face of such a favourable opinion of the respondents on their position, and their own capacities, they presented their own observations within the scope of the perception of support to be provided by an organization while completing tasks. Within this scope, average levels (oscillating about 4) were recorded. It is relevant to such factors like creating appropriate conditions conducive to a good ambience at workplace, correlating the values pre-determined in an organization with the values adhered to by employees; providing assistance in a difficult situation or defining interesting tasks matching the objectives of an organization.

The respondents were requested to express their opinions on the subject-matter of relations between them and their superiors. The situation is varied in different settings. Providing feedback relevant to completing tasks on a current basis is regarded favourably (63.5%), and so is the fair assessment of the results of work, ensuring appropriate time for training (55%); being concerned about a good ambience at workplace (45%) as well as a positive attitude of the superior to employees (57.5%). A negative level was that of equal treatment of employees, and at this point the respondents indicate a low level of fairness.

A negative assessment expressed by the respondents was observed in the case of the image of an organization in which they work. The referees do not feel much of identification with the organization, with its problems; neither are they loyal, or have a feeling of affiliation. On the other hand, they have a feeling that work is demanding, and constitutes for them a challenge, and would be willing to work in a given organization until their retirement, but this factor indicates reluctance to changes, and shows achieving work stabilization rather than anything else.

Recapitulation

In the studied organizations, situations relevant to the perception of organizational support for employees requires work for the part of specialists proposing employees such assistance, as well as for the part of employees, who could emphasize their needs to a greater degree. In the performance of their tasks, employees see the opportunity to realize their potential, whereas, on the other hand, they fail to identify themselves with the problems of an organization or becoming an employee of it. It

could be recommendable for employers to develop a more open culture of organization directed towards a deeper identification of the needs of employees, developing conditions conducive to increasing competences connected with innovative solutions, or with new ideas.

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