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### PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE COMMITMENT: THE CASE OF THAMER INTERNATIONAL SCHOOL

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#### **ABSTRACT**

The change and evolution of the way business operates and deals with employees is changing and becoming more and more challenging. Many organizations are starting to implement and find new ways and approaches to deal with their employees in order to improve the way employees work and deal. Perceived organizational support (POS) will have a positive impact on the organization as a whole, on the employer and on employees. This work was done to evaluate examine the relationship between perceived organizational support and employees commitment at Thamer International School (TIS). This work was done based on quantitative method. The sample population was 60 employees from TIS. Questionnaire was utilized for data collection. The findings of the work have shown that majority (93%) of the employees have agreed that TIS cares about its employees. Furthermore, the result have found that TIS strongly considers the employees' goals and values, and will offer help for the employees whenever is needed. In addition, the result have shown that employees believe and agree that the school deserves to have their loyalty, feel emotionally attached and would be happy to work there until retirement. Thus, it is concluded that there is a positive relationship between employees' commitment and POS at TIS.

CCS CONCEPTS • Insert your first CCS term here • Insert your second CCS term here • Insert your third CCS term here

***ACM Reference Format:***

First Author's Name, Initials, and Last Name, Second Author's Name, Initials, and Last Name, and Third Author's Name, Initials, and Last Name. 2018. The Title of the Paper: ACM Conference Proceedings Manuscript Submission Template: This is the subtitle of the paper, this document both explains and embodies the submission format for authors using Word. In Woodstock '18: ACM Symposium on Neural Gaze Detection, June 03–05, 2018, Woodstock, NY. ACM, New York, NY, USA, 10 pages. NOTE: This block will be automatically generated when manuscripts are processed after acceptance.

## INTRODUCTION

Human Resources Management (HRM) is one of the most important areas in any organization that must always be improved and developed [1]. The mission of HR is to ensure that staff and faculty are satisfied and provided with the things that are necessary and necessary for personal and professional advancement [2]. As a result, many different techniques, theories and approaches are used to benefit employees. Perceived organizational support (POS) is one of the most widely used business theory that helps to create harmony between the employee and the employer by measuring the level of satisfaction of each employee [3]. It also refers to employees' perception that the organization values their contribution, their hard work and their well-being. POS has been found to have a substantial and significant impact on employee performance and well-being [4].

The perceived organizational support is linked to the positive results of the employees, the organization or the employer. According to Zhong et al. [5], POS believes that the organization is committed to one's contentment and values one's accomplishments. Chan et al. [6] found that employees with a powerful POS are anticipated to have higher trust in the organization and to be able to make significant choices. Furthermore, POS helps make the employee feel that they are part of the organization as a result of their commitment [6].

According to Eisenberger et al. [7] POS is heavily dependent on staff's assertions as to the intention of the organization to receive favorable or adverse handling. In addition, Kirkland et al. [8] found that POS initiates a mechanism of cultural return in which staff felt obliged to assist the organization attain its objectives and assume that enhanced attempts on behalf of the organization will contribute to higher benefits. Lamm et al. [9] also indicated that the elevated rate of perceived organizational support encourages belonging to the organization, which decreases the likelihood of turnover. This demonstrates that when staffs are well handled in the workplace, they will feel the need to give back and assist to achieve the objective of the organization [9]. As a result, employees will feel pride in their assigned work, higher self-esteem, more creative, innovative and productive, all of which will lead to higher profits for business.

In addition, Kim et al. [10] found that POS is focused on making employees feel valued, providing supportive and encouraging workplace. As a result, workers enjoy working, have a positive attitude towards the organization, and are willing to remain a member of the business. According to Shantz et al. [11], continued engagement of employee is linked to the notions of era, term of office, possibilities for advancement, happiness with the payment received

and well being. Furthermore, Caesens et al. [12] found that it is very important to have a balanced working environment and a reason for the employee to stay. A positive working environment, attitude and continuous assessment will make the workers happy, satisfied, valued and appreciated.

