Perceived Organizational Support, Organizational Identification and Job Involvement among Temporary and Permanent Employees- Relational Analysis

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Abstract

The present study investigates the relationship between the perceived organizational support,organizational identification and job involvement among temporary and permanent employees. After a detailed literature review certain hypotheses were formulated, i.e.,. there will be a positive relationship between perceived organizational support and organizational identification,. there will be a positive relationship between perceived organizational support and job involvement and perceived organizational support, organizational identification and job involvement will be higher in permanent employees as compared to temporary employees. To test hypotheses 100 employees (50 temporary and 50 permanent) irrespective of gender and age variable from the department of phone banking of a private bank were selected. Perceived organizational support was measured by the Perceived Organizational Support Questionnaire (Eisenberger, et.al, 1986), Organizational Identification was measured by Organizational Identification Questionnaire (Rubin, et.al, 2004), while Job Involvement was measured by Measurement of job and work involvement (Kanungo, 1982). Data analysis involved the use of Pearson Product Moment Correlation and according to the results there is a moderate positive correlation perceived organizational support and organizational identification among both temporary and permanent employees. Moderate and weak positive relationship between perceived organizational support and job involvement among permanent and temporary employees respectively.

Keywords: Perceived Organizational Support, Organizationl Identification, Job Involvement, Temporary & Permanent Employees

In this era of competition organizations are facing challenges to provide growth and healthy environment to increase productivity. At the end of the day employees expect reward and recognition for all the endeavors and efforts they make for organization. This reciprocal relation between organization and employees leads to perceived organizational support. Perceived Organizational Support (POS) refers to an employee's perception of the value of one's contributions and whether the organization cares about the well-being of its employees. Scholars have found that perceived organizational support (POS) affects performance and wellbeing (Eisenberger et al., 1997). Other experts believe that the field of perceived organizational support (POS) refers to the organization's contribution to a positive reciprocity dynamism employees, as employees tend to perform better to give back to perceived organizational support (Rhoades & Eisenberger, 2002). Perceived organizational support serve as an important source of social-emotional respect as caring including direct benefits such as wages and medical benefits (Rhoades & Eisenberger, 2002). Further, this support helps to meet the employee's need for approval, esteem, and affiliation. It also provides an indication that increased effort that will be noted and rewarded (Eisenberger, 2009). Considering above researches perceived rganizational support is expected to be treated as an important issue by the organization that looks for productivity with positivity and commitment, And in return employees develop the relation with an organization. Perceived organizational support (POS) determines and predicts many antecedents such as job performance, job commitment, job satisfaction, job dedication, job involvement and task performance (Muse & Stamper, 2007).

This results into Organizational Identification with the organization. Organizational identification refers to perception of oneness with or belongingness to the organization. In other words, via OI, the organization provides the individual with a sense of identity perspective, which comprises theories of social identity (Tajfel, 1978). Organizational Identification can be considered as an overlap between the employees' image of the organization and the image of the self (Riketta & Van Dick, 2005), because people who have OI may see themselves as personifying with the organization (kitapç1 et al., 2005). Organizational identification is a multidimensional construct that consists of a cognitive and an evaluative component. The cognitive component captures the extent to which individual organizational membership is self-defining and how they see themselves in relation to their organization. The evaluative component encompasses the value that individuals attach to their organizational membership. Many past researches on organizational identification focused on the effects of its cognitive component on employees' work attitudes and behaviors. The evaluative component of organizational identification has received only limited attention in previous research (Blader and Tyler 2009).

