Perceived Organizational Support and Employee Engagement

[1]**Mrs. Pooja Nagpal,** Research Scholar, Post Graduate Department of Management Studies, P.E.S College of Engineering, Mandya, Karnataka, India.
[2]**Dr. A. C. Kiran Kumar,** Associate Professor, Department of Management Studies, P.E.S College of Engineering Mandya, Karnataka, India.
[3]**Dr. H. V. Ravindra,** Principal, P.E.S College of Engineering, Mandya, Karnataka, India.

Abstract:
The focus of this research article is to investigate the relationship between perceived organizational support and employee engagement among software professionals in India using the first hand data.

Keywords: *Perceived Organizational Support, Employee Engagement, Wellbeing, Organizational Support Theory.*

1. INTRODUCTION

The organizational working environment is quite dynamic and changing rapidly due to shrinkage of world as global village along with the invasion of technological transformation. Organizations are functioning on economies of scale and recurring mergers and acquisitions adding to distress of employees. The employee's needs favorable environment at the work place, where employee feels cared and concerned about their wellbeing by the employer and this in turn leads to engagement. For the mutual benefit it is essential that organizations treats its employees as core assets and needs to map with their perception on Perceived Organizational Support (POS), so that employees perceive that their organizations value their work and care for their wellbeing. Saks (2006) emphasized on the trust employers have towards their employees for their contribution and they are valued and cared upon their wellbeing. (Maslach et al., 2001) familiarized with concept of burnout which is opposite of engagement. POS has gained momentum after (Eisenberger et al., 1986) proposed Organizational Support Theory (OST); it states the perception of employees is based on their social needs, on the value of enhanced work effort that they put in the task and their own perception on the organization for their appreciation, care and wellbeing. Studies have taken up in past that have linked Engagement with POS, yet the gap could be seen in literature, based on IT sector in India which prompts for further research.

2. REVIEW OF LITERATURE:

Kahn (1990) conceptualizes the term engagement and wherein the employee's harnesses themselves in job role. Employee engagement is an area of research due to various outcomes. But disengaged employees ratio is twice then the engaged ones. The engaged employees are passionate and committed towards their work. (Ram and Prabhakar, 2011). Dabke and Patole (2014) verified one of the prominent outcome of POS is work engagement. Eisenberger (2002) explored the perception of

employees, where organizations recognized, valued, appreciated the employees effort through proper pay, job conditions, supervisor support, and career growth when they carried out their job extremely well. He proposed OST and personalizes organization as a distinct body providing a psychological support for the benefit of its employees and also explored the consequences of POS like enhanced performance, less of employee turnover and absenteeism. (Rhoades and Eisenberger, 2002) laid emphasis on perceptions of employees procedural and interactional justice increased POS and organizational politics reduced it. (Saks, 2006) was first to research on POS as a crucial antecedent of engagement. (Kurtessis et al., 2015) in their meta-analysis study stated, those organizations who care for employees esteem, support them, connect with them and acknowledge their extra contribution and these are the ones who develop POS among their employees. Thus POS results in employees commitment towards organization and obligation to reach its objectives and this behavior outcome leads to in role and extra role performance. Current study is intended to check the relationship of perceived organizational support and employee engagement in Indian context.

3. RESEARCH FRAMEWORK

Conferring through review of literature and various management theories, it is evidently seen as a positive relationship between POS and Engagement. Associated with this study, when knowledge workers feel concerned, valued by their employers they in turn strengthen their belief with organization, thereby raising POS and leading to employee engagement. Based on this the following hypothesis is proposed in the study.

H: Perceived Organizational Support is able to positively predict Employee Engagement.
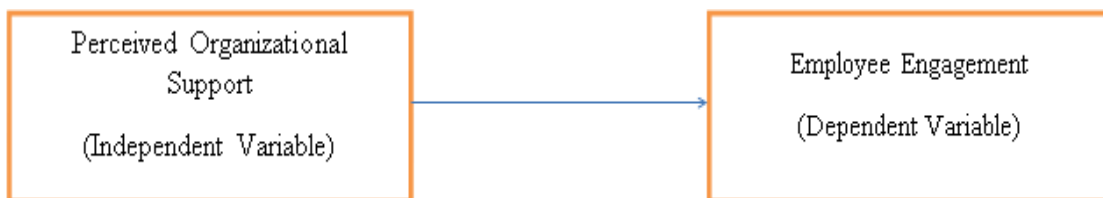
4. RESEARCH METHODOLOGY

a. Research Design

The study adopted a quantitative with non-experimental research design, as no variables in the study were manipulated. Cross sectional and correlational study is adopted with reliable instruments to generate first hand data from the chosen sample of study.

