THE ROLE OF PERCEIVED ORGANISATIONAL SUPPORT ON EMPLOYEE'S
JOB PERFORMANCE: AN EMPIRICAL STUDY ON PRIVATE
TELECOMMUNICATION COMPANIES IN MALAYSIA

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“Special to my dear parents; Hodo Osman Hersi and Ahmed Mohamed Haji Ali for their prayers and support for me. Not to forget for my lovely husband, Abdirahman Mohamud Shire, your support keeps me up alive and my lovely kids: Mohamud, Munir and Maria”
All praise to be Allah, Lord of the universe, the Merciful and Gracious. Prayer for peace and prosperity to prophet, Muhammad S.A.W.

I would like to express my sincere acknowledgements to Dr. Maimunah Binti Ali for her careful guidance, patience and advice which helped me a lot during my research. Her encouragement, understanding, patience and friendship throughout the project and my preparation of this dissertation are forever appreciated.

I would like to express my sincere gratitude to all my family, especially to my husband Abdirahman for all the supports during my entire thesis.
ABSTRACT

The present study examined the role of perceived organizational support (POS) on job performance of the employees of private telecommunication companies in Malaysia. Specifically, the objectives were: (1) to investigate the association between POS antecedents and POS; (2) to examine the association between POS and POS consequences; (3) to investigate the association between POS consequences and employees’ job performance and (4) to analyze the mediating role of POS consequences on the relationship between POS and job performance. The sample size consisted of 274 employees from four companies such as Telekom Malaysia, Celcom, Maxis and DiGi. The employees were asked to complete a survey of questionnaire of the study which contains all the scales of the proposed variables of the study. Pearson correlation was used for the analysis of the hypotheses of the relationships between the variables. The findings have shown that there were positive significant relationships between all of the variables according to the proposed hypotheses of the study, except the relationship between POS and two types of organizational cultures such as market and hierarchy, in which the obtained results have shown that there were negative relationships between these variables and POS. The mediation roles of POS consequences such as job satisfaction, employee engagement and affective commitment in the relationship between POS and job performance were also examined. Results have shown that POS consequences have partially mediated the relationship between POS and job performance. Discussion of the findings, implications of the study, recommendations of the future work and conclusions were also discussed.
ABSTRAK

Kajian ini mengkaji peranan dari perspektif pekerja (POS) terhadap prestasi kerja pekerja syarikat telekomunikasi swasta di Malaysia. Secara khususnya, objektif adalah: (1) untuk menyiasat hubungan antara latar belakang POS dan POS; (2) untuk mengkaji hubungan antara POS dan implikasi POS; (3) untuk menyiasat hubungan antara implikasi POS dan prestasi kerja pekerja, dan (4) untuk menganalisis peranan pengantara implikasi POS kepada hubungan antara POS dan prestasi kerja. Saiz Sampel sakti terdiri daripada 274 Pekerja daripada empat Syarikat Seperti Telekom Malaysia, Celcom, Maxis dan DiGi. Pekerja diminta untuk melengkapkan tinjauan soal selidik kajian yang mengandungi semua skala pembolehubah cadangan kajian. Korelasi Pearson telah digunakan untuk analisis hipotesis hubungan antara pembolehubah. Hasil kajian telah menunjukkan bahawa terdapat hubungan yang signifikan positif antara semua pembolehubah mengikut hipotesis yang dicadangkan kajian, kecuali hubungna di antara POS dan dua jenis budaya organisasi seperti pasaran dan hierarki, di mana keputusan yang diperolehi telah menunjukkan bahawa terdapat hubungan yang negatif antara pembolehubah dan POS. Peranan pengantaraan implikasi POS seperti kepuasan kerja, penglibatan pekerja dan komitmen afektif dalam hubungan antara POS dan prestasi kerja telah juga diperiksa. Keputusan telah menunjukkan bahawa implikasi POS merupakan pengantara sebahagian bagi hubungan dii antara POS dan prestasi kerja. Perbincangan dapatkan kajian, implikasi kajian, cadangan kerja masa depan dan kesimpulan juga dibincangkan.
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INTRODUCTION

