

**The relationship between the perceived organizational support and
organizational commitment in staff
(A case study: General office for sport and the youth, Mazandaran province)**

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ABSTRACT

The main goal of the research is to study the relationship between perceived organizational support and organizational commitment of the staff of general office for sport and the youth in Mazandaran province. The statistical population of the research includes all the staff of general office for sport and the youth in Mazandaran province and they were 101 persons. 84 persons of these individuals completed the questionnaires and because of the limitation of statistical population, the statistical sample was selected as equal to the statistical population (Full number). Research data was collected through two questionnaires of Eisenberger & et al (1986) perceived organizational support and Allen & Meyer's (1990) organizational commitment. After a preliminary study on the scales, reliability coefficient of questionnaires for the organizational support questionnaire and the organizational commitment questionnaire were reported ($\alpha = 0.72$) and ($\alpha = 0.82$) respectively based on Cronbach's alpha measure. Descriptive and inferential statistics were used to analyze data. Also, Pearson's correlation coefficient was applied to analyze raw data. The findings showed that there is a significant positive relationship between the perceived organizational support in the staff of general office for sport and the youth in Mazandaran province and the organizational commitment and its component: task (assigned) commitment. The researchers suggest, by observing the results from their research, that managers should create organizational support if they intend to increase organizational commitment.

Keywords: Perceived organizational support, Organizational commitment, Staff of general office for sport and the youth in Mazandaran province.

INTRODUCTION

By increasingly sophistication of today societies, the mission of organization in order to satisfy the expectation of society individuals crucially becomes more sensitive and important. In today world, it can be claimed that our world is the world of organizations and becoming these foundations more active, the problems of the society individuals can be satisfied [1].

Among these, following multiple goals in today's society, the sport organizations play a significant role in enhancing the qualitative level of human beings' lives and their performance in the sport fields which meanwhile, taking assistance from the principles and essentials of the sport management is necessary. In order to grow its young people in the sport fields as well as their preparation in national and international competitions, any society requires the bound teachers, trainers and personnel, which under the current conditions, our need in such individuals is felt more. Today, the organizations observe (witness) many fast and unpredictable changes in the environment (space). To

attract and maintain the man force, today organizations compete on presenting welfare programs and the level of paying attention to the staff.

Fortune journal witnesses this that publishes a new ranking during the recent years in which 100 superior companies are introduced which working in them is more desired for human force. In responding to the was of competition on human resources, the organizations invest on performing and improving the welfare programs and supporting the staff and try to provide their staff with appropriate welfare possibilities and facilities as much as possible, which in such a space, they know their staff belonging to the organization and the organization belonging to themselves and for participation in the affairs of organization and the achievement of the organizational goals, they will not refuse any attempt and will assist the organization in encountering with the problems and difficulties. Two decades ago, it was uncommon to propose such issues and discuss about the welfare and lateral programs in respect of supporting the staff but now, the organizations have practically found that they will favor of investment on improving the welfare and supporting the staff, since the staff who feel support, are bound and satisfied and don't easily leave the organization and cause to create motivation for high progress in the job which all these factors will improve the performance of the organization and attain it to its goals [2].

In a super-analytical research, Riggle & et.al [1] Showed that the organization support from the staff strongly increases the organizational commitment and it enhances the occupational (job) satisfaction and the performance on average.

Also, lack of supporting the organization from the individuals causes lack of the sympathetic growth and lack of compatibility and visualization and consequently, dependence on the organization and the appropriate performance will be presented at an undesired level which ultimately, they cause lack of efficacy and efficiency and improvement (progress) of the organization in today's ever competitive world.

On the other hand, the perceived support has potential and serious effects on the performance of the organization and it can be an important predictor for the efficacy of the organization. Through planning, maintenance and optimization, valuation of human resources and the necessary organizational supports, the bed for creation of commitment among the staff can be created since the presence of the commitment among the staff towards the organization can be the introduction (preface) of achievement of the goals of organization. In addition, the organizational support assesses the level of commitment which the organization assumes against the staff, compared to the commitment which the staff assume against their organization [3].

