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FEMALE FACULTY ORGANIZATION SUPPORT AND COMMITMENT IN SAUDI ARABIA: THE FOCUS OF HAIL UNIVERSITY

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ABSTRACT

These days Organization support and commitment is one of the widely research areas among researchers and companies. The focus of the research is to understand the relationship between Perception towards Organization Support (POS) and Commitment among females. The sample size consists of 66 female employees from University of Hail, Saudi Arabia. Data analysis tools such as Correlation, Anova and Regression were used to know the relationship among them. Result showed that there is positive and significant relationship between Perceived organizational support and organizational commitment. This study will guide to develop strategies for the faculty to increase organization commitment among them, so that university will able to attract and retain academician.

Keyword: Perceived organizational support, Organizational commitment, Normative commitment, Affective commitment, Continuance commitment

Introduction

Education is the most valuable and rich resource for any country and its development, higher education plays a vital role because they try to inculcate specialized knowledge to create effective professions like accountant, manager, doctor or engineer and to create such experts and transfer knowledge among students, faculty were required. Faculty acts

as basic resource for any education institute which means that they are the important factor for any organization. Therefore, it is necessary that every organization should provide organization support to its employees so that their employees who are the asset for their organization will commit towards their organization. Support is considered to be an

important factor for any organization. **Perceived Organizational Support (POS)** refers to employees' perception concerning the extent to which the organization values their contribution and cares about their well-being. POS has been found to have important consequences employee performance and well-being (**Eisenberger et al., 1986**). Organization support is important as it guarantees assistance provided by the organization to deal with the demanding conditions, and to carry out ones jobs efficiently and effectively (**George et al., 1993**). In addition **Wayne et al., 2002** indicated that Perceived organization Support reflects to a large extent the quality of the relationship between organization and employee. Perceived organizational support covers the degree to which employees feel that the organization is willing to fairly compensate them with the exchange of their efforts, help them when they need make their work interesting and stimulating, and provide them with adequate working conditions (**Aube, Rousseau and Morin, 2007**). Support reflects to a large extent the quality of the relationship between organization and employee. Perceived organizational support covers the degree to which employees feel that the organization is willing to fairly

compensate them with the exchange of their efforts, help them when they need make their work interesting and stimulating, and provide them with adequate working conditions (**Aube, Rousseau and Morin, 2007**).

Organization Commitment

Meyer and Allen (1991) developed Three Component Model of Commitment and published it in "Human Resource Management Review." The model explains that commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for i.e. Affection for your job ("affective commitment"), Fear of loss ("continuance commitment"), Sense of obligation to stay ("normative commitment"). Organization commitment is very important for every organization because it guides intensity and stability of employee dedication to work organization. Additionally Perceived organizational support was positively related to performance outcome expectancies and affective attachment, and the productiveness of unspecified suggestions for helping the organization (**Eisenberger, 1990**). (**Makanjee et al. 2006**) analyzed that to which extent perceived organizational

support increases the commitment of radiographers identified the direct relationship between organizational commitment and perceived organizational support, whereas indirect relationship between rendering quality services and turnover intention. (Perryer et al. 2010) observed that commitment and perceived organizational support was an important predictor of turnover intention. Employees with high level of organizational support but low level of commitment will have less possibility to leave the organization.

Research Methodology

The questionnaire used for the study consists of three parts. The first part includes demographic information of the participants. The second part consists of Perceived Organizational Support developed by (Eisenberger Huntington, and Sowa, 1986). The third part is Organization commitment developed by Meyer and Allen (1991) further sub divided into Affective, Continuance and Normative commitment measured by six items on a 5 point scale ranging from Strongly Disagree to Strongly Agree. Simple random sampling will be used for selecting the sample and data will be collected from Female campus, Hail University, Saudi Arabia. The scale consists

of eight items and it measured on a 5 point scale ranging from Strongly Disagree to Strongly Agree. (Refer Table 1)

Table 1 shows the reliability statistics, alpha coefficient of the 26 items together and individual which is more than .70, suggesting that the items have highly internal consistency and reliable. (Refer Table 2)

Table 2 shows that out of 66 faculty, 28.8 per cent i.e. 19 faculty are from college of Business, 57.6 per cent i.e. 38 SMEs are College of Nursing and 13.6 per cent i.e. 9 faculty are from College of Public Health Administration.

Data Analysis

The objective of the study is to know the relationship between Perceived Organization Support and Commitment. To satisfy this objective data was collected from 66 faculty from different departments and methods such as Correlation, Anova and regression was used. (Refer Table 3)

Hypothesis

H₀: There is no significant relationship between Perceived Organization Support (POS) and Organization Commitment (OC) among females

H₁: There is significant relationship between Perceived Organization Support (POS) and Organization Commitment (OC) among females

The correlation between variables i.e. organization support and commitment means and standard deviation is reported in **table 3**. This table also shows that Perceived Organizational Support (POS) having ($r=.741$) has a significant positive correlation with Organizational Support (OS).

