Effects of Perceived Organizational Support on Employees' Job Satisfaction

Sadiya Ahmed Mohamed , Maimunah Ali

Department of Technology Management, Faculty of Technology Management and Business, University Tun Hussein Onn Malaysia (UTHM) Parit Rajah, Batu Pahat, Johor, Malaysia.

Corresponding Author: Sadiya Ahmed Mohamed

ABSTRACT

Perceived organization support (POS) has greater influence in employees' job satisfaction. The purpose of the present study is to address the impacts of POS on job satisfaction of the employees of Malaysian private Telecommunication companies. Two antecedents of POS such as organizational rewards and job conditions were proposed to enhance employees' perception of the supports of their organizations. POS and job satisfaction variables were proposed as the intervening and outcome variables respectively. The data of this study have beencollected from a group of employees in the telecommunication Malaysian industry through questionnaire survey. The data were analyzed using SPSS. The findings revealed that POS antecedents includingorganizational rewards and job conditions have significant relationship with POS. Likewise; this study suggested that POS can improvethe employees' job satisfaction by presenting a significant relationship between POS and job satisfaction.

Keywords: Perceived Organizational Support; Job Satisfaction; Telecommunication Employees

INTRODUCTION

In today's competitive business setting where employees have many choices available, attributes that enable business of companies to attract and maintain more qualified employees should be studied seriously. Companies that aimed to gain competitive advantage in the future may need to begin searching for creative and effective means to attract, maintain and foster stronger relationships with qualified and satisfied employees. [1] Perceived organizational support (POS) and its antecedents are both rootedin the social exchange framework. [2] Consistent with the rule of reciprocity norm applied to the workcontext, in exchange for the fulfilment of obligations and promises by their employerand through perceived organizational support, employees are more committed, moresatisfied, less prone to leave and, finally, more willing to make extra efforts that gobeyond the job duties. [3,4] The ideal situation involves a context where an employer is able to fulfil their obligations andsupport staff.

Researchers have suggested that both POS and its antecedents are important factorsthat could enhance job satisfaction. [5-7] However, research that examines the effect of both factors on job satisfaction is still crucial, particularly in the context of Asian countries such as Malaysia. Previousstudies have focussed on samples from western countries such as Australia [8] and Greece, [9] however, it has been noted there are significantcultural differences between Malaysia and western countries. [10]

Unlike western countries, Malaysian culture is more collectivistic, respectfulof hierarchy and elders, relationship oriented and cooperative. [11,12] This cultural base has been argued to have a great influence on anorganization's work culture and practices [13,14] and employee attributes, e.g. motivation to be satisfied at their jobs. Therefore it is important to examine the effect of POS and its antecedents on job satisfaction from the perspective of non-western context suchas Malaysia to verify the finding of previous studies.

LITERATURE REVIEW
Perceived Organizational Support
The concept of perceived organizational support (POS) has been developed by. [2] It is related to how employees perceive their organizations. Any actions and human resource management practices taken by organization may affect employees' perceptions of the organization's commitment towards them. According to, [2] the concept of POS refers to "employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being". Through the process of making attributions as to the way the organization behaves, employees arrive at an evaluation about the degree to which they believe that the organization supports them, values their contribution, and is concerned with their well-being. In other words, POS stands for employee's beliefs about a certain degree of the organization's commitment towards their employees. The employees with high levels of POS belief that their organizations consider their well-beings, appreciates their contributions and will help them whenever problems arise. On the contrary, employees with low levels of POS perceive that their organizations ignore their best interests, will possibly take advantage of them and replace them.

POS would be influenced by various aspects of treatment by the organization and would be influenced by the employee's interpretation of organizational motives underlying that treatment. [2] Simply speaking, it implies that there will be an agreement in the degree of support that employees expect the organization in various situations which make the job become more interesting and more attractive to the employees and lead to higher job performances. [15] From the definition of perceived organizational support, one very common factor is that there is perceived attitude of employees about their employers, employees have been found to develop global beliefs or perceptions concerning the extent to which the organization values their contribution and cares about their well-being. [16] Hence, it can be concluded that any action or policy implemented by organizations or their representatives will influence employee's perceptions towards their organizations.

