

Perceived Organizational Support (POS) & Stress among Industrial Employees

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Abstract

The research studied the impact of Perceived Organizational Support (POS) and Stress among employees. DASS-21 for stress and Survey of Perceived Organizational Support (SPOS) scales were used for data collection. Sample consisted of 205 participants, employees of different organizations of Hattar Industrial State. Pearson correlation and One Way ANOVA was used for data analysis. The hypotheses of this study were supported. Result of this study indicated that POS is negatively correlated with stress. Results also showed perceived organizational support as a significant predictor of Stress. Results also indicated that old age and highly educates employees have more POS as compare to young and lower educated employees.

Key Words: *Perceived Organizational Support, Stress, Industrial Employees, Hattar, Demographic, Management Level, Organizational differences.*

Introduction

Perceived Organizational Support (POS) is perception of employees about organizational concerns to extent organization worth contribution of employees and cares for their interests (Eisenberger et al., 1986). It is point of employees' belief, that how much organization value their contribution and cares of their well-being (Robbins & Judge, 2013). Employees perceiving organization treating well as a sincere regard of their welfare are therefore likely to develop high POS. Organizational support theory delves into the employee-organization relationship (Eisenberger, et al., 1986; Caesens et al., 2019). POS has shown important yields for employees and organization. Employees having high POS, have low work stress and return earlier to work after injury (Shaw et al., 2013) and higher POS enhances performance and lessened absenteeism (Rhoades & Eisenberger, 2002; Kurtessis et al., 2015). POS has positive impacts on fairness, reward and job recognition, career development opportunities job satisfaction, organizational commitment and customer satisfaction. POS enhances felt obligation in employees for helping organization in reaching its objectives, increases affective commitment, and the expectation of reward after improved performance. POS submit an effective offset measure against de-motivation of employee by cynicism and skepticism (Jayasree & Sheela 2012).



Stress is not a physiological state only, but its liability leading to disorders. Melchior et al., (2007) found that highly stressed jobs have double risk of mounting serious anxiety or depression as compared with less stressful occupations. It affects employees regardless of position, gender, or type of employment. Stress is in itself is a major antecedent. Organizations should find the ways to maintain a better work life. Stress is the adapted reaction of individual. It is the outcome of any event, situation, action that places some demands on the individual (Jehangir et al, 2011). It has resulted in various undesirable effects that can be physical, psychological, and behavior disorders (Lexshimi et al., 2007). The symptoms may include disturbed sleep, headaches, low concentration, back pain, weight loss, insomnia, fatigue, boredom, anxiety, irritability, depression, loss of interest in work, committing errors at work, and frequent clashes others (Mäki et al. 2008). Job stress reduces morale of employees. The job stress factors may include competitive life styles, technological changes, and social factors. Job stress is also important for being productive (known as U-stress, Yerks-Dodson Law; Muse, Harris, & Field, 2003) and counter-productive. It is productive where it motivates employees to work better and enhances productivity of work. It can be thwarting productivity when work features build pressures with to useless outcome. Job stress exists in day-to-day life of every employee influencing job performance. These stressors may incorporate any environmental situation placing a physical or emotional query on person. There are various work and personal life stressors; physical environment stressors (office space, lack of privacy, ineffective lighting and air quality), role-related stressors (role ambiguity, role conflict, workload, and task control), interpersonal and organizational stressors (overwork, low salaries, motivation at work, lack of incentives, recognition etc) (Muse, Harris, & Field, 2003; Elias and Mittal, 2011).

These stressors in work life are low when POS is high. The perception of environment of work becomes more stable and predictable, making staff to focus task better (Cropanzano et al., 1997). Stamper and Johlke (2003) indicated POS strongly impacts role conflict, role ambiguity, job satisfaction and moderates several role stress outcome. POS has negative correlation to FWC, WFC (work-to-family conflict) and (family-to-work conflict) and work stressors have positive correlation with FWC and WFC. High POS further weakens relationship between role overload and WFC (Foley and Hang-Yue, 2005). Pathak (2012) stated that organizational stress and job satisfaction are negatively related and found high POS moderating experienced stress and job satisfaction negatively. POS has negative and significant relationship between with job stress, with 6% variance in job stress due to POS. Thus organizations should provide supportive working environment for reducing employees' job stress (Arogundade, Arogundade and Adebajo, 2015). POS negatively moderates the relationship between job stress and role overload and a negative relation exists between job stress and POS (Arogundade, Arogundade & Adebajo, 2014; Gupta, Agarwal & Khatri, 2016; Roeck, 2017; Sihag, 2020). This research has studied impact of POS on stress among industrial employees as it is different work setting, suggested by Gupta, Agarwal & Khatri, (2016). Organizations should focus to enhance POS in employees. POS has important outcomes towards employee performance and well-being (Eisenberger, 2018).

