



Impact of Perceived Organizational Support (POS) on Service Quality under Social Exchange (SE)

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Abstract—This research, "Impact of Perceived Organizational Support (POS) on Service Quality under Social Exchange (SE)" focused on interrelationship between Perceived Organizational Support (POS), Social Exchange (SE) and their effect on Service Quality. Based on literature, model was developed that linked Perceived Organizational Support (POS), Social Exchange (SE) and Service Quality. Null hypothesis (H0) and alternative hypothesis (H1) were developed to be tested to understand the relationship.

Researcher collected data from customer services branches of cellular companies/ networks in Rahim Yar Khan District by using questionnaire. SPSS (V.19) was used to analyze the collected data.

First chapter of this research work is "Introduction" contains information about project as background, objective, research question, conceptual framework, hypotheses and significance of the study.

Second chapter is Literature Review that studies and review the literature of research on the subject.

Third chapter "methodology" deals with research design, population and sample for research, research tools and data collection.

The fourth chapter, "findings and discussions" includes major findings and interpretations.

The fifth chapter, "conclusion" consists of the research limitations

The sixth chapter, "recommendations" suggest various recommendations.

Seventh chapter, "limitations" consists of the research limitations.

Keywords— Perceived organizational support, knowledge skills and abilities, social exchange, services quality

I. INTRODUCTION

Human resources of an organization play vital role in success or failure of that organization. Organizations strive to acquire, train and maintain staff even at higher costs. Staff coaching and training enable them to perform their duties efficiently. Well trained staff becomes asset of an organization that attracts and keeps customers by providing quality services to customers resulting in improved performance of the organization. Employees achieve it by utilizing Knowledge, Skills and Abilities KSAs developed throughout the period of time.

What motivates the staff to improve quality of serve is organizational support provided by organization and perceived by staff. Employees with high level of POS believe that their organization cares their well being and training needs and in return they struggle to serve the organization. They try to improve customer services. This struggle to improve is something in return and termed as social exchange.

POS provides basis for social exchange between organization and its staff. Organization is trusted by staff and continuous support is provided to staff that results in better service quality.

This relationship was the focus of research.

A. Study Objective

Study of relationship between Perceived Organizational Support (POS), Social Exchange (SE) and quality of service.

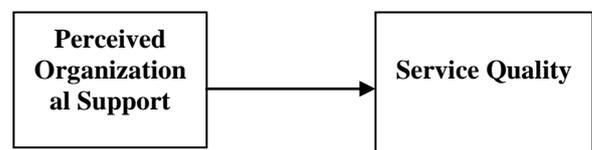
B. Research Question

Is there a significant relationship between perceived organizational support as social exchange and service quality in cellular industry?"

C. Conceptual framework

Independent Variables

Dependent Variable



D. Hypotheses

H0: There is no significant relationship between perceived organizational support and service quality in cellular industry

H1: There is a significant relationship between perceived organizational support and service quality in cellular industry

E. Significance of Study

The research work should be significant and beneficial for the organizations in services industry to provide support to their staff to serve their customers better.

II. LITERATURE REVIEW

A. Social Exchange Theory (SET)

Organizational behaviour or behaviour at work is much influenced by model of social exchange theory. Social exchange theory is believed to known since 1920s (Malinowski 1922) [23], interlinking human studies (Sahlins, 1972) [28], social relationship approaches and social studies (Homans, 1958; Goldner, 1960 and Blau, 1964) [15],[12], [3]. Social exchange is a synergy continuum creating social responsibility (Emerson, 1976) [10]. These synergies are mutually dependant and depend on roles of others (Blau, 1964) [3]. Social exchange theory suggests that these interlinked and interdependent actions result in future human relationships (Cropanzano & Mitchell, 2005) [6]. From economic point of view, commodities are exchanged for mutual satisfactions where as in social exchange roles are performed that are binding and other person or persons are believed to perform in such a way in future that they return or do something in return of past actions of others. Economic and social exchanges were differentiated by Blau in 1964[3]. In social exchange, future expectations cannot be exactly specified where as these are specified under economic exchanges where returns are exactly same in nature. It is also believed that social returns are not well estimated, these result in ways of social performances with a great deal of expectations that the other person/s will fairly perform their part (Holmes, 1981) [14]. Social exchange can be short- term or long- term. Short-term social exchange demands trustworthiness more than that is required in long-term as under short-term social exchange inequalities or imbalances among gives and takes may occur. Social expectations in both cases are different as well as compared with economic exchanges where gives and returns are same (Konovsky & Pugh, 1994) [16].