Perceived Organizational Support Effects
The direct relationship from perceived organizational support to positive behaviors toward the organization has been identified. POS has been determined to be an antecedent to such behaviors as performance, retention, and job involvement. [17] Additionally, POS has been shown to be an antecedent to less direct organizational resultants such as job satisfaction, [18] and felt obligation [19]. [20] reported POS and job satisfaction were conceptually related. POS is based on how the organization's policies, norms, procedures, and actions affect the individual employee. In contrast, felt obligation is the belief that the organization should be cared about and the individual employee should help the organization reach its goals. Because of the reciprocity norm POS would lead to a felt obligation, and therefore lead the employee to aid the organization. Job performance, commitment, engagement and job satisfaction have been identified as a more direct resultant of POS. Job satisfaction increases from positive POS are often manifested by such behaviors as aiding fellow employees, taking actions that protect the organization from risk, offering constructive suggestions, and gaining

knowledge and skills that are beneficial to the organization. [21] Further, POS increased desire to remain with the organization, not to be confused with the feeling of being trapped in the organization due to the high cost of employee turnover. [22] In a related study by, [23] findings suggested that favourable work experiences translated to increase POS, which increased the job satisfaction level of an employee, in turn, decreasing employee turnover. POS has been shown to have some limited affect on increasing the level of interest that employees have in their work. If employees perceive that they are seen as competent at their jobs then they will become more involved in their jobs, hence increasing interest in their work. [23] Also, in support of this ideal, [22] concluded that employees who think their organizations support them put forth more effort in their work tasks. [23] concluded that basic antecedents of POS included fair procedures, supervisor support, and positive rewards and job conditions. In addition, the organizational culture plays crucial role the POS increment. Further, the consequences of positive POS included increased job satisfaction, employees' engagement, affective commitment to the organization, increased job performance, and reduced withdrawal behaviors.

A preliminary study by [24] indicated that an employee's belief about the organization might be an accumulation of his or her perceptions of management and supervisor relationships. In effect, the POS that they create from interactions with supervisors and managers (perceived supervisory support or PSS) become translated into the level of POS they have for the organization. Individual affect and organization affect becomes interrelated. [21] Further supporting this concept was the work of, [25] which examined the antecedents and consequences of POS and leader-member exchange (LMX). They found that perceived organizational support (POS) and Leader-member exchange (LMX) were related and that LMX influences POS. [25] concluded that the

relationship between a supervisor and member builds up a historical sense of value by the member and contributes to the employees' level of perceived organizational support. However, they found that POS was not exclusively influenced by LMX and the nature of the relationship was not reciprocitory. In other words a high level of POS did not necessarily indicate a particular relationship would exist with the leader. Actions above the immediate supervisor or leader were also considered. Top management actions were antecedents to POS but not LMX. In other words, top management actions and interactions with supervisors were antecedents to POS however; top management actions did not have a direct effect on the interactions between leaders and employees. [25] Hypothesized that this was likely the case due to the level of reward and punishment control held by the supervisor. POS is an antecedent to increased job satisfaction to the organization, increased performance, and reduced withdrawal behaviors, while antecedents to POS were found to include fair organizational procedures, supervisor support, and favorable rewards and job conditions. The affect of these is often first pronounced at the supervisory level and then translated into a broader organizational perception.

POS Antecedents

Previous research has related POS to specific antecedents such as pre-employment experiences, fairness of treatment, organizational culture, rewards, job conditions, supervisor support, value congruence, organizational hierarchies, and employee characteristics. This research was consolidated by [2] who conducted a meta-analysis on the antecedents of POS and found that there were two general forms of favorable treatment received from the organization that contributed to and were predictive of POS. These include organizational rewards and job conditions. Therefore, only these two main antecedents of perceived organizational support on the

basis of organizational support theory are considered in this study.

Organizational Rewards

The term 'reward' is discussed frequently in the literature as something that is given by an organization to an employee in response to the employee's actions, and is something which is desirable to the employee (Agarwal, 1998). In some cases, a reward can be a cash reward, such as a bonus, in other cases a reward refers to recognition, such as naming a worker employee of the month, and at other times a reward refers to a tangible incentive, such as a television. The term itself is rarely defined in the literature, but in all cases it is assumed to entail any of the things the organization does to recognize employee achievement and to motivate future positive behaviour. A reward itself, by definition, is a type of recognition. It is this act of recognition that makes rewards effective in building perceived organizational support. In the case of an organizational reward, for example a plaque for employee of the month, the reward itself is a signal to the employee that his or her efforts are recognized and appreciated by the organization. Such a concrete display of recognition helps to increase the employee's perceived organizational support because the organization has made it undoubtedly clear that it values the efforts of the employee. In a corporate environment there are many different ways to recognize behaviour and performance, and therefore rewards can take several forms. These include recognition awards, cash bonuses, free trips, and free merchandise. Each of these types of rewards has different characteristics and can be expected to affect employee behaviour and perception in different ways. To increase perceived organizational support, it is important to find rewards that will have a lasting impression on the employee and will continue to confirm the employee's perception that he or she is valued.

