

## Effects of Perceived Organizational Support on Attitudes of Physical Education Teachers: Case study

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### ABSTRACT

**Introduction:** One of current discussions in human resource management and organizational behavior has been perceived organizational support which is the belief based on the fact whether the organization appreciates their works and cares about their welfare. This study is aimed to investigate effects of perceived organizational support on attitudes (which have two components, job satisfaction and organizational commitment) of physical education teachers. **Methods:** this study was conducted among 382 physical education teachers of Education Department in different regions in Khorasan Razavi. Data collection tools were Huntington, Hutchison, Sowa and Eisenberger's (1986) perceived organizational support questionnaires. Also, their job satisfaction and organizational commitment were measured by designing some questions as components of organizational attitude. The questions related to job satisfaction and organizational commitment were selected from Minnesota Standard, Monday et al. (1982) standard, respectively and correlation analysis was used for data analysis. **Conclusions:** The results showed that there always is a positive significant relationship between perceived organizational support and job satisfaction. Also, there is a positive significant relation between perceived organizational support and organizational commitment. This shows that validating coworkers in order to improve its performance, on-time appreciation from extra time efforts, taking consideration of general welfare of teachers and their multidimensional satisfaction, the organization can improve perceived organizational support and take advantage of its positive result or affective attachment as well as normative commitment.

**KEYWORDS:** Perceived organizational support, Job satisfaction, Organizational commitment.

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### INTRODUCTION

In today's competitive world, rapid changes which occur in the market make possible for the national organization to be attracted toward competitiveness as much as possible. Current studies about business strategies have shown that organizational competitive advantage can be resulted from concentrating on human resources as the most important organizational strategic source. In the other words, the resources are kinds of intangible assets which can result in some values for the organization through increasing organizational power to combat with current environment (April and Huang, 2005). To answer the competition on human resources, the organizations invest on implement and improvement of welfare programs and employee support and try to provide facilities for their employees as much as possible because employees who feel support are committed and satisfied, less lie and no longer leave simply the organization and all of these improve organizational performance and make the organization achieve to its goals. With the assumption that physical education teachers in Education Department can be considered as infrastructural factors and directive to appropriately teach human resources, it seems studying effective factors on their attitudes and behaviors can lead to solve many investment problems in human resources in the organizations in order to achieve competitive advantages. This paper has two purposes 1) introduction for perceived organizational support and a summary of available studies with this regard and 2) providing a landscape for the positions of studied organizations from perceived organizational support point of view and their attitudes based on organizational commitment and job satisfaction. The results of experimental studies confirmed the appropriate implications of employee support. Rigel et al. (2009) showed in a meta-analytical study that organizational support of employees severely increases organizational commitment, decreases retirements and raises performance.

"Perceived organizational support" concept was proposed first in 1986 and entered from psychology into management literature. From the beginning, executives and organizational researchers appreciated. It indicates the belief based on the fact whether the organization appreciates their works (Eusenberger et al., 1986).

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## **LITERATURE REVIEW**

Occupational professional attitudes have increasingly importance for all industries and organizations which want to gain accurate understanding regard to results and implications of their employees and works. These kinds of attitudes include an extensive scope of staff attitudes which effect on all dimensions of an organization. Various variables can influence on staff implications and results of any organization among of which it can be indicated to perceived organizational support. Based on Huntington, Hutchison, Sowa and Eisenberger's definition (1986) perceived organizational support is general staff belief of an organization about value development the organization accounts for their welfare. Therefore, perceived organizational support shows staff conceptions of organizational commitment level such that the staff develops their efforts in the organization through which take advantage of social, physical and financial benefits. The results of experimental researches also have confirmed the suitable results of staff support. Rigel *et al.* (2009) in a meta-analysis showed that organizational staff support increases severely the commitment and reduces retirements and increases performance and job satisfaction to high degrees. "Perceived organizational support" concept was proposed first in 1986 and entered from psychology into management literature. From the beginning, executives and organizational researchers appreciated. It indicates the belief based on the fact whether the organization appreciates their works (Eisenberger *et al.*, 1986). Theoretical basic of organizational support is social exchange theory.

