AN INVESTIGATION ON RELATION AND PREDICTION OF PERCEIVED ORGANIZATIONAL SUPPORT (POS) ACCORDING TO 15 FOLD ORGANIZATIONAL VARIABLES

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Abstract:
The aim of this article is to study the relation between perceived organizational support(POS) with 15 fold variables including cooperation in decision making, servicing the public, job vision, trust to supervisor, satisfaction with salary, promotion opportunity, inner provocation, quality of supervising, desire to remain, leaving the job, organizational trust, job interest, satisfaction with supervisor and satisfaction with colleagues. In order to achieve the foregoing aim, there were 198 people selected from all employed personnel in Rahpooyan Company and answered the questionnaires. The document related to validity and reliability of this investigation means were in an acceptable level. The data collected from these questionnaires was analysed via coefficient of Pierson correlation, analysis of step by step regression, analysis of structural equation (path analysis). The results indicate there was a significant correlation between perceived organizational support and including cooperation in decision making, servicing the public, job vision, trust to supervisor, satisfaction with salary, promotion opportunity, quality of supervising, desire to remain, leaving the job, organizational trust, satisfaction with supervisor and satisfaction with colleagues. But there was no significant correlation between inner provocation and job interest with perceived organizational support. In analysis of step by step regression, it was also indicated that cooperation in decision making, promotion opportunity, trust to supervisor, job interest and organizational trust can specify about 56% of the perceived organizational support variance. The results of the path analysis also indicated that cooperation in decision making, promotion opportunity, trust to supervisor, job interest have a coefficient of direct path on perceived organizational support.

Keywords: perceived organizational support, cooperation in decision making, servicing the public, job vision, trust to supervisor.

Introduction

It isn't possible to achieve the short term and long term purposes in an organization without having a serious intention, inner acceptance and spontaneous effort of the personnel.

Obviously the foregoing purpose will be achieved when all the personnel feel that space of organization is supportive. Besides this fact, personnel

also should be interested in their job and work. Studies indicate that personnel of organization look at organizational subjective support of them as an important organizational factor (Eisenberger et al, 1986) and as a result of an acceptable organization support perception, the level of their commitment in increased.

Organizational support promotion and probably some factors such as job interest and work in any organization are very important and supposed as the activation factors for heart and soul of an organization.

So each aspect of organization support may leads to different results and has a relation with different before coming variables. Of course it is also an important purpose of this investigation to assess and promote the organization justice via definable and certain routs as per the relation between organization justice and 15 fold variables.

Discussion

The subject of current investigation is to assess the relation between perceived organizational support and cooperation in taking decision, servicing the public, vocation overview, trust to supervisor, satisfaction with salary, promotion opportunity, inner provocation, quality of supervising, keeping the job, leaving the job, organizational trust, Kanoongoo job interest, Kanoongoo work interest, satisfaction with supervisor and satisfaction with colleagues.

In order to present some solutions, the effective variables on organizational support should be recognised. So the current investigation tries to response 3 major questions; first measuring the perceived organizational support and operating the collected data in different discussions of human force managing, secondly achieving barriers which reduce or stop promotion of perceived organizational support and planning in order to delicate or reduce their effects and finally presenting a model for relation between pishayand variables

and organizational support.

So this investigation tries to response these questions that if there is any relation between organizational support and 15 fold variables, which combination of theses 15 fold variables can predict the perceived organizational support and also which variables have a certificate and one way with perceived organizational support?

Purposes

-Specifying the relation between organizational support and 15 fold variables.

-Specifying the combination ability of organizational 15 fold variables in predicting the organizational support.

-Specifying the certain and one way (route) of organizational 15 fold variables with organizational support

Theories

First theory: there is a correlation between organizational support wand organizational 15 fold variables.

Second theory: a combination of organizational 15 fold variables has ability to predict the organizational support.

Third theory: there is a certain and one way rout between organizational 15 item variables and organizational support.

Theoretical definitions of the variables

Job Interest: it involves the importance a role or job brings for person and that person uses it for self evaluation and self definition (Laber and Hall, 1970). So a person's job should be matched with his/her abilities and characteristics; in this way he/she can has a relation with it based on interest.