Social exchange, in long-run develops trust, and parties are much committed to perform their part of obligations. These relationships are governed by norms and values as guidelines in their long run relationships. Emerson in 1976 (page 351) [10] described these governing norms or rules as, “the situation that forms among or is adopted by the participants in an exchange relation”. Social exchange has relationship investments as a core element (Eisenberger [9]; Rousseau, 1995 [27]; Shore, Tetrick, Lynch, & Barksdale, 2006, [29]). Faiths and social investments are mutually twisted social exchange where parties act for each other with uncertainties of returns (Blau, 1964 [3]; Cotterell, Eisenberger, & Speicher, 1992[5]; Shore et al, 2006 [29])

Social exchange theory was initially designed for long run human relationship and later introduced in working environment or in other words work relationships (Shore, Tetrick, & Barksdale, 1999) [30]. Parties involved in social exchange have personal differences as well. It is generally considered that personnel establish relations with seniors (Liden et al., 1997) [21], work fellows at same rank (Flynn,

2003) [11], and the organization where they are employed (Moorman, Blakely, & Niehoff, 1998) [24]. Behaviour is one of the most important elements in such relations as while exchanging perks help and altruism are mutually matched (Cropanzano & Mitchell 2005) [6].

In environment where organizations spend a lot on staff and provide opportunities to use potentials indicates that organization is much interested in building relationships with staff. Such organizational practices make employees realizing responsibilities on their part to their organization. Such perceived organizational support as social exchange is linked with service quality resulting in overall performance of a branch/ office or an organization as a whole.

B. Perceived Organizational Support (POS)

Much of the research work is based on notion that knowledge, skills and abilities (KSAs) are influenced by human resource practices (MacDuffie, 1995[22]; Delery & Doty,1996 [7]; Becker, & Huselid, 1998 [2].; Delery, & Shaw, 2001[8]). Appelbaum, Bailey, Berg, & Kalleberg, (2000) [1], postulated HPWS as a tool to induce staff to utilize internal and elective struggles to perform their part in organization's betterment and they also suggested that such elective struggle of staff is an intermediary in organization's performance. Human resource practices can serve as motivational tool or tool to induce staff bring out elective struggles to motivate staff if staff has expertise, rewards are available and staff is given chances to participate.

An other attribute improving an organization is motivation (Delery, & Shaw, 2001) [8]. Human resources are personnel that work to achieve objectives of an organization by utilizing their capacities and motivation leads to eagerness of personnel to bring out these capacities (Liao et, al., 2009) [20]. Staff most of the time, perform less than they can as they have elective abilities. So knowledge, skills and abilities (KSAs) of a staff member can be strengthened by motivation. To induce staff to put their efforts and utilize their energies it is crucial that human resource practices should in accordance with the benefit of members or organization (Delery, & Doty, 1996) [7]. Motivation in SHRM is evident from these research findings. The practical applications of micro level HPWS can be ensured by perceived organizational support and psychological empowerment.

Perceived organizational support (POS) is the scope that defines perception of staff regarding the acknowledgement of their participation in organization and also to judge what organization does to benefit its staff (Eisenberger et al., 1986) [9]. Under organizational support theory, staff of an organization realize the organization to have anthropomorphous features (Eisenberger et al., 1986) [9]. Levinson, (1965) [17] suggested that acts done by management are perceived by its staff as acts of that organization itself. According to Levinson (1965), organization is, in all aspects responsible for the acts and behaviours of its top management and staff perceive good or bad/ favourable or unfavourable behaviour of management is the behaviour of organization itself. From such behaviour staff comprehend whether they are supported by their organization or not (Rhoades, &

Eisenberger, 2002) [26]. Under social exchange theory, unwilling or gratuitous donation is valued more than the asked one because beneficiary perceives its donor is caring (Goldner, 1960[12]; Blau, 1964[3]; Cotterrel, Eisenberger, & Speicher, 1992[5]). Benevolent rewards like better salaries, excellent working conditions, increments etc are participating towards POS if perceived unwilling rather than given under pressure (Eisenberger et al., 1986) [9].

Under social exchange theory, organization provides benevolent rewards resulting in social exchange obligations from its staff in return Blau, 1964[3]. So POS is a must to cause a social obligation to return (Shore, & Wayne, 1993) [31]. Under social support theory, benefits awarded benevolently are the acknowledgements to valued staff and the participation POS (Rhoades, & Eisenberger, 2002) [26]. Such benevolent benefits to organization's staff are integral to human resource practices and are an indication of organizations' considerations to its staff and its recognition to staff participation to POS. Staff trainings and actions taken for the development of contemporary and prospective staff adds to knowledge, skills and abilities (KSAs) and keeping highly valued staff in organization. When such organizational practices are considered by staff, they perceive that their organization honour its staff and positively acts to develop and care employees. Organization promotes POS among its staff by investing on them by means of human resource practices (Wayne, Shore, & Liden, 1997[33]; Wayne, Shore, Bommer, & Tetrick, 2002[34]). Specific human resource practices favouring benevolent rewards and other considerations given by an organization to its staff indicate that organization value its staff and staff perceived it well. Human resource practices research has suggested that these practices are helpful in evoking selective efforts of staff when they perceive that they are being valued by their organization and it participate in development of organization (Sun, L. Y., Aryee, S., Law, K. S 2007) [32]. Organization's staff perceives working conditions as ancillary and their participation is valued as they observe uncompromising hiring of staff, staff being promoted and rewarded fairly.

