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RELATIONSHIP AMONG PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT: A STUDY OF UTTRAKHAND

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Abstract

Employees are considered to be the most important assets of the organization. Employee engagement is considered to be constructive and productive when the organizational support is extensively wider in concept. Perceived organizational support not only improves the employee turnover and absenteeism but it improves the employee engagement and work commitment.

The current study is designed to check the relationship of perceived organizational support and employee engagement on academicians in education sector. Perceived organizational support relates to employee well being and their contribution is well being acknowledged which improves their employee engagement.

The study is aimed to analyze the effect of employees' engagement on higher education academicians in Uttarakhand. This study suggested a single hypothesis for this reason. The findings of previous research on the correlation study between "perceived organizational support and employee engagement" have been validated by an evaluation of existing

research. This research further illustrates the stronger picture of employee participation that POS is received. Primary data were gathered using a formal questionnaire. There have been 15 questions in the Questionnaire

Key Words:

Perceived Organizational Support, Employee Engagement, Higher Education

Introduction:

“An Employee is engaged if he or she is willing to go above and beyond what would be expected in his or her role.”

Perceived Organizational support is concerned with their employees commitment to the organization is positively co related with employees focus.

A leader is the same one day as a coach or teacher. Excellent leaders learn this through teaching or coaching. On this basis, a leader whose leadership is both capable of meeting the problems and obstacles of the present day and the future is definitely necessary. Leadership is based on the leaders of the group to be able to lead them. POS in an enterprise is assumed to lead workers to act optimally. “Perceived organizational support” shows that the company has general obligations for positive and good care. In return, employees show concern for their business and treat the company well. Work related behaviors to help corporate objectives reflect the roles of workers. Workers prefer to personify the organization for which the executives and managers function as a series of decisions and actions. You forget the business or the organization as a method. “Perceived organizational support (POS)” then responds to how many workers believe that the corporation wants to pay equally for their efforts, to provide them assistance in such circumstances, such as illness and difficulty at work; to make employment fun and stimulating and to have favorable working conditions.

Employee Engagement increases with passion and support of the organization.

Perceived Organizational Support

POS enhance affective commitment in three different ways (Gouldner, 1960). First, “perceived organizational support” would create a sense of

duty towards organization and workers aims for more engagement and effort to achieve organizational goals (“Eisenberger *et al.*, 1986; Mowday *et al.*, 1984”). Second by fulfilling employees socio-emotional needs, perceived organizational support would strengthen affective commitment and this lead to strong tie between employee and organization (“Eisenberger *et al.*, 1986; Armeli *et al.*, 1998”). Third POS will create the feeling of being support which results in a positive mood which in return lead to affective commitment “(Eisenberger *et al.*, 2001)”. The perceived org. support mediates the connection between satisfactory job conditions and affective commitment (Stinglhamber & Vandenbergue, 2003). Thus many studies found that perceived organization support is a more important predictor of employee commitment than mentoring and other support. There is a clear distinction between POS and perceived supervisory support of the workers. It means former is support from the organization and later from the team. So compared to team support which includes coaching and mentoring, perceived organizational support play key role in employer outcome (Rozaini *et al.*, 2015).

Employee engagement:

EE deals with the workers who involve them in the performance of their job, and it involves more emotions and behaviours in addition to cognitive judgment. It is also observed that employee participation is a pattern of working participation when workers who are deeply active in their job are associated with their work. So EE is so unique and distinct construct with Cognitive and emotional elements and actions which are correlated with the job performance. Human is the most valuable asset which is the only factor which cannot be imitated by the competitors if employees engaged properly. EE is one of the important tools to gain a competitive advantage over the others (Anitha J, 2001)

Employee Engagement includes effective leadership style which improves professional and personal growth of an employee.

Higher Education

Uttarakhand state is emerging as an education hub. The city of Dehradun has the highest number of centers of higher education.

