



An Analytical Study on Social Support of Employees and its impact on Organizational Commitment

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ABSTRACT

In this paper an attempt is being taken to examine Social Support as a influencing factor on employees' and its impact on Organizational Commitment. In doing so the study is divided into three parts. The first part entitled "Theoretical Perspective" includes an Introduction, Meaning of Organizational Commitment and social support, Objectives, Hypothesis, Methodology, Scope of the Study, Rationality and Review of Literature of the Study. The second parts entitled "Impact of Social Support on employees and its impact on Organizational Commitment" provide comprehensive studies where tenure of service and social support on organizational commitment, commitment suffer due to lack of social support, correlation of social support and organizational commitment with tenure of service are studied from Organizational Commitment point of view. The third part entitled "Conclusion", where some major finding are given as identified throughout the study and accordingly some suitable recommendation are put forward.

KEYWORDS

Social Support, Employees, Organizations, Organizational commitment

1.1 Introduction

Organizational Commitment is a great source of employee's productivity as because commitment is the involvement and the willingness to go away from the outline of the job and to do little more for the organization. Management is an art of getting things done by others. Hence, to make the management successful, a group effort is immensely important. In happening so, there should have an enough social support amongst each and other of the organization. But, in most of the cases, it is observed that owing to lack of social support, most employees of the organization fail to accomplish organizational commitment. Hence, a detail study of social support as a influence factor on organizational commitment is found to be needed. Considering this fact, here an attempt is being taken to discuss as how the social support impact on organizational commitment.

1.2 Meaning of Organizational Commitment

Organizational Commitment is the individual's psychological attachment to the organization. Organizational Commitment predicts work variables such as turnover, organizational citizenship behavior and job performance. Some of the factors such as role stress, empowerment, job security and employability and distribution of leadership have been shown to be connected to a workers sense of Organizational Commitment.

"Organizational Commitment is classically measured by items tapping respondents willingness to work hard to improve their companies, to fit between the firm's and worker's value, reluctance to leave, and loyalty towards or pride taken in working for their employers."¹

1.3 Meaning of social support:

Social support is strategic which is defined as the belief that one cared for and loved, esteemed and valued and belongs to a network of communication and mutual obligation.² By virtue of social support, employees can occur a large social network which provides a person with regular positive experiences and a large set of stable socially rewarded roles in the community. Hence, social support can directly or indirectly help in forming organizational commitment.

1.4 Objective of the present study: The basic objective of the paper is to examine the impact of social support of em-

ployees on organizational commitment.

1.5 Hypothesis

In order to examine the above specific objective, following hypothesis has been formulated. This hypothesis is tested in the appropriate content of the second part of the paper.

It is assumed that there is a positive relationship in between social support of the employees of both public and private organizations and organizational commitment.

1.6 Methodology

The study is based on both primary and secondary data. The primary data are collected by the technique of field survey, personal interview and questionnaire. In the study area i.e. Guwahati metro region there are more than 60 numbers of private organizations and 49 numbers of Public organizations. So purposely and randomly 6 numbers of Private Organizations and 5 numbers of Public Organizations have been selected under study. With a view to elicit the views and attitude of concern persons, 600 respondents have been taken from these organizations. Both primary and secondary data have been analyzed by applying mathematical and statistical tools and techniques.

1.7 Rationality of the Study:

The study will help the management to understand the reasons for employee's less productivity.

This study will help the management to formulate plans and policies to increase the employee's productivity in their respective organization.

This study will help to highlight the reason as why employees give up their present organization.

1.8 Scope of the Study: To depict a total and clear picture on social support in relation to organizational commitment employees of both public and private organization have been taken. The present study is confined to guwahati metro city, Assam.

1.9 Review of Literature

Human genetic predispositions not only afford the opportunity to learn about supportiveness by growing up slowly in a

nurturing family but also support helpfulness through other mechanisms. Human in collectivist societies often maintaining close relation with their extended families throughout their lives, and such relative serves as a source of help and support.³

A generalized beneficial effect or social support could occur as a large social network which provides a person with regular positive experiences and a large set of stable socially rewarded roles in the community. This kind of social support can relate to overall well being because it provides positive effect, a sense of predictability and stability in one's life situation and recognition of self worth. Integration in a social network may also help one to avoid negative experience (e.g. economic and legal problem) that otherwise could increase the probability of psychological or physical disorder.⁴

PART II

IMPACT OF SOCIAL SUPPORT OF EMPLOYEES ON ORGANISATION COMMITMENT

In this part, impact of social support of employees on the organizational commitment are discussed taking the following dimension.

2.1 Impact of Tenure of Service and Social Support on organizational commitment

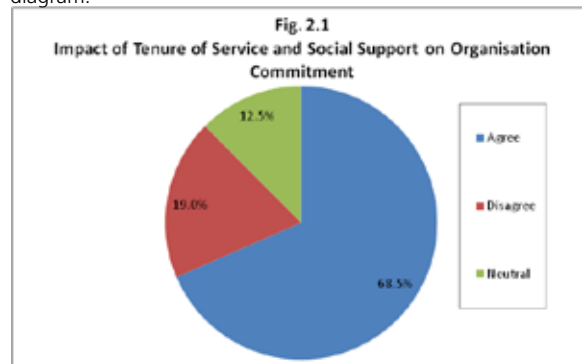
Tenure provides the scope of time to an employee to do his service. By the longer tenure, the employees can gain more social support and on the other hand shorter tenure leads to less social support. On the other hand, "Effects of service Tenure and level of managerial employees on Organizational Commitment by **Nagar Dinesh** explored the impact of service tenure and occupational category on organizational commitment and job satisfaction. It is found that managers with longer service tenure exhibited higher affective and normative commitment and intrinsic job satisfaction as compared their counterparts. Furthermore, technical managers (engineers) exhibited higher affective and normative commitment and intrinsic job satisfaction as compared to others."⁵

