

## Organisational Support in Private Engineering Colleges

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### ABSTRACT

The study is sought to understand the perceptions among faculty regarding Organisational Support. Perceived organizational support is defined as the employees' beliefs with regards to the extent to which the organization values their contributions and cares about their well-being. The study is conducted among 110 private engineering college faculties working in Kadapa district of Andhra Pradesh. The study follows descriptive research design, as the study discusses the levels of perception regarding Organisational Support among faculty working in private engineering college. The study follows probabilistic, multi stage sampling method in selection of sample. The study administers structured questionnaire among engineering college faculty for collection of primary data. The study finds modest levels of perceptions of Organisational Support.

**Key words :** Oraganization, Engineering College, Faculty

### INTRODUCTION

Perceived organizational support is defined as the employees' global beliefs with regards to the extent to which the organization values their contributions and cares about their well-being (Eisenberger *et al.*, 1986). Perceived organizational support can be better understood by looking at it from the social exchange theory. Although social exchange theory got its roots from the theory of economic exchange it defers in the fact that the return, for the most part involves unspecified obligation. Even though there is a clear expectation of return, the exact nature of the return is not predetermined (Blau, 1964). Similarly employees tend to value returns or rewards from the organization. If the rewards and returns are based on the discretion of the organization it is seen as an indication that the organi-

zation genuinely values the employees' contribution and cares for their well-being (Rhoades & Eisenberger, 2002).

This study signifies the levels of perceptions of Organisational Support among faculty working in private engineering colleges. Perception of Organisational Support among faculty is important because it contributes to develop a positive attitude and environment in organisation. The faculty working in a positive environment and attitude produces effective performance. In the present scenario of deteriorating standards of education in private engineering colleges understanding the levels and suggesting HR practices regarding Organisational Support is the notion behind the study.

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**REVIEW OF LITERATURE**

The study understood there are three important antecedents contributing for development of perceptions regarding Organisational Support. The antecedents identified are fairness, supervisor support and human resource (HR) practices.

Fairness is often discussed in terms of two types of justice: distributive and procedural. Distributive justice involves fairness in the distribution of outcomes, whereas procedural justice involves fairness in the procedures used to determine the distribution of outcomes (Greenberg 1990). Shore and Shore (1995) argued that repeated fair treatment would have a strong cumulative effect on POS by indicating a concern for employees’ welfare. Further, they maintained that procedural justice might have a stronger influence on POS than distributive justice. This is because the receipt of outcomes such as promotions and pay raises occur infrequently.

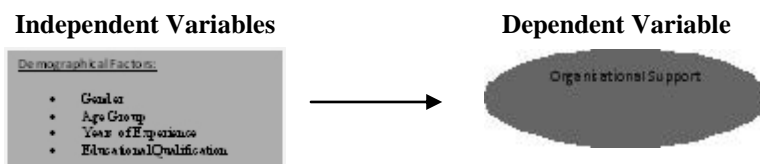
Employees incorporate favorable treatment received from various organizational agents and units into an overall perception of organizational support. Organisational Support Theory assumes treatment received from an organizational agent contributes to Perception of Organisational Support to the extent that the representative’s actions are believed to be sanctioned and promoted by the organization, as opposed to being seen as idiosyncratic motives of the agent. In general, the higher the status or standing the employee believes the organizational agent has within the organization, the more the employee should attribute the actions of that agent to the intent of the organization. The actions and words of high

status employees are seen as closely conveying the favorable or unfavorable orientation toward employees of the personified organization.

Systematic organization-wide policies and procedures directed toward employees, or HR practices, should make an important positive or negative contribution to POS because they are specifically oriented toward employees. Favorable HR practices that signify an investment in human capital and demonstrate recognition of employee contributions have been suggested to promote POS (Allen *et al.* 2003). Indeed, POS has been found to be related to HR practices such as job security, autonomy, training, participation in decision-making and opportunities for rewards and promotions (Rhoades and Eisenberger 2002; Allen *et al.* 2003). The favorableness of a specific HR practice should increase POS to the extent that it is attributed to the voluntary, intentional actions of the organization.

**HYPOTHESIS DEVELOPMENT**

- H1: *There is difference in perception of Organisational Support among men and women faculty.*
- H2: *Older age group faculty exhibit opine higher perceptions of Organisational Support compared to younger age group.*
- H3: *Higher the experience of faculty greater will be the perception of Organisational Support.*
- H4: *Higher degree holders have greater perceptions of Organisational Support.*
- H5: *Faculty in diverse designations has different perceptions of Organisational Support.*



**Figure 1.** Schematic diagram of demographical influence on Organisational Support

## RESEARCH METHODOLOGY

The objective of this study is to understand the perceptions of Organisational Support among various demographic groups of engineering faculty. The study is descriptive in nature, since the study examines and describes the influence of demographical factors on Organisational Support. Demographical factors likewise, Age, Gender, Education Qualification, Year of Experience and Designation are considered as independent variables and Organisational Support as dependent variable. This study is conducted among the faculty members of engineering colleges in Kadapa Dist of Andhra Pradesh. The study collected data through self administered questionnaire.