Review of Literature:

("Gokul, Sridevi, and Srinivasan 2012)studied the relationship between perceived organizational support, work engagement and affective commitment” and his findings has shown that positive corporate support via dedication of its employees is important for their effectiveness. Evidence has shown that motivated workers perform higher. Organizations must also aim to provide their workers with a welcoming environment that is more dedicated, and thus more successful. This work in the petrochemical sector in the Indian context has contributed significantly to literature because in this specific sense, not much of the work is done to support the POS influence and dedication to successful commitment.

(Biswas and Bhatnagar 2013) studied “Mediator analysis of employee engagement: Role of perceived organizational support, p-o fit, organizational commitment and job satisfaction” and found that While every attempt was made to differentiate near-identical constructs or overlaps conceptually, the same distinction was also required on an operational basis. Throughout this end, differential tests of validity were performed such that one con- struct operationalization was different from the operationalization of the other. There are some constructions that tend to be interchangeable in lay terms in social research in general and in OB / HR research in particular. To evaluate meanings of construction differences, it is therefore advisable, both conceptually and mathematically, to perform a discriminating analyzes for validity and define the exact connotation of this house. Prior work indicates that employee engagement and organizational dedication are distinctive. But we have carried out the confirmatory factor analysis leading to discriminating validity to test if employee participation with organization is different, provided that the wordings of the elements measuring build ratings are identical.

(Fristin et al. 2019) studied “The Relationship amongSuper leader, Perceived Organizational Support and Work Performance Mediated by Work Satisfaction and Employee” and found that Studies has stated, (1) Super Leader impacts work satisfaction dramatically and positively. The study finds a new element. This result is anticipated both theoretically and realistically to make a real contribution; (2) super leader has a substantial

positive impact on the participation of employees. The study's results are news. This finding is expected to contribute in terms of theories or practices; (3) Super Leadership affects employee performance in a positive yet insignificant way. This study does not support “Meppaenre” and “Ahmad's 2014” study that superleaders significantly affect performance of the employee; (4) “Perceived organizational support” affects satisfaction in work positively and significantly. The findings of this study support “Nusatria and Suharmono (2011)” who suggest that POS influences work satisfaction in a positive and meaningful manner.

(“Dai and Qin 2016”) studied Perceived Organizational Support and Employee Engagement: Based on the Research of Organizational Identification and Organizational Justice” and found that the mentioned research study drafts the connection model of POS, identification, staff involvement and organizational justice based on theoretical investigation. We checked the mediating position of corporate identity empirically with questions of 350 employees in 28 provinces and organizational justice by applying the “correlation analysis” and the “structural equation model” and “regression analysis” as a moderating factor. The results show that, first, POS and EE have a significantly positive relation, perceived support for the organization directly affects “employee engagement; second, perceived organizational support” can be crucial part in the employee involvement via the identifying the organization.

(Funda n.d) deliberated “The Relationship between Perceived Organizational Support and Teachers' Organizational Commitment” and found that the connection with organizational commitment and perceptions of organizational support of teachers working in primary schools in “Turkey” is investigated. Conducting a similar study with middle school teachers can be useful in terms of comparing and highlighting the differences between primary school and middle school teachers. Organizational help understanding and level of organizational engagement. Additionally, taking into account the demographic characteristics of teachers is considered as an important variable in terms of revealing the impact of personal factors in creating the perception of

organizational support.

Research Methodology

Significance of the Study

“Relationship Among Perceived Organizational Support And Employee Engagement: A Study of Uttarakhand” and interaction can be more effect using latest technologies. Also concerning to the above statement of problem we found that lot of work can be done. These 3 variables are tested in higher education sector in Uttarakhand. Through it's a positive relationship between, but the time, place and situation changed and facts also changes.

Objective of the Study

To identify the relationship among Organizational Support and Employee Engagement in Higher educational Institutes of Uttarakhand.

