

ORIGINAL ARTICLE

The Relationship Between Perceived Organizational Supports with Job Satisfaction and Organizational Commitment at Faculty Members of Universities

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ABSTRACT

Purpose: Considering the effective factors in any organization is of utmost importance which must be considered by managers. Thus, the aim of this study was to investigate the relationship between perceived organizational support with organizational commitment and job satisfaction of university faculty.

Methods: 123 faculty members of sport sciences disciplines in public sector universities were recruited in the research by purposeful sampling method. In order to data collection, the Perceived Organizational Support Questionnaire (POSQ), Minnesota Job Satisfaction Questionnaire (MJSQ) and Organizational Commitment Questionnaire (OCQ) were used. The data were analyzed by using multiple regressions.

Results: The results suggested that perceived organizational support is significantly associated with job satisfaction and organizational commitment ($p=0.001$). Furthermore, there was a significant positive correlation between organizational commitment and job satisfaction ($p=0.001$).

Conclusion: All in all, perceived organizational support plays an important role in determining job satisfaction and organizational commitment of faculty members of sport sciences of Iran universities ($p<0.05$).

Keywords: job satisfaction, organizational commitment, organizational support

INTRODUCTION

Considering the human resources behavior is of utmost importance in any organization for achieving optimal efficacy. Based on the evidences, the organizational commitment has become a favorite for researchers, since it can lead to performance improvement, reduction of displacement, reduction of employee absenteeism and

organizational effectiveness (Neininger, Lehmann-Willenbrock, Kauffeld, & Henschel, 2010). As a result, organizational commitment is considered as a key vital variable in organizational productivity. In this regard, classifying the organizational behaviors and its causes in the context of organization cause an advancement in organizational effectiveness (Benligiray & Sönmez, 2012). On the other hand, the employment practices have significant impact on the effectiveness of the organization's output. It must be noted that Employees' perceived organizational support and their job satisfaction is of the other important factors which influence the organizational commitment. Job satisfaction is a key concept including feelings and beliefs of people about their jobs and its environments which make the motivate to work effectively. Job satisfaction lead to productivity,

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guarantees physical and mental health, raise job commitment, brings life satisfaction, provide the staff with more learning. In summary, today, organizations have found the necessity of human resource as the most important source of gaining competitive advantage. Successful organizations compete over welfare programs and the level of attention to employees to attract and keep their employees. Another important factor affecting the organization performance is organizational commitment that could lead to more effort and stronger desire to preserve the organization (Lovakov, 2016). Three concepts embedded in organizational commitment include strong belief for the acceptance of organization's goals; abundant enthusiasm for making considerable efforts in the organization; and the desire to maintain membership of the organization (Casper, Harris, Taylor-Bianco, & Wayne, 2011). Organizational commitment is classified into three major categories including affective; continuance and normality commitment. Generally, organizational commitment is the individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance (Streich, Casper, & Nicole Salvaggio, 2008). Huey et al. (2009) performed a study investigating the moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment, and suggested that Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment (Huey Yiing & Zaman Bin Ahmad, 2009). Faculty are the main asset of a university and determine its success (Rodrigues-Rodrigues, Claudia Vieira Gomes, & Rodrigues Neto). Lee, et al. reported in a study that improving the attitudes of faculty toward their organization play an especially important role in the academic profession (Lee, 2001). The overall performance of universities depends upon their faculty and teachers and ultimately their level of

commitment and job satisfaction which are influenced by perceived organizational supports. Thus, understanding their behavior and attitudes, needs more attention in organizations. This study was another effort which aimed at investigating the relationship of perceived organizational supports with organizational commitment and job satisfaction among university faculty in public sector universities of Iran. The impact of the profession of academic interactions, along with increased pressures of other related affairs, may be negatively influencing commitment to the profession. Considering all the cited facts, It is very important to understand whether there is a significant relationship between perceived organizational support, job satisfaction and organizational commitment of faculty members of sport sciences at universities.