1.1 Introduction

Perceived organizational support (POS) is a favorable treatment received by employees, in return for a favorable outcome such as high employee job performance through job satisfaction, employee engagement and organizational commitment is achieved (Neves & Eisenberger, 2014). POS is really central idea within organizational support theory and it can be defined as the degree to which employees believe that their work organization values their contributions and cares about their well being (Shoss et al., 2013). According to organizational support theory, POS reflects the degree to which employees believe that their work organization values their contribution and cares about their well-being (Neves & Eisenberger, 2012). POS could produce a felt obligation to care about the organization’s welfare and to help the organization achieve its goal (Shoss et al., 2013). Meanwhile, POS should fulfill socioemotional needs by incorporating organizational membership and role status into their social identity and strengthen
employees' beliefs that organization rewards increased performance (Hayton et al., 2012). Employers want employees to be dedicated and loyal to their work. If employers provide a high level of support to their employees, based on the norm of reciprocity, employees are likely to emotionally commit to their organizations with a low likelihood of turnover and a high level of job performance (Hayton et al. 2012). In a meta-analysis of 70 studies, Rhoades et al., (2002) demonstrated that employees’ POS could increase job performance.

Employees need to be highly valued, as organization is the main source of their tangible benefits, such as medical benefits, salary and social benefits, such as, admiration and caring. An indication by the organization to be rewarded for increasing the employees’ efforts provides employees an essence of performing highly with their respective duties (Shoss et al., 2013). Employees need to be valued and being valued by the organization yield such benefits like organizational justice for pay, promotion, respect, other forms of aids, access to information and high good supervisor support by which they can carry their jobs better (Shoss et al., 2013). When people are treated well, the reciprocity norm obligates encouraging fulfilling once action in return (Baran et al., 2012).

There are different types of assets that collectively make an organization work and make it successful out of which human resource is the most valuable asset and makeup the workforce of the organization. Therefore, in today’s business world firm’s competitiveness is based on the competence on its human resource. Due to that, POS concept is getting admired day by day in the management sphere of the modern business world (Batt, 2011). Based on organizational support theory, POS is influenced by various aspects of an employee’s treatment by his or her organization. For example, Rhoades et al. (2002) reported that more than 70 studies suggest that basic antecedents of POS include organizational justice, supervisor support, favorable rewards and job conditions. In addition, David (2013) related organizational culture as an antecedent of POS. In the present study, it is proposed that these five variables contribute to POS. Moreover, the consequences of POS are organizational commitment, job satisfaction,
and employee engagement. Additionally, the outcome of POS consequences is employees’ job performance.

Therefore, this study attempts to analyze how POS (its antecedents and consequences) influence the job performance of the employees held of the Malaysian telecommunication companies. Telecommunication industry is among one of the fast growing industry in Malaysia (MCMC, 2014). Telecommunication industry represents the technology related to communication in various form. Although the industry consists of many players, but the leading four players for wireless Telecommunication industry in Malaysia that this study focuses on are Celcom Berhad (Celcom), Maxis Communications Bhd (Maxis), DiGi Telecommunications Sdn Bhd (DiGi) and Telekom Malaysia Berhad (Telekom).

1.2 Problem Statement

Both scholars and management practitioners receive much attention for the employees’ job performance as it is an issue that plays a significant role in determining whether an organization is able to meet its objectives and goals or not. Employees have to meet the minimum performance levels in accomplishing their work in ensuring their organizations achieve their objectives (Bohlander et al., 2001). The telecommunication jobs are no exception. As telecommunication performance has a significant impact on the economic growth (Armstrong & Baron, 2004.) and also employees’ career development (Dong, 2005), various theoretical and empirical attempts have been devoted to examining the factors that influence it.

According to a number of scholars (Maier, 1955; Polly, 2002), employee performance is a function of ability. But explaining job performance on an employees’ ability only may be less of a theoretical issue (Chan et al., 1997; Nonis & Wright, 2003). Because within the telecommunication sector, it can be assumed that ability is not an issue among employees because they have to be well qualified and well-trained to do
their job (Nikbin et al., 2012). Telecommunication job is a tough and stressful occupation (Selye, 1976; Williams et al., 1998) in all parts of the world such as Malaysia (Chong, 2006; Emilia & Hassim, 2007). Because of the nature of the telecommunication job, evidence suggests that employees’ job performance tend to be adversely affected (AbuAlrub, 2004; Abualrub & Al-Zaru, 2008; Ida et al., 2009). For instance, poor job conditions among employees have been found to be associated with turnover, disruption of relationship with co-workers, absenteeism, decreased quality and quantity of practice, (AbuAlrub, 2004; Bontis et al., 2000).