The sampling design followed for the study is probabilistic, multi stage sampling method technique is used to select sample. The study has collected opinions from 110 faculty members from various Engineering Colleges.

The respondents were asked to rate on 5-point Likert scale from “strongly agree” to “strongly disagree”. The questionnaire consists of two sections, in the first section, questions were asked to measure demographic factors like Age Group, Gender, Year of Experience, and Qualification, Designation. In the second section, the questions related to Organisational Support. Analysis of Variance and Independent sample t-test was employed using SPSS 16.0 to analyze the direction levels of Organisational Support towards the organisation.

## DATA ANALYSIS

The following Table 1 explains the statistic details of demographic factors like Age Group, Gender, Year of Experience, Qualification and Designation.

It is observed from the data, there are 60 (54%) of respondents are in the age groups of 25-30 years, 42(38.2%) of 31-40 Years, 5 (4.5%) of 41-50 years, 3(2.7%) of 51-60 years. The sample comprises 73(66.4%) male and 37 (33.6%) female faculty. Around 60(54.5%) fac-

ulty members have 0-5 Years of Experience, 34 (30.9%) faculty have 6-10 Years, 10(9.1 %) faculty have 11-15 Years, 4(3.6 %) faculty have 15-20 Years and 2(1.8 %) faculty have 20 and above years of experience.

Around 11 (10 %) faculty have graduation degree, 87 (79.1 %) have Post Graduation, 3(2.7%) faculty have NET/SLET, 6 (5.5%) have M. Phil and 3(2.7%) faculty have PhD degree. 97(88.2%) faculty are Assistant Professor, 10(9.1 %) faculty are Associate Professor, 3(2.7%) faculty are Professor and 0 (0%) faculties have other designation like visiting and guest faculty.

The weighted means and Cronbach's alpha of variables of Organisational Support is analyzed. Cronbach's alpha is concerned with the degree of interrelatedness among the set of items designed to measure a single construct. The Cronbach's Alpha for Organisational Support is resulted as 0.736, which is above the standard norms. The weighted mean score of Organisational Support is observed at 3.4, is interpreted as neutral levels of perceptions regarding Organisational Support among engineering faculty.

### Analysis of Organisational Support among Men and Women faculty

The study examines the variance in perception of Organisational Support among men and women faculty members. To analyze the variance in perception of Organisational Support, independent sample t-test is been employed. Organisational Support is considered as dependent variable and gender is considered as grouping variable. The results are been summarized in the following Table 2.

It is observed from the table that there is no significant difference in perception of Organisational Support among men and women faculty ( $t = -.350, p > 0.05$ ). It is been observed from the table that men have lower perceptions of Organisational Support when compared to men faculty. Hence, Hypothesis 1 There is difference in perceptions of Organisational

Support levels among men and women faculty is been rejected.

#### Analysis of Organisational Support among various Age Group of the faculty

The study measures the variance in perceptions of Organisational Support among various age groups of faculty. The study divides

the faculty members into five groups based on age, Likewise 25-30 Years, 31-40 Years, 41-50 Years, and 51-60 Years. The study adopts Analysis of Variance, were age group is taken as grouping variable and Organisational Support as dependent variable. The results of the data analysis are tabulated as follows in Table 3.

**Table 1.** Descriptive Statistics of Demographic factors of Faculty (N=110)

SL. No	Demographic Factors	Number of Respondents	Percentage	
1	Age Group	25-30 Years	60	54.5
		31-40 Years	42	38.2
		41-50 Years	5	4.5
		51-60 Years	3	2.7
2	Gender	Male	73	66.4
		Female	37	33.6
3	Year of Experience	0-5 Years	60	54.5
		6-10 Years	34	30.9
		11-15 Years	10	9.1
		15-20 Years	4	3.6
		21 and above Years	2	1.8
4	Qualification	Graduation	11	10.0
		Post Graduation	87	79.1
		NET/SLET(CSIR)	3	2.7
		M. Phil	6	5.5
		Ph. D	3	2.7
5	Designation	Assistant Professor	97	88.2
		Associate Professor	10	9.1
		Professor	3	2.7
		Others	0	0.0

Source: Analysis of Tabulated data Sig at  $p < 0.05$

**Table 2.** Analysis of Organisational Support levels among Men and Women faculty

SL. No	Gender	No of Respondents	Weighted Mean Scores of Organisational Support	t statistic and p-value (Sig)
1	Men	73	3.46	-.350, .727
2	Women	37	3.51	

Source: Analysis of Tabulated data Sig at  $p < 0.05$

It can be interpreted from the above table that there is a no significance difference in perception of Organisational Support among various age groups ( $F=1.65, p > 0.05$ ). Hence the Hypothesis 2, older age group faculty exhibit higher perceptions of Organisational Support compared to younger age group is rejected.