Hence it fails to accept **null hypothesis** and we accept that there is significant relationship between Organization support and Commitment among females. (**Refer Table 4**)

Table 4 shows Perceived Organization support was highly correlated with normative ($r = .736$) and affective ($r =.712$) commitments. There is significant relationship between Organization Support and each dimension of Organization Commitment.

H₁ Perceived Organization support positively affects affective Commitment

Hypothesis 1 suggests that perceived Organization Support positively affects Affective commitment. It was realized that 49.9% of affective commitment is explained

by perceived organizational support. Perceived Organizational support positively affects job satisfaction ($\text{Beta}=.712$; $p<.001$). Hypothesis 1, therefore, supported. It shows that female faculty was having high emotional attachment with their organization.

H₂ Perceived Organization support positively affects Normative Commitment

Hypothesis 2 suggests that perceived Organization Support positively affects normative commitment. It was realized that 53.5% of affective commitment is explained by perceived organizational support. Perceived Organizational support positively affects job satisfaction ($\text{Beta}=.736$; $p<.001$). Hypothesis 2, therefore, supported. It shows that female faculty was having high sense of Obligation to stay with their organization.

H₃ Perceived Organization support negatively affects Continuance commitment

Hypothesis 3 suggests that perceived Organization Support negatively affects continuance commitment. It was realized that 11.5% of affective commitment is explained by perceived organizational support. Perceived Organizational support positively affects job satisfaction ($\text{Beta}=.358$; $p<.001$). Hypothesis 3 therefore, rejected. Might feel

that they need to stay at you're there company, because the loss they had experience by leaving it is greater than the benefit they think might gain in a new role. **(Refer Table 5)**

Table 5 shows the output of ANOVA analysis of Organization Support across Designation and Type of Job is statistically significant whereas others are insignificant. **Eisenberger et al. (1986)** found that perceived organizational support would be influenced by various aspects of treatment by the organization and its managers, including praise and approval, pay, rank, job enrichment and organizational policies **(Nasurdin et al., 2008)**. **(Refer Table 6)**

Table 6 shows the output of ANOVA analysis shows that Organization Commitment across type of College and Duration of Service is statistically significant and rest others are insignificant. Research indicates that organizational tenure is positively related to organizational identification and commitment (Kushman, 1992; Mathieu & Zajac, 1990; Meyer & Allen, 1997; De Gieter et al., 2011, Imran et al., 2013). According to Meyer and Allen (1997), as an individual's length of service with a particular organization increases, he or

she may develop an emotional attachment with the organization that makes him/her difficult to change the job.

Regression Table (Refer Table 7.1)

Table 7 (1) shows the Model Summary and overall fit statistics. We find that the adjusted $R^2 = .549$ that means that the linear regression explains 54.9% of the variance in the data. The Durbin-Watson $d=2.000$, which is between the two critical values of $1.5 < d < 2.5$ and therefore, we can assume that there is no auto order linear auto-correlation in the data.

(Refer Table 7.2)

Table 7(2) is the F Test, the linear regression's F-test has the null hypothesis that there is no linear relationship between Organization support and Commitment (in other words $R^2 = 0$). With ($F=78.023$) and 65 degree of freedom with $P < 0$, which indicates that the test is statistically significant, thus we can assume that there is linear relationship between the variables in our model. **(Refer Table 7.3)**

The above table shows the regression coefficient and the intercept in the model. We find that our linear regression analysis estimates the linear regression function to be (given below).

**Organization Commitment = 24.727 +
1.384 (Organization Support)**

Conclusion and Suggestion

The main purpose of this study is was to investigate the effect of perceived organizational support on organization commitment. The present study shows that there is positive correlation between Organization Support and Commitment. It also identify that Perceived Organization support was highly correlated with normative ($r = .736$) and affective ($r = .712$) commitments. There is significant relationship between Organization Support and each dimension of Organization Commitment.

The output of ANOVA analysis shows that Organization Support across Designation and Type of Job is statistically significant and others are insignificant. The output of ANOVA analysis shows that Organization Commitment across type of College and Duration of Service is statistically significant, whereas rest others are insignificant.

Regression analysis shows the Model Summary and overall fit statistics. The linear regression's F-test has the null hypothesis that there is no linear relationship between

Organization support and Commitment (in other words $R^2= 0$). With ($F=78.023$) and 65 degree of freedom with $P<0$, which indicates that the test is statistically significant, thus we can assume that there is linear relationship between the variables in our model. We find that the adjusted $R^2 = .549$ that means that the linear regression explains 54.9% of the variance in the data. The Durbin-Watson $d=2.000$, which is between the two critical values of $1.5<d<2.5$ and therefore, we can assume that there is no auto order linear auto-correlation in the data.