One model that theoretically explains employees’ job performance is POS model, which is an offshoot from organizational support theory (OST). POS model argues that while poor job conditions among employees hinder employees from performing better at the workplace, better job conditions are functional in achieving work goals (Eisenberger et al., 2010). Studies also revealed that POS influences employees’ job performance (Kim et al., 2009; Dawley et al., 2010; Eisenberger et al., 1986; Eisenberger et al., 1990; Eisenberger et al., 2001; Lee, & Park, 2010; Hekman et al., 2009). For example, organizational support such as suitable organizational culture, organizational justice, good supervisor support, organizational rewards and good job conditions are strongly connected to POS. Research indicated that employees who are satisfied, engaged and committed to the organization are more likely to demonstrate behaviors that are beneficial to organizations such as better performance at work, attendance and retention in their positions (Slack, 2010). While POS has contributed much to explain job performance (Neves & Eisenberger, 2014; Shoss et al. 2013), previous studies have generally considered POS antecedents and consequences singly or separately (Ida et al., 2009; Eisenberger et al., 2010; Neves & Eisenberger, 2014; Shoss et al. 2013). To date no study in telecommunications of Malaysia has looked at the differential effects of each factor in determining job performance. For example, in most of the previous studies, only two POS antecedents (organizational justice and supervisor support) are investigated. In fact, there are only a few recent studies of POS that analyze the impact of combination of three POS antecedents which include organizational justice, supervisor support and organizational rewards (Shoss et al. 2013; Mattila, 2006;
Mattila & Cranage, 2005; Varela-Neira et al., 2010). Therefore, it would be interesting to include all the five antecedents in POS studies. Although prior studies show that organizational culture with POS affects employees' job satisfaction (David, 2013). Currently, to our knowledge, there is no specific study looking at the relationships between the proposed five antecedents with POS and job performance. Although studying turnover intentions of employees are important, however, understanding how organizational cultures enhance employees' affective commitment is also important to allow firms to create a zero turnover culture (David, 2013; Reichheld & Sasser, 1990). Furthermore, Mattila, (2006) mentioned that asymmetry exists between variables that lead to positive outcomes and variables that determine negative outcomes, therefore, it is necessary to study each antecedent as a separate phenomenon in order to gain a deeper insight into its occurrence. Such theoretical knowledge is warranted as all factors do not occur in isolation at work; rather they are perceived to exist simultaneously and each has a different role in impacting job performance (Eisenberger et al., 2010).

This study focuses on private telecommunication companies in Malaysia, because Telecommunication companies are increasingly recognised as fundamental for economic and social development (MCMC, 2014). They serve as a communication and transaction platform for the entire economy and can improve productivity across all sectors. For example, the telecommunication industry is now worth at RM55 billion [US$17.49 billion] and targeted to hit RM100 billion [US$31.81 billion] by 2017 and a contribution of 20 percent to the country's GDP by the year 2020 (MCMC, 2014; Malaysian Budget, 2014). However, the Malaysian labour force survey report stated that the number employees in the telecommunication industry had dropped from 1.7% in 2011 to 1.6% in 2012. This report also verifies the survey conducted by an international research firm Taylor Nelson Sofres (TNS) among 600 urban adults showed that job hopping is a phenomenon employers have to contend with (Anonymous, 2010). The report showed that 66.2% of currently employed adults of Malaysians telecommunications have worked for up to three companies in the past five years with 23% indicating they intend to change employers within the next years. Meanwhile, 74% of the younger employees have changed employers over the past five years while 39%
will change employers within the next two years (Anonymous, 2010). This report implies that organizations need to be more assertive to strengthen employees’ job satisfaction and commitment. Both reports indicated high level of turnover of the employees of Malaysian telecommunication companies. The turnover leads to poor affective commitment and job satisfaction and then poor job performance. As a result of this, all the Malaysian investments in the industry will be wasted and the future visions of the industry will not be achieved.

