

Impact of Supervisor Support on Job Satisfaction and Organizational Commitment of the University Staff in Balochistan

Commerce

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Abstract

The basic objective of current research was to investigate the effect of supervisor support on university staff's job satisfaction and organizational commitment in Balochistan province. Data was collected through questionnaires. 120 self-administered questionnaires were disbursed among the university staff members. Cronbach alpha test was used to check the reliability of the questionnaire used for the study. Correlation and regression were used as a statistical test to explore the relation between predictor and dependent variables. The research outcomes indicated that supervisor support at workplace enhance the commitment and job satisfaction of the university staff members. The current research study is important for higher authorities of the university and it also has a contribution in the academic literature of the human resource management and organizational behavior.

Key words: Balochistan, Job satisfaction, Organizational commitment, Supervisor support.

Introduction

Perceived organizational support has three main categories such as fairness of treatment, supervisor support and reward and job conditions (Krishnan & Mary, 2012). Perceived organizational support is an important Factor for enhancing the career satisfaction of the employees (Latif & Sher). When employee seems to be satisfied with their career than automatically their level of satisfaction with job and commitment with organization will be high. However the perceived supervisor unfairness makes behavior of the employee hostile which results in dissatisfaction and low performance (Ladebo & Saghir, 2008). The supervisor support give an opportunity to the employees to become stress-free at work and this kind of feeling will indirectly affect the job

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satisfaction of the employees (Anis, Rehman, Rehman, Khan, & Humayoon, 2011). In university teachers are the most important part of the better educational system. Organizational commitment and job satisfaction at workplace are vital for appealing and retaining the competent people in the organization (Nagar, 2012) . The research question for the current study is as follows.

What is the relationship among supervisor support, job satisfaction and organizational commitment in faculty members/administrative staff?

Literature Review

Supervisor support

The key antecedents of organizational support include supervisor support, favorable compensation, supervisor support and fair organizational procedure. High degree of organizational support enhances the performance and affective commitment of the employees and reduces the turnover intention (Rhoads & Eisenberger, 2002) and it moderates the association between burnout and stress and high degree of perceived organizational support will lessen the emotional exhaustion feelings of the employees (Salahian, Oreizi, Abedi, & Soltani, 2012) .Supervisor support can be defined as “The belief that employees adopt concerning the degree to which the supervisor value their contribution and care about their well-being” (Pazy & Ganzach, 2006). The employees perceived supervisor and coworker support are positively associated with work life balance, organizational citizenship behavior, job satisfaction and organizational commitment of the employees however the effect of the supervisor support is stronger than coworker support and this is mainly due to the fact that the supervisor due to its position has strong effect on the work related outcomes than coworker (R, 2013) .Relationship with supervisor is the fundamental factor, which can affect the employees job satisfaction as the professional contribution, productive criticism of the supervisor and the mutual understanding between employee and supervisor are very essential for enhancing the satisfaction level of employees (Singh & Jain, 2013).Supervisor relations and ability utilization increase the degree of job satisfaction of the secondary school assistant principals (Waskiew, 1999) and employee loyalty (Khuoug & Tien, 2013). However abusive supervision by supervisor can increase the turnover intention and psychological distress among employees. It also increases the conflict between work and family life of employees and reduces the positive attitude toward work (Tepper, 2000). Supervisor support at workplace has a positive correlation with employees’ organizational commitment, on the other hand employees’ job satisfaction and retention are positively associated with organization commitment (Anis, Rehman, Rehman, Khan, & Humayoon, 2011).

Job satisfaction

Job satisfaction refers to the contentment one feels with his job experience. The factors such as training, employee empowerment, fair compensation, career development, safe working conditions and use of information technology can enhance the job satisfaction of the employees (Sageer, Rafat, & Agarwal, 2012). Study conducted on the secondary school assistant principals revealed that age, compensation, feelings of compensation fairness, career aspiration and opportunity for advancement have not significant impact on the job satisfaction of the Secondary School assistant Principals (Waskiew, 1999). Flexible working hours, workplace location, performance appraisal and skill utilization are the key factors which enhance the job satisfaction of women teachers and reduce their turnover intention (Bushra, 2012). The personality traits such as extraversion, conscientiousness and extrinsic motivation positively affect the job satisfaction. The job satisfaction and organizational commitment are positively associated (Yao). Research study shows that intrinsic job satisfaction and extrinsic job satisfaction has positive impact on the teacher's organizational citizenship behavior (Zeinabadi, 2010). The public sector organization can boost the job satisfaction of the employees by developing role clarity and by providing a positive work environment with all required facilities (Lee & Lee).

