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## Effectiveness of Perceived Organizational Support on Employee's Organizational Commitment at Power Best Electricals Private Ltd, Palakkad.

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### Abstract

Employers commonly value employee dedication and loyalty. Employees who are emotionally committed to the organization show heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job. By contrast, employees are generally more concerned with the organization's commitment to them. Being valued by the organization can yield such benefits as approval and respect, pay and promotion, and access to information and other forms of aid needed to better carry out one's job. The norm of reciprocity allows employees and employers to reconcile these distinctive orientations. Some individuals might base their sense of perceived organizational support upon such factors as the organization members' willingness to provide them with special assistance or special or special equipment in order to complete a project. Others might develop a strong sense of POS based upon the organization members' willingness to provide them with additional opportunities for training in an area that was of particular interest to them. In addition, the employees are frequently sensitive

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to relevant environmental and organizational constraints that might limit the ability to provide them with desired rewards. Employees who experience a strong level of POS theoretically feel the need to reciprocate favorable organizational treatment with attitudes and behaviors that in turn benefit the organization. In support of this social exchange perspective, this paper has revealed that POS is positively related to job attendance and measures of job performance in PBEPL, PALAKKAD

**Keywords-** POS-Perceived Organizational Support, PBEPL-Power Best Electricals Private Ltd,

## 1. INTRODUCTION

An effective employee is a combination of a good skill set and a productive work environment. Many factors affect employee performance that managers need to be aware of and should work to improve at all times. It is the responsibility of the administrators to create a good working environment for the employees. Some of the factors are:

**Knowledge and Skills:** for an employee to work and function well in an organization, the employee should have adequate knowledge and skills. The employee must have proper attitude with the skills necessary to be efficient in work.

**Family:** usually all employees in any organization will have family problems at one point in their life. Some people may have frequent problems. These problems at home may also affect their work. These problems can affect the work adversely. The employers should be able to show adequate compassion on these workers to help the worker function effectively.

**Support from superiors:** superiors have to understand the needs of the employees for the employee to work efficiently. Sometimes frequent fault finding of the employees work may

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also lead to deficiency in work. Employee effectiveness is also lost if there is no proper guidance or planning in an organization.

**Adaptability:** Some employees may not be able to cope with the changes that occur at work. Equipment may change or the type of work can change in an organization. This can make the employee unable to adapt. Adequate training is necessary to help the employees to cope and be able to perform better.

**Social values:** the type of working an organization may also involve a sense of compassion. This is especially true when the organization deals with people. People who tend to be aggressive by nature may find conflicts in the situation. Good performance may be affected, not because of lack of ability or interest, but by conflict of values.

**Health:** employees must be physically and mentally healthy to perform better in an organization. Chronic illness in the family can also affect the performance of the employee. In course of time, it can lead to conflicts and non-performance. Adequate health cover as a part of the employee benefits will help a little in improving the efficiency of the person at work.

### 1.1 EMPLOYEE TURNOVER

Employee turnover is the difference in the rate of employees leaving a company and new employees filling their position. Nowadays, it is being a major problem among most of the companies, especially in low paying jobs. There are many aspects that play a significant role in the employee turnover rate of particular company. Such aspects can stem from both the company as well as the employees. When employees leave the company, the employer has to incur a considerable amount of direct and indirect expense. These costs normally include advertising expenses, headhunting fees, resource management expenses, loss of time and productivity, work

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imbalance, and employee training and development expenses for new joiners. If the company determines the most common causes of employee turnover, it would certainly be able to take the necessary steps for recruiting and retaining employees.

### 1.2 EMPLOYEE TURNOVER CAUSES

**Salary Scale:** this is the most common cause of the employee turnover rate being so high. Employees are in search of jobs which pay well. If the companies which they are working in don't offer good salaries, they tend to hunt for jobs that pay them considerably well.

**Benefits:** employees always flock to companies who offer more benefits. There are many employees who are not aware of the benefits that are provided to them in their compensation package.

**Advancements and Promotion Policies:** This is the prime reason why many mid-level executives leave the company. Due to no potential opportunity for advancements or promotions, they prefer other companies which may provide them with higher posts and increased compensation packages. The companies need to evaluate and modify their promotion policies in a fair way which would enable promotions for candidates only on the basis of employee performance.

**Working Environment:** This is also one of the main causes for employee turnover. Employees prefer to work in an environment which is suitable for them. This is the most common reason why they jump from company to company in just a few months. If they find an appropriate work environment in a specific company, they may work in the same organization for several years.