To increase perceived organizational support, it is important to find rewards that

will have a lasting impression on the employee and will continue to confirm the employee's perception that he or she is valued. Discretionary action on the other hand is a clear indication that an employee is valued due to the fact that the organization is making a point to recognize a specific employee. Various researchers have found that when employees view rewards as discretionary they have increased levels of perceived organizational support (Eisenberger, Cummings, Armeli, & Lynch, 1997; Moorman et al., 1998).

Perceived Value of the Rewards

This study proposes that because rewards are tangible demonstrations of an organization's support for its employees, employees who receive rewards will have increased perceived organizational support. In order for this condition to hold true it is also necessary that employees value the reward. Valence in this case refers to the value an individual places on the reward. If something has a positive valence it indicates that it is something that an individual is drawn to in a positive way. On the contrary, a negative valence refers to something that an individual would not be drawn to, or that would repel the individual. Valence is one of three constructs that is defined by Vroom in his theory of motivation (Vroom, 1964). In this theory, Vroom argues that among other factors, the more an individual values the reward, the more the individual will strive to attain it. This concept is quite intuitive. It is difficult to imagine that an individual would exert tremendous efforts in order to obtain something that he or she really does not want. Conversely, according to this theory of valence, if an individual truly values something, the individual will exert efforts to obtain it which are consistent with the degree to which he or she values it. This idea can be extended to the current study by considering the valence an individual has towards a reward given by the organization. In order for the reward to be effective in eliciting the desired behaviour from employees (i.e. perceived organizational support) the employees must

have positive valence towards the reward. In the same way that an employee would not be motivated to earn a reward which he or she does not value, a reward which is given to the employee by the organization, which holds little significance to the employee, will not encourage the employee to think more highly of the organization. For example, if an organization provides an employee with a kitchen appliance, say a blender, in recognition for the employee's performance, yet that individual has no need or desire for a blender, then the blender will have very little impact on the individual's perception of the organization. It is doubtful that the individual will look at the blender and think that such a reward was a supportive gesture from the organization. This idea can also be examined in the context of social exchange theory, which states that when one party performs a gesture for another party, the recipient of that gesture will want to reciprocate in kind (Foa&Foa, 1974). If the organization offers an employee a reward which the employee is indifferent about, the employee will not feel compelled to reciprocate this gesture. On the other hand, a reward which carries strong positive valence for an employee may have an equally strong influence on the employee's beliefs or behaviours. If an organization gives an employee something that he or she truly desires or values, then by virtue of the fact that the organization gave the employee this valuable reward, the employee may have a higher regard, or appreciation for the organization. For example, imagine that an organization gives an employee a watch that he or she has been admiring for quite some time. The employee will be happy to receive the watch, and appreciate the organization for providing it. The fact that the individual has such strong positive valence toward the watch is likely to encourage the employee to hold the organization in a higher regard for providing it. In other words, the more an employee likes the reward, the greater it is expected to influence that employee's perceived organizational support.

Job Conditions

Likewise, Shore and Shore (1995) proposed that job conditions have in relation to POS for example job security, autonomy, role stressors, and training. Job security means assurance that the organization wishes to maintain the employee's future membership is expected to provide a strong indication of POS, particularly in recent years, when downsizing has been prevalent (D. Allen, Shore, & Griffeth, 1999).

By autonomy, we mean employees' perceived control over how they carry out their job, including scheduling, work procedures, and task variety. Autonomy has traditionally been highly valued in Western culture (Geller, 1982; Hogan, 1975). By indicating the organization's trust in employees to decide wisely how they will carry out their job, high autonomy should increase POS (Eisenberger, Rhoades, & Cameron, 1999).

Stressors refer to environmental demands with which individuals feel unable to cope (Lazarus & Folkman, 1984).To the extent that employees attribute job-related stressors to conditions that are controllable by the organization, as opposed to conditions inherent in the job or resulting from outside pressures on the organization, stressors should reduce POS. Stressors related to three aspects of employees' role in the organization have been studied as antecedents to lessened POS: work overload, involving demands that exceed what an employee can reasonably accomplish in a given time; role ambiguity, involving the absence of clear information about one's job responsibilities; and role conflict, involving mutually incompatible job responsibilities.

