

IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL COMMITMENT AMONG THE EMPLOYEES OF PRIVATE BANKS

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ABSTRACT

POS (perceived organizational support) refers to the commitment exhibited by the organization towards the employees by way of welfare measures. Organizational commitment (OC) refers to the level of commitment of the employees towards the organization. The current study examines the relationship between the perceived organizational support and the organizational commitment of the employees. The study was carried among the marketing employees of private banks. The respondents for the study were selected through simple random sampling and the sample size was determined to be 118. Data for the study was collected using a questionnaire and the analysis was done through regression. The results of the analysis show that there was a positive significant among perceived organizational support and organizational commitment..

ABSTRACT: Perceived Organizational Support, Organizational Commitment, normative commitment, affective commitment and continuance commitment.

INTRODUCTION

POS (perceived organizational support) is the term given to the employee's perception about the organization's measures taken for their welfare and also how much value is given by the organization to the contributions made by the employees (Eisenberger, Huntington, Hutchison & Sowa, 1986). The concept of POS is said to have its influence over the performance of the employees and their well being. Gündüz (2014) had stated that the organizations should extend necessary support to the employees so that they work for the betterment of the firm they are working in by extracting the most possible skills and talents.

Rhoades & Eisenberger (2002) had also expressed similar fact that if the aspirations and needs are met out by the organization, the employees will have the intention to work better for the accomplishment of the goals of the organization. According to Panaccio & Vandenberghe (2009), POS was observed to have positive impacts on the organizational commitment of the employees and this was conceptualized in the perspective of social exchange. Hence it can be concluded that POS is found to have positive influence on all the three aspects of commitment (normative, affective and continuance).

STATEMENT OF THE PROBLEM

OC (organizational commitment) is seen to have considerable focus in present times. Perceived organizational support is the predictor of organizational commitment. The performance of the employees becomes reduced, if the perceived organizational support is very less in the organization they are working in.

NEED FOR THE STUDY

The current study is a contribution to the literatures regarding perceived organizational support. The study explains the relation between organizational commitment and the perceived organizational support. By making this study, contributions are also being given to the practices of management and HR in the current environment of the business in private banks.

OBJECTIVE

The purpose of this paper is to examine the influence of POS (perceived organizational support) on the organizational commitment (OC) of the employees.

REVIEW OF LITERATURE

Aubé, Caroline & Rousseau, Vincent & Morin, Estelle (2007); the purpose of this article was to understand the concept of POS and the various aspects of organizational commitment (affective, normative and continuance). The study also checked the moderation of work autonomy and locus of control. The research design was cross sectional. The sample population of the study was the prison

employees and number of respondents was 249. Questionnaires were used to collect the data for the study. The findings of the study showed that perceived organizational support positively influences the normative and affective commitment. The results of the multiple regression showed that work autonomy and locus of control were seen to have a moderating effect on this relationship.

Rahman, Md & Karan, Rana (2012); the study was done in Bangladesh and the purpose was to examine the relationship amidst POS and OC. The study was done to explore the extent to which POS influences the three dimensions of commitment. POS was assessed using Eisenberger et al.,'s (1986) scale and commitment of the employees was assessed using Allen and Meyer's (1990) scale. Analysis of the data was done using linear regression, descriptive statistics and bi-variate correlation, the data was collected from 173 executives of organizations in Chittagong. The findings of the analysis showed that the perceived organizational support influences the commitment of the employees.

RESEARCH METHODOLOGY

The relation between the variables of the study was examined by employing the analysis of linear regression. The respondents were selected using simple random sampling and the sample size was 118. The area where this study was done was the marketing professionals of private banks in Chennai.

ANALYSIS AND INTERPRETATION

Influencing of perceived organisational support on organizational commitment

R	R Square	Adjusted R Square	F	Sig.
.929(a)	.863	.853	85.901	.000(a)

a. Predictors: (Constant), POS

Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.824	.119		6.899	.000
My organization cares about my opinions.	.072	.027	.123	2.727	.007
My organization really cares about my well being.	.083	.026	.151	3.245	.002
My organization strongly considers my goals and values.	.121	.033	.213	3.721	.000
Help is available from my organization when I have a problem.	-.051	.026	-.103	-2.009	.047
My organization would forgive an honest mistake on my part.	.150	.040	.222	3.774	.000
If given the opportunity, my organization would take advantage of me.	.188	.028	.301	6.684	.000
My organization shows very little concern for me.	.149	.034	.297	4.418	.000
My organization is willing to help me if I need a special favour.	.054	.029	.114	1.821	.071

a. Dependent Variable: Organizational commitment

Findings

The above table reveals the statistical significance of the 8 predictors and the regression direction. It was seen that one statement was not significant and also there was optimistic. The above showed that among 8 statements, 7 statements were highly significant towards organizational commitment to a large extent. As per this table, 86.3% of variance in organizational commitment was accounted by perceived organisational support. The findings of this study showed that there was a positive significant among perceived organizational support and organizational commitment.

CONCLUSION

The employees, who experience a better feeling of organizational support, tend to perform better and prove to be beneficial for the organization through their positive behaviours and attitudes. On the whole it can be said that the employees who have high level of perceived organizational support extend their commitment towards the organization and are willing to perform extra work for the organization. In short, it can be said that the commitment of the employees is predicted by the perceived organization support that they experience in the organization that they are working in. The findings of this study showed that there was a positive significant among perceived organizational support and organizational commitment.

REFERENCE

- Rahman, Md & Karan, Rana. (2012). Perceived Organizational Support and Organizational Commitment. 27.
- Aubé, Caroline & Rousseau, Vincent & Morin, Estelle. (2007). Perceived organizational support and organizational commitment. *Journal of Managerial Psychology*. 22. 10.1108/02683940710757209.