Based on the procedure of social transaction, the perceived organizational support provides the reasons for increasing the performance efficiency, helping the colleagues, improvement of the organization, the staff trust in the organization and the sympathetic organizational commitment[4]. In fact, the organizational support predicts the organizational commitment [5].

The higher is the level of support given (presented to) the staff, the staff will more be secured against the negative effects of stressful conditions and decrease in self-esteem [6].

Michael & et.al[7] expresses that the organizational commitment reflects the unique relationship between the individual and organization and this relationship is very important to illustrate the individual behavior in the organization. Also, Brown [8] believes that the organizational commitment is a kind of support from the goals of the organization, an attempt to realize the goals of the organization and inclination towards continuing the membership in the organization. Lum & et.al [9] examined the reason for paying attention to the level of occupational satisfaction and satisfaction with the commitment and showed that the perceived support in the organization is the necessity to create the commitment. Therefore, if the individuals have a correct recognition of the organization, they will accept the normalities (norms) and value-based system of the organization.

They will change their insight, attitude and behavior according to it, they will find their correct social and working position and they will be accepted as real members.

The staff who perceive high level of organizational support, they are more likely to compensate the organization support by the positive attitude and the desired working behaviors. In this direction, creating the positive attitude and through the appropriate policy-makings and increasing the support and providing an environment free of tension and upset (anxiety), the managers of sport organizations cause to create the commitment of the organization's staff and enhance it and decrease the anxiety among them [10].

In a research, Panaccio and Vandenberghe[11] examined the perceived organizational support, the organizational commitment and the psychological health among 220 persons of the staff. The findings showed that there is a positive relationship between the perceived organizational support and the staff's health. Among these, the organizational commitment plays the mediator role, but there is no relationship between the norm-based commitment and non-participation of the staff and this causes to miss (lose) the psychological health and service leave .

In studying the perceived organizational support and the organizational performance in sport organization, the mediator role of the organizational commitment and the organizational citizenship behavior, Rocha [12]found that OCB selects the role of mediator and causes to achieve the organizational goals.

Dawley & et.al [13] showed that the support perceived by the organization predicts the organizational commitment well. These researchers examined the role of three variables including leadership, supporting the superior and the perceived support on behalf of the organization on the organizational commitment, and the behavior related to searching a job in an American productive organization. The results of their analyses showed that the perceived support from the organization predicts the organizational commitment and the behavior related to searching a job better than two other variables.

In a research, Jawahar and Hemmasi[2] examined the effect of the perceived organizational support on the organizational commitment, and confirmed the positive relationship between these two variables.

In a research, Currie and Dollery[14] examined the relationship between the perceived support and the organizational commitment. The results of this research showed that except of the continual commitment, the relationship between different kinds of commitment and the perceived support has been diminished in the organization over the time.

They refer to the importance of the level of the staff's perceived support and the organizational commitment and express that one of the tasks of the organization is to consider suitable mechanisms to improve the levels of commitment and support.

In a research, Makanjee & et.al [15] examined the effect of the perceived organizational support on the organizational commitment, the quality of services and radiographs. The findings showed that the organizational support has a positive effect on the organizational commitment of the radiographs as well as the severe (Strong) changes in the organization have a negative effect on presenting the quality of services .

Stinglhamber and Vandenberghe[16] examined the relationship between the occupational conditions, the perceived support on behalf the organization, the perceived support from the superior, the sympathetic commitment and service leave in a sample including 238 persons of the staff. The results of this longitudinal research showed that the perceived support from the superior causes to increase the sympathetic commitment and in this way, it decreases the service leave. The desired occupational conditions increase the perceived support from the organization and the support increases the sympathetic commitment .