The Thamer International School (TIS) was founded in Jeddah, Saudi Arabia, by Prince Faisal Bin Thamer Al-Saud in 2000. The school is a private international day school, targeting both local and international students. T.I.S. is committed to provide the students a learning experience that is fulfilling while making sure that the environmental is secure, caring and creative. Thus, to sustain this service, TIS needs to ensure that its employees are appreciated and valued as they worth a lot to the organization outcome and productivity. POS will help the employees in being more productive and efficient. Therefore, this work was done to analyze examine the relationship between perceived organizational support and employees commitment at TIS.

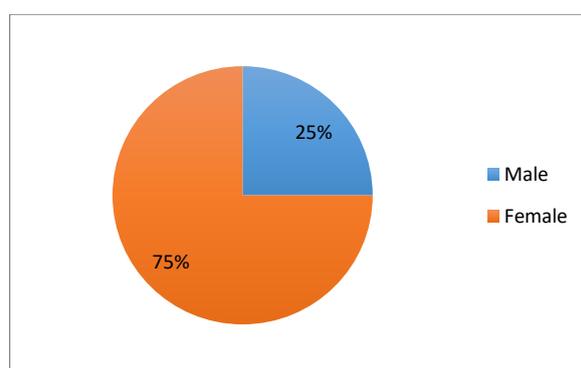
## METHODOLOGY

This work was conducted based on quantitative method. The sample population of this work was employees from Thamer International School. The sample size of this work was 60. Random sampling method was used in this work. Data collection was done using questionnaire. The questionnaire consisted of question related to perceived organizational support and employees commitment. The questionnaire was distributed to the sample population. The data were analyzed in terms of basic statistics and were presented accordingly.

### *Result And Discussion*

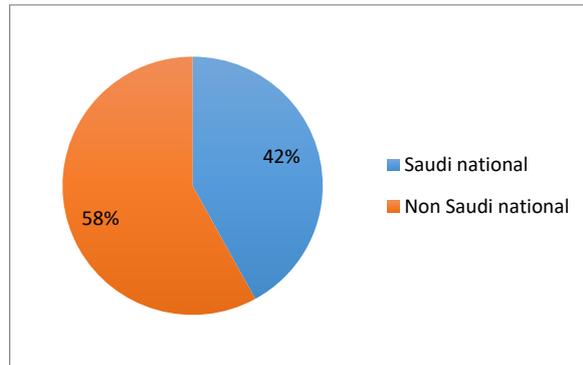
#### *Demographic Analysis*

Based on Figure 1, 25% of the respondents were males and 75% of the respondents were females.



**Figure 1:** Gender

Based on Figure 2, 42% of the respondents were Saudi nationals and 58 % of the respondents were non Saudi nationals.

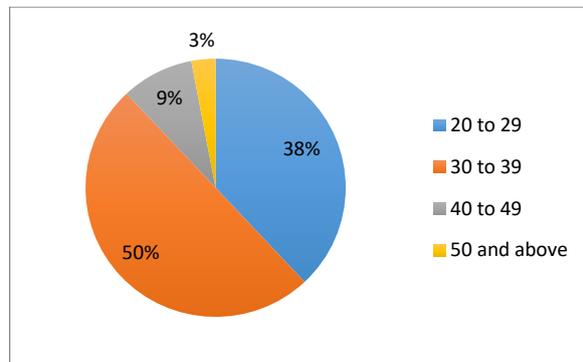


**Figure 2: Nationality**

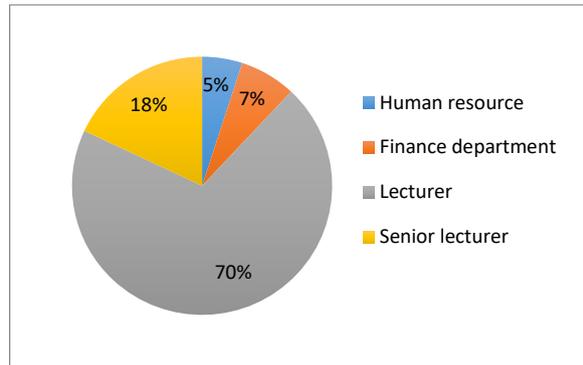
Based on Figure 3, 38% of the respondents were aged between 20 to 29 years old, 50 % of the respondents were aged between 30 to 39 years old, 9 % of the respondents were aged between 40 to 49 years old and 3 % of the respondents were aged 50 years and above.