Therefore, employees’ job performance becomes very important issue in order for the telecommunication companies to achieve their goals and to reach the vision 2020 as outlined in the Ministry of Telecommunication and Multimedia Strategic Plan (MCMC, 2014). However, in Malaysian context, a number of studies including Eta et al., (2009) and Juraifa (2013) found relationship between POS and organizational commitment. For example, Eta’s work was a qualitative research conducted at the employees of medium enterprise in Malaysia. The main variables that Eta et al., (2009) focused were organizational justice, supervisor support and job satisfaction as the antecedents of POS, while value of congruence, culture and organizational commitments were the POS consequences. Likewise, Juraifa (2013) conducted simple quantitative research at the teachers of Malaysian primary schools. The study consisted of two main variables including POS and organizational commitment. However, no study investigated the influence of POS on Malaysian telecommunication employee’s job performance. Therefore, this study had proposed a model for POS in Malaysian telecommunication companies and to empirically examine the effects of POS on employee’s job performance. Particularly, the unit of analysis for this study is the individual employees of telecommunication companies in Malaysia. Organizational practices such as organizational culture, organizational justice, organizational rewards, job conditions and supervisor support as antecedents of POS and POS consequences as job satisfaction, employee engagement and affective commitment are examined. It is an employee’s perceptions about how these practices are implemented that influence their beliefs in POS. The outcome variable of the POS consequences that is examined in this study is employee’s job performance in the organization as a response to perceived
support from the organization. Therefore, it is an appropriate to measure all the variables in the theoretical model at the individual level of analysis. Finally, additional investigation will be taken by concerning the mediating role of POS consequences in the relationship between POS and employees job performance. So, whether POS influences job performance via a mediated path through POS consequences is an empirical question that is addressed in this study.

1.3 Research Question

Based on the above arguments, four questions arise:

i. Do POS antecedents including organizational culture, organizational justice, supervisor support, organizational rewards and job conditions influence on POS of the Malaysian telecommunication employees?

ii. Does POS influence its consequences including employees’ job satisfaction, employees’ engagement and employees’ affective organizational commitment of the Malaysian telecommunication employees?

iii. Do POS consequences including employees’ job satisfaction, employees’ engagement and employees’ affective organizational commitment influence employees’ job performance of the Malaysian telecommunication employees?

iv. Do POS consequences mediate the relationship between between POS and job performance of the Malaysian telecommunication employees?

1.4 Research Aim

The purpose of this research is to investigate the extent of POS antecedents, POS and its consequences influence on the job performance of the employees of Malaysian telecommunication companies.
1.5 Objectives

Consistent with the research questions above, the present study seeks to achieve the following research objectives:

i. To investigate the association between POS antecedents and POS of the Malaysian telecommunication employees.

ii. To examine the association between POS and POS consequences of the Malaysian telecommunication employees.

iii. To investigate the association between POS consequences and employees’ job performance of the Malaysian telecommunication employees.

iv. To analyze the mediating role of POS consequences on the relationship between POS and job performance of the Malaysian telecommunication employees.

1.6 Scope of the Study

To meet the above research objectives, the present study was conducted among employees in the private telecommunication companies in the Malaysian capital city of Kuala Lumpur, especially the main members such as the Telekom Malaysia, Maxis, Celcom and DiGi. Since only those companies appear in the main private telecommunication companies membership directories that have a working website or email address will be contacted in 2015. Furthermore, the research covers the job performance of the employees, as the aim of the thesis is to study the influence of POS on employees job performance. A total of 274 individuals from 4 different companies were invited to participate.
1.7 Research Contribution

There is a dire need for accessing telecommunications since it is essential in human life and also one of the integral economic sources of the Malaysian economy. The aim of this study is to assess the extent of the influence of perceived organizational support on employees' job performance; hence, this study could indicate how organizational leaders can (a) better manage employer-employee relationships in terms of job performance, (b) improve elements of POS such as its antecedents in order to increase employees' performance, and (c) minimize turnovers to ensure employees remain with their organizations. Existing research implied that satisfied, engaged and committed employees are less likely to leave their organizations voluntarily (Allen & Meyer, 1996; Meyer & Allen, 1991; Tepper, 2000), and that they will perform better and work harder (He, Murmann, & Perdue, 2012; Iqbal, Kiyani, Qureshi, Abbas, & Ambreen, 2012; Meyer & Herscovitch, 2001). Further, the results of this study could help leaders in the government industry determine how to better interact with employees and build quality workplace relationships.

Additionally, this study may contribute knowledge to the field of organization and management by providing scholars and practitioners with the information needed to improve perceptions of organizational support and employees' job performance through job satisfaction, employee engagement and affective commitment.

1.8 Focus

The study relies on self-reported data from individual employees. The studies that are included in this dissertation are from the private telecommunication companies in Malaysia. The focus of this empirical study is the role of POS, POS antecedents (organizational culture, organizational justice, supervisor support, organizational rewards and job conditions) and POS consequence (job satisfaction, employee engagement and affective organizational commitment) on the employees' job performance.
1.9 Limitations of the study

The population and setting involved in this study may have reduced external validity. All participants are employed in the telecom companies and represent one telecommunication industry in Malaysia. Therefore, results may not generalize to all occupations and all organizations. Moreover, the study will be conducted in Malaysia only, therefore, the present results may not generalize well to other countries. In addition, this study was conducted in one year time. Hence, longer time may have permitted better detection of relationships that are not found in the present study.