In a research, Eisenberger and Rhoades[17] examined the effect of the perceived organizational support on the organizational commitment and confirmed the positive relationship between these two variables and concluded that increase in the organizational support causes the individuals have more belonging to the organization and their satisfaction with their jobs would be more and consequently, they are more inclined to stay in the organization and they will less incline towards service leave.

Finally, it should be indicated that the perception of organizational support will be caused to create the commitment in the staff in order to create the privileges and benefits which may play an important role within the framework of high motivation [18].

In this direction, the sport organizations play an important role in today's lives and their performance in the sport fields following multiple (various) goals.

If the sport managers provide some conditions by their support that the staff would understand the opportunities better and use the available resources more; undoubtedly, the mission which they assumed will be performed at the best and they will achieve significant successes (achievements) in the national, regional and global competitive fields.

Therefore, regarding to that the variables of the perceived organizational support and the organizational factors. Studying their relationship to each other is one of the cases which can help significantly the managers of sport organizations to manage the organizational affairs and it is effective in order to create the coordination among the personal-organizational goals which is proposed as one of the most important factors for the organizational efficiency and effectiveness. This study can be useful in order to recognize the available situation of the above mentioned variables in the desired (given) organization as well as to depict the desired pattern and situation.

MATERIALS AND METHODS

In view of the goal, the research is applied (functional), and in view of methodology, this research has descriptive, correlation method which was performed by field approach. Statistical population of the research includes all the staff of general office for sport and the youth in Mazandaran province consisting of 101 persons. 84 people of these individuals completed the questionnaires and because of the limitation of statistical population, the statistical sample was selected as equal to the statistical population (full number). Research data was collected through two questionnaires of the perceived organizational support Eisenberger & et.al[19] and the organizational commitment Allen & Meyer [20].

In this research, in order to calculate the durability of the used tools, before collection and analysis of the questionnaires, data, the researcher initially distributed 15 questionnaires among the above-mentioned population. After the analysis of durability coefficients of the questionnaires, the values of durability coefficient for the organizational support questionnaire and the organizational commitment questionnaire were reported as 0.72 (Cronbach α =0.72) and 0.82 (Chronbach α =0.82), respectively.

Regarding to the research topic, the proposed questions and kind of the obtained data, data analysis was performed by two descriptive and deductive statistics and using of statistical software (Spss 16).

At the level of descriptive statistics, statistical parameters such as the frequency, sum, mean and ... were used. At the level of deductive statistics, Klomograf-Smearnof (K-S) test was used to study the normality of data and regarding to the normality of data and in order to examine the relationship between the variables, Pearson's correlation coefficient test was used.

RESULTS

According to descriptive findings

Description of Characteristics		Frequency	Frequency Percentage
Gender	Male	51	60.7
	Female	33	39.3
Age	20-29	15	17.9
	30-39	43	51.2
	40-49	18	21.4
	Above 50	8	9.5
Service record	1-5	20	23.8
	6-10	21	25
	11-15	21	25
	16-20	21	25
	Above 20 years	1	1.2
Academic Degree (Educational)	Diploma	8	9.5
	assistant degree	11	13.1
	B.A.	49	58.3
	M.A.	16	19
Academic field	Physical education	23	27.4
	Non-Physical education	61	72.6
Employment situation	Conventional	27	32.1
	Contractual	32	38.1
	Formal	25	29.8
Sum		84	100

Table 1: Pearson's correlation coefficient test for the perceived organizational support and the organizational commitment

Predictor variable	Criterion (norm) variable	Number	Pearson's correlation coefficient	Level of significance
perceived organizational support	organizational commitment	84	0.011	0.921

Regarding to the findings of table 1, the correlation coefficient between the perceived organizational support and the staff's organizational commitment is equal to 0.011 which is not meaningful at the confidence level of 95%.

Regarding to the data of the above table, it can be concluded that there is no meaningful relationship between the perceived organizational support and the staff's organizational commitment.