In addition, Wayne et al. (1997) suggested that job training is a discretionary practice communicating an investment in the employee, thus leading to increased POS. While, Dekker and Barling (1995) argued that individuals feel less valued in large organizations, where highly formalized policies and procedures may reduce flexibility in dealing with

employees' individual needs. Even though large organizations, as small ones, can show benevolence to groups of employees, the reduced flexibility for meeting the needs of individual employees, imparted by formal rules, could reduce POS. Although organizational size might be considered more an organization wide characteristic than a job characteristic, this category fits closely with job characteristics.

POS Consequences

The consequences of perceived organizational support that will be described in this study is job satisfaction. Based on reciprocity norm, perceived organizational support includes an obligation on the side of the employee to also care about the organization (Eisenberger et al., 2001). Perceived organizational support has been known to induce affective reactions in employees when it comes to their jobs performance when applied in correct way (Rhoades and Eisenberger, 2002). Cropanzanoet al., (2002) stated that 'perceived competence has been found to relate to task interest as result of perceived organizational support. When perceived organizational support is applied in a positive way, it reduces aversive psychological and psychosomatic reaction to stressor by indicating availability of material and emotional support (Robble, 1998). Perceived organizational support has been found to increase job satisfaction standard for job activities favorable to organization and go beyond assigned responsibilities (Gonge, 1997in Rhoades & Eisenberger, 2002). Perceived organizational support also has a positive effect on the relationship between employment and reasons why employees would choose to remain in their jobs. A negative result of perceived organizational support when it's absent within the organization is withdrawal behavior defined as "employee lessoning their involvement in their job" (Aquino and Grieffeth, 1999).

Therefore, from the above discussion, it is clear that there is a relationship between perceived organization support (POS) and employee job satisfaction. If the organization applies perceived organizational support in the correct manner, the end product of POS will be that the employees will be satisfied, engaged and committed to their jobs.

Job Satisfaction

Job satisfaction refers to an employee's overall affect laden attitude toward their job (Witt, 1991). It is an internal state based on assessing the job and job-related experiences with some degree of favor or disfavor (Locke, 1976). POS should contribute to overall job satisfaction by meeting socioemotional needs, increasing performance-reward expectancies and signalling the availability of aid when needed. High level of job satisfaction reveals real enthusiasm, good feeling and truly value the job. Findings suggest that employees with high level of job satisfaction physically and mentally are in a proper state. Job satisfaction is resulted from employees' perception that provided them with valuable content and context. The first step to get a valuable, satisfactory and also successful job is to find job environment matching the individuals' main interest. Job satisfaction is divided into two categories; internal and external satisfaction. External satisfaction is related to the factors such as payment, promotion, admiration and interaction with colleagues while employees' satisfaction with values, social status, position and professional responsibility indicate internal satisfaction. Individuals' assessment of their job and expression of satisfaction or dissatisfaction can be regarded as the general outcome of their job constituents (Robbins 1995).

The Relationship between Organizational Rewards and POS

Interestingly, rewards same as other types of human resource practices should be important for the development of individual POS. A supportive HR practice in this context is one that indicates investment in the employee or recognition of employee contributions, and is discretionary in the sense that the organization is not obligated

to offer the practice to everyone (Eisenberger et al., 1986; Shore & Shore, 1995). Wayne et al. (1997) argued that organizational rewards signal that the organization recognizes and values the employee's contributions and imply future support from the organization; they found a significant positive relationship with POS. Similarly, allowing employee participation should signal that the employee's contributions are valued. Eisenberger et al. (1986) suggested that having influence over policy should be examined as a possible precursor of POS. Being recognized and rewarded fairly would seem to signal that an organization cares about the well-being of the employee and is willing to invest in them (Fasolo, 1995), and Rhoades et al. (2001) found that perceptions of organizational rewards and procedural justice predicted POS.

Whitener (2001) recently argued for the importance of employee perceptions of such organizational rewards. Employees may not always perceive the objective existence of certain practices as the organization intends. For example, an organization may encourage participation in decision making, and may even have a formal mechanism for incorporating participation. However, if employees do not perceive that the organization or its agents are open to receiving input and likely to act on it, they are unlikely to feel the organization truly offers participation. Similarly, most organizations probably believe their reward systems are relatively fair; however, many employees would not agree. Thus, perceptions of the extent to which the organization offers supportive HR practices are likely to influence employee attitudinal and behavioral responses.