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These are some of the principal causes of employee turnover which can surely be avoided by the organizations after taking some necessary steps to better their in-house senders towards employees. However, there are many more causes which contribute to employee turnover; such as lack of employee motivation, work pressure, job stress, partially and favoritism, employee egos and attitudes, poor employee management, etc.

## 2. ABOUT THE INDUSTRY

Engineering Industries are the core sectors of the Indian economy. To attain national objective and target the development of this industry is great importance. Engineering industry plays an important role in the economic development of the country. Engineering industry supplies plant, equipment's components and spares of all types of industries. It is the backbone of economic development of any country. POWER BEST ELECTRICALS PRIVATE LIMITED acts as E.H.T. electrical contractors and consultants in all types of electrical works. The company is situated in Pudussery, Palakkad District.

### 2.1 ENGINEERING INDUSTRIES

There are various ways in which the units in this industry could be classified. Units producing consumer goods are operated generally on mass production basis and chose for capital goods are run of job order basis. In the economic survey conducted by the Govt, of India, the engineering industry is divided into two groups as follows.

## 3. OBJECTIVES OF THE STUDY

- To study and measure the degrees of employees believe on their organizational values, their contributions and cares about their well-being (Perceived Organizational Support).



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- To analyze whether Perceived Organizational Support leads to increased employee performance through organizational commitment.
- To check whether Organizational commitment mediates a negative relationship between Perceived Organizational Support and employee turnover.
- To find out the effectiveness of Perceived Organizational Support on Organizational Commitment.

#### 4. STATEMENT OF THE PROBLEM

This study helps to understand the effectiveness of perceived organizational support on organizational commitment, how they believe of employees on their organizational values, their contributions and care about their well-being increases the commitment of employees towards their work. The study also helped to find out the positive relation between perceived organizational support and organizational commitment, how organizational commitment mediates a negative relation between perceived organizational support and turn over. This also helps to identify that the increase in perceived organizational support leads to employee performance through organizational commitment. The whole study helps to know that perceived organizational support leads to organizational commitment which leads to increase in employee performance and decrease in employee turnover.

#### 5. SOPE OF THE STUDY

In recent days the performance of employees are affected by the lack of the organizational commitment the employees had towards the organization and this also result in quitting from the job which is a great loss for the organization. This study shows which all major

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factors make the employees feel that they are valued by the organization, and how it affects the commitment of the employees, if the employees have high commitment then the employee performance will increase and also there will be decrease in employee turnover. If the commitment is low then the employee performance will be decreasing and also there will be increase in turnover. The study will help the organization to consider each factor of Perceived Organizational Support, Organizational Commitment, Employee performance and Employee turnover and to improve these factors for the good and healthy functioning of the organization.

#### 6. LIMITATIONS OF THE STUDY

- Employees were not interested to fill up the questionnaires.
- Accuracy of the findings depends on the truth of data given by the respondents.
- Employees have not enough time to spend with researcher.

#### 7. REVIEW OF LITERATURE

According to Linda Rhoades and Robert Eisenberg(2002),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.

According to Caroline Gilbert, Sophie De Winne (2010), the line managers can enhance employee affective commitment by the both the effective enactment of HR practices and good relations- oriented leadership behavior. .

According to Lynn McFarlane Shore and Sandy J Wayne (2003), the affective commitment and POS were positively related to both compliance and altruism whereas

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continuance commitment was negatively related to these same constructs. Employees who feel that they are supported by the organization may, overtime, reciprocate and reduce the imbalance in the relationship by engaging in citizenship behaviors. That's goes beyond role requirements is most likely to be elicited when the employee feels obligated to repay the organization for support received.

Research by Eisenberger, Cummings, Armeli, and Lynch (1997), suggests that workers examine the discretionary actions of discretion to have done, otherwise, and then workers infer that they are being supported. They then seek to repay this favorable treatment.

**SumintonBaothamThitiworadaSangsawang's (1975)**,study presents a concept of the relationship of perceived organizational support on organizational commitment .the concept of POS stems from organizational support theory that explains how employees develop global beliefs regarding the extent to which the organizational values their contributions and is concerned about their wellbeing.

**John C. Hafer and Thomas N. Martin (2006)**, suggest that affective commitment has greater leverage on employees' attitudes than does job involvement when it comes to impacting apathetic employee mobility.

**Timothy M. Gardner, Lisa M. Moynihan, Patrick M. Wright(2003)**,investigated the role of collective affective commitment in meditating the relationship between skill, motivation and empowerment enhancing human resources practices and aggregate voluntary turnover in a multisource, longitudinal study. .



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**March and Simon's (1958)**, individual-11 model of the turnover process suggests that individual's compare the inducements (wages, status, peer relationships, etc.) received from their organization to their contributions to the organization.