Work Interest: it involves the person's interest toward his/her work and when she/he wants to assess or describe herself /himself, use the work as a reference.

Inner provocation: a person's provocation system is controlled

internally or externally (Besi et al, 1987). External provocation involves encouragement with a reward or more salary. But internal provocation means a person's interest or intention to do something even in absence of external rewards. The researchers have indicated that there is a relation between internal and external provocation. In other word when a person resorts to his/her external provocation, his/her internal provocation reduced.

Trust to supervisor: it has been defined according to Kant moral concept. The supervisor supposes the person as a target or a mean. Kant believes in an acceptable moral system in which any person supposes others as a target and stop exploit them (Hartoog and Koopman, 2003).

Cooperation (in taking decision): it involves the sense of being involved in organizational activities such as taking decision by managers and supervisors in higher position.

Servicing the Public (organizational-civil behaviours): those behaviours which aren't a part of person's duty enclosure behaviours in an organization but can connect him/her to the social system of the organization.

So the members of an organization with a more powerful connection to the organization will be more likely to suppose themselves obliged for those behaviours which can reflect their intention to that organization.

Vocation overview: it is the explanation and range of future changes of a job which mostly involves the positive and developing changes. In fact vocation overview shows the person's hope about her/his job via which she/he will be able to

Satisfaction with salary: it is the person's idea and view toward his/her salary and advantages which receives during working in an organization (Balfoor and Veksler, 1996).

Promotion opportunity: all existing chances and opportunities in an

organization via which the personnel can promote to the positions with higher level.

Quality of supervising: it means preparing appropriate work facilities and support for the personnel as well as applying method of management and supervising via which the personnel can feel their manager or supervisor understand and accompany them (Balfoor and Veksler, 1996).

Intention to keep the job: it refers to the personnel's internal eagerness to keep their job and follow their services in that organization. Naturally this exception exists in most organizations in which personnel with a high level of intention to keep their job will have more obligations toward purposes of the organization.

Leaving the job: the person's inner intention to leave his/her job and cooperate in an organization and also to find a new job in another organization

Organizational trust: it mostly involves two zones. First one is the trust between parties (assurance that exceptions are predictable based on interaction) toward this fact that they don't injure each other in this interaction and second one is two parties' assurance that they both have (Ring and Vandivan, 1992) satisfaction with regarding to his/her interaction, reaction and connection with supervisor and also his/her attitude toward manager or supervisor's abilities and characteristics.

Satisfaction with colleague: level of person's satisfaction regarding to his/her interaction, relation and connection with colleagues.

Perceived organizational support: all believes of the personnel in an organization about general range of value that their organization supposes for their role, share and environmental care.

An overview about the investigation literature

All the personnel always have a specific interest and believe toward their organizational according to the

importance that it supposes for their comfort ability and immunity. This belief is defined as perceived organizational support (Rocha, 2008, p.9)/ (Ingham,2008,p.64)/(Eisenberger et al ,2001,p.47).

Perceived organizational supports and their difference with organizational commitment and also their relation with job satisfaction occupy a major volume of studies about concept of organizational commitment (Young and moody, 1984;Porter and Steers, 1982). Each one of foregoing studies focuses on personnel dependence on a specific aspect of job activities such as a job, unit or organization. Common point of these studies is the personnel perception of employers' commitment toward people (like perceived organizational support)(Shore and Tetrick,1990).

Eisenberg, Hantington, Hutchinson& Sowa (1986) have discussed that perceived organizational support is prior to organizational commitment. They have codified a scale to measure the employers' perceived commitment which is called navigation of perceived organizational support. These scholars have used social exchange view point to specify the relation between these two types of commitment and its probable relation with satisfaction.

This view point says a person's presumption about organizational commitment toward him/her affects on his/her commitment toward the organization. Eisenberger et al (1986) have strongly supported social exchange view point of commitment process. This idea that personnel commitment toward an organization is result of an exchange relation in related texts to commitment isn't a new phenomenon (Gouldner, 1960; Schoull, 1981). According to Etzioi view point (1961) personnel are dependant to their organization because they believe there is a relation or advantage between their cooperation in that organization an

those rewards they receive.Available texts referring to the social exchanges believe that organizational commitment shows the personnel's presumption toward nature of existing relation between them and employers. Nevertheless it seems this view point plays a no significant role in structure of perceived organizational support (according to Shore & Tetrick, 1991).