**Analysis of Organisational Support with respect to Year of Experience**

The study analysis the perception of Organisational Support among the faculty groups based on years of experience. To analyze the data Analysis of Variance is been employed with Year of Experience as Grouping variable and Organisational Support as dependent variable. The results are been tabulated as in the following Table 3.

The study findings from the above table reveals that there is no significant difference in perception of Organisational Support among the faculty members with diverse years of experience ( $F=2.25, p > 0.05$ ). Hence the Hypothesis 3, Higher the experience of faculty greater will be the perception of Organisational Support is rejected.

**Analysis of Organisational Support of faculty based on Qualifications**

In this section, the study analysis the perception of Organisational Support of faculty based on their education levels of the faculty. To obtain the appropriate results, Analysis of Variance is been employed, education qualification is taken as grouping variable and Organisational Support as dependent variable. The results are been tabulated in the following Table 4.

**Table 3.** Analysis of variance of Organisational Support among Age groups of faculty

SL. No	Age Group (In Years)	No of Respondents	Weighted Mean Scores of Organisational Support	F ration and p-value (Sig)
1	25-30	60	3.36	1.65, .183
2	31-40	42	3.59	
3	41-50	5	3.60	
4	51-60	3	4.00	

Source: Analysis of Tabulated data Sig at  $p < 0.05$

**Table 4.** Analysis of Organisational Support levels with respect to Year of Experience

SL. No	Year of Experience (In Years)	No of Respondents	Weighted Mean Scores of Organisational Support	F ration and p-value (Sig)
1	0-5	60	3.31	2.25, 0.07
2	6-10	34	3.64	
3	11-15	10	3.70	
4	15-20	4	3.75	
5	20 and above	2	4.00	

Source: Analysis of Tabulated data Sig at  $p < 0.05$

**Table 5.** Analysis of Organisational Support of faculty based Qualifications

SL. No	Education Qualification	No of Respondents	Weighted Mean Scores of Organisational Support	F ration and p-value (Sig)
1	Graduation	11	3.18	.785, .537
2	Post Graduation	87	3.51	
3	NET/SLET(CSIR)	3	3.66	
4	M. Phil	6	3.33	
5	Ph. D	3	3.66	

Source: Analysis of Tabulated data Sig at  $p < 0.05$

**Table 6.** Analysis of Organisational Support of faculty based Designation

SL. No	Education Qualification	No of Respondents	Weighted Mean Scores of Organisational Support	F ration and p-value (Sig)
1	Assistant Professor	97	3.44	2.79, .065
2	Associate Professor	10	3.60	
3	Professor	3	4.33	
4	Other/Principal	0	0	

Source: Analysis of Tabulated data Sig at  $p < 0.05$

It can be observed from the above table there is no significant difference in perception of Organisational Support of faculty ( $F = .785$ ,  $p > 0.05$ ). Hence Hypothesis 4 Higher degree holders have greater perception of Organisational Support is rejected.

### 5.5 Analysis of Organisational Support of faculty based on Designation

In this section, the study analysis the perception of Organisational Support of faculty based on their designation of the faculty. To obtain the appropriate results, Analysis of Variance is been employed, designation is taken as grouping variable and Organisational Support as dependent variable. The results are been tabulated in the following Table 5

The study findings are summarized in the following table. The study observes there is no significant difference in Organisational Support among faculty ( $F = 2.79$ ,  $p > 0.05$ ). Consequently the study opines the diverse designation groups of faculty have similar levels of perception of Organisational Support. Hence Hypothesis 4 Faculty in

diverse designations has different levels of Organisational Support is been rejected.

## CONCLUSION

The study is required to find the levels of Organisational Support among private engineering college faculty. The study has employed cross sectional analysis based on demographic characteristics. The study considers Gender, Age Group, Year of Experience, Education Qualification and Designation are the demographic factors on which Organisational Support is analyzed. It is found that entire faculty holds similar perceptions of Organisational Support.

However the perceptions of Organisational Support among faculty have observed to be neutral, which is to be focused upon by the management of private engineering colleges. The Management has to follow human resource practices like providing opportunity to faculty

in decision making, training needs, job security, autonomy, and opportunities for rewards and promotions. Positive Organisational Support can give effective teaching, organisational commitment, employee engagement and job involvement.

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