Table 2: Pearson's correlation coefficient testing between the perceived organizational support and the sympathetic commitment

Predictor variable	Criterion (norm) variable	Number	Pearson's correlation coefficient	Level of significance
Perceived organizational support	The staff's sympathetic commitment	84	-0.209	0.057

Regarding to the findings of table 2, the correlation coefficient between the perceived organizational support and the staff's sympathetic commitment is equal to -0.209 which is not meaningful at the confidence level of 95%. Regarding to the above table, it can be concluded that there is no meaningful relationship between the perceived organizational support and the staff's sympathetic commitment.

Table 3: Pearson's correlation coefficient testing between the perceived organizational support and the continual commitment

Predictor variable	Criterion (norm) variable	Number	Pearson's correlation coefficient	Level of significance
Perceived organizational support	Staff's continual commitment	84	0.141	0.202

As it is observed in table 3, the correlation coefficient between the perceived organizational support and the staff's continual commitment is equal to 0.141 which is not meaningful at the confidence level of 95%. Regarding to the data of the above table, it can be concluded that there is no meaningful relationship between the perceived organizational support and the staff's continual commitment.

Table 4: Pearson's correlation coefficient testing between the perceived organizational support and the assigned commitment

Predictor variable	Criterion (norm) variable	Number	Pearson's correlation coefficient	Level of significance
Perceived organizational support	Staff's assigned commitment	84	0.221 [*]	0.044

As it is observed in table 4, the correlation coefficient between the perceived organizational support and the staff's assigned commitment is equal to 0.221, which is meaningful at the confidence level of 95%. Regarding to the data of the above table, it can be concluded that there is a meaningful relationship between the perceived organizational support and the staff's assigned commitment.

DISCUSSION AND CONCLUSION

The staff's understanding about the level of support which they receive from the organization, is effective on their organizational commitment.

Regarding to the recent procedures in respect of minimization of the organizations, the working relationships have significantly been changed during recent three decades and some organizations prefer to pay less salaries (wages) and consequently, they expect less commitment from their staff.

However, many organizations are seeking for high performance and the strategies of human resources to increase their staff's commitment which can (profit) provide them with more (higher) economic interest.

In fact, in this view, the commitment is regarded as a key for the competitive advantage.

In this view, the organizational commitment as the heart of new human resources management, separates it from the traditional form of the staff's management. For this same reason, our country's organizations should seek for some procedures to increase the organizational commitment of their staff. Accordingly, one of these guidelines is to increase the support of organization on behalf of (From) the staff and/or to increase the commitment of the organization towards the staff. For this purpose, regarding to that three factors including the organizational equality and justice, the supervisors, support, the organizational rewards and the desired occupational grounds are the most important factors for perception of the organizational support, the following points should be addressed by the organizations:

Observing the justice in distribution of the resources among the staff and observing the equality in the organization procedures, the support of managers and supervisors from the staff through giving participation them in decision-makings, presenting the appropriate occupational feedback and the respectful behaviors, since the staff incline to know the organization's representatives as representing the whole organization [21].

The desired or undesired behavior of the manager is not only a criterion (norm) for understanding the support by the manager, but also the support by the organization. Regarding to human resources plans are an important background for the perceived organizational support, the research in respect of the perceived organizational support can create a bridge between human resources literature and the organizational behavior. As it was mentioned in the previous sections of this research, the goal of this research is to study the relationship between the perceived organizational support and the organizational commitment of the staff in the case study of the general office for sport and the youth in Mazandaran province.