The Relationship between Job Conditions and POS

Human resources practices showing recognition of employee contributions will be positively related to POS (Shore & Shore, 1995). A variety of job conditions have been studied in relation to POS for example, job security, autonomy, role stressors, and training. According to organizational support theory, favorable job conditions serve to communicate a positive valuation of employees' contributions and thus contribute to POS (Greenberg, 1990). Assurance that the organization wishes to maintain the employee's future membership is expected to provide a strong indication of POS, particularly when downsizing has been prevalent (Allen, Shore, & Griffeth, 1999). Employees' perceived control over how they carry out their job, including scheduling, work procedures, and task variety is called Autonomy. Autonomy has traditionally been highly valued in Western culture (Geller, 1982). Organization's trust in employees to decide wisely how they will carry out their job, high autonomy should increase POS (Eisenberger, Rhoades, & Cameron, 1999). Stressors refer to environmental demands with which individuals feel unable to cope; stressors should reduce POS (Lazarus & Folkman, 1984). Wayne, Shore and Liden (1997) suggested that job training is a discretionary practice communicating an investment in the employee, thus leading to increased POS. Dekker and Barling (1995) argued that individuals feel less valued in large organizations, where highly formalized policies and procedures may reduce flexibility in dealing with employees' individual needs. Even though large organizations, as small ones, can show benevolence to groups of employees, the reduced flexibility for meeting the needs of individual employees, imparted by formal rules, could reduce POS. Of all the major organizational determinants of POS mentioned above, favorable job conditions are expected to have the weakest effect. Such treatment should contribute to POS only to the extent that it is perceived to represent the organization's voluntary, intentional actions (Eisenberger, Cummings, Armeli & Lynch, 1997). The reason might be the external pressures like contractual obligations concerning pay and work rules, government health and safety regulations,

and societal norms whose violation would bring bad publicity to the organization.

The Relationship between POS and Job Satisfaction

POS has been hypothesized to influence employees' general affective reactions to their job, including job satisfaction and positive mood. Job satisfaction refers to employees' overall affect laden attitude toward their job (Witt, 1991). POS should contribute to overall job satisfaction by meeting socio-emotional needs, increasing performance-reward expectancies, and signaling the availability of aid when needed (Armeli et al., 1998; Eisenberger et al., 1986). According to Eisenberger, Fasolo and Davis La Mastro (1990), employees who feel supported by their organization and care about the organization would engage in activities that help to further the organization's goals. One important issue is to differentiate perceived organizational support from job satisfaction (Zagenczyk, 2001). Previous study by Shore and Tetrick (1991) disputes that perceived organizational support and job satisfaction conception are distinct but related. Perceived organizational support is a measure of employer commitment and set of beliefs about how much the organization cares for the staff well-being, whereas job satisfaction focuses on different sides or viewpoints of work and is the affective response to these different aspects of work situation. In summary, many previous studies have shown that perceived organizational support was positively associated with levels of job satisfaction, high level of perceived organizational support resulted higher level of job satisfaction (Burke &Greenglass, 2001; Burke, 2003; Stamper & Johlke, 2003; Armstrong-Stassen, Cameron & Horsburgh, 1996).

Research Theoretical Framework

A theoretical framework refers to the theory that a researcher chooses to guide him/her in his/her research. Thus, a theoreticalframework is the application of a theory, or a set of concepts drawn from one and the same theory, to offer an explanation of an event,or shed some light on a particular phenomenon or research problem. Figure1 presents research theoretical framework, which explainsthe relationship between POS, POS antecedents (Organizational rewards and job conditions (JC)) and POSconsequence as job satisfaction (JS).

Hypothesis

The hypothetical model of the study is elaborated in the theoretical framework diagram which is shown in Figure 1.

Items include organizational rewards (OR) are recognition, pay and promotions. Allen et al. 2003 research showed that the degreeto which the organization bestows rewards on an employee is indicative of the support that is provided, and thus significantlycontributes to the POS of the individual being rewarded. Hence, the following hypothesis is offered to be tested: *H1: Organizational rewards have a significant relationship with POS.*

Sumita, 2004 study has shown that job conditions are significantly related to POS. Organizations would only need to increaseand maintain job conditions to achieve the positive effect on POS. So the following hypothesis is offered to be tested: *H2: Job conditions have a significant relationship with POS.*

Research shows that employees who are not cared display apathy, disenchantment and social aloofness (Hochschild, 1980).This is contrary to motivated employees, who experience a pleasurable emotional state at work, indicating high level of jobsatisfaction. Therefore, the following hypothesis is offered to be tested: *H3: POS has a significant relationship with employees' job satisfaction.*POS is proposed as a mediator between its antecedents and job satisfaction. The following hypothesis is offered.