**Ostroff s (1992)**, study of collective commitment and turnover intentions is the first to suggest that supra-individual factors link collective commitment and aggregate turnover rates. Instead of a direct link, Ostroff suggests that collective commitment shapes the patterns of interaction among group members.

According to **Robinson and Morrison (1995)**, employees view many actions by agents of the organizations as representing the organization itself. Providing supportive human resource management with respect to a number of aspects of work can influence these perceptions. those efforts. Continued reciprocation of resources beyond those required by formal agreements will therefore strengthen the physiological contract. In contrast, the withdrawal of positive

## 8. RESEARCH METHODOLOGY

### 8.1 RESEARCH DESIGN

“A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”. In this study descriptive type of the research design has been used.

### 8.2 DESCRIPTIVE RESEARCH DESIGN

Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when and how. The description is used for frequencies, averages and other statistical calculations. Often the best approach, prior to writing descriptive research, is to

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conduct a survey investigation. Qualitative research often has the aim of description and researchers may follow -up with examinations of why the observations exist and what the implications of findings are.

### 8.3 DATA COLLECTION

There are two methods in which data is collected.

- Primary data
- Secondary data

#### Primary data

Primary data are those which are collected freshly and for the first time and thus happen original in character. Here the data is collected through interview schedule.

#### Secondary data

Secondary data are those which have already been collected by someone and which have already been passed through the statistical process. Here the data is collected through books and internet.

### 8.4 RESEARCH INSTRUMENT

The instrument used is questionnaire schedule. It consists of closed end question.

### 8.5 RESEARCH DESIGN

Descriptive research design is used in the project at sampling unit of Power Best Electricals Palakkad.

#### GENDER

POWER BEST PALAKKAD	
MALE	31

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<b>FEMALE</b>	19
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**EXPERIENCE**

<b>POWER BEST ELECTRICALS LTD</b>	
<b>1-10</b>	1
<b>11-20</b>	1
<b>21-30</b>	38
<b>31-40</b>	10

**SAMPLING SIZE**

Sampling size taken for the research is 50 respondents out of 200 employees.

**SAMPLING TECHNIQUES**

In this research, the adopted sampling technique is convenient sampling technique.

**CONTACT METHOD**

Respondents are contacted personally.

**SCALING TECHNIQUES**

Questionnaire was framed on attitude scale having 5-point scales.

**TOOLS USED FOR ANALYSIS**

➤ **Simple percentage analysis**

Simple percentage analysis is a simple tool. In this method based on the respondents percentage is calculated for each factor.

$$\text{Simple percentage} = \frac{\text{No of respondents}}{\text{Total No of sample size}} * 100$$

➤ **Chi-Square Test**

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As a non-parametric test chi-square can be used to determine if categorical data shows dependency or the two classifications are independent. It is generally used to test the significance

### 9. FINDINGS

- Perceived Organizational Support is positively related to Organizational commitment
- Increase in Perceived Organizational Support increase the employee performance through Organizational Commitment
- Organizational Commitment negatively mediates Perceived Organizational Support and employee turnover
- Female employees are more dissatisfied in Pay and Promotion policies than male employees
- As Power Best Electricals, Palakkad is a private firm, the job security is low
- Power best have well experienced and skilled human resource
- Employees development activities and trainings are conducting timely according to the needs of the different departments

### 10. SUGGESTIONS

- Female employees have an opinion that they are not considered well and they are dissatisfied with pay and promotion given to them. They should also get the pay and promotion according to their work.
- Most of the employees consider that the promotion policies are not up to the satisfaction level. To improve the employee's performance the promotion policies should be considered in a proper way.

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- The employees have the opinion that the organization is not giving proper benefits. The organization has to consider these things as these are the factors that motivate the employees in an organization.
- Employees are also dissatisfied with the pay given to them. Pay is an important factor that makes the employee to stay in a firm. If the company is not offering them the proper pay for the work they do, the employees will switch to other organization. So the company has to consider the pay they give to the employees.
- Employees are also dissatisfied with the salary given to them. This also should be considered by the organization.

## 11. CONCLUSION

In recent days the performance of employees are affected by the lack of the organization commitment the employees had towards the organization and this also result in quitting from the job which is a great loss for the organization. This study proved that the increase in perceived organization support leads to increased employee performance through organizational commitment, organizational commitment mediates a negative relationship between perceived organization support and employee turnover and perceived organization support is positively related to change in organization commitment over time. The analysis tools like simple percentage analysis; regression and chi-square test support this actual reality. The study helped the organization to consider each factor of perceived organization support, organization commitment, and employee performance and employee turnover and to improve these factors for the good and healthy functioning of the organization.

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