1.10 The Operational Definition of Terms

This subsection explains the definitions of the terms and variables that are used in this study such as:

(a) **Telecommunication Company**: It is a kind of communication service provider, that provides telecommunication services such as telephony and data communications access (www.skmm.gov.my).

(b) **Telecom Employee**: A person employed for wages or salary, especially at non-executive level at Telecommunication Company (www.skmm.gov.my).

(c) **Organizational Support Theory (OST)**: means an explanation to organizations’ promises to economy and emotion, considering the social exchange concept and the reward principle (Eisenberger et al, 1986).

(d) **Perceived Organizational Support (POS)**: It is defined as “employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being.” (Eisenberger et al, 1986).
(e) **Organizational Culture (OC):** means the values and behaviors that contribute to the unique social and psychological environment of an organization (Wallach 1983).

(f) **Organizational Justice:** Regards to how an employee judges the behaviour of the organization and the employee’s resulting attitude and behaviour. (e.g., if a firm makes redundant half of the workers, an employee may feel a sense of injustice with a resulting change in attitude and a drop in productivity). Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law. People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts (Tabibnia, Satpute, & Lieberman, 2008).

(g) **Supervisor Support (SVS):** It is defined as the extent to which leaders value their employees’ contributions and care about their well-being. A leader with high supervisor support is one that makes employees feel heard, valued, and cared about (Tabibnia, Satpute, & Lieberman, 2008).

(h) **Organizational Rewards (OR):** ORs are defined as procedures, rules, and standards associated with allocation of benefits and compensation to employees (Shore and Shore, 1995).

(i) **Job Conditions (JC):** The conditions in which an individual or staff works, including but not limited to such things as job security, autonomy, role stressors, and training and the like (Shore and Shore, 1995).

(j) **Job Satisfaction:** It is defined as “attitudinal variable assessing how people feel about their job or aspects of their job” (Spector, 1997).

(k) **Employee Engagement:** It is defined as “the extent to which employees commit to something or someone in their organization, how hard they work, and how long they stay as a result of that commitment” (Lockwood, 2007).

(l) **Affective commitment (AC):** It is defined as “the relative strength of an individual’s identification with and involvement in a particular organization.” (Mowday, Steers and Porter, 1979)

(m) **Job Performance:** It is defined as an accomplishment which could be pragmatic and measurable. In other words, it focuses directly on employee productivity by
assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period" McConnell (2003).

(n) **Demographic Characteristics:** It is the distinctive nature of the telecom employees including, sex, age, marital status, educational level, tenure, job status and income level.

### 1.11 Thesis Overview

This thesis is divided into five main chapters and a reference section. **Chapter I** highlight the introduction which summarizes the background of the study, problem statement; which is the main research question of this study, objectives; which illustrates the main aims of the research, scope; which is the general extent of the study, importance of the study and finally the limitation of this study. In **Chapter II**, literature review of the study including information about perceived organizational support, its antecedents and consequences and job performance are discussed. Similarly, the relationships between the variables are explained. The mediating role of POS and its consequences are documented. Finally, the previous highlighting the research is documented at the end of the chapter. For **Chapter III**, the methodology of this study is discussed. The research process and hypotheses of the study are described. The population of the study, the sample size and sampling technique are documented. The research instrument and the source of the scales are explained. Finally, the data collection and data analysis methods are explained at the end of the chapter. For **Chapter IV**, the Research findings and analysis are documented. Similarly, briefing description about the profile of the companies is explained. The main data analysis and the hypotheses testing methods are explained. Lastly, in **Chapter V**, the discussion and conclusion of the study are documented and then followed by a reference part.
CHAPTER II

LITERATURE REVIEW

2.1 Introduction

The literature review is conducted to provide a theoretical framework from which the planning and organizing of the research and interpreting the results are done. The literature review entails obtaining recent and relevant literature and the presentation of this material in an understandable manner. Therefore, this chapter provides background information about organizational support theory, perceived organizational support, its antecedents and its consequences and outcome of POS consequences. Similarly, this Chapter highlights the relationship between POS and other variables and also job performance and other variables including POS. In addition, this chapter also documents the mediation role of POS and its consequences. The theoretical framework and hypotheses development are also documented in this chapter. Finally, this chapter highlights the review of literature on previous works that related to this study, and the comparison of some of the previous works was shown in Table 2.1. Finally, a brief
overview of Malaysian telecommunication industry including the historical development of the industry, roles and responsibilities of the authorities concerned in regulating and developing the industry and the profiles of the main players of the industry are highlighted. Similarly, the main four leading companies in the industry such as Telekom Malaysia, Maxis, Celcom and DiGi were described.