Based on Figure 4, 5% of the respondents were from human resource department, 7 % of the respondents were from finance department, 70 % of the respondents were lecturers and 18 % of the respondents were senior lecturers.

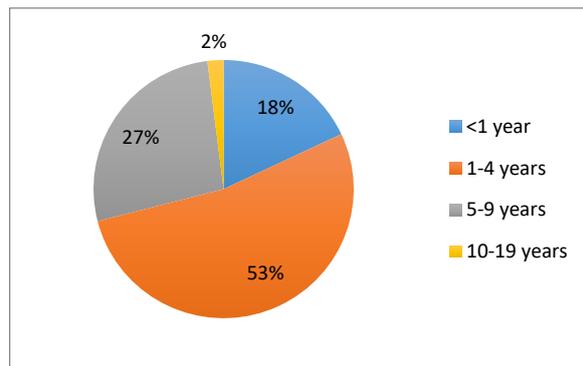
Based on Figure 5, 18% of the respondents have worked for less than 1 year, 53 % of the respondents have worked for 1 to 4 years, 27 % of the respondents have worked 5 to 9 years, and 2 % of the respondents have worked 10 to 19 years.



**Figure 3: Age**



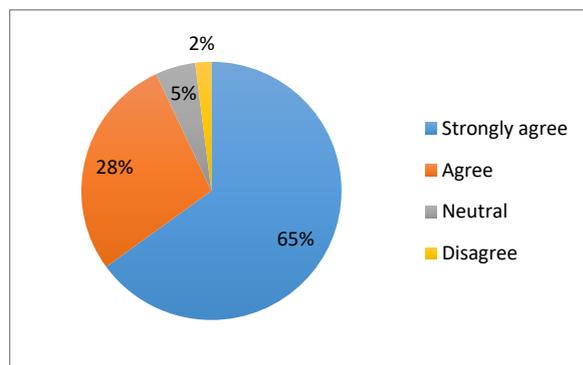
**Figure 4:** Job Position



**Figure 5:** Working period

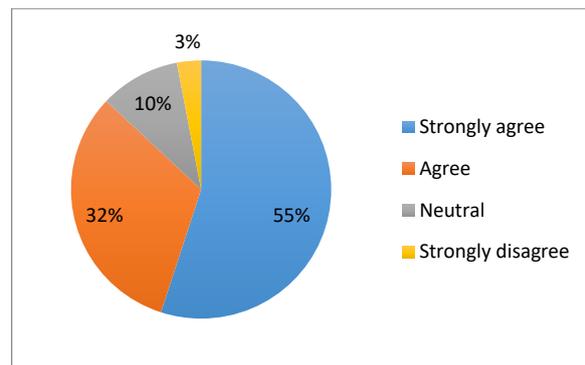
**Questionnaire Analysis**

The respondents were asked several question related to perceived organizational support and employees commitment at TIS. The feedbacks of each question is discussed and presented in this section. The respondents were asked "TIS cares about employees well being". Based on Figure 6, 65% strongly agree, 28% agree, 5% were neutral, and 2 % disagree.



**Figure 6:** TIS cares about employees well being

The respondents were asked "TIS strongly considers employees goals and values". Based on Figure 6, 55% strongly agree, 32% agree, 10% were neutral, and 3 % strongly disagree.