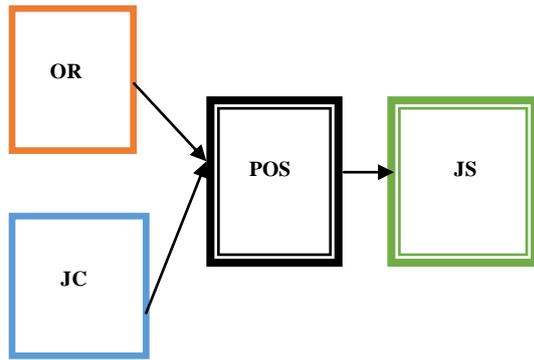*H4: POS mediates between its antecedents and employees' job satisfaction.*

Figure 1: Research theoretical framework

METHODOLOGY
Sample
Participants were full-time employees, obtained from avariety of telecommunication organizations operating in Malaysia. We contacted 274 employees. Nature of this research is quantitative. The research looks to evaluate the relationship between the independent variables such as POSantecedents, intervening variable such as POS and POS consequence such as job satisfaction.

Measures
The questionnaire for perceived organization support was developed by Eisenberger et al, (2002), describes the perception of theemployee that how their organization willing to reward their greater efforts. The Organizational rewards are measured using the scale developed by Eisenberger, (1997) and it is a two-item scale. Sample items include 'The organization gives public recognition and appreciation for good work' and 'The organization provides an opportunity for high earnings'..This scale, developed by Ary et al., (2002). It is a two-item scale. Sample items include 'The organization gives long term job security' and 'my organization gives freedom to do my job well'.

Job satisfaction is divided into two categories; internal and external satisfaction. The job satisfaction scale aims to assess whether an individual is satisfied with his or her job. This scale, developed by Wright and Cropanzano (1991), it is a two-item scale and it is targeting overall job satisfaction including internal and external satisfaction. Sample items include 'All in all, I am satisfied with the work of my job' (Internal JS; Position) and 'All in all, I am satisfied with my pay (total wages and tips)' (External JS; Payment).

RESULT AND DISCUSSION
The descriptive and inferential statistical methods were used to conduct the analysis. For hypotheses testing, the Pearson correlationcoefficients were used. The mediation analysis were tested using multiple linear regression.

The first part of the analysis focused on the descriptive analysis of the respondents. At the end of gatheringdata, the reliability of the scales was analyzed. An analysis was performed in the study toascertain the reliability of the measures by using Cronbach alpha reliability coefficient; 0.60 being the acceptable reliability coefficientlevel in terms of research standards as shown in Table I.

Table I: Reliability Statistics

Variable	Cronbach alpha
POS	.868
OR	.808
JC	.816
JS	.847

As it can be seen in Table I, the measures of the study are reliable because all the variables have an acceptable reliabilitycoefficient which ranged from .808 to 0.886.

Descriptive analysis of the respondents:The descriptive analysis focused on the variables such as gender, age, marital status and job status. Maleresponders represented 46.8% while female responders were 53.2%. Most of the respondents (33%) were aged between 25 and 29 years old, 18.3% of the respondents were between 21 and 24 years. Same percentages goes to those between 35 and 39 years old.23.9% of the respondents were between 30 and 34 years old,4.6% of the respondents were above 40 and 49 years old and 1.8% of the respondents were above 50 years old. Majority of therespondents were having job permanent and were married in a

percentage of 86% and 83% respectively. While employees; whohave contract jobs represented 16% and single staff were 17% of the total respondents.

The correlation data shows the relationship between the independent, intervening and dependent variables of study as shown inTable II. The table displays correlation coefficients between these variables. The correlation coefficients are a measure of thestrength of the association between any two metric variables (Hair et al., 2003). The results of the Pearson correlation has shown that mostof the dimensions of the independent variables and dependent variables were positively correlated to each other.

Table II: Correlations between Variables

Relationship	Correlation	Hypothesis
OR → POS	.554[*]	Supported
JC → POS	.668[*]	Supported
POS → JS	.604[*]	Supported

*. Correlation is significant at the 0.01 level (2-tailed).

The results of Table II demonstrated that there is significant positive relationship between perceived organizational support and organizational rewards at (r=.554; p=0.037) and the correlation is significant if the p=.01. The correlation showsthat there is significant relationship between perceived organisational support and organizational rewards. Hence the alternativehypothesis is supported. Similarly, the results have shown that there is a significant high correlation between job conditions and POS (r=.668; p=.01), so the proposed alternative hypothesis is accepted. In addition, Table II shows that there is significant correlations between Perceived organisational support and job satisfaction (r=.604; p=.01), so thealternative hypothesis is accepted.