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### **Perceived organizational support**

Based on Huntington, Hutchison, Sowa and Eisenberger's definition (1986) perceived organizational support is general staff belief of an organization about value development the organization accounts for their welfare. Therefore, perceived organizational support shows staff conceptions of organizational commitment level such that the staff develops their efforts in the organization through which take advantage of social, physical and financial benefits. The results of experimental researches also have confirmed the suitable results of staff support. Rigel *et al.* (2009) in a meta-analysis showed that organizational staff support increases severely the commitment and reduces retirements and increases performance and job satisfaction to high degrees. In another study, the relationship between job satisfaction and perceived organizational support has been investigated within Police staff of Gilan Province. The results show that there is a significant and positive relationship between job satisfaction and organizational support and staff job satisfaction predicts their organizational commitment. Zaki (2006) investigated perceived organizational support among teachers and managers and his results show that he managers are in higher organizational support than the teachers. "Perceived organizational support" concept was proposed first in 1986 and entered from psychology into management literature. From the beginning, executives and organizational researchers appreciated. It indicates the belief based on the fact whether the organization appreciates their works (Eisenberger *et al.*, 1986). Theoretical basic of organizational support is social exchange theory.

### **Job satisfaction**

It calls for general attitude of a person to his/her job. A person with higher job satisfaction has more positive attitude and vice versa (Symons and Scott, 2002). Study of more than 500 researches showed that there is a positive and significant relationship between job satisfaction and mental physical health of employees (McCubin, 2005).

### **Organizational commitment**

Whereas organizational commitment has a considerable effect on efficacy and efficiency, during current years it has been an important part of organizational studies and its importance in organizational success, benefit, appropriate implications such as increasing effectiveness, decreasing lie and retirement has been confirmed by many studies including Porter, Stizer and Bolin (1974) and Titmier (1993). In Iran, Tenago, Nikraves, Yousefian and Khavari (2004), Tenago, Nikraves and Dabaqi (2006), Jahangir, Pasargadi, Mahfoozpoor and Akbarzade (2007), Hoseinian, Majdi and Habibi (2007), Barooni (2007), Rahmanseresht and Fayazi (2008), Khosravizade, Khalaji and Khajoi (2008) have dealt with organizational commitment and each of them have investigated some kind of organizational commitment role in positive behaviors resulted in achievement of organizational purposes. In many studies the relationship between perceived organizational support and organizational commitment has been investigated and the results showed that there is a positive and significant relation with 0.8-0.83 correlations. Also,

Stizer concluded a positive relation between organizational commitment and organizational loyalty and Allen and Meyer found a negative relation between organizational commitment and job retirement. Loom et al. also studied different backgrounds of job retirement and among of the results, organizational commitment has the most powerful effect on job retirement. Also Matio and Zajak's meta-analysis showed a negative relation between organizational commitment and negative interaction behaviors.

## METHODOLOGY

### Samples

This study has been conducted among physical education teachers of 7 areas in Mashhad and their districts as well as different cities of Khorasan Razavi Province. 382 persons completed and returned the questionnaire. 41.2% of sample members were men and 58.8% were women in which 63.9% were married, 36.1 single, 23.2% with diploma, 69.5% with B.S./B.A. degree, 7.3% with M.A./M.Sc. or higher degrees. 38.3% had 7-12years job history, 30.4% had 13-18years, 12.9% higher than 6years and also 18.4% lower than 6years.

### Data collection tools

Perceived organizational support background questionnaire: perceived organizational support variable in this study was Eisenberger's questionnaire (1986) based on 7 point Lickert spectrum from 1 (completely agree) to 7 (completely disagree) by which the staff expressed their perceptions from organizational support level. This tool has been used in 73 studies by different methods and has an appropriate end point and its final point has been reported by Cornbrash's Alpha (Zaki 2006). The reliability has been obtained by Arizi and Golparvar (2007) with two methods, factor (analytical and conformational) analysis and divergent, convergent reliability. Also, designing some questions in the questionnaire, their organizational commitment and job satisfaction have been evaluated as components of organizational attitude. The questions related to job satisfaction has been selected and collected from Minnesota standard questionnaire and that of organizational support from Mudai et al. standard questionnaire (1982). Then, the questionnaire was sent to some experts and they were asked for their evaluations about questions, assumptions and validity. Finally, having collected the results, the final reliability was confirmed. In order to determine validity of the questionnaire, a sample of 53 persons of physical education teachers of different Education regions were referred. Then, calculating Cornbrash's Alpha (0.7654), the validity was identified and accepted.