When organization give identity to its employees,this leads to the ownership and is engaged, it motivates them to work with high devotion and grand loyalty which leads to job involvement. Job involvement is the internalization of values about the work or the importance of work according to the individual. Job involvement may appraise the ease with which a person can be further socialized by an organization. Organizational

socialization is the process by which an individual understands the values, abilities, behaviors, and social knowledge indispensable for an organizational role and for taking part in as a member (Ramsey et al., 1995). It is a belief about one's current job and is a function of how much the job can satisfy one's wishes. Highly job oriented individuals make job a central part of their personal character. Besides, people with high job involvement focus most of their attention on their job (Hackett et al., 2001). Job involvement is grouped into four diverse categories. These categories are: 1) work as a central life interest, 2) active participation in the job, 3) performance as central to self-esteem, and 4) performance compatible with self-concept. In work as central life interest, job involvement is thought of as the degree to which a person regards the work situation as important and as central to his/her identity because of the opportunity to satisfy main needs. Job involvement is a function of individual difference and the work situation. Thus demographic and work experience variables are expected to relate to job involvement. Positive relationships are expected with age, tenure, years in occupation, education, having children, and gender. There is no evidence of a strong relationship between job involvement and performance (Cohen, 1999). The literature identifies job involvement as an individual's level of psychological identification with the specific job in which he or she is engaged or being absorbed in it (Kanungo R, 1982). Organizational behavior literature suggests several different conceptualizations of job involvement (Blaue GJ, Boal KB, 1987), Saleh ISD, Hosek J (1976), such as the degree of importance of one's job to one's self-image, the degree to which an individual's self-esteem or self-worth is affected by his or her perceived performance level (French JRP, Kahn R, 1962), and the degree to which an individual is actively participating in his or her job (Allport GW, 1943; Bass BM, 1965).

Figure 1:
Showing the relationship
between Perceived Organizational Support,
Organizational Identification &
Job Involvement & their Influence
on an Employee.
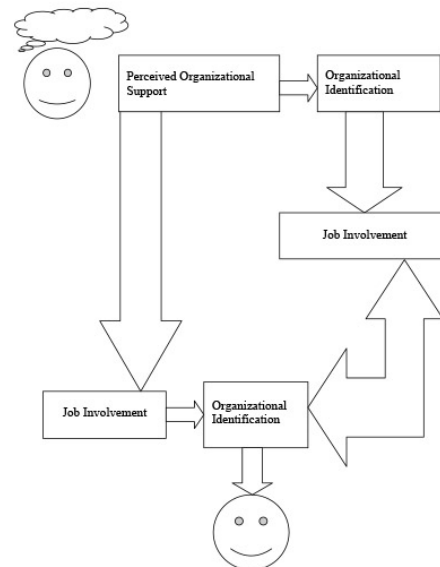
It is commonly observed that organizations invest more in permanent employees rather than temporary employees as they subconsciously own permanent employees more as compared to temporary ones. This bioregion generates insecurity in temporary employees. The majority of studies on the impact of temporary employment for the individual are either largely theoretical in nature. Or are uncritically grounded in theoretical designs that have proved valuable in explaining the attitudes, well-being and behavior of permanent workers (Connelly and Gallagher 2004), as in the case of studies related to work stress, for example. In addition, some attempts have been made to understand temporary workers' responses in terms of psychological processes involving the perception of fairness.

After literature review the present study is designed to investigate the relationship between the perceived organizational support, organizational identification and job involvement among temporary and permanent employees.

The hypotheses developed in the scope of the study are presented as follows:

- There would be a positive relationship between perceived organizational support and organizational identification
- There would be a positive relationship between perceived organizational support and job involvement
- Perceived organizational support, organizational identification and job involvement will be higher in permanent employees as compared to temporary employees.

Methodology

Sample

This study population consists of 100 employees (50 temporary and 50 permanent) from the phone banking department of a private bank, Karachi. Sample was selected conveniently with no restrictions of age bracket and gender. The only controlled variable was number of temporary and permanent employees

Questionnaires

Perceived organizational support. In the study, with the aim of measuring the perceived organizational support, it has been developed, grounding on the scales developed by Eisenberger et al (1986) and Turunç and Çelik (2010). Despite the scale developed Eisenberger et al. (1986) is heptamerous likert scale, it has been used fivefold likert scale (l=strongly disagree, 2=moderately disagree, 3=neither agree nor disagree, 4=moderately agree, and 5=strongly agree) such as Turunç and Çelik (2010) used in (their) study.

