

*Full Length Research*

## Effects of organizational support on organizational commitment

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Various researches on industrial psychology and management show that organizational behaviors affect different aspects of organizations. One of the most important organizational behaviors is organizational support. Organizational support is only expected from organization's managers. In past studies on organizational support researchers tried to find out the relationship between organizational support and job satisfactory and there are rare studies carrying out on the relationship between organizational support and organizational commitment as organizational commitment is closely related to psychological circumstances of people. In the current study we aim to achieve a general approach of the possible relationship between organizational support and organizational commitment.

**Key words:** organizational support, organizational commitment, job satisfactory

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### INTRODUCTION

Organizational support comes from the connection between employees and organization. According to the social exchange theory, social exchange is not limited to economical exchanges but the biggest part of it is related to social exchanges. Management experts believe that the only source of social exchange is not money and services but there are more important sources such as people's behavior with each other and personal senses and support.

Researches show that employees which receive more

supports from the organization have more effective function. According to the past researches the most important result of organizational support is increase of employee's commitment and researchers believe that organizational commitment is the most vital element of an organization as any achievements of organizations is depended on it.

Organizational support is a type of commitment for employees and organizations as it affects some organizational behaviors such as job satisfactory, job

leaving and function. Organizational support induces feelings such as being important and being useful for the organization and these feelings improve personal function of employees.

Researches proved that organizational support encourages employees to work better and more effective. Organizational support encourages employees to satisfy their managers and the organizational expectations as they see the organization is trying to meet their needs and improve their working lives. Ingham 2008 mentioned when employees feel job satisfactory they will try to work better and then they will feel commitment to the organization as leaving the organization would be difficult for them.

Stinglhamber & Vandenberghe mentioned that organizational support can decrease job unsatisfactory and job leaving. Rhoades 2002 said that increase of organizational support develop job satisfactory. Lamastro 2011 said that organizational support increases organizational efficiency and commitment. There are not many researches on organizational support in Iran as in 2009 only 1% of management papers allocated to organizational support. So the author of the current study aims to review possible effects of organizational support on organization commitment.

## DISCUSSION

### Organizational support

According to the organizational support theory, three organizational actions from employers are primary elements to implement organizational support in a system. The three actions are:

- 1- Fairness of Treatment
- 2- Supervisor Support
- 3- Organizational Rewards and Job Conditions

Mentioned actions can create organizational support in a system. Fairness of treatment means to have fair behavior with all employees and to treat them with justice and never ignore their tries to the organization. Support of supervision means to have fair behavior of supervision of organizations with all employees and to support them to have better job condition and to provide necessary items which employees need to do the job in best way. Organizational Rewards and Job Conditions means to provide best working place and job condition to achieve employee's satisfactory and to reward hard working employees to show them that they are most important source of the organization.

All mentioned actions by employers lead to organizational commitment which we aim to discuss it later in this paper.

In 1996 Allen and Meyer mentioned that organizational commitment includes 3 principal parts of emotional commitment, normative commitment and continues commitment.

In almost all researches on effects of organizational support on organizational commitment, researches only focused on emotional commitment and other aspects of organizational commitment have been spared. In the research of Habibollah Doaayi and Shakra Barjaeei a positive relationship between organizational support and organizational commitment was found  $r=0.65$  and the relationship between organizational support and job leaving was negative  $r=0.72$ . it means as much as organizations support their employees and make them believe that they are important for the system they will not leave the organization even in hard job conditions.

Among the three aspects of organization commitment the highest positive correlation with organizational support allocated to normative commitment  $r=0.81$ . it means organizational support brings more continues commitment rather than emotional commitment although the positive correlation between organizational support and emotional commitment was high  $r=0.78$ .

### Organizational commitment

Organization commitment as a variable is an internal power which encourages people not to leave their job. People with high organizational commitment prefer to stay in the organization and continue their job even in tough circumstances. They accept organizational goals and to achieve them they do their best and sometimes self-devotion can be seen in them.

Organizational commitment is complicated concept and it includes three aspects of psychological, social and economical. Another name of organizational commitment is psychological aspect and social aspect is the same as normative commitment and continues commitment can be called economical aspect. Emotional commitment is a type of emotional attachment to the organization as it encourages employees to continue working in the organization with high emotional commitment continues commitment is long term result of emotional commitment and normative commitment is all senses of duty which make employees to work in the organization and not to leave the job.

### Organizational commitment approaches

There are two main concepts which try to describe organizational commitment as follows:

#### 1- Review approach

This approach believes that commitment is emotional

attachment of employees to the organization. This approach also believes that managers should try to change the approaches and perspectives of employees to most positive points to decrease job leaving among employees.

## 2- Behavioral approach

This approach believes that commitment is an internal duty of employees which make them to devote themselves to the organization. In the research of Dr Shakerinia and Mr Nabavi carrying out on effects of organizational support on organizational commitment in road police officers it was proved that there is a meaningful and positive relationship between organizational support and organizational commitment. In Jung 2005 research on sport coaches it was proved that there is a meaningful and positive relationship between organizational support and organizational commitment among the samples. In that research it also was proved that coaches with higher job satisfactory showed more organizational commitment as they showed higher perception of organizational support and they worked with more satisfactory and commitment. Many researches mentioned that there is a positive relationship between organizational support, emotional commitment and normative commitment to prove this Aube in 2007 carried out a research with 249 participants and it was proved that there is a meaningful and positive relationship between organizational support and emotional and normative commitment. Lio in 2009 said when emotional and normative commitment is increased, social behavior of people will be increased and it develops the whole society.