C. *Service Quality*

Initial research work (Gronroos, 1982[13]; Lewis, & Booms, 1983[18]) recommended outcomes of service quality as difference between quality perceived by clients and services delivered by organization and this idea was fortified by research work of Parasuraman, Zeithaml, & Berry (1988) [25]. In defining staff performance, client has a vital role (Bowen, & Waldman, 1999) [4]. According to them, "the consumer experience is as important as, if not more important than, the consumer good" A staff- user synergy is a must in customer satisfaction assessment. So role of front desk staff is crucial in how clients perceive service quality (Liao, & Chuang, 2004) [19]. Staff is encouraged by service quality principles to act professionally to meet customer satisfaction needs (Bowen, & Waldman, 1999[4]; Liao, & Chuang, 2004[19]).

III. METHODOLOGY

A. *Research Design*

In research various decisions are made regarding; what, where, why, when and how much lead to a research design. It covers collection, measurement and analysis of data. Qualitative and quantitative researches have been done in various researches works around the world and case study approaches were adopted to analyze data. Research designs based on case studies have some drawbacks, for example it opens the ways for generalization concept. This concept can be used where unique and government controlled and monitored sectors or organizations are under study as such sectors have identical strategies.

B. *Research Population*

Population of this research was staff members of mobile network or cellular industry companies in district Rahim Yar Khan.

C. *Research Sample*

Sample is representative of large group that has common features. Responses from ninety four (94) staff members were taken as sample of this research.

D. *Research Tools*

Various tools are used in research where surveys, observations and questionnaires are most commonly used. In this research, closed- end questionnaire was used to collect data.

E. *Data Collection*

Primary data were collected by using questionnaire Names and designations of respondents were kept confidential to ensure secrecy of respondents.

For Perceived Organizational Support (POS), 7 points scale was used as 1= Strongly disagree, 2= Disagree, 3=Slightly disagree, 4= Neutral, 5= Slightly agree, 6= Agree, 7= Strongly agree and for service quality, 5 points Likert scale was used as 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree.

Demographic section of questionnaire was used to collect demographic data including age, gender, education level and tenure of respondents.

IV. RESEARCH FINDINGS

Research findings are as under;

TABLE 1 AGE OF RESPONDENTS

| Age Limits | Frequency | Percentage |
|--------------|-----------|------------|
| 18 – 22 | 38 | 40 |
| 23 – 27 | 41 | 44 |
| 28 and above | 15 | 16 |

| | | |
|-------|----|-----|
| Total | 94 | 100 |
|-------|----|-----|

Majority of the respondents fall in 23 – 27 years age group.

TABLE 11 GENDER OF RESPONDENTS

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Female | 17 | 18 |
| Male | 77 | 82 |
| Total | 94 | 100 |

There are significantly higher numbers of male in this industry.

TABLE III EDUCATION LEVEL OF RESPONDENTS

| Education | Frequency | Percentage |
|--------------|-----------|------------|
| Intermediate | 46 | 49 |
| Bachelors | 37 | 39 |
| Masters | 11 | 12 |
| Total | 94 | 100 |

Majority of the staff members hold intermediate qualification.

TABLE IV TENURE OF RESPONDENTS

| Years | Frequency | Percentage |
|-------------|-----------|------------|
| Less than 3 | 34 | 36 |
| 3 – 6 | 51 | 54 |
| More than 6 | 9 | 10 |
| Total | 94 | 100 |

Most of the staff members had tenure of three to six years.