Job satisfaction is positively associated with TQM practices implementation. The TQM increases the job satisfaction and have a negative influence on turnover intention (Yue, Ooi, & Keong, 2011), (Ugboro & Obeng, 2000). Increased depersonalization, emotional exhaustion reduce the job satisfaction of the teachers (Nagar, 2012). The supervisor support has positive influence on job satisfaction level of the employees (Lee & Lee).

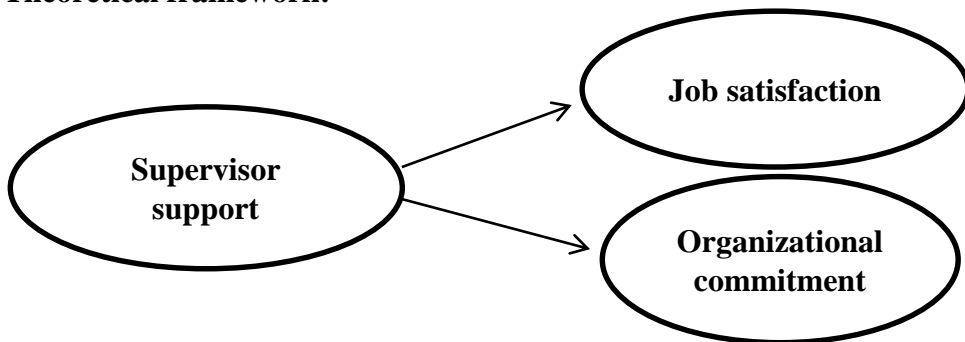
Organizational commitment

Organizational commitment refers to “the strength of an individual's identification with and involvement in a particular organization, characterized by a strong belief in an acceptance of an organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a definite desire to maintain organizational membership” (Porter, Steers, Mowday, & Boulian, 1974). TQM practices such as continuous improvement and problem prevention enhance the career satisfaction, organizational commitment and job satisfaction. If continuous improvement and problem prevention practices are applied, higher will be the organizational commitment, job satisfaction and career satisfaction (karia & Hassan Asaari, 2003). Research study conducted on teacher exhibits that Job satisfaction increases the teacher's organizational commitment (Nagar, 2012). Organizational commitment, value commitment and commitment to stay

enhance the teachers' organizational citizenship behaviors (Zeinabadi, 2010). Socialization tactics is an important instrument for enhancing the employee commitment (Cohen, 2007). The turnover intention of the teachers can be reduced by enhancing the level of organizational commitment among them (Nazari & Emami, 2012).organizational commitment is very important for increasing the satisfaction of the employees and to retain the experienced and skilled employees but for achieving this purpose the supervisor support and encouraging compensation is crucial (Anis, Rehman, Rehman, Khan, & Humayoon, 2011). The result of research study done in telecom sector of Pakistan also approves that Supervisor support increase the organizational commitment. (Latif & Gulzar, 2011).

Current research study will determine the affect of supervisor support on commitment and job satisfaction of employees working in the university. The faculty and administrative staff will be analyzed collectively.

Theoretical framework:



Hypothesis

Hypothesis1: supervisor support positively affect the job satisfaction of university staff

Hypothesis2: supervisor support positively affect the organizational commitment of university staff

Research Methodology:

Current study is descriptive in nature. The target population of the study was the faculty and staff members of the university. Data were collected by Convenience sampling method and 120 questionnaires were disbursed between participants.

Variables Measurement:

Perceived supervisor support:

Perceived supervisor support was independent variable in the present study and it was assessed by four question on likert scale. It was assessed with questions such as “My boss/ chairperson/Dean is flexible about how I accomplish my objectives”, “My boss/chairperson/Dean is supportive of my ideas and ways of getting things done”, “My boss/chairperson/Dean gives me the authority to do my job as I see fit”, “I can trust my boss/chairperson/Dean to back me up on decisions I make”. Cronbach alpha test was used for checking the reliability. The reliability of the perceived supervisor support was $\alpha=0.87$.

