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Exploring Perceived Organisational Support and Work Environment with its Relationship on Job Performance of Employees

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Abstract : This study is attempted to examine the employees awareness on perceived organization support and work environment in the restaurants of Chennai. This study also proposed to assess the correlation between perceived organizational support and work environment and its impact that relates to job performance of employees.

Methods/Statistical Analysis : A total of 250 questionnaires were distributed randomly but only 203 were completed and used for analysis. This study was carried out from February 2016 to April 2016 visiting them in their restaurants. The Statistical Package for Social Sciences (SPSS 20 version) and AMOS were used for data analysis to conduct exploratory factor analysis and measurement model analysis. Two independent variables (Perceived organizational support and Work environment) were employed with job performance as the dependent variable.

Findings: In the statistical findings, for the scale reliability Cronbach's alpha value was tested, which was larger than 0.9. The calculation was further extended as the internal data was above the suitable threshold. This study, reliability and validity of the questionnaire was tested in SPSS20, and in AMOS, confirmatory factor analysis was used to validate each item in the variable. Structural equation modeling is a multivariate analysis that was used to test the hypotheses framed. A structural model (Figure 1) was also examined with respect applicable theory. It was found that the most reported fit indices were the CF1, GF1 and AGF1. Model chi-square was reported with its degree of freedom and associated p – value. Confirmatory factory analysis (CFA) was used to test each construct's convergent validity and CFA was completed with all latent variables with the entire sample in the study. Convergent and discriminant validity were tested using the results from the AMOS estimates. Standardized regression weights are the factors loadings, and these were used to verify the convergent validity. All items were significant as required for convergent validity (more than 0.7).

Applications/ Improvements: The present study, this data is used to infer the factors have effect on the employee's job performance. Hotel executives should pay more attention to supporting the lower level employee to increase the overall job performance of their employees.

Keywords : Perceived Organisational Support, Work Environment, Job Performance, Employees, Chain Restaurants.

1. INTRODUCTION

In an efficient business, work is calculated out in advance. Planning is setting routine prospect and objective for employees to guide their hard work toward achieving managerial aims. Getting employees to participate in the planning process will enable the employees understand the aims of the management, what, why and how well it should be done. The organization's success always depends on the employee performance. So success of the restaurants business always depends on employees' performance on job. Thus employee performance plays an integral role to achieve business goals. Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity described by Jacobs K et al(2013). It can be concluded that factors for successful and sustainable performance of hotels and restaurants relies on top management ability to strategically analyze both external and internal environment narrated by Ongori J K et el (2013).

Among the various factors in this study the two main factors were included such as perceived organizational support and work environment which had relationship on job performance of the employees. At the same time studies show that such practices increases the positive approach towards work environment and eliminates the uncertainty the employees face during their job performance in their organizations. Kanaga K, Browing H(2003) stated that the organisation is evaluated by the employees very frequently and correspondingly the employees weigh up their present organization with the past management and their future job position is subsequently compared with similar positions of their present organizations.

These reasons have risen to the development of this research in the fast food industry. To the best of our information, there are no related study which consists of these variables, namely perceived organizational support, work environment and job performance. Ramesh A, Gelfan MJ. (Sept 2010) informed that Numerous experimental studies about restaurant in the hospitality industry were conducted in the USA. Additionally Michael et al(2011) expressed that retention of service employees were the main focal point. Min H (2011) expressed that benchmarking the service quality of the employees must be a practice. Consequently to investigate and understand these factors affecting the employee performance in hospitality industry is the core intention of conducting this study.

Perceived Organizational Support

Rhoades L, Eisenberg R (2002) described Perceived Organizational Support as a common feeling of employees towards their organizations it explains whether they value their employees contributions and pay attention to their well-being. Cristina L, Stamper S, Dyne L V L.(2003) authors have explained when the organization provide sufficient support to their employees, these organizations get an acceptable and desirable level of performance in return from their employees⁸ The perceived organizational support has feasible and severe effects on the practice of the hospitality industry and it can be an important predictor for the effectiveness of the hospitality industry. Ali Noruzy et al (2011) regarding to these definitions it could be inferred that POS creates a felt obligation to support the organization in return. Several studies proved that workforce supported by their organisation are contented with their employment by Buchanan B. (1974). So the organization should emphasis on the employees satisfaction said Judith T W, Dedra C J.(2001). The author Riggle R J, Edmondson D R., (2009) stated that outcome of a contented employee bring about a expanding organization. Alijanpour M, Dousti M, Alijanpour M. (2013) expressed that 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 of achieving the organization aspirations.