2.2 Underpinning Theory

The link between POS antecedents (such as organizational culture, organizational justice, supervisor support, organizational rewards and job conditions), POS, POS consequences (such as job satisfaction, employees' engagement and affective commitment) and outcome of POS consequences such as job performance (including task and contextual performance) can be postulated by organizational support theory, which was developed by Eisenberger et al. (2010). The following sub-section discusses more details about the underpinning theory of the study.

2.2.1 Organizational Support Theory

Organizational Support Theory can be defined as an explanation to organizations' promises to economy and emotion, considering the social exchange concept and the reward principle. According to this theory, organizations' concerns are important reasons for employees working for and dedicating to organizations (Eisenberger et al., 2010). Research on perceived organizational support began with the observation that if managers are concerned with their employees' commitment to the organization, employees are focused on the organization's commitment to them. For employees, the organization serves as an important source of socioemotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits. Being regarded highly by the organization helps to meet employees' needs for approval, esteem, and
affiliation. Positive valuation by the organization also provides an indication that increased effort will be noted and rewarded. Employees therefore take an active interest in the regard with which they are held by their employer.

Organizational support theory (Biron & Veldhoven, 2012; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) holds that in order to meet socioemotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees' felt obligation to help the organization reach its objectives, their job satisfaction, engagement and affective commitment to the organization, and their expectation that improved performance would be rewarded. Behavioral outcomes of POS would include increases in task and contextual job performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover.

Although there were relatively few studies of POS until the mid 1990's, research on the topic has burgeoned in the last few years. Rhoades & Eisenberger's (2002) meta-analysis covered some 70 POS studies carried out through 1999. The meta-analysis found clear and consistent relationships of POS with its predicted antecedents and consequences. Organizational support theory (OST) specifies mechanisms responsible for these associations, allowing stringent tests of the theory.

2.2.2 OST Explains Attributional Processes Contributing to POS

POS is assumed to be a global belief that employees form concerning their valuation by the organization. Based on the experience of personally relevant organizational policies and procedures, the receipt of resources, and interactions with agents of the organization, an employee would distill the organization's general orientation toward them.
According to OST, the development of POS is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger et al., 2010). Gibney (2011) suggested that employees tend to attribute the actions of organizational representatives to the intent of the organization rather than solely to the personal motives of its representatives. This personification of the organization, suggested by Gibney (2011), is abetted by the organization's legal, moral, and financial responsibility for the actions of its agents; by rules, cultures, norms, and policies that provide continuity and prescribe role behaviors; and by the power the organization exerts over individual employees. Thus, to some degree, employees think of their relationship with the organization in terms similar to a relationship between themselves and a more powerful individual.

OST maintains that employees use attributional processes similar to those used in interpersonal relationships to infer their valuation by the organization. Eisenberger et al., (1986) reasoned that favorable treatment would convey positive regard to the extent that the individual receiving the treatment considered the act to be discretionary. From this perspective, an employee would infer higher regard from favorable treatment if the treatment appeared discretionary rather than the result of such external constraints as government regulations, union contracts, or competitive wages paid by alternative employers (Eisenberger et al., 1986; Shore & Shore, 1995). Accordingly, the positive relationship between POS and favorable job conditions was found to be six times greater when the presence of those conditions were attributed to the organization’s discretion rather than to external constraints (Madjar et al., 2011).

Thus, the organization’s discretion is important for determining the extent to which different treatments most impact POS. For example, union workers might receive excellent wages and benefits. However, if these benefits resulted from difficult contested negotiations, employees would consider the benefits to have been provided involuntarily, and the benefits would have little influence on POS. This suggests that organizations should not automatically conclude that well-treated employees will have high POS. Favorable treatments that organizations provide to employees must be
perceived as voluntary if they are to influence feelings of support. To the extent that the organization effectively conveys favorable treatment as discretionary, POS will be enhanced.