### Data analysis and the results

At first, using exploratory factor analysis, the factors resulting in data changes were identified. These factors (perceived support, organizational commitment and job satisfaction) determined 61.33% of all data changes. As mentioned, 7point Lickert scale was used for questionnaire options. Afterwards, K2 test was used to difference significance observed in frequency distribution. As observed, K2 test is significant for all three variables.

Then, using Smirnov-Kolmogorov test, the distribution state of study variables and because of normality, Pearson correlation coefficient was used to bivariate correlation analysis. Organizational attitudes of staff were identified by determining sufficiency of factors (job satisfaction and organizational commitment variables). For this, average society test has been used. The results show that job satisfaction and organizational commitment levels are at 5% significance and acceptable level.

**Hypothesis 1:** There is a significant relationship between perceived organizational support and job satisfaction among the physical education teachers. Based on the results it is observed that Pearson correlation coefficient is positive ( $r=0.41$ ) and significant ( $p<0.01$ ) between perceived organizational support and job satisfaction as a powerful positive relation. Based on the results, the higher the perceived organizational support, the higher is the job satisfaction and vice versa.

**Hypothesis 2:** There is a significant relationship between perceived organizational support and organizational commitment among the physical education teachers. Based on the results it is observed that Pearson correlation coefficient is positive ( $r=0.42$ ) and significant ( $p<0.01$ ) between perceived organizational support and organizational commitment as a powerful positive relation. Based on the results, the higher the perceived organizational support, the higher is the organizational commitment and vice versa.

Variables		Perceived organizational support	Job satisfaction	Organizational commitment
Responses (%)	Completely agree	4.99	20.5	18.00
	Agree	13.0	29.1	19.5
	Relatively agree	15.9	13.1	14.8
	Neutral	16.1	12.5	16.4
	Disagree	15.9	6.1	6.3
	Relatively disagree	19.7	6.2	11.0
	Completely disagree	12.9	5.9	12.1
	Avg.	3.61	5.19	4.48
S. D.	1.20	1.25	1.39	
K2	489.1	530.04	770.09	
Freedom degree	6	6	6	
Significance	0.00	0.00	0.00	
Appropriateness	High positive		❖	
	Medium positive			
	Low positive		❖	❖
	High negative		❖	
	Medium negative			
	Low negative			

Additionally, during side analyses for the differences between men and women, age groups and different job histories were investigated. From Man-Whitney test perceived support difference between men and women was identified. The results show that there is no significant difference between men and women from perceived organizational support point of view ( $Z=51.1$ ,  $U=45230/00$ ,  $p=0.108$ ). Unilateral variance analysis and HSD2K showed that there is significant difference among staff with different job histories ( $F=4.74$ ,  $p=0.003$ ) such that there was a significant difference between staff with 13-18 and 7-12years job history and perceived support for first group was significantly less than second group. Unilateral variance analysis showed that there is a significant difference between age groups ( $F=5.78$ ,  $p=0.004$ ) such that older staff felt more organizational support whereas 41-50 years old staff has more organizational support than two other lower age groups.

### DISCUSSIONS AND CONCLUSIONS

Perceived organizational support is one of the subjects recently proposed in sport management scope. This study showed that this concept has applications in educational and sport departments as the same as other departments. The results of this study were according to the results of previous studies and confirmed them. Also, perceived organizational support has positive significant relationship with, on one hand, job satisfaction and organizational commitment, on the other hand, between physical education teachers. This means that the support felt by staff from the organization equals to the fact to what extent the organization appreciates their efforts and concerns their welfare (increasing salaries, learning and rating). This causes to improve staff trustworthiness and their interactions. In the other words, the staff appreciates the organization with positive attitude and this causes increase willingness to remain in the organization because they are identified on behalf of/by the organization.