According to Eisenberger et al view point (1986), personnel have a total view point regarding this fact that how much an organization pay attention to their cooperation and activities in the organization and also how much care about their health. Eisenberger et al (1986) have defined it as perceived organizational support. So those personnel, who believe their organization not only pays attention to their cooperation and appreciate their activities but also cares about their health, have a high perceived organizational support.

While organizational support scales focus on personnel view point toward organization (for example, I have a strong fixation feeling toward organization), perceived organizational support emphasises on personnel's perception from organization view points toward them (for example they don't reward my efforts). In fact studies indicate that perceived organizational support is significantly accompanied with organizational commitment (Eisenberg et al, 1986), satisfaction with job and cumulative dependence toward organization (Eisenbereg, Fasolo et al, 1990).

It should also be noted that job satisfaction, a conceptual subject, must be separated from perceived organizational support. Several studies have indicated there is a relation between job satisfaction and organizational commitment. Portes, Steers, Moody and Boolian (1974) have discussed that two concepts, organizational commitment and job satisfaction, aren't separable, cause

organizational commitment

Perceived organizational support like organizational commitment shows an approach response toward organization as a whole. So it can be said that this new perception is separated from job satisfaction. Besides as there is a correlation between organizational commitment and perceived organizational support (Eisenberger et al, 1986), it is logically concluded that there is a relation between perceived organizational support and job satisfaction (Shore & Tetrick).

Research methodology

Research method: as there were some multi aspect purposes in this investigation such as studying the relation between perceived organizational support with 15 fold variables, correlation method (to predict regression analyses and study connecting routs between justice with other 15 fold variables from rout analysing) was used.

Static society

It involves all employed personnel in Rahpooyan-e Foolad Company.

Sample and method of sampling:

198 samples were selected randomly from personnel of Rahpooyan-e Foolad Company.

Materials and method

There were 16 scales and questionnaires used in this research; perceived organizational support scale of Eisenberg et al (1986), decision cooperation, servicing the public, vocation overview, satisfaction with salary, promotion opportunity, inner provocation, supervising quality and intention to keep the job scales of Balfour and Veksler (1996), supervisor trust scale of Hartoog and Coopman(2003), job leaving scale of Morman, Blakli and Nihoof (1998) and colleague and supervisor satisfaction scale of Smith, Candle and Halin (according to Homan's words 2002).

Reliability coefficient of this investigation scales according to

cronbach for organizational, organizational 15 fold scales, as per Gatman coefficient for perceived organizational support and for other scales were 0.915, 0.567 to 0.927, 0.884, and 0.508 to 0.893 respectively.

The Content validity of investigation scales was confirmed by 5 persons of organizational and industrial psychology experts. All the scales were answered according to 5 degree scale (from absolutely disagree=1 to absolutely agree=5 except two scales including satisfaction with supervisor and colleagues which were 5 score).

All the questionnaires were responded by members of group in form of self executing (before distributing the questionnaires, there was a simple explanation so that all members answered the questions honestly).

Method of analysing the data

Collected data from scales in this investigation included the subjects' scores in scales of perceived organizational support and organizational 15 fold variables. Subjects' scores were considered as continues scores and in distance scales. There was Person correlation coefficient used to study relation between perceived organizational support with 15 scales including decision cooperation (level of cooperation), servicing the public (organizational civil behaviour), vocational overview , trust to supervisor, satisfaction with salary, promotion opportunity, inner provocation, supervising quality, intention to keep the job, leaving the job, organizational trust, Kangoo job interest, Kangoo work interest, satisfaction with supervisor (JDI), satisfaction with colleagues (JDI) and step by step regression analyse in order to predict perceived organizational support according to 15 scales of investigation.

There was route analyse applied to specify one way and specific routs between 15 fold scales (as predicting

variables) with perceived organizational support.

Findings

There is correlation coefficient between investigation variables and perceived organizational support presented in table 1.