Methods

A quantitative survey research design was used to study the relationship between POS and Stress. Scale of Perceived Organizational Support (Eisenberger, Huntington, Hutchison, & Sowa, 1986) was used. It is a uni-dimensional measure of perception held by the employee about organization concerns towards about their well-being. The items are rated on five point-rating Likert scale ranging from 5= strongly agree to 1 = strongly disagree. It's a shorter 8-item version with items 3, 7, 17, 23 are reversely scored items. The established reliability of scale is .84 . From DASS- 21, (Lovibond & Lovibond, 1995) stress scale (7 items measuring stress) was used. The Stress scale-items are sensitive to nervous arousal levels, difficulty in relaxing, and irritable/over-reactive, upset/agitated, and impatient. The items of stress scale are 1, 6, 8, 11, 12, 14, and 18. The items are rated on 4-point severity/frequency scales, ranging from 0-3. Stress is operationalized as on the scores of stress scale of DASS.



Objectives

The objective of study were

- To study relationship between perceived organizational support and stress
- To study industrial employees

Hypothesis

- H1. There will be negative relationship between Perceived Organizational Support (POS) and Stress.
H2. POS will predict Stress negatively.
H3. Male employees will score high on POS and Stress as compared to female employees.
H4. Old age employs will have more POS and Stress as compare to young and adults
H5. Employees with high education will score high on POS and Stress.
H6. There will be significant differences between management levels (Lower, Middle, Senior & Other management level) on POS and Stress.
H7. There will be significant differences between organizations (Ecopak, Pine Match, PESCO, HIT-1, EBM, HIT-1, Pine match, and WAPDA-Haripur) on POS and Stress.

Sample and Procedure

The purposive non-probability sampling technique was used for the proposed study. The sample consisted of participants from different organizations (Ecopak, Pine Match (shift-1), PESCO, HIT-1, EBM, HIT-1, Pine Match (shift-2), and WAPDA-Haripur) Taxila, Hattar and Haripur, Pakistan. The demographic characteristics included age, management levels, gender and education. Management levels included senior, middle, lower and other level of management. Job experience of employees ranged from 5 to 15 years and age ranged from 30 years to 60 years and sample must be literate. Research followed all the ethical principles of psychological research. Permissions for data collection were obtained from officials of organizations. Written informed consent was taken from the participants and the researcher ensured privacy and confidentiality of the information obtained from the participants. Participants were given the right for voluntary participation. The participants were approached at their offices individually and were requested for filling the questionnaire. They were instructed for filling the questionnaires. The questionnaires were collected back and thanked for their cooperation. SPSS 21 was used for data analyses.

Findings and Evaluations

Table 1: Demographic characteristics of sample (n=205)

Demographic	Groups	f	%
Gender	Male	195	95.1
	Female	10	4.1
Age	15-30 years	89	43.4
	31-45 years	76	37.1
	46-60 years	39	19.0
	60 years & above	1	.5
	Middle	18	8.8
Education Level	Matric/High School	71	34.6
	Intermediate	42	20.5
	Graduation	37	18.0



	Post Graduation	18	8.8
	Diploma	9	4.4
	Other	10	4.9
Management Level	Lower Management	96	46.8
	Middle Management	67	32.7
	Senior Management	27	13.2
	Other	15	7.3
Organizations	Ecopak	2	1.0
	Pine Match (Shift-1)	60	29.3
	PESCO	31	15.1
	HIT-1	3	1.5
	EBM	10	4.9
	HIT-2	13	6.3
	Pine match (Shift-2)	30	14.6
	WAPDA (Haripur)	56	27.3

The table above shows the demographic distribution of the participants.