So, social support plays a prominent role on an individual's commitment towards the fulfillment of employees and organizational goals. It enhances commitment as it buffers stress. In Guwahati metro region, it is observed that the level of overall social support is found to be higher in public sector than that of the level of social support gained by employees by private sector, it is because of longer tenure of service in public sector. From another point of view, by providing longer tenure to the employees, an organization able provide a great scope to enhance its employee's ability and experience, which ultimately helps in forming organizational commitment. In the light of above experiences and facts, the commitment and social support of the 600 respondents are measured according to their service tenure. From the feedbacks obtained form 600 respondents under study, 411(68.5%) number of respondents said that social support and long and stable tenure is a great source of organizational commitment. It is because of the fact that social support not only provide moral support to the employees but also supply some relevant knowledge and experience to them, by virtue of which employees can easily from a commitment. According to their opinion, by stable tenure of service every employee can form a long term plan and programme to develop their service career, which ultimately helps in formation of organizational commitment. They are also of the opinion that high social support with long and stable tenure help much in excellent formation of employees as well as organizational commitment. They support that the both social support and stable tenure of employees are the basis of organizational commitment.

On the other hand, 114 numbers of respondents the percentage of which is 19% are of the opinion that commitment emerges from the personal quality and capabilities of employees. According to them, there is direct relationship between

social support and tenure with organizational commitment.

The remaining 75 numbers of employees, the 12.50% is one found to be neutral. All of these are depicted in the following diagram.



2.4 Commitment Suffer due to lack of Social support

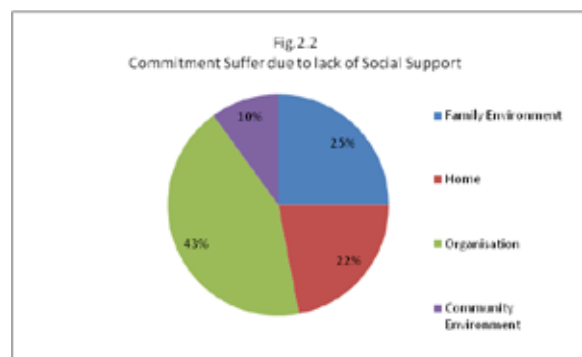
In order to form an excellent employee's commitment, there is a need of support from their organization. Because, without the support of organization, no employee is able to commit. The social support is based on mutual trust and cooperation between the employees and their organization. In addition to support from the organization, there is also need of support from family environment as well as community environment.

With a view to eliciting the view and attitude of respondent, regarding the social support and commitment question has been asked to them as follows.

Question No.3:- Did your commitment to your organization suffer due to-

- Family Environment
- Lack of support from home
- Lack of support from organisation
- Lack of support from community environment

Out of 600 respondents 150(25%) respondents said that they are suffered due to family environment, 132(22%) respondent said that they are suffered due to lack of social support from home, 258(43%) respondents said that they suffered due to lack of social support from organization, and the remaining 60(10%) numbers of respondents said that they are suffered due to lack of social support from community environment. All of these are depicted in the following diagram.



4.5 Correlation of social support and Commitment

It is observed that there is a relationship in between social support and commitment. By virtue of social support employees get ample scope to commit for the organization. On other hand, the level of social support is also found to be different in private and Public organization, which gives different correlation coefficient of social support and organizational commitment.

Out of the experience obtained from the field survey, personal interview and feedback of the questionnaires put to different 600 number of respondents, it is observed that social support acts not only strong source of motivation and inspiration to the employees and officers of 11 public and private organizations, but also it provides proper guideline, physical and mental support for showing excellent performance with high level of commitment. That is why, the relationship between social support and organizational commitment and tenure of service are to be defined as positive which is reflected with qualitative analysis by applying Karl Pearson's Coefficient Correlation by taking arbitrary value of social support as percentage of 10,20,50,80,100 and organizational commitment as 10,20,50,80,100 against below 1 year, 1-4 years, 5-10 years, 11-15 years, 16-25 years of tenure of service respectively. The ultimately result is found as +1 which indicate positive relationship

PART III

CONCLUSION FINDINGS AND RECOMMENDATION

Throughout the study, the following findings have been identified and accordingly some suitable recommendations are put forward with a view to enhancing employee's productivity of the organization under study through organizational commitment.

Findings on Impact of Social Support on Organizational Commitment

Out of the 600 respondents 68.5% agreed that tenure of service is a source of organizational commitment as well as social support where 19% disagreed and 12.5% are found to

be neutral.

Out of the 600 respondents, it was found that 25% is suffered due to family environment, 22% is suffered due to lack of support from home, 43% is suffered due to lack of support from their respective organization and 10% suffered from community environment.

Correlation with the arbitrary value showing increase of social support and organizational commitment with the increase of tenure of service, result was obtained as +1 which indicate positive relationship amongst these three factors.

Recommendation on Impact of social support on Organizational Commitment

It is suggested that the top management should put attention much more to make a direct relationship between social support and organizational commitment. In doing so the top management should enhance the social support among employees by providing reasonable retirement benefit, PPF, monetary benefit etc.

Keeping in view to sustain the level of employees commitment at higher level, top management should be very carefully match the length of tenure and social support.

In the greater interest of increasing organizational commitment, through the increase level of efficiency of employees the top management should create a work culture environment within the organization. So that in such environment every employees can gain a lot of knowledge without any hesitation.

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