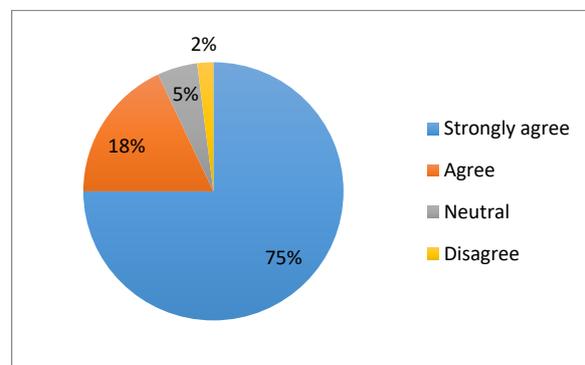


**Figure 7:** TIS strongly considers employees goals and values

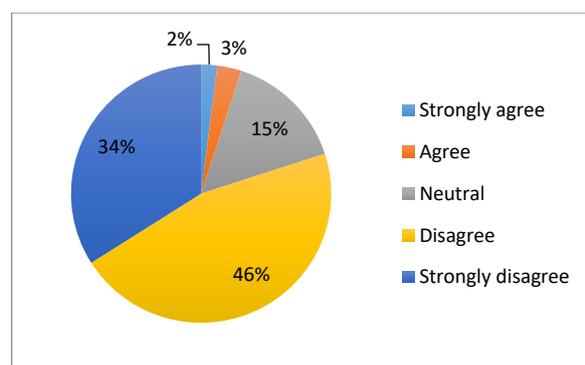
The respondents were asked “TIS willing to help employees if they need a special favor”. Based on Figure 8, 75% strongly agree, 18% agree, 8% were neutral, and 2 % disagree.

The respondents were asked “If given the opportunity, TIS would take advantage of the employees.”. Based on Figure 9, 34% strongly disagree, 46% agree, 15% were neutral, 3 % agree and 2 % strongly agree.

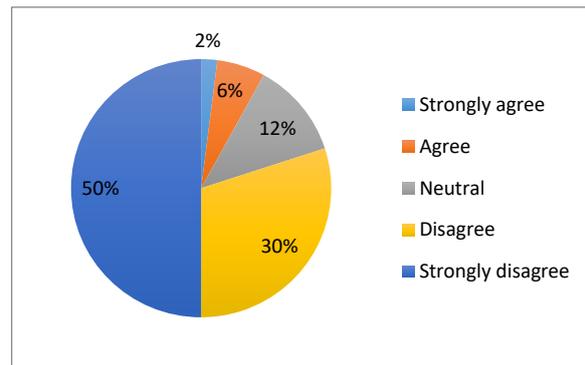
The respondents were asked “TIS would fail to notice even if the employees did their best”. Based on Figure 10, 50% strongly disagree, 30% agree, 12% were neutral, 2 % agree and 2 % strongly agree.



**Figure 8:** TIS willing to help employees if they need a special favor



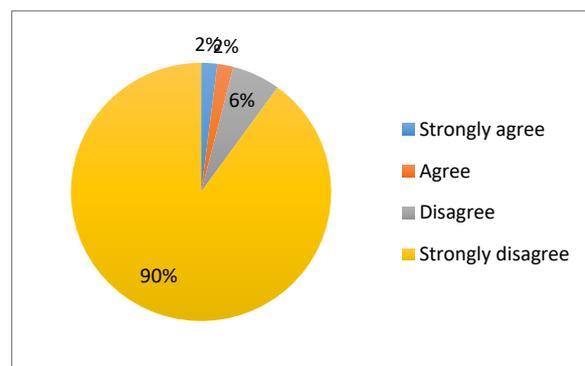
**Figure 9:** TIS would take advantage of the employees



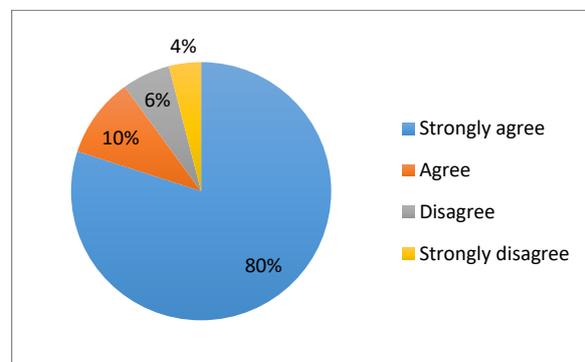
**Figure 10:** TIS would fail to notice even if the employees did their best

The respondents were asked “TIS does not deserve employees’ loyalty”. Based on Figure 11, 90 % of the respondents strongly disagree, 6 % of the respondents disagree, 2 % of the respondents agree and 2 % of the respondents strongly agree.

The respondents were asked “Do you feel emotionally attached to TIS?” Based on Figure 12, 80% strongly agree, 10% agree, 6% were neutral, and 4 % disagree.