The obtained results related to the hypotheses of the research are as follows:

Regarding to the obtained data of the research, there is no positive and meaningful relationship between the perceived organizational support and the organizational commitment of the staff of general office for sport and the youth in Mazandaran province. Consequently, the result of it disagrees with some findings such as Rocha [12] and Mankanjee & et.al[15] who express that increasing the perceived organizational support by the staff causes to form the positive beliefs towards the job and as a result, decrease in job leave (service desertion) and/or withdrawing from the organization. Therefore, it can be concluded that by the organizational support of the staff, the individuals have a good feeling towards the organization and they will be effective in achieving the organization to its goals. Therefore, it can be indicated that the counter play and reaction of the support perception from the organization causes to create the commitment because the commitment towards the organization can be an important predictor for the effectiveness of the organization, and it causes the optimization and planning and maintenance of human resources. Regarding to the obtained data of the research, there is no meaningful relationship between the perceived organizational support and the sympathetic commitment of the staff of general office for sport and the youth in Mazandaran province which its result disagrees with some findings such as Dawley & et.al [13] and Stinglhamber and Vandenbergh [16]. Therefore, it can be concluded that bilateral and strict relationship is created between the organization and the staff by perception of the organization's support.

Perceiving (Understanding) the support from the organization, the organization's staff believe that the organization knows them valuable. Therefore, this kind of support can provide the ground to emerge the dimensions of commitment such as the sympathetic commitment which causes the dependency and belongingness to the organization and ultimately, they cause to create the efficiency and effectiveness of the organization in respect of achieving final goals. Therefore, it should be indicated that the creation of support in the organization and its perception by the staff can make the ground (bed) to emerge the commitment at the level of organization and provide the ground of individuals' success which is the necessity for the organization achievement.

Regarding to the obtained data of the research, there is no meaningful relationship between the perceived organizational support and the continual commitment of the staff of general office for sport and the youth in Mazandaran province which its result disagrees with some findings such as Jawahar and Hemmasi [2], Currie and Dollery [14] who express that the staff whop perceive high level of organization support are more likely to compensate the organizational support by the positive attitude and the desired working behaviors. These results disagree with the results which are obtained

In the present research. Therefore, it can be concluded that increasing the organizational support of the staff will cause to increase their attempt in performing their tasks and by enhancing the organizational support, the individuals have more satisfaction with their jobs and have less inclination towards the service leave. Therefore, the organization can enhance the level of the perceived support by valuation for the staff's cooperation in order to improve its performance, on time acknowledgement of the additional attempts of the staff, paying attention to general welfare of the staff and paying attention to their multilateral satisfaction, and enjoy the positive outcome of it, i.e., the continual commitment of the staff.

Regarding to the obtained data of the research, there is a direct and meaningful relationship between the perceived organizational support and the assigned commitment of the staff of general office for sport and the youth in Mazandaran province which its result disagrees with the findings of Eisenberger and Rhoades [17] who express that the organizations where want to have bound staff, they should verify their commitment towards them through providing a supportive environment. Therefore, the managers of sport organizations, to show their support towards the staff, can provide them with appropriate occupational conditions, have a just behavior to them, distribute the organizational rewards justly, provide the staff with the opportunity for occupational improvement and enhancement, give them the working authority and guarantee their occupational security. In addition, the norm-based commitment causes the staff know the organization as the market. Norm-based commitment causes in view of the staff, the organization would be somewhere they invest their time, energy, abilities and motivation on it and expect that they would receive something for this investment. They believe in the organization because they believe

that they have invested in the organization and by leaving the organization, they will lose their investment which there is a perfect congruity between these results and the results obtained in the present research.

When the staff of an organization feel and believe that the organization considers them as valuable persons, and they perceive the necessary supports from the organization, it can be expected the ground for creation of motivation for improvement and commitment at the level of organization because it causes they would perform things well and evaluate their performance autonomously. In fact, one of the social-cognitive effects of support in the organization is to create the feeling of motivation in improvement and commitment in the organization. For this same reason, it can be expressed that the supportive factors are one of the most influential factors in the organizational commitment and it can provide the suitable success (achievement) by satisfying the need of individuals' improvement. Therefore, it can be attempted by teaching and training of family environment and social environment and the organizational support in generation and creation of motivation and commitment at the level of organization.

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