Similarly, this study examines the mediation role of POS between POS antecedents and job satisfaction.

As it can be seen from Table 4.20, POS partially mediates (Partial Mediation) between OR and the three variables of POS consequenceof JS, because as shown in the table the strength of c' is reduced compared to c and yet c' is significant. Hence, Sobel

Table III: Mediation results

Construct	Path	Beta	Serror	Med.
OR-POS-JS	c	.467	.087	Partial
	a	.541	.078	
	b	.525	.094	
	c'	.183	.092	
JS-POS-JS	c	.485	.077	Partial
	a	.599	.064	
	b	.484	.105	
	c'	.194	.094	

test was conducted in order to verify the result. Similarly, POS partially mediates (Partial Mediation) between JC and the three variables of POS consequenceof JS, because as shown in the table the strength of c' is reduced compared to c and yet c' is significant. Hence, Sobel test was conducted in order to verify the result. The parameters such as a=.599, sa=.064, b=.484 and sb=.104 were used in equation of Sobel test. The calculated z value in Sobel test is 4.16711855 and it is bigger than 0 so the mediation is partial mediation.

The aim of this study is to analyse the relationship between POS antecedents and POS, and also to analyse the relationship betweenPOS and job satisfaction. Therefore, four hypotheses were proposed in order to achieve the aim of the study. The first hypothesisisproposed that there was a positive relationship between organizational rewards and POS. Hence, this meant that an employee who isgiven good level of rewards in their jobs, rewards will translate that high level of good perception towards their organization intogetting involved in activities that are outside their job requirements. This means that due to that high level of perception, they willreciprocate from the organizational rewards to good job satisfaction (Isaks, 2002). Likewise, the proposed second hypothesis predicted that there was a positive relationship between job conditions and POS. The outcomeresults has supported the prediction of the hypothesis and there was a significant relationship between job conditions and POS. Thisshows that when the employees get high level of good job conditions such as job security and autonomy, their perceptions towardstheir company increase and this also increases

their job satisfaction. Likewise, the third hypothesis examined the relationship between perceived organisational support (POS) and job satisfaction. It followed that the employees having good perceptions about theiremployers and views their employers as being generally caring about their well-being will, that type of attitude will influence their job satisfaction in a positive way. Therefore, there was a positive strong relationship between these two variables in that the independentvariable POS had a positive influence on the dependent variable job satisfaction. The results agreed as the studies conducted on theinternational level which had always shown and agreed with the assertion that perceived organisational support has a positiveinfluence on employee job performance (Rhoades & Eisenberger, 2001).

CONCLUSIONS

The aim of the study was to analyse the relationship between POS antecedents, POS and job satisfaction. The adopted measures ofthis study have shown remarkable level of reliability as shown in Table I. Four hypotheses were developed; All of them weresupported. Based on the findings of the study, the organizational rewards and jobconditions have a significant relationship with POS. The proposed hypothesis of job satisfactionand POS was also supported, which means there was a significant relationship between job satisfaction and POS. Finally, POS partially mediated between job satisfactionand POS antecedents.

REFERENCES

1. Sa'diyaAhmed Mohamed and Maimunah Ali - The Influence of Perceived Organizational Support on Employees' Job Performance - published at: "International Journal of Scientific and Research Publications (IJSRP), Volume 5, Issue 4, April 2015.

2. Bhal, K.T. and Ansari, M.A. (1996), "Measuring quality of interaction between leaders and members", Journal of Applied Social Psychology, Vol. 26, pp. 945-72.

3. Bogler, R. (2005), "The power of empowerment: meditating the relationship between teachers' participation in decision making and their professional commitment", Journal of School Leadership, Vol. 15, pp. 76-98.

4. Sadiya Ahmed Mohamed and Maimunah Ali (2016) "The importance of Supervisor Support for Employees' Affective Commitment: An analysis of Job Satisfaction - published at: "International Journal of Scientific and Research Publications (IJSRP), Volume 6, Issue 2, February 2016.

5. Liu, X.S. and Ramsey, J. (2008), "Teachers' job satisfaction. Analyses of the teacher follow-up survey in the United States for 2000-2001", Teaching and Teacher Education, Vol. 24, pp. 1173-84.

6. Bogler, R. and Somech, A. (2005), "Organizational citizenship behavior in school: how does it relate to participation in decision-making?", Journal of Educational Administration, Vol. 43, pp. 420-38.