Table 2: Psychometric Properties and Correlation of POS and Stress

Variables	M	SD	Range	Cronbach's Alpha	Correlation r	
					I	II
1 Perceived Organizational Support (POS)	26.80	5.13	14-40	.65	-	-
2 Stress	6.31	4.42	.00-16	.76	-.209**	-

$p = .003^{**}$

The mean of POS is $M=26.80$, and the range of its items are 14-40 and the mean value of stress is $M=6.31$ and the range of its item is 00-16. The scales used for POS and stress are valid and reliable and the alpha coefficients of these variables are .65 and .76, so the scales are culturally valid measured. Table showed there is negative correlation between POS and Stress. The results supported hypothesis 1 of study. A significant negative correlation exists between Stress and POS.

Table 3: Linear Regression between POS and Stress

	B	SE	β	T	p	95% C I [LL—UL]
Constant	11.13	1.61		6.898	.000	7.949-14.311
POS	-.180	.059	-.209	-3.040	.003	-.296--.063

$R = .209$, $R^2 = .044$, Adjusted $R^2 = .039$

The linear regression was determined for perceived organizational support and stress. The hypothesis 2 was supported. The results showed that perceived organizational support is a significant negative predictor of stress. The POS as predictor variable ($\beta = -.209$) has high significant negative effect on outcome variable with $p = .003$. The adjusted R^2 of .039 indicated perceived organizational support is a significant predictor that causes 3.9 % variation in stress among industrial employees.



Table 4: F-test results for Gender Differences on POS and Stress

Variables	Male (N=195)		Female(N=10)		F(1,203)	η^2
	M	S.D	M	S.D		
POS	26.89	5.15	25.20	4.82	1.03	.005
Stress	6.17	4.34	9.00	5.33	3.93*	.019

$p < .05$

The table 3 shows the mean and standard deviation value of POS and stress for males and female employees. The mean value of males for POS is high as compared to females. The t values show that there is a non significant difference on POS between the two groups. The table shows the mean and standard deviation values for stress show significant gender differences. The mean value range for female employees is 9.00 and for males is 6.17. The gender differences are significant at stress. The η^2 for perceived organizational level (POS) = .005 and for Stress = .019 revealed that the effect size is small and significant.

Table 5: Mean, SD and One Way Analysis of Variance (ANOVA) of Age at POS and Stress

Variables	15-30 years (N=89)		31-45 years (N=76)		46-60above years (N=40)		F (3,201)	η^2
	M	S.D	M	S.D	M	S.D		
POS	25.86	5.32	27.6	5.23	31.57	4.02	2.82*	.041
Stress	6.21	4.99	6.06	4.17	5.33	4.08	2.19	.032

$p < .05$

The age differences between age groups were assessed using One-way ANOVA. The results in the table show that the age of employees have significant differences on POS with $F(3, 201) = 2.82$, $p < 0.05^*$ and stress with $F(3, 201) = 2.19$, $p > .05$. The old age employees have highest mean value in POS. The differences between are significant for POS and non-significant for stress. The η^2 for organizational POS = .041 and for stress = .032 revealed that the effect size between group means is medium and significant.

Table 6: Mean, SD and One Way Analysis of Variance (ANOVA) of Education at POS and Stress

Variable	Middle (N=18)		Metric (N=71)		FSc/FA (N=42)		Graduation (N=37)		Post-Graduation (N=18)		Diploma (N=9)		Other (N=10)		F (6,198)	η^2
	M	S.D	M	S.D	M	S.D	M	S.D	M	S.D	M	S.D	M	S.D		
POS	30.27	6.70	26.67	5.70	27.33	3.71	26.94	3.76	23.94	3.71	24.88	1.61	25.70	1.61	2.81**	.07
Stress	4.72	3.84	6.90	4.45	5.52	4.00	5.91	4.75	6.77	3.94	8.44	5.02	7.00	5.41	1.30	.03

$p < .05$

The differences of education level between groups were analysed using One-way ANOVA. Results in table show that educational level of employees have significant differences on POS where $F(6,198) = 2.82$, $p < 0.05^*$ and non significant differences on stress $F(6,198) = 2.19$, $p > .05$. The middle passed employees has higher mean value at POS. The differences between are significant for POS and non-significant for stress. The η^2 for organizational POS = .07 and for stress = .03 revealed that the effect size between group means is medium and significant.



