

THE STUDY ON RELATIONSHIPS OF PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION IN TAIWAN HOSPITALITY SERVICE INDUSTRY

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Abstract:

In recent years the management science has emphasis on corporate how to support staffs to work in organization, including financial welfare and spirit respect. With more perceived organizational support would get well situation that staffs display effective productivity, beneficial behavior to organization and job satisfaction. The hospitality service industry staffs are at most largest of labor in Taiwan, in order to supply impressive service quality that managers have to motivate their staffs first. Therefore, some absolutely necessary ways like through organizational support was being placed to improve job satisfaction. This paper examines the relationship of perceived organizational support and job satisfaction; there were 176 participants in this project from hospitality industry in Taiwan. By questionnaire were be collected to test both two constructs whether has significant association. Result indicated perceived organizational support has positive significant influence on job satisfaction. Conclusions were provided management implication for hospitality industries managers to develop better human resource policy.

Keywords: perceived organizational support, job satisfaction, hospitality service industry

1. INTRODUCTION

The economic output of service industries in Taiwan achieved a 70% GDP (Gross Domestic Product, GDP) at 2014, and working population in this industry gets up to six million people that holistic service industries contributed huge wealth in whole country. Hospitality is the most part of service industries in Taiwan and all human resource involve to every daily demand in life to maintain this great situation. Simultaneously, hospitality face varies customers everywhere so the staffs play critical role actually. From human resource development perspective is key point in this article to argue the relationships between perceived organizational support and job satisfaction. The purpose is to look for how perceived organizational support influence the degree of satisfaction for individuals in Taiwan hospitality industries.

Perceived organizational support was given definition which organization provide any tangible and intangible resource to its staffs to make them feel better environment, flexible task and more compensation. It is the assist mechanism that every enterprise claim to respect human resource should be responsible.

Recent studies show that if individuals experience the given resource and support from organization would bring psychological feedback sense in mind. According to Social-Exchange Theory saying that employees would extra pay effects to treat well to their organizations and own more job satisfaction.

This article got Taiwan hospitality industries employees for example to argue the relationship of perceived organizational support and job satisfaction in which from empirical view could be better human resource quality in organizations.

2. LITERATURE REVIEW

2.1. Perceived organizational support

Perceived organizational support is the employees' perception or judgment of how much the organization values their contribution and cares about them (Eisenberger et al., 1986). Employees see their employment as a reciprocal exchange relationship that reflects relative dependence and extends beyond a formal contract (Eisenberger et al., 2001). Employees need to determine whether, and to what extent, an organization will recognize and reward their effort, support their socio-emotional needs, and help them on request.

Unlike previous literatures, which focused mainly on the employee's commitment to the organization, POS introduced the idea that employees have opinions regarding the organization's commitment to them (Erdogan and Enders, 2007). This perspective is important in organizational research because employees and organizations are involved in a reciprocal relationship. It is not sufficient only examine one side of this relationship but also consider the support which the organization gives to its employees (Chen and Mau, 2009)

The theoretical foundation of POS is organizational support theory (Aselage and Eisenberger, 2003; Eisenberger et al., 1986), which itself builds on social exchange and attribution processes (Blau, 1964). Organizational support researchers contend that individuals monitor their environments and make attributions for the organization's benevolent or malevolent motives and behaviors (Eisenberger et al., 1986). In this regard, employees habitually view the actions of organizational agents as indications of the organization's intent rather than the agents' personal motives. In other words, employees tend to anthropomorphize their work organizations and regard the favorable or unfavorable treatments that they receive from organizational agents as indicative of whether they are favored or disfavored by the organization (Rhoades and Eisenberger, 2002).

2.2. Job satisfaction

Job satisfaction is one of the most widely studied and measured constructs in the organizational behavior and management literature. Job satisfaction has been defined simply as a worker's positive or negative attitudes toward ones job (Greenberg and Baron, 2003). Robbins and Judge (2013) also defined job satisfaction as ones positive feeling about his or her job, but also further stated that the assessment was based on an evaluation of job characteristics. Each individual of values, attitudes,

and expectations differ; thus, motivational factors may be quite different. The most used research definition of job satisfaction is by Locke (1976), who defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Implicit in Locke's definition includes evaluative or expectancy components and the importance of both affect, or feeling, and cognition, or thinking. Similarly, job satisfaction is an employee effective response resulting from an evaluation of the work situation.

According to Herzberg (1966), the factors associated with work considered to be motivators include: achievement; recognition; tasks (the work itself); responsibility; advancement; and personal growth. The factors associated with work considered to be hygiene include: policies and administration; supervision/managerial relationships; salary; working conditions; status; security; and coworker relationships. Herzberg's work (1966) is considered a major advancement in the literature. Befittingly, it has also been used recently by researchers in the study of job satisfaction with support for the theory (DeShields et al., 2005; Sledge et al., 2008).

2.3. Hypothesis development

Eisenberger et al. (2001) suggested that employees develop global beliefs about the extent to which their employing organization both values their contributions and cares about their well-being. Employees that benefit from the organization's support will increasingly feel a sense of praise, support, or approval from their organization (Aselage and Eisenberger, 2003). Riggle et al. (2009) conducted a meta-analysis of 167 studies examining the effect of between perceived organizational support and job satisfaction. They suggested that employees who perceive the organization to be high in the level of support provided will be significantly less likely to leave the organization. Findings from the study indicated that perceived organizational support has a strong and positive effect on job satisfaction, and a strong but negative effect on intention to leave (Maertz et al., 2007). Research thus made the following hypothesis:

Hypothesis: Perceived organizational support has positive1y significant effect on job satisfaction of staffs in Taiwan hospitality service industry.

3. RESEARCH DESIGN

This study adapts quantitative approach to exam the relationship on perceived organizational support and job satisfaction, questionnaires were used to collect data and total reach 176 participants.

Statistical technique was used to calculate samples characteristic and test hypothesis and estimate it's significant, all procedures were operated with SPSS 21.0 software.

The questionnaire consisted of three sections, the first of which was intended to elicit demographic information on the respondents. The second and third section asked respondents to rate their degree of perceived organizational support and job satisfaction.

4. RESULTS

There are 48% males and 52% females in dataset, among all samples are 32.6% single and 67.4% married. Almost half of the participants are 20-29 years old and the one third is in 30-39 years interval.

This study conduct perceived organizational support as Independent variable and job satisfaction as Dependent variable, using regression analysis to estimate regression coefficient if whether achieve statistical significance. The result shows the coefficient of DV on IV is $\beta = .474(t = 14.253, p < .05)$. Therefore, this examination has evidence for the relationship of perceived organizational support and job satisfaction.

5. CONCLUSION

This article discussed the relationship of perceived organizational support and job satisfaction with staffs in Taiwan hospitality industries. By statistical technique confirm significance between both variables. The result reveals managers should enthusiastically concern about employees and give

much advocate. When staffs devote in friendly working condition they feel comfortable having more job satisfaction.

Based on research result, this study give suggestion that effective managers would understand the most important asset is human resource and respect seriously due to having satisfaction employees produce satisfaction customers.

Taiwan hospitality industry is critical growth component to economic and labouring population is large scale that there will be more complex challenge about human resource in future, and strongly given organizational support is competitive strategy.

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