Organizational Identification Questionnaire (2004). In the determination of organizational identification, it has been used the organizational identification scale that is developed by Rubin in 2004. It contains 25 items that are scored on a 7-point Likert scale ranging from very strong agreement (1) to a very strong disagreement (7).

Job involvement. It was measured with Kanungo's (1982) 10-item Job Involvement Questionnaire (JIQ) (α=.86). Kanungo's scale originally used a 6-point Liker-type scale. However in this study, a 5-point scale with the same anchors was used.

Procedure

To fulfill objective of the study and selecting sample permission was taken from manager of the private bank and then respondents were selected with the help of manager on the basis of selection criteria mentioned in sample section. All three questionnaires were get filled by selected population and respondents were thanked for participating in the research. Then scoring was done to find out mean, Pearson Correlation and linear regression.

Results

Scatter Plot 1: Graph Depicting The Relationship Between Perceived Organizational Support, Organizational Identification And Job Involvement Of Individual Sores Among Permanent Employees
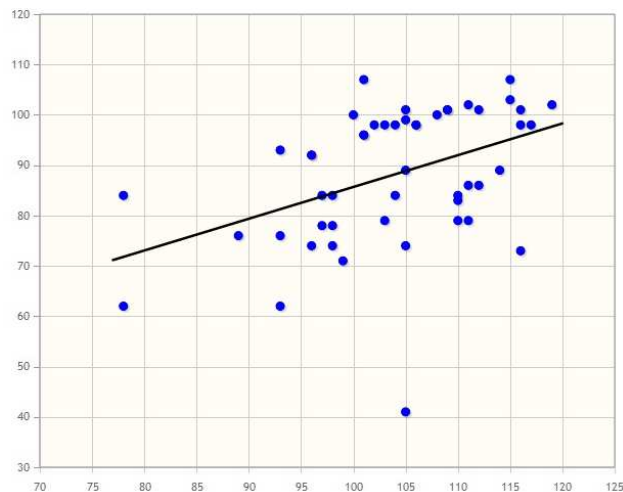
Scatter Plot 2: Graph Depicting The Relationship Between Perceived Organizational Support, Organizational Identification And Job Involvement Of Individual Scores Among Temperory Employees
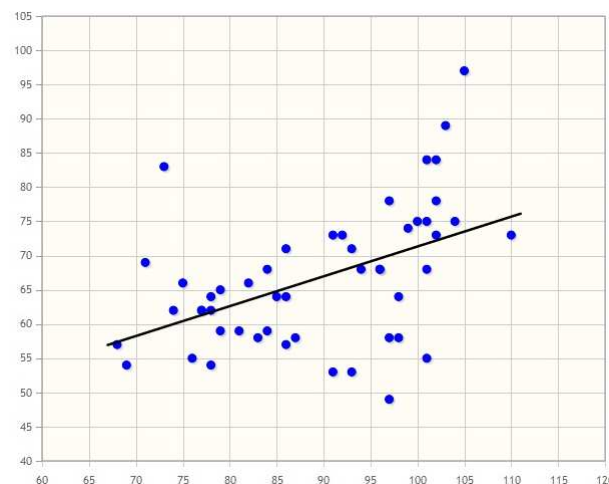
Table 1: Correlation Results Between Perceived Organizational Support and Organizational Identification among Temporary and Permanent Employees of Private Bank

Employees	N	r value	Level of Significance
Permanent	50	0.4234	P< 0.05
Temporary	50	0.4764	P< 0.05

Table 2: Correlation Results Between Perceived Organizational Support And Job Involvement Among Temporary And Permanent Employees Of Private Bank

Employees	N	r value	Level of Significance
Permanent	50	0.3098	P< 0.05
Temporary	50	0.2388	P< 0.05

Table 3: Correlation Results Of Temporary And Permanent Employees On POS,OI And JI

Employees	N	POS	OI	JI
Permanent	50	103.92	88.18	40.04
Temporary	50	89.2	66.64	38.76

Perceived organizational support (pos), organizational identification (oi) and job involvement (ji)

Discussion

According to the results of the study all three variables are positively correlated however degrees of correlation varies by type of employees and variables which indicates that first and second hypotheses have been proved that is; *there will be a positive relationship between perceived organizational support and organizational identification,* and *there will be a positive relationship between perceived organizational support and job involvement*;

Findings are that the correlation between perceived organizational support and organizational identification is moderately positive for both permanent and temporary employees i.e. (r = 0.4764) and(r = 0.4234) respectively.