Table 7: Mean, SD and One Way Analysis of Variance (ANOVA) of Management Level at POS and Stress

Variables	Lower Management (N=96)		Middle management (N=67)		Senior management (N=27)		Other (N=15)		F(3, 201)	η^2
	M	S.D	M	S.D	M	S.D	M	S.D		
POS	27.56	6.10	26.08	3.88	27.74	4.17	23.53	2.9	3.58**	.051
Stress	6.34	4.56	5.20	3.83	5.70	3.59	12.13	2.69	11.84***	.150

$p < .01$

To study the group differences between management levels on perceived organizational support (POS) and Stress One-way ANOVA was carried out. The results in the table show that the employees scores have significant differences on POS with $F(3,201) = 3.58$, $p = 0.01^*$ and highly significant differences on stress with $F(3,201) = 11.84$, $p = .000^{***}$. Senior management has scored high on POS and other level of management has scored high on stress. The differences are significant between group at upper, middle, lower and other management levels at perceived organizational support and stress. The η^2 for perceived organizational level (POS) = .051 and for Stress = .15 revealed that the effect size is medium and significant.

Table 8: Mean, SD and One Way Analysis of Variance (ANOVA) of Organizations at POS and Stress

Variables	Ecopak (N=2)		Pine Match (shift-1) (N=60)		PESCO (N=31)		HIT-1 (N=3)		EBM (N=10)		HIT-2 (N=13)		Pine Match (shift-2) (N=30)		WAPDA (Haripur) (N=56)		F (7,197)	η^2
	M	S.D	M	S.D	M	S.D	M	S.D	M	S.D	M	S.D	M	S.D	M	S.D		
POS	25.0	1.41	29.78	6.44	24.48	3.66	25.33	2.88	24.0	3.55	23.23	2.20	26.23	4.65	26.6	3.68	***	.18.
Stress	7.50	.70	5.10	3.65	8.38	4.84	14.00	1.73	11.9	3.31	11.30	3.85	4.66	3.38	4.73	3.37	***	.31
																	12.96	

$p < .000$

The organizational differences were analyzed using One-way ANOVA. Organizations (Ecopak, Pine Match (shift-1), PESCO, HIT-1, EBM, HIT-1, Pine match (shift-2), and WAPDA-Haripur) were analyzed by comparing the mean scores on POS and Stress. Results in table show that employees have significant differences on POS $F(7,197) = 6.16$, $p = .00^{***}$ and stress $F(7,197) = 12.96$, $p = .00^{***}$. Pine Match (shift-1) has high mean value on POS and HIT-1 has highest mean value in stress. The η^2 for POS = .18 and Stress = .31 revealed that the effect size is large and significant.

Discussion

Person product correlation analysis revealed significant negative correlation between perceived organizational support and stress. The results showed that perceived organizational support is a significant negative predictor of Stress. The predictor variable POS has high significant negative effect on outcome variable with level of significant. Roeck (2017) also found negative correlation in perceived organizational support and stress. It means that perceived organizational support create impact on employee psychological and physical health. (Shaw et al., 2013). These findings supported by Melchior et al. (2007) which showed that people with high-stress jobs have twice the risk of developing serious depression or anxiety compared with others in less stressful occupations. Stamper and Johlke, (2003) also found that POS also has moderating effects on several role stress outcome relations (Sihag, 2020; Gupta, Agarwal & Khatri, 2016; Arogundade, Arogundade & Onajobi, 2015).



The hypothesis number H1, H2, H4, H6 and H7 are supported by the present data whereas H3 and H4 are partially supported. Gender differences are significant at stress. Female employees have scored high on stress. Age differences are significant for POS where old age employees have scored high. Educational level differences are significant at POS where middle passed/low level of education has scored high. Senior management has significantly high mean value at POS whereas other management level has scored high on Stress significantly. The organizational differences on POS and stress are also highly significant. Pine Match (shift-1) scored high on POS and HIT-1 Has significantly scored high on Stress. Previous literature has confirmed the current findings. (Steven et al.2004; Foley and Hang-Yue, 2005; Melchior et al., 2007; Arogundade, Arogundade & Adebajo, 2014; Gupta, Agarwal & Khatri, 2016; Eisenberger, 2018; Sihag, 2020).

Further research can be conducted with the same population to verify the results and for further implications. The result is small attempt to help in understanding the relationship between POS and stress. Future researches should focus to study the role of other variables, different work settings, and larger sample size. The research design should also imply qualitative or other methods for through understanding of variables.

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