Correspondingly, unfavorable treatment that is perceived to be beyond the organization’s control will have a less negative effect on POS. For example, management could attribute a lower annual pay raises to low profits associated with weak economic conditions. By shifting the responsibility for the cutbacks from the organization itself to external circumstances over which the organization had little control, the deleterious effect of the cutbacks on POS would be reduced.

The importance of the discretion attribution for employees’ attitudes toward the organization has practical implications. In extensive consulting with a large retail sales organization, was found that most sales people reported a high level of stress at work (Neves & Eisenberger, 2014). When it was investigated more closely, it was found that these employees generally attributed their stress to the nature of sales jobs, leading them to believe that there was little that the organization could do to alleviate the stress. Because stress was an aspect of the job that employees believed the organization could not control, the sales employees’ POS was not adversely affected by this unfavorable job condition (Madjar et al., 2011). According to the sales employees, improvements in other features of the job that the organization could control, such as more weekend days off and higher pay, were more important to them. Thus, some unpleasant aspects of one’s job are taken for granted by employees and not blamed on the organization. Employees are practical; they are generally concerned with improving working conditions, tangible rewards, fair decisions and distribution of rewards, supporting organizational cultures and supportive agents from their organizations.
2.2.3 OST Addresses the Psychological Processes Underlying POS Consequences

Organizational support theory also addresses the psychological processes underlying consequences of POS. First, on the basis of the reciprocity norm, POS should produce a felt obligation to care about the organization’s welfare and to help the organization reach its objectives (Neves & Eisenberger, 2014). Second, the caring, approval, and respect connoted by POS should fulfill socioemotional needs, leading workers to incorporate organizational membership and role status into their social identity (Neves & Eisenberger, 2014). Third, POS should strengthen employees’ beliefs that the organization recognizes and rewards increased performance (Neves & Eisenberger, 2014). These processes should have favorable outcomes both for employees (e.g., increased job satisfaction and heightened employee’ engagement) and for the organization such as increased affective commitment and reduced turnover (Madjar et al., 2011). An appealing feature of organizational support theory is that it provides clear, readily testable predictions regarding antecedents and outcomes of POS along with specificity of assumed processes and ease of testing these processes empirically. It is examined studies that consider POS’s hypothesized antecedents and consequences and more elaborated studies of the mechanisms presumed to underlie these relationships. Perceived Support’s Dimensionality and Discriminant Validity Consistent with the view that employees form a general belief regarding the organization’s commitment to them, Eisenberger et al. (2010) reported that employees showed a consistent pattern of agreement with statements concerning whether the organization appreciated their contributions and would treat them favorably or unfavorably in differing circumstances. Employees evidently believe that the organization has a general positive or negative orientation toward them that encompasses both their contributions and their welfare. POS has been found to be related to, yet distinct from, affective organizational commitment (Madjar et al., 2011, Eisenberger et al., 1990; Eisenberger et al., 2001; Shore & Shore, 1995), effort-reward expectancies (Eisenberger et al., 1990), continuance commitment (Shore & Shore, 1995), leader–member exchange (Settoon et al., 1996; Wayne et al., 1997), supervisor support (Neves & Eisenberger, 2014), perceived organizational politics (Andrews &
procedural justice (Andrews & Kacmar, 2001; Rhoades et al., 2001), and job satisfaction (Eisenberger et al., 1997; Shore & Wayne, 1993).

2.2.4 OST and POS’ Contribution to Employees’ Job Performances

According to organizational support theory, the relationship between performance-reward expectancies and POS should be reciprocal (Eisenberger et al., 2010; Shoss et al. 2013). Favorable opportunities for rewards would convey the organization’s positive valuation of employees’ contributions and thus contribute to POS (cf. Gaertner and Nollen, 1989). POS, in turn, would increase employees’ expectancies that high performance will be rewarded. Muse & Stamper (2007) note that the theory has been used to explain positive impacts of Perceived Organizational Support (POS) on behaviors including in-role performance (Eisenberger et al., 2001; Settoon et al., 1996); extra-role performance (e.g., Shore & Wayne, 1993); and turnover intentions (Shoss et al. 2013). While OST has definitely been useful in helping identify positive consequences associated with perceived organizational support, it does not provide guidance to researchers on how to appropriately model these outcomes in order to comprehend the whole underlying mechanisms of how perceptions of organizational support result in employee job performance (Shoss et al. 2013). Specifically, OST does not direct researchers to believe that there is direct relationship between job performance (task and contextual performances) and perceived organizational support (Shoss et al. 2013). Therefore, the present study examined the whole picture of the impact perceived organizational support has on employees’ job performance through its consequences such as job satisfaction, employees’ engagement and affective commitment that may be more appropriately modeled as distal outcomes versus those that are actually more proximal (Muse & Stamper, 2007). Therefore, additional research is needed concerning the mediating role of the above mentioned POS consequences in the relationship between POS and employees’ job performance.
2.3 Perceived Organizational Support