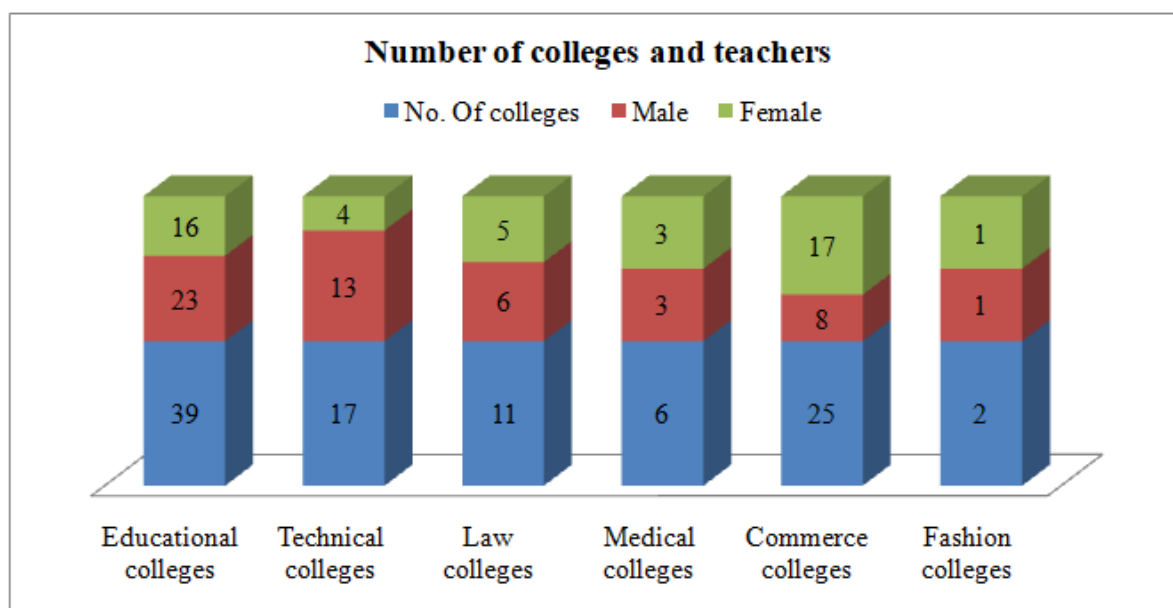
Research Hypothesis

From the title of this paper the below hypothesis is developed:

H: “Perceived organizational support is positively associated with employee engagement”

Data Collection:

Data is gathered by the means of a primary source i.e. validated set of questions of 15 questions. The response was taken from the 100 respondents belonging to the higher education sector of different colleges and streams in Uttarakhand i.e. the professors and the college staffs. The analysis of the data is given below.



Graph - 1

Validity of the data

The study was dependent on 15 statements. With the help of previously published articles, it's said that questionnaire is said to be reliable when the Cronbach alpha value is more than 0.50. Factor load of the questionnaire of this research paper values "more than 0.50." "Cronbach alpha" value for all 15 statements is greater than 0.613 which shows that our gathered stats/data is more validated and is also reliable for our usage. We have implied SPSS for data analysis and various tests.