Again a slightly moderate positive correlation exists between perceived organizational support and job involvement (r = 0.3098) in permanent employees however this correlation was found weak yet positive (r = 0.2388) among temporary employees

Graphical representation, Scatter Plot; and comparison of two sets of data was also obtained. As per calculated correlation it is already confirmed that a moderate positive relation was found in perceived organizational support and organizational identification however weak positive relation was found among perceived organizational support and job involvement. By drawing this linear regression line we can also predict a cause and effect relationship between perceived organizational support and job involvement. From plots it is clearly depicted that only a various points tend to cluster around a straight line, thus a moderate relationship was found.

To test third hypothesis, which says perceived organizational support, organizational identification and job involvement will be higher in permanent employees as compared to temporary employees means of variables were calculated. As a result clear difference was found in between perceived organizational support and organizational identification among permanent (103.92 and 88.18) and temporary (89.2 and 66.64) employees respectively. Whereas job involvement is very slightly higher in permanent employees (40.04) than compared to temper ray ones (38.76).

It is understood that the more one feels secure the more his/her performance will be improved. Mental satisfaction increases the productivity so if employees are under perception that their company values them and cares for them then they automatically performs well and show more interest in work which results in progress of the company. Malcolm and Peter (2010) found that consistent with a growing number of models about affect and behavior and with recognition that perception alone provides no impetus for action, it was predicted that associations between company climate and productivity would be mediated by average level of job satisfaction. In a study of 42 manufacturing companies, subsequent productivity was significantly correlated in controlled analyses with eight aspects of organizational climate (e.g. skill development and concern for employee welfare) and also with average job satisfaction. The mediation hypothesis was supported in hierarchical multiple regressions for separate aspects of climate. In addition, an overall analysis showed that company productivity was more strongly correlated with those aspects of climate that had stronger satisfaction loadings

In this competitive environment where getting job is a difficult task similarly it is also difficult and important to retain employees and for that company has to keep them motivated so they feel supportive, secure and satisfied. Drucker (1973) explored "the real source in enterprise is human". The personnel in an organization feel their value and have the opportunity to bring their competence into full play during work, which will satisfy the workers, make them identify with the organization, create high interest in work and then be willing to stay and work for the organization (Chin-Chiang Hsieh, 2005).

Irrespective of the job type employees feel more intact with the organization if they perceived to be supported by the organization. Organizational support increases commitment of all employees on every level. According to research that employees who feel supported by their organization also feel morally obligated to remain with that organization. According to findings of this study, shows that perceived organizational support affect normative commitment positively. In the other words, the greater the extent to which employees perceive that the organization is giving them support, the more they feel a moral obligation to keep working for that organization (Aube et al., 2007)

Between perceived organizational support and organizational identification, there is positive directed and significant relation. This determination manifests a similarity with the researches that Cheney (1983) and Turunç and Çelik (2010) made.

As organizational identification is employee's self concept that how much organization value his/her well being so organization should give recognition to more hard working employees to create professionally competitive environment to motivate those who are not so active. It also makes employees enjoy their task and feel pleasant. According to findings of Susskind et al., (2000). Unless employees perceive organizations as supportive, the employees may view their tasks as displeasing and this may create job dissatisfaction .In other words, employees are satisfied with their job if they perceive that the organizational support is given to only valuable employees in their organization. Several methodological studies showed that employees who are supported by their organization are satisfied with their job (Buchanan, 1974; Susskind et al., 2001; Tansky and Cohen; 2001; Riggle et al., 2009)

An organization can be a primary source of an individual's social identity (Hogg and Terry 2001). Further, organizational identification has important implications for both employees and the organizations in which they work. When employees identify strongly with their organization, the difference between their personal and their organizational identities become blurred. Consequently, employees assimilate into their self-concepts the distinctive, central, and enduring attributes that define their organization. Employees feel the successes and failures of their organization as their own, and they engage in behaviors that help the organization to achieve its goals, therefore, involving themselves more into their job.