### Effective factors on organizational commitment

There are various factors affecting organizational commitment, one of the most important factor is job satisfactory. Job satisfactory is a common concept in organizational psychology and researchers have discussed it in various papers as no management subject has been discussed as job satisfactory. Job satisfactory is positive attitude of a person about his/her job and the organization he/she is working in. Ginzberg and friends believe that job satisfactory can be divided into two general categories:

**Inner satisfactory:** inner satisfactory comes from two sources. First, happiness comes from the job and then joy of job developments and achievement to job goals.

**Outer satisfactory:** outer satisfactory depends on job condition and it can be changed every moment. Outer

satisfactory is influenced by working place condition, wages, type of job and relationships between employees and employers.

Fishrohana believes that job satisfactory is a psychological variable and he believes job satisfactory achieves when it is compatible with people's expectations of a job. Organizational commitment can affect future job positions of employees as they will keep the job they are satisfied about.

Organizational commitment has a positive relationship with working function. It means as employee's commitment is grown, they will try to work better than before to satisfy the organization.

### To review previous studies

In a research by Rasoul Hosseini on effects of organizational support on organizational commitment and behavior in offices of physical education in Iran 149 persons took participate in his research in Kermanshah and results of his research is shown in Table 1.

As you can see in the Table 1, organizational support includes M-5.253 AND SD-0.810. Among aspects of organizational commitment, emotional commitment had the highest (M- 4.11, SD-0.102) and normative commitment and Consciousness had the lowest (M-6.162, SD-0.109), (M-3.891, SD- 0.117).

Tamilton and Jankings in their study about organizational commitment mentioned that if organizations consider emotional commitment and continues commitment as two important variables, job satisfactory will increase in the organization and job leaving will decrease dramatically. Kate Davis believes that commitment and function and job satisfactory are like an interlocking ring, and job satisfactory level of people affect their function.

In another study by Tamilton and Jankings in 1992, 183 person of a huge factory have been studied and the results showed that there is positive relationship between emotional commitment and job satisfactory but there is negative relationship between continues commitment and job satisfactory.

Chunfang Chiang in 2012 carried out a study on 513 employees of a Thai hotel. He found out that as organization support is increased, organizational behavior of employees will be improved and employees will try to work with more commitment to the organization. In 2009 Alexander found a meaningful and positive relationship between organizational support and emotional commitment. He also mentioned that emotional commitment causes employees feel devoted to the organization.

Taylor believed that acknowledgement from managers of organizations can provide emotional needs of employees. He also mentioned that some organizational

Table 1

Variables	Subscales	Average	Standard deviation	Minimum	Maximum
Organizational support	Organizational support	5.253	0.810	1	7
Organizational commitment	Emotional com	4.11	0.102	1	5
	Normative com	3.87	0.119	1	5
	Continues com	3.92	0.197	1	5
Organizational Commitment	Altruism	4.125	0.197	1	7
	Reverence and humility	5.224	0.877	1	7
	Sportsmanship	6.162	0.109	1	7
	Consciousness	3.891	0.117	1	7
	Civil behavior	4.564	0.181	1	7

support such as job promotion and bonuses help employees to feel they belong to the organization and work with more job satisfactory and commitment.

Other results of Taylor's studies show a positive and meaningful relationship between organizational support and normative commitment. He also reported a positive relationship between organizational support and normative commitment as normative commitment comes from personal attitude of employees which encourages them to continue their job and not leave the organization.

Another result of Chiang and Alexander studies is that they found a positive and meaningful relationship between organizational support and continues commitment. But Vandy in 2011 found a negative relationship between organizational support and continues commitment. Vandy mentioned that continues commitment is when employees value the organization and devote themselves to continue working in the organization even in tough conditions because they feel inner attachment to the job and system.

In 2001 Zeynab Darami and friends carried out a research in private hospitals of Isfahan to find out effects of organizational support on organizational commitment. They used Isenberg questionnaires to gather information for the first time. To determine organizational commitment they used Allen and Meyer's questionnaire.

Gathered data were analyzed by SPSS and a meaningful relationship between organizational support and all three aspects of organizational commitment was found out  $P < 0.01$ . In this research it was determined that nurses who received more organizational support showed more commitment and they had better behavior with patients of the hospital.

## CONCLUSION

In the current study we tried to present a general

description of organizational support and organizational commitment. We reviewed some past researches on the effects of organizational support on organizational commitment. As it was mentioned before organizational support can be a long term investment for managers of organizations. It also was proved that every development of an organization is closely depending on organizational behavior and support. Managers of organizations should support their employees and improve the sense of trust and support in the organization. We also mentioned that organizational support increases job satisfactory and job satisfactory will increase loyalty and commitment of employees.

Organizational is not limited to financial support but also psychological and mental support is more important. Managers can use simple ways to show their support to the employers. Simple ways such as sending acknowledgement messages to the employees or considering small bonuses such as free working leave and providing entertainment places for employees and their families.

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