7. Judge, T., Bono, J. and Locke, E. (2000), "Personality and job satisfaction: the mediating role of job characteristics", Journal of Applied Psychology, Vol. 85, pp. 237-49.

8. Bonito, J.A. (2002), "The analysis of participation in small groups: methodological and conceptual issues related to interdependence", Small Group Research, Vol. 33, pp. 412-38. Brief, A.P. (1998), Attitudes in and around Organizations, Sage Publications, Thousand Oaks, CA.

9. Judge, T.A., Thoresen, C.J., Bono, J.E. and Patton, G.K. (2001a), "The job satisfaction-job performance

relationship: a qualitative and quantitative review", Psychological Bulletin, Vol. 127, pp. 376-407. Kuhnert, K.W. and Palmer, D.R. (1991), "Job security, health, and the intrinsic and extrinsic characteristics of work", Group and Organizational Studies, Vol. 16, pp. 178-92.

10. Fischer, R. (2004), "Organizational reward allocation: a comparison of British and German organizations", International Journal of Intercultural Relations, Vol. 28 No. 2, pp. 151-164.

11. Fischer, R. and Schwartz, S. (2011), "Whence differences in value priorities: individual, cultural or artifactual sources", Journal of Cross-Cultural Psychology, Vol. 42 No. 7, pp. 1127-1144. Fischer, R. and Smith, P.B. (2003), "Reward allocation and culture: a meta-analysis", Journal of Cross-Cultural Psychology, Vol. 34 No. 3, pp. 251-268.

12. Evans, G.E., Layzell Ward, P. and Rugaas, B. (2000), Management Basics for Information Professionals, Neal-Schuman Publishers Inc., New York, NY.

13. Gerhart, B. (1987), "How important are dispositional factors as determinants of job satisfaction", Journal of Applied Psychology, pp. 366-73.

14. Goldschmidt, M.J. and Page, E.C. (1996), "Farewell to the British state?", in Lane, J.E. (Ed.), Public Sector Reform: Rationale, Trends and Problems, Sage, London, pp. 147-68.

15. Hernon, P., Powell, R. and Young, A. (2001), "University library directors in the association of research libraries: the next generation, part one", College and Research Libraries, Vol. 62, pp. 116-45.

16. Hernon, P., Powell, R. and Young, A. (2002), "University library directors in the association of research libraries: the next generation, part two", College and Research Libraries, Vol. 63, pp. 73-90.

17. Herzberg, F., Mausner, B. and Snyderman, B. (1959), Work and Motivation, Wiley, New York, NY. Hofstede, G. (1980), Culture's Consequences: International Differences in Work-related Values, Sage, London.

18. Hofstede, G. (1991), Culture and Organisations: Software of the Mind, McGraw-Hill, London. Johannsen, C.G. and Pors, N.O. (2001), Ledere og ledelse i danske biblioteker. Kbh. Bibliotekarforbundet.

19. Fischer, R., Smith, P., Richey, B., Ferreira, M., Assmar, E., Maes, J. and Stumpf, S. (2007), "How do organizations allocate rewards? The predictive validity of national values, economic and organizational factors across six nations", Journal of Cross-Cultural Psychology, Vol. 38 No. 1, pp. 3-18.

20. Gelfand, M.J., Erez, M. and Aycan, Z. (2007), "Cross-cultural organizational behavior", Annual Review of Psychology, Vol. 58, pp. 479-514.

21. Gerstner, C.R. and Day, D.V. (1997), "Meta-analytic review of leader-member exchange theory: correlates and construct issues", Journal of Applied Psychology, Vol. 82 No. 6, pp. 827-844.

22. Giacobbe-Miller, J.K., Miller, D.J. and Victorov, V.L. (1998), "A comparison of Russian and US pay allocation decisions, distributive justice judgments and productivity under different payment conditions", Personnel Psychology, Vol. 51 No. 1, pp. 137-163.

23. Locke, E.A. (1976), "The nature and causes of job satisfaction", in Dunnette, M.D. (Ed.), Handbook of

Industrial and Organizational Psychology, Rand McNally, Chicago, IL, pp. 1297-343.

24. MacKinnon, D.P. (2000), "Contrasts in multiple mediator models", in Rose, J.S., Chassin, L., Presson, C.C. and Sherman, S.J. (Eds), Multivariate Applications in Substance Use Research: New

Methods for New Question, Lawrence Erlbaum Associates, Mahwah, NJ, pp. 141-60.

25. Shore, L.M. and Tetrick, L.E. (1991), "A construct validity study of the survey of perceived organizational support", Journal of Applied Psychology, Vol. 76, pp. 637-43.

****