The concept of perceived organizational support (POS) has been developed by Neves & Eisenberger, 2014. 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 Eisenberger et al. (2010), 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 (Neves & Eisenberger, 2014). 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 (Eisenberger et al.; 2010). 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 (Neves & Eisenberger, 2014). 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 (Rhoades & Eisenberger, 2002). Hence, it can be concluded that any action or policy implemented by
organizations or their representatives will influence employee’s perceptions towards their organizations.

2.3.1 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 (Neves & Eisenberger, 2014). Additionally, POS has been shown to be an antecedent to less direct organizational resultants such as affective commitment, (Shoss et al. 2013), and felt obligation (Eisenberger et al., 2010). Eisenberger et al. (2010) reported POS and felt obligation 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 performance 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 (George & Brief, 1992). 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 (Eisenberger et al., 2010). In a related study by Rhoades & Eisenberger (2002), findings suggested that favorable work experiences translated to increase POS, which increased the affective commitment 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 (Eisenberger et. al. 2010). Also, in support of this ideal,
Orpen (1985) concluded that employees who think their organizations support them put forth more effort in their work tasks. Neves & Eisenberger, (2014) 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 incremen. 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 Hutchison (1997) 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 (Eisenberger et. al., 2010). Further supporting this concept was the work of Wayne and Shore (1997), 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. Wayne and Shore (1997) 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 reciprocal. 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. Wayne and Shore (1997) 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 affective commitment 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.

2.4 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 Rhoades and Eisenberger (2002) who conducted a meta-analysis on the antecedents of POS and found that there were four general forms of favorable treatment received from the organization that contributed to and were predictive of POS. These include fairness, supervisor support, job conditions and rewards. Therefore, only five main antecedents of perceived organizational support on the basis of organizational support theory (Eisenberger et al., 2010) are considered in this study such as organizational culture, organizational justice, supervisor support, organizational rewards and job conditions.

2.4.1 Organizational Culture (OC)

Previous research has related POS to organizational culture as an antecedent (David, 2013). Due to that evidence, this study has related four of organizational culture types to POS as antecedents. The best definition or explanation of organizational culture was provided by Schein (1984) and Shein defined organizational culture as the pattern of shared basic assumptions; invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration; that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems (Scott et al.,
The term organizational culture (OC) first appeared in the academic literature in 1979 in an article by Pettigrew in Administrative Science Quarterly and has been studied extensively in subsequent years. Organizational culture theory arises from a blend of social psychology, organizational psychology, and social anthropology and contends that organizational culture is defined in terms of its values, which are manifested in the operational practices of the unit (Pratt & Beaulieu 1992; Scott et al., 2003). Organizational culture is recognized as a singularly powerful organizational tool and can be a key factor related to employee job performance and adaptability by shaping employee behavior, instilling loyalty, and establishing parameters for acceptable behavior (Hood & Koberg 1991; Jenkins et al., 2008; Meterko et al., 2004). Organizational culture helps to influence employee behavior by providing members with a sense of identity, fostering loyalty, establishing a recognized and accepted basis for decision making, and defining parameters for acceptable and unacceptable behavior (Jenkins et al. 2008; Attwood, 1990).

Organizational culture emerges from social interaction and is defined in terms of its values and beliefs, which are manifested in the practices of the organization (Meek 1998; Pratt & Beaulieu 1992). Shared values and beliefs quantify what is important and what works in the organizational setting; this value and belief system then interacts with employees, organizational structures, and systems to generate behavioral norms (Bellou, 2010; Deshpande & Webster, 1989). Indeed, shared values represent the core of OC and are the unobservable and internalized normative beliefs that guide the behavior of members and which are observable in the practices of the organization (Bellou, 2010; Pratt & Beaulieu, 1992).

A strong OC makes employees efficient by ensuring that members are aware of what is important, what needs to be done, and how the required tasks should be accomplished, hence, this type of culture enhances employees’ POS (Bellou, 2010). There is no definitive good or bad culture. If a culture supports the mission of the organization it is adequate, but if an organization’s culture is to be truly effective it must not only be efficient it must also be appropriate to the needs of the organization and as
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