

Impact of perceived organisational support on job satisfaction – a study report

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Abstract

Perceived Organizational Support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger, Huntington, Huntington, & Sowa, 1986; Rhoades & Eisenberger, 2002). Perceived Organisational support would be influenced by various aspects of an employee's treatment by the organization and would in turn, influence the employee's interpretation of organizational motives underlying that treatment. Organizational support theory (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) holds that in order to meet socioemotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded. Job satisfaction is simply how content an individual is with his or her job. In other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. The relationship of POS to job satisfaction has been assessed. Research has focused that depending on the level of support provided to individuals, their well-being levels within their organization will increase and therefore, this perception of well-being will lead to higher job satisfaction levels. (C Bravo-Yanez, A Jimenez-Figueroa, 2011). The present paper explores the possible relationship between POS and job satisfaction and the quality and magnitude of the relationship. It also provides the traces of principles involved in the relationship and it explains the impact of POS on job satisfaction of the employees in an organization.

Keywords: Perceived organisational support, POS, Job satisfaction, Employee satisfaction

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Job Satisfaction

Job satisfaction or **employee satisfaction** has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction).

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One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job).

A more recent definition of the concept of job satisfaction is from Hulin and Judge (2003), who have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components.

Relationship between pos and job satisfaction

A meta-analysis by Rhoades & Eisenberger (2002) indicated that 3 major categories of beneficial treatment received by employees (i.e., fairness, supervisor support and organizational rewards and favorable job conditions) were associated with POS. POS in turn, was related to outcomes favorable to employees (e.g., job satisfaction, positive mood) and the organization (e.g., affective commitment, performance, and lessened withdrawal behavior). These relationships depended on processes assumed by organizational

support theory: employee's belief that the organization's actions were discretionary, feeling of obligation to aid the organization, fulfillment of socioemotional needs, and performance-reward expectancies.

According to C Bravo-Yanez, A Jimenez-Figueroa, 2011, Perceived organizational support is a variable related to satisfaction and well-being, which has raised great interest. It is described as a global perception amongst employees towards the way in which the organization they work for values their contribution and looks after their well – being. This perception has certain importance, for it increases employee attachment to the organization, strengthens reward expectations in return for working harder, and leads to the concept that organizational profits and losses are those of the employee too, who will, as a consequence, attach more value to the organization and adopt its regulations and principles. Research has focused that depending on the level of support provided to individuals, their well-being levels within their organization will increase and therefore, this perception of well-being will lead to higher job satisfaction levels.

According to the study done by Brian Rutherford, James S. Boles et al., (2010), perceived organizational support had a significant impact on five of the seven facets of job satisfaction. Hence, in addition to being a strong predictor of global job satisfaction it is also a strong predictor of multifaceted job satisfaction. Perceived organizational support was the sole predictor of three of the facets of job satisfaction (satisfaction with job, pay and co-workers)

Study by Shore and Tetrick (1991), disputes that perceived organizational support and job satisfaction conception are distinct but related. Perceived organizational support is a measure of employer commitment and set of beliefs about how much the organization cares for the staff well-being, whereas job satisfaction focuses on different sides or viewpoints of work and is the affective response to these different aspects of work situation.

Eisenberger *et al.* (1986) has directly correlated perceived organizational support with job satisfaction. Satisfied employees help the organization by putting more effort for the achievement of its goal. POS contributes to job satisfaction by meeting socio-emotional needs of the employees, increasing performance reward system and showing the availability of aid when required (Rhodes & Eisenberger 2002)

Employees with higher levels of POS handle their jobs more effectively, which in turn increase their level of job satisfaction (Eisenberger *et al.* 1997; Rhodes & Eisenberger, 2002; Shanock & Eisenberger, 2006). The level of job dissatisfaction among the employees increases when they feel neglected and their stressors are not being identified by their superior (Peters & P Cannon, 1980; Runcie, 1980) which results in job dissatisfaction (Chen & Spector, 1992).

Many studies have shown that perceived organizational support was positively associated with levels of job satisfaction, high level of perceived organizational support resulted higher level of job satisfaction (Burke & Greenglass, 2001; Burke, 2003; Stamper & Johlke, 2003; Armstrong-Stassen, Cameron & Horsburgh, 1996).

Conclusions

In conclusion, perceived organizational support has a positive relationship with job satisfaction, i.e., high level of perceived organizational support leads to higher level of job satisfaction. Various research studies show that POS is associated with job satisfaction and there by lead to good job performance of the organization.

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