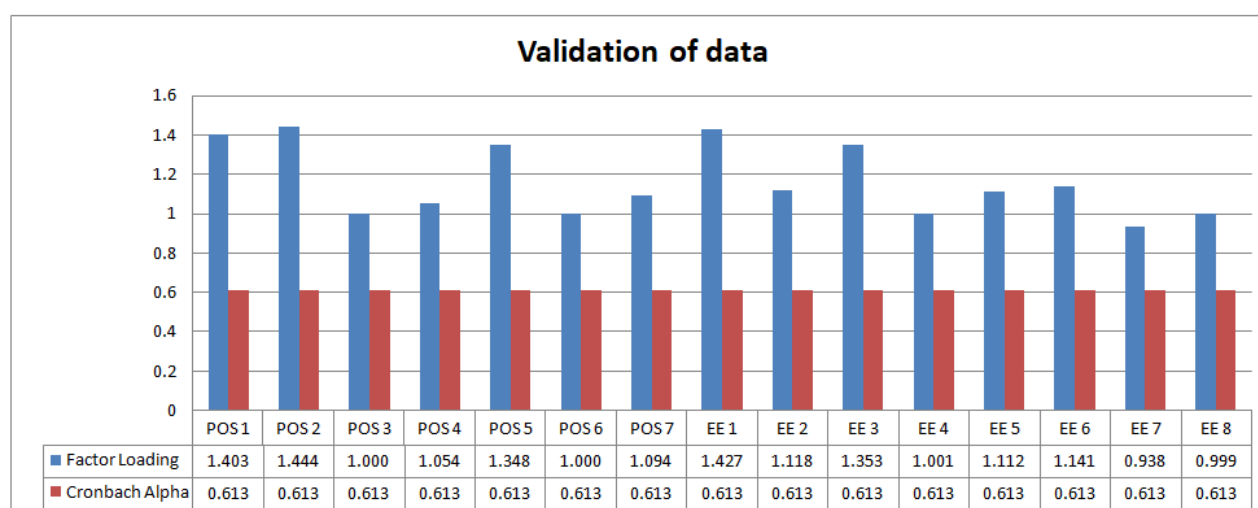


Table – 1& Graph – 2 *POS - Perceived Organizational Support

*EE - Employee Engagement

Data Analysis:

1. Correlation Analysis:

Table - 2 Correlation Analysis

	Perceived Organizational Support	Employee Engagement
Perceived Organizational Support	-	-
Employee Engagement	0.477**	

** Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level

The study of correlation is a statistical tool used for determining relationship strength between “quantitative variables”. A strong connection means that variables are closely related, and a weak “correlation” states that the variables are not related to one another. The above mentioned table (table - 2) describes the statics of the correlation analysis between POS and employee engagement. We figured that our both variables are positively connected and correlated to each other. The relational bond is positive and strong as well.

2. Regression Analysis:

Table - 3 Regression Analysis

	β	T	p
(Constants)	2.027	11.878	0
POS	0.317	9.451	0
R square	0.41		
F	90.821		0
Durbin- Waston	1.789		

Dependent Variable: EE

EE= Employee Engagement

***Significant at the 0.01 level.

**Significant at the 0.05 level.

* Significant at the 0.10 level.

Regression is a statistical approach used to assess the intensity and complexity of the relationship between one dependent variable, in accounting, investment and other disciplines. In this research study, the table (tables – 3) describes the “regression analyses” about this research study. The relation and effect of “independent variable on dependent variable” is described with the help of regression analysis.

The R Square value represents the degree to which independent variable is affected by dependent variables. This value will be approved if it is $> 25\%$. The actual degree of relationship is indicated by P-value. The hypothesis is accepted in the regression analysis, if P is below 0.05, 0.01 and 0.10. These three levels allow the hypothesis to be accepted. The value of F defines how much the dependent and independent variables contribute to each other. Greater the F value, the relation between the variables is greater. “ β ” describes the extent to which an independent variable is affected by dependent variables. Tables 3 above show the correlation between “perceived organizational support (POS) and employee engagement”. The value of $\beta = 0.321$ for employee involvement and $p = 0.00$ i.e. < 0.01 for perceived organizational support (POS). This illustrates the significant impact on employee engagement from perceived organizational support. There are none “t” zero values in this table as well.

Conclusion:

Finding current research indicates that organization support perceived implies an important role in promoting “employee engagement” in the education sector. In Uttarakhand's higher education sector, this position is prominent in particular. By using the concept of the “Perceived organizational support(POS)” in the organizational procedures, the education sector that boost employee engagement. Current study involves verification of the perceiving of organizational support in all processes and procedures by employees of the various colleges at Uttarakhand. This could lead to loyal and committed workers being promised in training and to a decrease in employee revenue. In addition, the efficiency and productivity of companies will be improved. In further study, an improvement of banking functions and processes in Uttarakhand's higher education sector

can be tested in the sense of major variables like perceived help to managers, job autonomy or employee engagement health.

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