On the contrary, the work force are more concerned with the management's commitment to the employees. When the organization value their employees which results in benefits for the individual employees such as respect, pay and promotion, and other forms of support required to improve in accomplishing their respective

job. Eisenberger R , Huntington R. Steven Hutchison, (1986) stated that, the organizational rewards the employees with favorable gestures such as pay, promotions, job enrichment so these influences over the organizational policies by contributing extensively to perceived organizational support. Robert E. Cummings (1997) said in the result of the perceived organisation support was strongly associated with overall job satisfaction . Thus Shore L M, Shore T H. (1995) understood that the well being of the employees and the growth of the organisations are a two sided coin.

Work Environment

Work environment can be described as the situation in place of work where the employees complete their list of task. When relating to the work environment it comprise of the geographical locality . Typically involves other factors relating to the place of employment, such as the quality of the air, noise level, and additional perks and benefits of employment such as free child care or unlimited coffee, or adequate parking was atated by Smith E R , Mackie D M ,(2015). It is also an organization's statutory to make available facilities and infra structures to employees. The space and the working environment are very important. Marica L,Irimie S, Baleanu V. (2015) feels that regardless the occupation, the state of well-being of a person depends mostly of his/her psychic; if he/she likes the environment, feels well when looking around, the results and timing of his/her work are responding to the expectations. Madjar N , et al(2002) stated that Good work environment is likely to contribute higher employee performance because only healthy employees can achieve desired outcomes, thus enhances the overall performance. In the study the author Eun Jung Lee and Punghoi Cha.(2015) expressed that the result showed that work environment characteristics and personal capacities can play significant factors in improving job satisfaction and organisational commitment among.

Job Performance

Mwita J I . (2000) assessed that the Performance is a major multi-dimensional construct aimed to achieve results and has a strong link to strategic goals of an organization. According to Kahya's(2007) articles there identified two dimensions of employee behavior in the job performance, task performance and contextual performance. Jex S M, Britt J W.(2014) expressed Job performance can be defined as all the acts of an employee displays while working. Researchers MilkovichG T, Wigdor A K.(1991) have described Job Performance as a function of outcomes, behavior and individual characteristics. BormanW C, Motowidlo S M.(1993) stated that the Performance was divided into task and contextual performance. Motowidlo S J, Borman WC, Schmit M J.(1997) defined task performance as the effectiveness with job incumbents perform activities that contribute to the organization's technical core. Lee M D , Cummins D R.(2004) explained that the Contextual performance was defined as performance that is not formally required as part of the job but that helps shape the social and psychological context of the organization. However the job performance of the employee is defined by Chiang C F, Hsieh T S .(2012) as the actions judgmental and evaluative processes but not the actions itself and it is carried out by employee after a period time. Tae-Jong Leem. (2015) informed that in rapidly changing environments, there are certain limitations to the conventional approach in which a leader unilaterally gives an order and staff members achieve objectives and enhance competitiveness by executing that order.Following their contributions to the body of work regarding intellectual capital and performance relationship, a number of studied have provided conceptual and empirical evidences by Seçil Tastan and Seyed Mehdi Mousavi Davoudi. (April 2015).

The Research Model

As stated by Lee M D , Cummins D R.(2004) variables and their relationship are presented in the Figure 1. In this model, Perceived organizational support and work environment are the independent variables and the job performance is the dependent variable. Karatepe O M. (2011) model also proposes that the Job Performance increases the effects of Perceived organizational support and work environment.

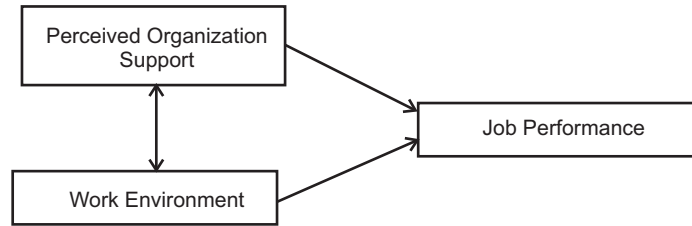


Figure 1: The Model

Hypotheses

To highlight the discussion these hypotheses were proposed :

- H1: Perceived organizational support have a positive and direct association with work environment.
- H2: Work environment have a positive influence on Job performance.
- H3: Perceived organizational support will be positively associated with job performance.

Objectives of the Study

To study the employee's point of awareness on perceived organisation support and work environment.

To assess the correlation between Perceived organizational support and work environment and its impact on Job performance.