Job satisfaction

Job satisfaction was measured by three question on five point likert scale .Hackman and Oldham (1975) scale was adopted in the current study. The cron bach alpha value for job satisfaction was $\alpha=0.89$.

Organizational commitment

Five point likert scale was used to measure the Organizational commitment. Allen and Meyer (1990) developed scale for organizational commitment was adopted in the present study. Its reliability was $\alpha=0.95$ (table-1).

(Table-1) Reliability statistics

Variables	Cronbach's Alpha	Number of Items
Supervisor support	.87	4
Job satisfaction	.89	3
Organizational commitment	.95	6

Data Analysis and Result

The collected data was analyzed by SPSS 19 version. The mean values and standard deviation values of all the variables has been determined (table-2). The relation among the variables under the study was determined by applying correlation test and the influence of the predictor on dependent variables was determined by applying Regression Test.

Table-2: Descriptive statistics

Variables	Mean	Standard deviation	N
Supervisor support	4.81	1.611	120
Job satisfaction	4.49	1.527	120
Organizational commitment	4.49	1.571	120

The correlation table shows the association among the perceived supervisor support, organizational commitment and job satisfaction. The result shows that perceived supervisor support is positively associated with job satisfaction ($r=.367$, $n=120$, $p<0.01$, two tailed). It also has positive correlation with organizational commitment ($r=.43$, $n=120$, $p<0.01$, two tailed). The dependent variables of the study such as job satisfaction and organizational commitment both are positively correlated with each other ($r=0.73$, $n=120$, $p<0.01$, two tailed).

Table -2: Correlation statistics

Variables	(1)	(2)	
(1) Supervisor support	1		
(2) Job satisfaction	0.367**	1	
(3) Organizational commitment	0.43**	0.73**	1

**The Correlation is significant at the 0.01 level (2- tailed), $p<0.01$

N=120

The impact of independent variable on the dependent variables was determined by applying regression test. The regression table shows that independent variables have positive influence on job satisfaction ($\beta=.367$ $t=4.291$, $p<0.05$). The perceived supervisor support increases the organizational commitment of the university staff ($\beta=.431$ $t=5.192$, $p<0.05$). The perceived supervisor support produces a 13.5% change in job satisfaction and an 18.6% change in organizational commitment of the employees.

Table -3: Regression table

Dependent variables	Supervisor support (Independent variable)			
	Beta	t-values	p-values	R square
(1) Job satisfaction	0.367	4.291	0.000	0.135
(2) Organizational commitment	0.431	5.192	0.000	0.186

Discussion

The basic objective of the study was to determine the association among supervisor support, organizational commitment, job satisfaction and the influence of the perceived supervisor support on dependent variables of the study. Result of the study revealed that the supervisor support has a positive correlation with job satisfaction. Higher the perceived supervisor support, higher will be the level of job satisfaction of the university staff. The perceived supervisor support is also positively associated with organizational commitment of the employees. Higher level of the supervisor support will result in more committed employees

The hypothesis of the study was approved by the regression test. The result indicated that supervisor support positively affects the job satisfaction and this finding of the study confirms the first hypothesis and it is consistent with the prior research studies conducted by various researchers such as (Singh & Jain, 2013): (Khuoug & Tien, 2013). The perceived supervisor support also positively affects the organizational commitment and this finding approves the second hypothesis and this research outcome is in line with the research study done by Latif & Gulzar, 2011.

Conclusion

It is concluded from the study that supervisor support is important for enhancing the commitment and job satisfaction of the university staff (administrative and academic). High degree of the supervisor support will increase job satisfaction and organizational commitment of the employees working in the university and it will enhance overall performance of university as the satisfied and committed faculty and administrative staff is essential for achieving the educational goals of the university. The higher authorities of the university, the deans of the faculties, the head of the departments and the immediate supervisor or boss with in the university should consider the importance of their support to their subordinates. The study is valuable for the higher authorities of university and it also has a contribution to the literature of HRM. The limitations of the current research is the small sample size and it is conducted only in the public sector university. In future studies can be made with large sample size and comparative study can be conducted between private and public sector higher education institutes to confirm findings of the present study.

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