Table 1

Correlation of perceived organizational support and research variables

line	Investigation variables	Perceived organizational support	
		correlation	Significance
1	Cooperation in decision making	0.609	0.000
2	Servicing the public	0.347	0.000
3	Vocational overview	0.187	0.002
4	Trust to supervisor	0.604	0.000
5	Satisfaction with salary	0.508	0.000
6	Promotion opportunity	0.545	0.000
7	Inner provocation	0.015	0.80
8	Supervising quality	0.58	0.000
9	Desire to remain	0.453	0.000
10	Leaving the job	0.473	0.000
11	Organizational trust	0.501	0.000
12	Work interest	0.310	0.000
13	Job interest	0.065	0.269
14	Satisfaction with supervisor	0.395	0.000
15	Satisfaction with colleagues	0.351	0.000

Note: As it is seen in table 1, there is a significant relation between cooperation in decision making($p<0.01$ & $r=0.609$),servicing the public($p<0.01$ & $r=0.609$),Vocational overview($p<0.01$ & $r=0.187$), Trust to supervisor($p<0.01$ & $r=0.604$), Satisfaction with salary($p<0.01$ & $r=0.508$), Promotion opportunity($p<0.01$ & $r=0.545$), Supervising quality($p<0.01$ & $r=0.58$), Desire to remain($p<0.01$ & $r=0.453$), leaving the job($p<0.01$ & $r=0.473$), Organizational trust($p<0.01$ & $r=0.501$), Work interest($p<0.01$ & $r=0.310$), Satisfaction with supervisor($p<0.01$ & $r=0.395$), Satisfaction with colleagues($p<0.01$ & $r=0.351$)and perceived organizational support, but there is no significant correlation between perceived organizational support with inner provocation and work interest ($p>0.05$).

In table 2 coefficient of multiple correlations, multiple correlation coefficient square, adjusted correlation coefficient square and estimation of standard error in predicting the perceived organizational support are presented.

Multiple correlation coefficient, multiple correlation coefficient square, adjusted correlation coefficients square and estimation of standard error in predicting the   perceived organizational support

line	Inserted variables in step by step analysis/ static indexes	multiple correlation Coefficient	multiple correlation coefficient square	adjusted correlation coefficient square	Estimation of standard error
1	Cooperation in decision	0.615	0.378	0.376	0.44
2	Trust to supervisor	0.697	0.486	0.483	0.407
3	Satisfaction with salary	0.736	0.542	0.539	0.383
4	Desire to remain	0.764	0.583	0.576	0.371
5	Promotion opportunity	0.775	0.601	0.594	0.360
6	Servicing the public	0.786	0.618	0.608	0.357
7	organizational trust	0.789	0.623	0.614	0.351
8	Supervising quality	0.794	0.630	0.619	0.350

Note: As it is seen in table 2, in first step of multiple correlation coefficient figure of cooperation in decision making and perceived organizational support is 0.615, but after adding trust to supervisor, satisfaction with salary, desire to remain, promotion opportunity, servicing the public, supervising quality and organizational trust, it changes to 0.794. In general, 5 foregoing variables can specify about 63% of perceived organizational support variance.

In table 3, analysis of step by step multiple regression variance for predicting the perceived organizational support is submitted.

Analyse of step by step multiple regression variance for predicting the perceived organizational support

Step	Source of changes	Squares sum	Degree of freedom	Medium of squares	F	Significance
Eighth step (final)	**Regression affect**	51.056	8	6.381	52.019	0.000
	Remained	29.321	189	0.123	-	-
	total	80.377	197	-	-	-

Note: As it is seen in above table, variance analysis confirms the credit of analysis for step by step regression in predicting the perceived organizational support ($p < 0.001$ and $F = 52.019$).