2. RESEARCH METHODOLOGY

Method of data Collection and Sample

In Chennai the IT sector development has increased the individual's income and it has caused a hectic food consumption pattern from the urban to the rural sectors, which mirrors a positive growth in the eating pattern and habit among the public. In Chennai, there are 3084 restaurants and 207 fast food chain eateries www.ixigo.com(2015). Over twenty years many International chain of restaurants and fast foods have mushroomed in Indian hospitality sectors. So the fast food employees in Chennai are focal point in this study.

In Tamil Nadu, Chennai is the prevalent city, so fast food outlets which were located in the heart of the city were focused. In a recent study, it is discussed about the theoretical inferences for incorporating the boundary width and network configuration, as well as the practical advantages for giving numerous accurate guidance to the hospitality employees on how to use networks to progress their performance in their department. So this study targeted the employees in these chain restaurants as their work pattern was continuous during the weekends. Data were collected from February 2016 to April 2016. The fast food employees were approached and the prepared questionnaire was distributed. Questionnaires were distributed to the 12 fast food chains restaurant's employees and Two hundred and three questionnaires were valuable.

Measurements

In the questionnaire the scale was taken from Eisenberger(2007) study. It has 8 items such as the Management cares about my opinion these items were all reworded and used in this study. Work environment was discussed by Williams L J, Anderson S E.(1991) as an indication to behaviors that are acknowledged by formal incentive systems and are part of the requirements as described in Job Description from which this scale was developed. It measures the performance among the employees if they have effectively accomplished their duties and responsibilities. The work they do is very important to them and they are confident about their ability to do their job.

3. DATA ANALYSIS & RESULTS

Test of the Scales

Data analysis was done using SPSS 20 and AMOS 20. Descriptive statistics were also used to distinguish the demographic information of the respondents. Among the total samples, 80.7% of the respondents were men and 19.2% were women. The participants were aged from 18-21 years (56%), followed by respondents in the age group of 25-30 years (24%) and the age group of 22-24 years (18%). In the statistical findings, for the scale reliability Cronbach's alpha value was tested, which was larger than 0.9. The calculation was further developed as the internal consistency was above the acceptable threshold. The Questionnaire was tested for reliability and validity in SPSS, and in AMOS. To strengthen and validate each item in the variable CFA was tested. Vassalou L.(2001) a structural model (Figure 1) is also examined with respect applicable theory. Based on Leda Vassalou, it's found that the most reported fit indices are the CF1, GF1 and AGF1. Stated that the model chi-square is important, and that this statistics, with its degree of freedom and associated ρ - value, should at all times be reported.³⁵