Organizational behavior literature provides evidence that employees with a higher level of perceived organizational support are likely to reciprocate with positive feelings, job attitudes, and behavioral intentions towards the organization. Two of such job-related outcomes are job involvement and turnover intention. Job involvement is referred to as the extent to which an individual is actively participating in his or her job. Saleh and Hosek (1976) provide an extensive review of literature on this line of job involvement, where they synthesized the interpretation of job involvement proposed by Allport (1943) who conceptualized it as " the degree to which an employee is participating in his or her job and meeting such needs as prestige, self-respect, autonomy, and self-regard". A similar interpretation was given by Gurin et al. (1960) in which they indicated that personal involvement in the job depends on the extent to which an individual seeks some self-expression and actualization in his or her work. The same type of job involvement studies were done by Wickert (1951) and Bass (1965).

When employees in an organization find their work important, meaningful, and intrinsically rewarding, they generally become highly engaged in their work. Additionally, when employees are highly engaged in their job, they are more likely to stay in that job and in that organization (Brown, 1997).

According to third hypothesis of the present study perceived organizational support, organizational identification and job involvement will be higher in permanent employees as compared to temporary employees. It is proved to be true because organizations invest less in well being and overall satisfaction of temporary employees as compared to permanent ones because they lack trust in them. Ownership is weak on both ends from organization as well as employees so the job commitment and involvement is also less among temporary employees. Secondly, temporary workers are thought to be vulnerable to job strain owing to poor job characteristics, most notably reduced control, role stress and limited support. In particular, the Second European Survey on Working Conditions (Benach et al., 2002) shows that temporary workers experience less autonomy than permanent workers. Furthermore, their work is often highly monotonous, thus implying few possibilities for skill utilization. Temporary workers also appear to have little influence on workplace decisions (Aronsson et al., 2002; Parker et al., 2002).

Organizations need to understand that leaders play a critical role in building or destroying engagement; trust in, and connection with, leadership are vital drivers on organizational identification. The organization and leaders may set forth strategies to implement and execute effective ways to achieve employee's positive job-related attitudes The literature in the field of researchers has all confirmed that perceived organizational support (POS) positively correlates with carious employee's attitudes (Kahn, 1990). Most researchers argue that employee engagement is influenced not only by perceived organizational support but also by psychological rewards (Eisenberger et al., 2003). These incentives involve giving a raise, handing out performance-based rewards, and setting up friendly competition. Furthermore, all the research in the literature review has shown that there is much that organizations can do to raise levels of involvement. All employees, regardless of demographic factors,

have the potential to get involved in their work when employees feel that they are receiving support (i.e., a positive correlation between perceive organizational support and job involvement

Thus after reviewing the results of present study it is indicated a moderate positive relationship between perceived organizational support and organizational identification as well as weak, but positive relationship between perceived organizational support and job involvement among both temporary and permanent employees. However, there was a noticeable difference in the means of the scores of perceived organizational support, organizational identification and job involvement, which were found to be high among permanent employees as compared to temporary employees. Reasons and the factors discussed above might have led our findings this way.

- Organizations should also motivate all employees and members of the organization to be fully engaged at all times through rewards and incentives, such as promotion or salary increase (Eisenberger et al.,1986).
- Organizations and leaders should organize training so that employees can be actively engaged in ongoing skill-building and career enhancement.
- Moreover, in order to maximize employee's involvement, and to make employees identify with their organization, organizations and leaders must align personal values and organizational values and ensure mutually beneficial and trusting relations between employees and the organization resulting in meeting people's value propositions.

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