b. Sample

The sample for the study comprised of 726 software engineers working full time drawn from ten different IT organizations. Their age range was from 25-48 years, below 30 years consisted of 453 employee major in number, majority had a graduate degree-525, followed by post graduates and fever in number were diploma holders, designation varied from software engineers to project lead widely held middle level managerial position.

c. Research Instrumentation

The two scales of POS and Engagement are developed based on prior studies in the similar research area. POS scale was chosen from (Saks 2006) consisting five items and Employee Engagement from Gallup Q12 and both of their response were on five point rating 1-strongly disagree to 5- strong agree on Likert scale. Along with 17 items scale, the demographic variables like gender, age, marital status, education, work experience and designation were also assessed.

d. Validity and Reliability

In the present study, SPSS 23 is made use for execution of validity and reliability test. Factor loading is used to check validity of the questionnaire. The factor loading values of all the 17 items of questionnaire statements are higher than 0.50, which range amongst 0.690 and 0.843. Cronbach alpha is used to check reliability of questionnaire which above 0.8 is good (Hair, 2006) and this condition is satisfied by the scales represented in table 1 and data is reliable for further analysis.

Table 1: Reliability of Data

Type of Variable	Variable Name	N	Number of Items	Cronbach's Alpha
Independent Variable	Perceived organization support	726	05	0.859
Dependent Variable	Employee Engagement	726	12	0.820

5. RESULTS AND DISCUSSIONS:

a. Correlation Analysis

Table 2: Karl Pearson's Correlation Coefficient between POS and Employee Engagement

Variable	Correlation Coefficient	Sig.
Perceived Organizational Support	0.606**	0.000
Employee Engagement		

**. Correlation is significant at the 0.01 level (2-tailed)

From table 2, it is interpreted that correlation coefficient computed between POS and Engagement is positive and significant at 1% significance level. There is significant association between POS and Employee Engagement 0.606.

b. Regression Analysis and ANOVA Test:

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.606	0.367	0.366	5.746

Table 4: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13824.473	1	13824.473	418.756	0.000
Residual	23868.526	723	33.013		
Total	37692.999	724			

The association and influence of POS as independent variable on Employee Engagement dependent variable is defined by regression analysis and presented in table 3 and 4, P-value specifies the level of significance, when value is less than 0.05 ($P < 0.05$), then it is considered to be statistically significant at 5%, when P value is 0.01 ($P < 0.001$) it is considered to be extremely statistically significant

at 1%, here the P value 0.00, so it is extremely significant. The value of F directs the degree of relationship between POS and Employee Engagement, higher the F value stronger is the relationship and here F is 418.756, which is quite enough to show stronger is the relationship. The R square is used to assess the degree of fit of the model, which is commonly considered to be satisfactory if it is above 0.25, here it is 0.36 and this shows the model is fit. Therefore this elucidates that POS has significant positive effect on Employee Engagement and POS cause 36.7% variation on Employee Engagement.

6. FUTUREIMPLICATIONS, CONCLUSION'S AND LIMITATION

This study throws light on some of the essential implications for IT Sector employers and HRM practitioner's to be followed in Indian Context. The employee engagement practices have direct impact on software professional's commitment and retention towards the organization, which in turn enhances enterprise outcome. The (Gallup study 2017) showed employee engagement is low globally and particularly in India it's only 13%, which needs to be addressed and management should adopt various engagement practices. This study indicates a positive relationship between Perceived Organizational Support and Employee Engagement. This could happen when employees feel valued in their organization and care for the extra efforts they put in, the management should infuse organizational polices like training and development, better growth opportunities, good organizational climate and so on. These policies by management lead to increase in POS among software professions and aid to enhance engagement. The results maybe further corroborated and studied by using other antecedents along with POS like perceived supervisory support, perceived income adequacy and so on, along with this adopting a longitudinal research design can be undertaken.

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