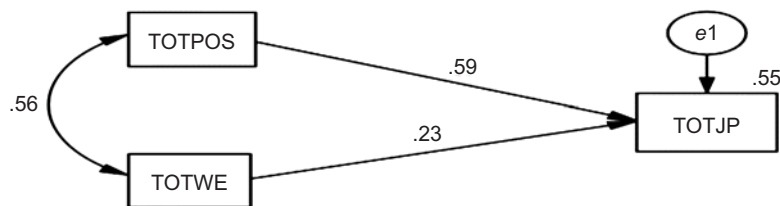


Figure : 2 SEM Model with Paths

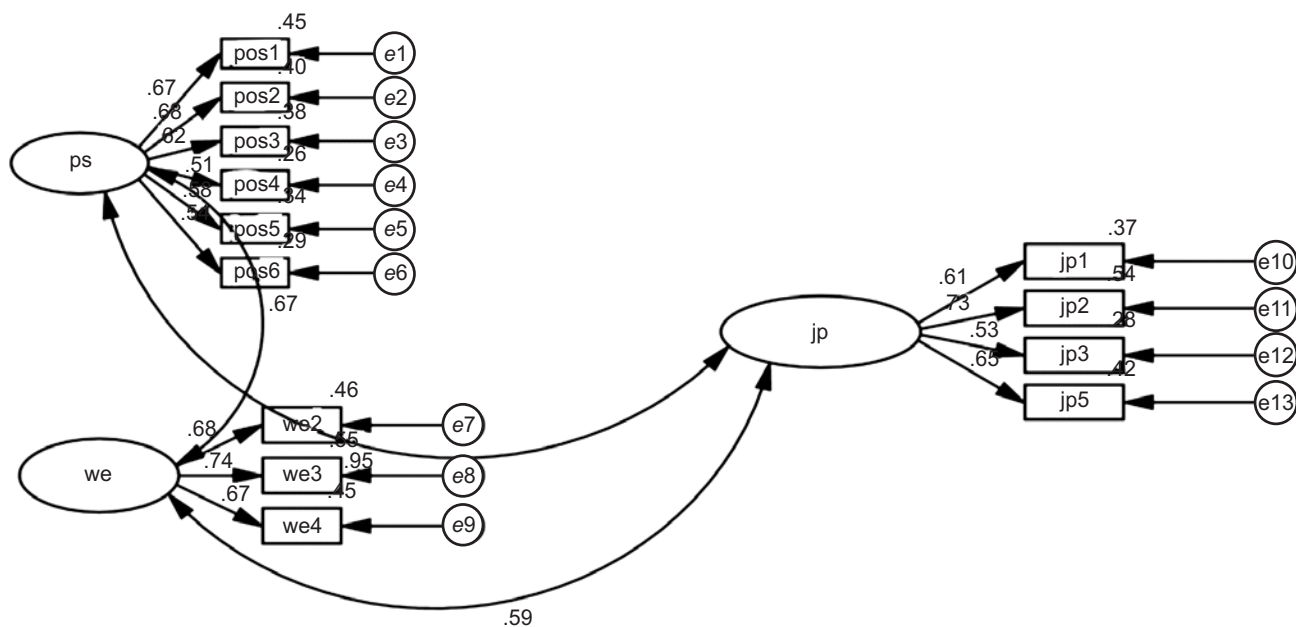


Figure: 3 CFA Model

The data analysis was conducted through Structural Equation Modeling (SEM). Hypothetical model was analysed through AMOS20 and model produced fit according to the statistical fit indices (Figure 2). Confirmatory factory analysis (CFA) was engaged to test the convergent strength of each construct. CFA was completed (Figure 3) with all the latent variables with the entire sample in the study. Convergent and discriminant

validity were tested using the results from the AMOS estimates. Standardized regression weights are the factors loadings, and these were to verify the convergent validity. All loadings in Table 1 are important as necessary for convergent strength (more than 0.7) According to Osman Karatepe (2012) the average variance that is extracted among the various items should be more than 0.5 and if the factor loadings are higher than 0.5, then it is significant.

Table 1
Standardized Regression Weights

	<i>Paths</i>	<i>Estimate</i>
Work Contribution	<--- POS1	.670
Sense of Accomplishment	<--- POS2	.630
Makes a Difference	<--- POS4	.618
Support	<--- POS4	.513
Involment	<--- POS5	.581
Part of the organization	<--- POS6	.539
Work on Skill	<--- WE2	.682
Improve	<--- WE3	.744
Facility and Infrastruture	<--- WE4	.673
Right person	<--- JP1	.607
Team member	<--- JP2	.732
Encouragement	<--- JP3	.534
Evaluate	<--- JP5	.652

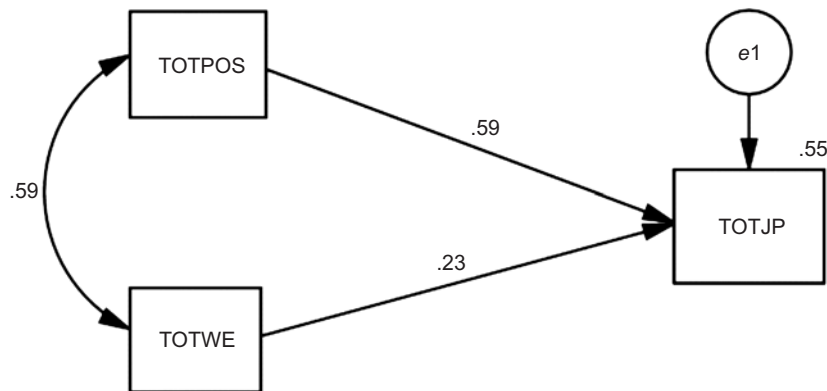


Figure 4

Construct validity is done by using the sum of factor loadings. It was further completed by using squared for each construct, and the sum of the error variance in terms for a variable. The variance is also defined as delta. The value of more than 0.7 suggests that the construct validity is high-quality. High construct consistency indicates that internal reliability exists. The results of this construct reliability are tabulated in the table. It is understood that the measures are constantly representing some factor.