Table 4

Coefficient of standard and non standard regressions for predicting the perceived organizational support

step	Variables	Non standard coefficients		Standard coefficient	t	Significance
		β	Standard error	Beta		
Step final (Eighth)	constant	0.410	0.145	-	2.825	0.005
	Cooperation in decision	0.135	0.033	0.209	4.104	0.000
	Trust to supervisor	0.104	0.034	0.172	3.116	0.002
	Satisfaction with salary	0.111	0.032	0.162	3.462	0.001
	Desire to remain	0.090	0.032	0.130	2.947	0.004
	Promotion opportunity	0.090	0.031	0.146	2.953	0.003
	Servicing the public	0.092	0.032	0.123	2.942	0.004
	Organizational trust	0.143	0.054	0.121	2.651	0.008
	Supervising quality	0.079	0.038	0.120	2.081	0.037

Note: As it is seen in table 4, cooperation in decision making with Beta standard 0.209, trust to supervisor with Beta standard 0.172, satisfaction with salary with Beta standard 0.162, desire to remain with Beta standard 0.130, promotion opportunity with Beta standard 0.164, servicing the public with Beta standard 0.123, organizational trust with Beta standard 0.121 and supervising quality with Beta standard 0.120 have significant prediction ability for perceived organizational support.

In general regression equation to predict perceived organizational support is as below:

Perceived organizational support= 0.41+ (cooperation in decision) 0.135+ (trust to supervisor) 0.104+ (satisfaction with salary) 0.111 + (desire to remain) 0.90+ (promotion opportunity) 0.92+ (organizational trust) 0.143+ (supervising trust) 0.079

In table 5, the coefficient of direct path of investigation variables on perceived organizational support are presented

The coefficient of path of investigation variables on perceived organizational support

line	Project variables	coefficient of path	Significance
1	Cooperation in decision	0.208	0.000
2	Servicing the public	0.102	0/019
3	Trust to supervisor	0.139	0.020
4	Satisfaction with salary	0.164	0.001
5	Promotion provocation	0.128	0.01
6	Organizational trust	0.103	0.027

Note: As it seen in table 5, there is a coefficient of significant path (p<0.05) between perceived organizational support with decision cooperation (β=0.208), servicing the public (β=0.102), trust to supervisor (β=0.139), satisfaction with salary (β=0.164), promotion opportunity (β=0.128) organizational trust (β=0.103).

Nevertheless there is a coefficient of path between other project variables which are supposed as coefficients of indirect path for perceived organizational support. In figure 1, path and path coefficients of project variables and perceived organizational support are shown.
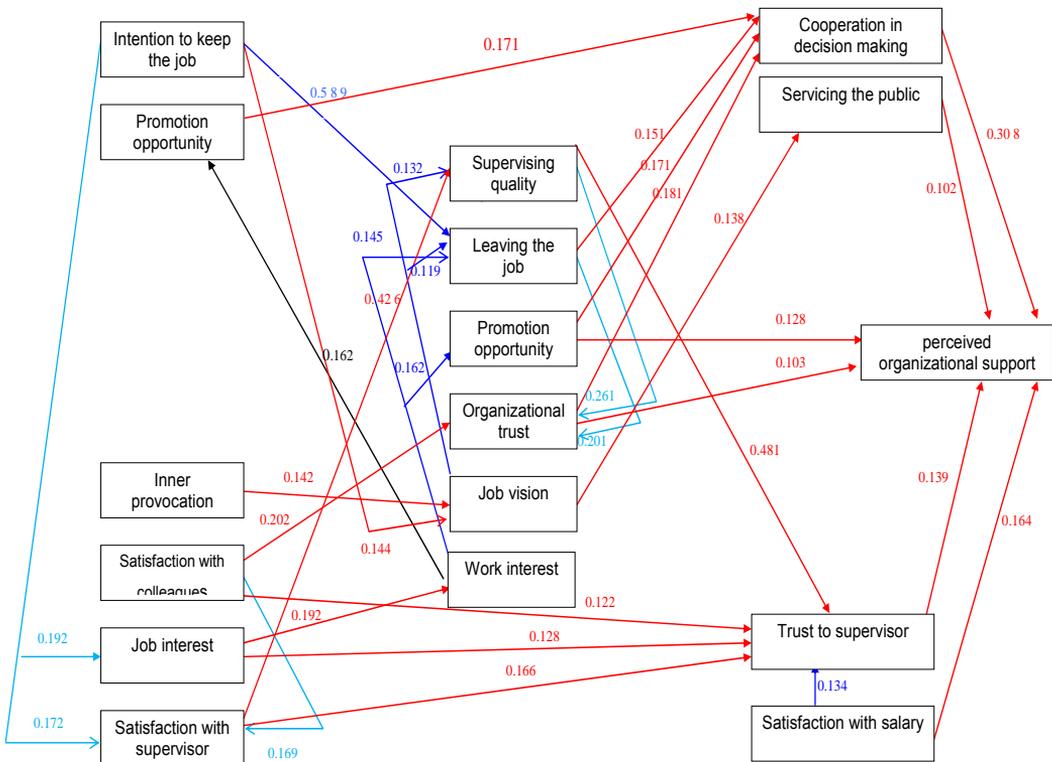
Figure 1. Path and path coefficients of project variables and perceived organizational support