Means and Standard Deviations of Independent and Dependent Variables

TABLE V PERCIEVED ORGANIZATIONAL SUPPORT

| Particulars | Mean | St. Dev. | Min | Max |
|----------------------------------------------------------------|------|----------|-----|-----|
| My suggestions are appreciated and cared in branch | 3.77 | .959 | 1 | 6 |
| My branch cares for my development and betterment | 4.58 | .985 | 2 | 6 |
| My branch helps me needed | 4.56 | 1.070 | 1 | 7 |
| Goals, objectives and values of staff are considered by branch | 4.09 | 1.254 | 1 | 7 |
| Branch forgives honest mistakes on my part | 4.86 | 1.238 | 1 | 7 |

| | | | | |
|-----------------------------------------------|------|-------|---|---|
| My branch considers my well being at priority | 3.25 | 1.111 | 1 | 5 |
|-----------------------------------------------|------|-------|---|---|

Highest mean value (4.86) falls under, “Branch forgives honest mistakes on my part” but the lowest value is related to how staff members perceive their well being efforts by their organization.

TABLE VI SERVICE QUALITY

| Particulars | Mean | St. Dev. | Min | Max |
|----------------------------------------------------------|------|----------|-----|-----|
| My interaction with customers is strong and professional | 4.48 | .621 | 2 | 5 |
| My customer services are high-quality | 4.00 | .436 | 3 | 5 |

Service quality can be measured by client- staff interaction and services provided by staff to customers of organization. In this study, interaction mean is higher.

Correlation and Regression

To assess the relationship and its strength between/ among variable pairs, correlation is used. To check the hypotheses, P-value is used.

TABLE VII CORRELATION

| Sr. # | Variable | 1 | 2 | 3 | 4 | 5 | 6 |
|-------|----------------------------------|---|------|---|------|------|-------|
| | Independent Variable | | | | | | |
| 1 | Perceived Organizational Support | 1 | .215 | - | - | - | - |
| | Dependent Variable | | | | | | |
| 2 | Service Quality | - | 1 | - | - | - | - |
| | Others | | | | | | |
| 3 | Respondent's Gender | - | - | 1 | .013 | - | -.351 |
| 4 | Respondent's Age | - | - | - | 1 | .014 | -.031 |
| 5 | Respondent's Education | - | - | - | - | 1 | .139 |
| 6 | Respondent's Tenure | - | - | - | - | . | 1 |

Correlation significance 0.01 (2- tailed test) & 0.05 (2- tailed test)

TABLE VIII REGRESSION ANALYSIS

| Coefficients | | | | | |
|------------------------|-----------------------------|------------|---------------------------|--------|-------------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | -2.123 | 3.836 | | -.554 | .581 |
| Perceived Org Support | .013 | .026 | .056 | .582 | .027 |
| Respondent's Gender | -.347 | .307 | -.172 | -1.163 | .253 |
| Respondent's Age | .360 | .187 | .634 | 2.083 | .040 |
| Respondent's Education | .631 | .206 | -.716 | -3.172 | .002 |
| Respondent's Tenure | .214 | .212 | .231 | .817 | .367 |

a. Dependent Variable: Service Quality

Independent variable determines dependent variable.

TABLE IX MODEL SUMMARY

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| | .520 ^a | .271 | .179 | .593 |

a. Predictors: (Constant), Respondent's Tenure, Respondent's Gender, Respondent's Education, Respondent's Age, Perceived Org Support

β = constant

X1= Perceived organization support

X2= Respondents' age

X3= Respondents' gender

X4= Respondents' education

X5= Respondents' tenure

Equation is as under;

$$\text{Service quality} = \beta + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

The regression equation becomes.

$$\text{Service quality} = -2.123 + .013 \times \text{Perceived Org Support} + 0.360 \times \text{respondents' age} + .631 \times \text{respondents' education}$$

Service quality is determined by perceived organizational support, age and level of education of respondents/ staff members

TABLE X HYPOTHESIS AND RESULTS

| Hypothesis | Values calculated | Respective Results |
|----------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------|
| H0: There is no significant relationship between perceived organizational support and service quality in cellular industry | P= .027 | H0 Rejected |
| H1: There is a significant relationship between perceived organizational support and service quality in cellular industry | $\beta = .013$ | H1 Accepted |

CONCLUSION

Research suggests that cellular network industry is much lagging behind. There is evident gender disparity where female constitute only 18 % of the staff in the industry. As far as education level of staff is concerned, most of them 46 (49 %) hold intermediate qualification. Majority of the employees leave this industry with six years of their service tenure. Quality of service and perceived organizational support are significantly interrelated.

RECOMMENDATIONS

Gender disparity needs to be addressed by providing working environment to female on priority basis. Education level of staff needs to be better. Employees should be given opportunities to get education and it should be encouraged by providing study opportunities, better job related benefits as they get more education. Research indicates that most of the employees of the industry leave within six years of their service period that is a major loss to this industry because such experienced staff members are key to progress and are not retained by the industry.

LIMITATIONS

- This research is not free from limitations.
- This study was conducted in cities of one district only.
- Sample size (N= 94) is not enough.
- Respondents might have hidden true responses.

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