Table 2
Covariances

<i>Path</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>
POS <--> WE	.214	.041	5.248	***
POS <--> JP	.244	.042	5.872	***
WE <--> JP	.203	.043	4.683	***

Table 3
Correlations

Path		Estimate	
POS	<--> WE		.670
POS	<--> JP		.939
WE	<--> JP		.592

The covariances between the two constructs are estimated and tabulated in the Table 2. The correlation between the constructs is also estimated. These estimates are called standardized covariances. These measures are used for calculating the discriminant validity. Hence, the HBAT construct CFA model expresses discriminant validity.

The Table 3, exhibits that the employees demonstrate significant positive correlations between job performance and perceived organizational support. This outcome by Raj A et al(2013) goes parallel with the end result. Hence, H1 and H2 are customary in the path between perceived organizational support and work environment, as the key value is less than <0.05, there exists a strong correlation between perceived organizational support and work environment therefore H3 is accepted in the path of relationship between work environment and the job performance as the p-value is greater than 0.05 there exist a slight correlation between the variables. The present study’s obtained results are similar to the previous study found in the Robert E, Rhoades L, Cameron J.(1999) that perceived organizational support has an effect on the employees in the chain hotel. The findings of the study of Judith M Harackiewicz, George Manderlink,(1984) are also similar to the results of Haraciewicz suggested that setting a performance standards may reduce interest by creating evaluation apprehension. Hence we should not assume that being rewarded for meeting a performance standard will automatically produce better environment.

The finding is also consistent with the studies of Edward L et al (1989) who said that the employees experiencing high Perceived organizational support or more satisfied with their jobs, the present data indicates that Perceived organizational support is related to the expectations of reward for high job performance. The study conducted by George JM, Brief AP.(1992) stated that the opportunity to carry out job activity is once own way to encourage the exploration of the skills and talents. The data specifies a favorable robust for this study’s hypothesized model. The direct model of this study exhibits a comparative fit index (CFI) values. In addition the complete model is finer to the direct model in stating the job performance. The outcome of the model indicates a constructive fit of the model. Results are presented in Table 4

Table 4
SEM Model Fit Summary

Fit Index	Acceptable Threshold Levels	Goodness of fit
Chi-square χ^2	If Chi-square is 0 perfect model(Ulker Colakoglu 2010)	0
GFI	Values greater than 0.95	1
Incremental Fit Indices		
CFI	Values greater than 0.95	1
AGFI	Values greater than 0.95	1

The Table 4 illustrates the results of the SEM model. The model fit summary is tabulated that illustrates that the chi square is significant (Relative $\chi^2(\chi^2/df)$.369, p -value > 0.05), all the comparative fit indexes –, CFI, GFI, AGFI, that are greater than the threshold levels of 0.90, prove that the model is fit. Hence, the model shows an overall acceptable fit. The fit model shows that the alternative hypothesis is accepted which proves that there is a positive association between work environment and perceived organizational support among

hospitality employees and there prevails a tough correlation between perceived organizational support and job performance. To understand the degree of connection between the dependent and independent variables the regression coefficients of the SEM model are analyzed along with the path relationship.

4. DISCUSSION AND CONCLUSION

This study's data specify that the analysis exhibits the fine degree of validity. The reliability in this study show the sign of high value. Therefore, these data can be used to infer the reason that have an outcome on the employee's job performance. These findings in this research are similar to Karavardar G .(2014) findings for Turkey employees who expect their employers to contribute to increase in the level of Perceived Organizational Support and Work Environment is an important issue need to be considered by managers.

This study made significant aid to the development of the employee's performance. This research is one among the spearhead research in the hospitality's fast food industry in Chennai Tamil Nadu. For maintaining a competitive advantage among the other industries, the Hotel industry executives must look into the study's results to improve and develop the employee's job performance.

Managerial Implications

These results have existing implications for supervisor and managers as it would allow them to develop ideal HR policies based on their employee's expectation. This study provides an apprehending about the tactical benefits by relating practices into the circumstance of developing counties. Thus if the employees are aware of the organizations procedure, they will make more favorable behavior towards job performance. The Hotel Executives should pay more attention to supporting the lower level employee to increase the overall job performance of their employees.

Therefore it is suggested that the hospitality organizations should employ different human resources strategies that are modified to the different level employees so that the hotel guest can enjoy the positive oriented services from the respective hoteliers.

Limitations and Scope

In this study there are some limitations, the data may enable conclusion about generalized relationship among variables. Secondly the 40% in the chi-square test which is higher than standard 20%. On the contrary, others factors like life satisfaction, creativity, work life balance may be incorporated in the model as a moderator. In future studies, the scholars can choose from various industries. Hence this study provides an insight into the employee's job performance and employer's expectation concerning work environment and perceived organisation support.

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