Additionally, the results showed that the subjects have appropriate job satisfaction and it seems that their occupational identity is one of satisfaction causes. The study showed that occupational identity is one of factors for job satisfaction (Shakerinia, 1997). Also, there is significant positive relation between perceived organizational support and job satisfaction. This is aligned with some studies. For example, Callins (2007) and Limbert (2004) identified that social perceived support has significant relationship with psychological welfare and job satisfaction among U. K. militaries participating in Falkland war and social health providers, respectively. Hoeiter (1994) showed in his study to investigate social support and its relationship with occupational exhaustion of psychologists that social support from supervisors has most part in welfare of school psychologists. Olberg Parl et al. (1997) showed that perceived support from supervisors has significant relationship with Norway staff (men and women) job

satisfaction in Petroleum Extraction Company in Norht Sea. Baroch Feldman et al. (2002) also found in their studies that social support has a negative relationship with occupational exhaustion and positive with productiveness. Social support from the family has a significant relationship with occupational exhaustion among the factors (job satisfaction, occupational exhaustion and productiveness) and 12% variance for job satisfaction has been obtained. Perceived social support is a phenomenon that influences not only on staff job satisfaction, but also other variables. Ching et al. (2006) in a study of social support effects and occupational mental stresses on organizational citizenship behaviors of nurse board in a public clinic in a rural area in Taiwan found that the nurses who achieved more social support from their supervisors have higher level of organizational citizenship behaviors through interventional organizational commitment.

The results show that higher the age, staff job satisfaction participated in the study is higher and these results are confirmed by Mehrabian et al. (2005), Mirbagheri (1996) and Hosseini et al. (2002) studies. Their results showed that increasing age increases staff job satisfaction. The results of this study are no longer aligned with some studies. For example in Hayati (2002) study it was identified that the more age of bookkeepers, the less is their job satisfaction. In Mohsenpoor et al. (2005) study it was identified that there is no longer a significant relationship between nurse job satisfaction and demographic variables. In Golafrooz and Behnam (2002) study it was observed that the more age of subject (health providers), the less is their job satisfaction. In Damirchi (1994) study it was identified that there is no significant relationship between job history and job satisfaction. By these differences, it can be said that in Gilan University, among developing universities, it has been recently observed tangible develops in hardware (civil and new structures) and software (using new IT technologies in research applications) areas such that a set of IT centers which were recently distributed throughout the city and was accompanied by many problems (e.g. lack of facilities, lack of self-services, slow bureaucracy and etc.) for the university is now integrated into a site. Therefore it seems this convergence has caused to increase staff job satisfaction. In addition, education classes during services can explain to some extent these differences.

In this study it was identified that there is reversal correlation between job satisfaction and education level. In the other words, the higher is education level, the less is job satisfaction. This is aligned with Mehrabian et al. (2005) study that identified the higher is education level, the less is job satisfaction. Also, Damirchi (1994) found that there is no significant difference between education level and job satisfaction among the subjects. In addition, Hosseini et al. (2006) higher the education level, the higher is job satisfaction. Considering this study features it can be said that dissatisfaction obtained from M. A. /M. Sc. Participants in the study is maybe because of their rarity. Another reason is that they compare themselves with faculty board with similar degrees. Another reason is because of statistical rarity, they no longer are able to make extensive interactions with other staff with lower degrees but statistical abundance. Finally, specific properties of the subjects and data collection tools may cause to make differences between them in the study.

In many studies the relationship between perceived organizational support and organizational commitment and the results show that there is a positive significant relation with 0.8-0.83 correlation. Also, Stirs concluded a positive relationship between organizational commitment and remaining in the organization and Allen and Mir found a negative correlation between organizational commitment and exhaustion. Loom et al. studied different exhaustion backgrounds among of which organizational commitment had most effect on exhaustion. Also, Mathew and Zajak meta-analysis showed a negative relationship between organizational commitment and negative interactional behaviors (lie and retirement).

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