Discussion and conclusion

Findings of this research indicate that there is a significant relation between perceived organizational support and cooperation in decision making, servicing satisfaction with supervisor and satisfaction with colleagues; but there is no significant correlation between perceived organizational support with inner provocation and work interest. Results of analysis of step by step regression indicated that variables cooperation in decision, trust to supervisor, satisfaction with salary, desire to remain, promotion opportunity, servicing the public, organizational trust and supervising quality have significant predicting ability for organizational support. The results of path analysis also align with analysis of step by step regression indicated that cooperation in decision, servicing the public, trust to supervisor, satisfaction with salary, promotion opportunity and organizational trust have a direct rout coefficient on perceived organizational support. These evidence shows that level of personnel's perception in Rahpooyan Company about this organization support of them is strongly affected by cooperation in decision, servicing the public, trust to supervisor, satisfaction with salary, promotion opportunity and organizational trust.

As it is indicated from foregoing variables, cooperation in decision, trust to supervisor and organizational trust in organizational scope , satisfaction with salary and promotion opportunity in salary and promotion politics scope and finally servicing the public in scope of out of role behaviours direct the perceived organizational support in personnel of plays a no significant role in structure of perceived organizational support (according to Shore & Tetrick, 1991).

According to Eisenberger et al view point (1986), personnel have a total view point regarding this fact that how much an organization pay attention to their cooperation and activities in the organization and also how much care about their health. Eisenberger et al (1986) have defined it as perceived organizational support. So those personnel, who believe their organization not only pays attention to their cooperation and appreciate their activities but also cares about their health, have a high perceived organizational support.

While organizational support scales focus on personnel view point toward organization (for example, I have a strong fixation feeling toward organization), the public, job vision, trust to supervisor, satisfaction with salary, promotion opportunity, quality of supervising, intention to desire to remain, leaving the job, organizational trust, job interest, Rahpooyan Company.Eisenberger, Hantington, Hachiston and Swa (1986) have discussed that perceived organizational support is prior to organizational commitment. They have codified a scale to measure the employers' perceived commitment which is called navigation of perceived organizational support. These scholars have used social exchange view point to specify the relation between these two types of commitment and its probable relation with satisfaction. This view point says a person's presumption about organizational commitment toward him/her affects on his/her commitment toward the organization. Eisenberger et al (1986) have strongly supported social exchange view point of commitment process. This idea that personnel commitment toward an organization is result of an exchange relation in related texts to commitment isn't a new phenomenon (Gouldner, 1960؛ Schoull, 1981). According to Etzioni view point (1961) personnel are dependant to their organization because they believe there is a relation or advantage between their cooperation in that organization and those rewards they receive.

As it is indicated from foregoing variables, cooperation in decision, trust to Available texts referring to the social exchanges believe that organizational commitment shows the personnel's presumption toward nature of existing relation between them and employers. Nevertheless it seems this view point perceived organizational support emphasises on personnel's perception from organization view points toward them (for example they don't reward my efforts). In fact studies indicate that perceived organizational support is significantly accompanied with organizational commitment (Eisenberg et al, 1986), satisfaction with job and cumulative dependence toward organization (Eisenbereger, Fasolo et al 1990).

After all in final conclusion it should be mentioned that in order to adjust the perceived organizational support believes in personnel of Rahpooyan Company, there should be more efforts regarding to cooperation in decision, servicing the public, trust to supervisor, satisfaction with salary, promotion opportunity and organizational trust.

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