MATERIALS AND METHODS

123 faculty members of sport sciences disciplines in public sector universities were recruited in the research. In order to data collection, the Perceived Organizational Support Questionnaire (POSQ) with reliability of 0.89 reported by Hair et al. (2009), Minnesota Job Satisfaction Questionnaire (with reliability of 0.89 reported by Martin 2007) and Organizational Commitment Questionnaire (OCQ) (The overall internal reliability equals 0.93 reported by Dunham reported by Dunham, 1994) were used. The data was analyzed by multiple regressions (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). The questionnaire consists of eight items that are measured using a seven-point Likert scale (respectively 1: strongly disagree and 7: strongly agree). In order to collect data about organizational commitment, Organizational Commitment Questionnaire (OCQ) was used (Meyer & Allen, 1991). This questionnaire assesses organizational commitment in three components of affective, continuance commitment and normality commitment. The questionnaire is a five-point Likert scale which contains twenty questions. Question one to eight assesses affective commitment, nine to fourteen continuance commitment and fifteen to twenty normality commitment. Questions are scored as follows: one point to strongly disagree and 5 points to strongly agree. The only exception is Question 9

which is scored opposite to other questions. The third questionnaire that assesses job satisfaction is the validated and standardized Minnesota questionnaire. The validity of the questionnaire was done formally and its reliability was proved through Cronbach's alpha test $\alpha=0.88$. Descriptive and inferential statistics were used to analyze data. To answer the research questions, simple linear and multiple regressions were used.

RESULTS

The descriptive statistics are shown in Table 1.

Table 1: Descriptive statistics for research variables

Variable	M	SD
Perceived organizational support	5.73	0.86
Affective Commitment	4.39	0.97
Continuance Commitment	4.11	0.32
Normality Commitment	3.97	0.83
Job satisfaction	3.72	0.65

As shown in Table 2, there is a significant relationship between perceived organizational supports and organizational commitment ($p<0.001$).

Table 2: The relationship between perceived Organizational support and organizational commitment (Multiple regression)

Variable	R ²	β	T	Sig
Affective Commitment	0.56	0.59	12.27	0.001*
Continuance Commitment		0.86	6.94	0.001*
Normality Commitment		0.84	9.43	0.001*

*Criterion variable: perceived organizational support

As shown in Table 3, there is a significant relationship between perceived organizational supports and job satisfaction ($p=0.001$).

Table 3: the relationship between perceived Organizational support and job satisfaction (Simple linear regression)

Variable	R ²	β	T	Sig
Job satisfaction	0.491	0.873	14.92	0.001*

*Criterion variable: perceived organizational support

As shown in Table 4, there is a significant relationship between organizational commitment and job satisfaction ($p=0.001$).

Table 4: The relationship between organizational commitment and job satisfaction (Simple linear regression)

Variable	R ²	β	T	Sig
Job satisfaction	0.329	0.679	5.12	0.001*

*Criterion variable: organizational commitment

DISCUSSION

The aim of present research was to study the relationship between perceived organizational support, job satisfaction and organizational commitment of faculty members of sport sciences at Iran universities. The Results demonstrated that perceived organizational support is highly related to organizational commitment which is in consistent with those of previous studies (Mahony, Hums, Andrew, & Dittmore, 2010), (Cuskelly, & Boag, 2001), while in contrary to Kwan, et al. (2011)(Kwan, Liu, & Yim, 2011). The possible reason for the paradox results may be due to the difference in the study population. Kwan et al. studied industrial factory workers while we worked on faculty of universities. The findings also suggested that perceived organizational support is one of the factors involved in the formation and strengthening of organizational commitment. If the faculty members be more supported by universities, they can actually participate in the process of planning and setting goals for the organization. As a result, more achievements would be achieved in the organizations. The other results relating to the research suggested a direct relationship between perceived organizational support and job satisfaction which is in agreement with Wang and Keung's findings (Wang, & Wong, 2011). Based on the theories of organizational behavior management, jobs could be done more efficiently if a support by organization is well performed. Then, Managers carefully planned work to optimize the new processes and methods for getting more organizational benefits. The other result of the study was referred to a direct relationship of organizational commitment and job satisfaction which support the results of some studies (Rocha, & Turner, 2008; Van Dyne, Graham, & Dienesch, 1994). Conclusively, the organizational commitment gets higher, the greater

impact on job satisfaction and organizational performance will be emerged. Hence, it can be stated that the university faculty will have a stronger sense of commitment to the job if a more satisfied feeling with their job besides the acceptable organizational support be provided. Since, the physical health of university faculties is so important that make them satisfy with their job, therefore, the physical activity program especially for weight loss

purposes can be effective in their efficacy (Taheri, & Irandoust, 2017). Its highly recommended that some limitations such as increased number of participants must be applied in future studies. It must be noted that the ministry of science, research and technology should make maximal effort to increase the organizational support to the faculty members of universities for the purpose of academic achievements in universities.

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