Thus, present study highlights that Organization support has positive impact on Commitment. From the research we also able to identify that duration of service plays a vital role in organization commitment. Top management should devise new policies or modified existing policies, procedures or plans in such a way which motivate employees to feel secure towards their job

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Table 1

Reliability Statistics		
	Cronbach's Alpha	N (Statements)
Perception towards Organization support	.821	8
Perception towards Organization Commitment	.875	18
Overall Reliability	.913	26

Table 2

Descriptive Statistics for Departments in the Development of the Survey of Perceived Organizational Support	
Department	N (%)
College of Business	19 (28.8%)
College of Nursing	38 (57.6%)
College of Public Health Administration	9 (13.6%)
Total	66

Table 3

Correlation between Organization support and Commitment			
		Organization Commitment	Organization Support
Organization Commitment	Pearson Correlation	1	.741**
	Sig. (2-tailed)		.000
	N	66	66
Organization Support	Pearson Correlation	.741**	1
	Sig. (2-tailed)	.000	
	N	66	66

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4

Correlations Matrix between Organization Support and Commitment				
		Organization Support	Mean	S.D.
Organization Support	Pearson Correlation	1	3.46	.63
Affective Commitment	Pearson Correlation	.712**	3.63	.57
	Sig. (2-tailed)	.000		
Continuance Commitment	Pearson Correlation	.358**	3.20	.67
	Sig. (2-tailed)	.003		
Normative Commitment	Pearson Correlation	.736**	3.67	.70
	Sig. (2-tailed)	.000		

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5: Perception of female employees towards Organization Support

Anova							
		N	Mean	Std. Deviation	F	P-value (Remarks)	
Organization Support across duration of service	Less than 1 year	16	29.93	5.51	1.724	.171	Not Significant
	1-2 year	11	28.00	3.49			
	2-5 year	21	26.23	5.50			
	More than 5 year	18	27.33	4.56			
	Total	66	27.72	5.06			
Organization Support across Faculty Qualification	PhD	22	28.86	5.90	1.090	.343	Not Significant
	Post Graduate	36	27.41	4.42			
	Graduate	8	26.00	5.26			
	Total	66	27.72	5.06			
Organization Support across Faculty Nationality	Saudi	17	26.00	4.55	2.735	.103	Not Significant
	Non Saudi	49	28.32	5.13			
	Total	66	27.72	5.06			
Organization Support across age groups	Up to 25 years	10	25.20	4.93	1.531	.224	Not Significant
	25-50 years	52	28.23	4.56			
	Above 50 years	4	27.50	10.11			
	Total	66	27.72	5.06			
Organization Support across Type of college	College of Business	19	29.10	6.41	1.021	.366	Not Significant
	College of Nursing	38	27.07	4.81			
	College of Public Health Administration	9	27.55	1.42			
	Total	66	27.72	5.06			
Organization Support across Rank	Teaching Assistant	12	25.83	4.56	3.405	.039	Significant
	Lecturer	36	27.13	4.72			
	Assistant Professor	18	30.16	5.39			
	Total	66	27.72	5.06			
Organization Support across Type of job	Contract	49	28.51	4.88	4.813	.032	Significant
	Permanent	17	25.47	5.03			
	Total	66	27.72	5.06			

Table 6: Perception of female employees towards Organization Commitment

Anova							
		N	Mean	Std. Deviation	F	P-value (Remarks)	
Organization Commitment across duration of service	Less than 1 year	16	68.68	10.33	3.443	.022	Significant
	1-2 year	11	64.45	6.48			
	2-5 year	21	61.19	10.17			
	More than 5 year	18	59.50	7.22			
	Total	66	63.09	9.45			
Organization Commitment across Faculty Qualification	PhD	22	65.40	11.40	1.177	.315	Not Significant
	Post Graduate	36	62.33	8.145			
	Graduate	8	60.12	8.85			
	Total	66	63.09	9.45			
Organization Commitment across Faculty Nationality	Saudi	17	61.35	7.37	.771	.383	Not Significant
	Non Saudi	49	63.69	10.07			
	Total	66	63.09	9.45390			
Organization Commitment across age groups	Up to 25 years	10	61.10	8.60	.255	.775	Not Significant
	25-50 years	52	63.44	9.12			
	Above 50 years	4	63.50	16.84			
	Total	66	63.09	9.45			
Organization Commitment across Type of college	College of Business	19	67.31	10.30	3.190	.048	Significant
	College of Nursing	38	60.84	8.93			
	College of Public Health Administration	9	63.66	7.14			
	Total	66	63.09	9.45			
Organization Commitment across designation	Teaching Assistant	12	62.08	8.73	1.950	.151	Not Significant
	Lecturer	36	61.58	8.57			
	Assistant Professor	18	66.77	11.01			
	Total	66	63.09	9.45			
Organization Commitment across Type of Job	Contract	49	63.55	9.67	.447	.506	Not Significant
	Permanent	17	61.76	8.92			
	Total	66	63.09	9.45			

Table 7.1

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.741 ^a	.549	.542	6.39571	2.000
a. Predictors: (Constant), Organization Support					

Table 7.2

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3191.530	1	3191.530	78.023	.000 ^a
	Residual	2617.924	64	40.905		
	Total	5809.455	65			
a. Predictors: (Constant), Organization Support						
b. Dependent Variable: Organization Commitment						

Table 7.3

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.727	4.414		5.602	.000
	Organization Support	1.384	.157	.741	8.833	.000
a. Dependent Variable: Organization Commitment						