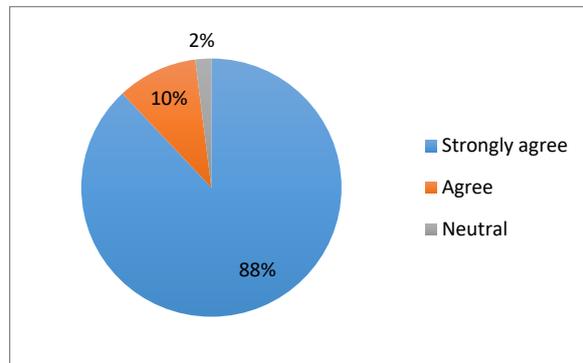


**Figure 11:** TIS does not deserve employees loyalty



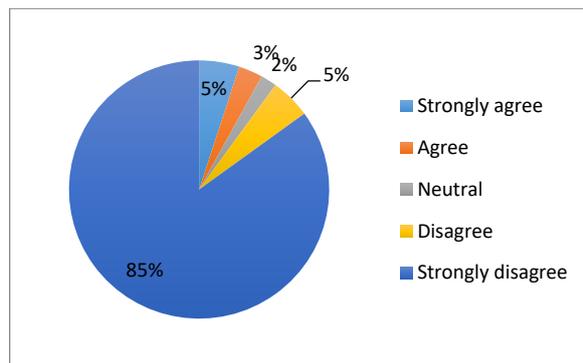
**Figure 12:** Emotionally attached to TIS

The respondents were asked “Would you be happy to work at TIS until retirement?” Based on Figure 13, 88% of the respondents strongly agree, 10% agree and 2% were neutral.



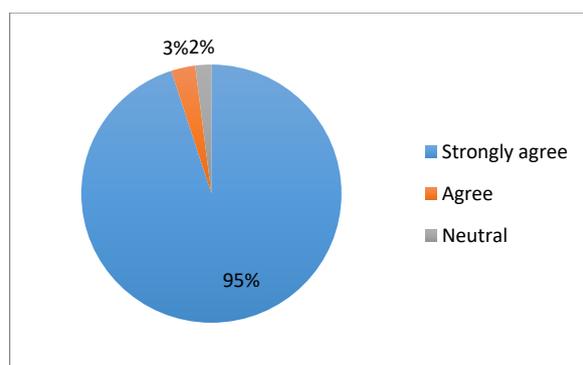
**Figure 13:** Happy to work at TIS until retirement

The respondents were asked “Employee are not concerned about what might happen if they left TIS?” Based on Figure 14, 85% of the respondents strongly disagree, 5% disagree, 2% were neutral, 3 % of the respondents agree and 5 % strongly agree.



**Figure 14:** Employee not concerned about what might happen if they left TIS

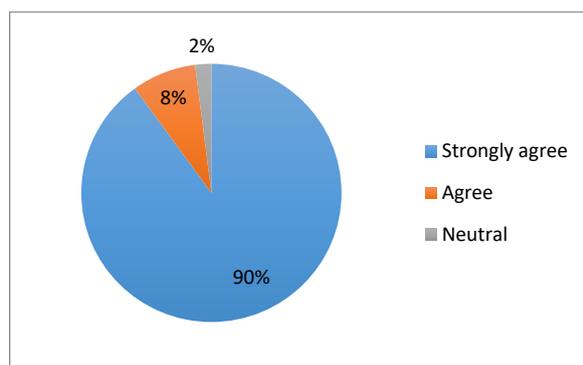
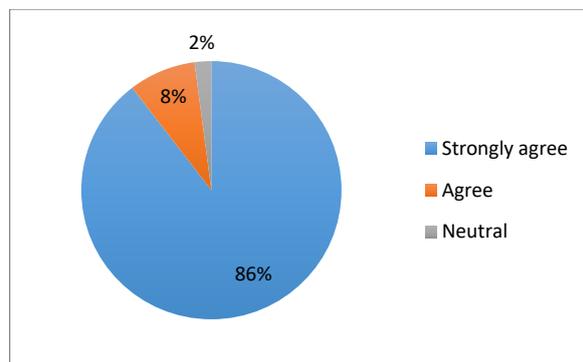
The respondents were asked “Do you as employee owe a great deal to TIS?”. Based on Figure 15, 95% of the respondents strongly agree, 3% agree, and 2 % of the respondents were neutral.



**Figure 15:** Employee owe a great deal to TIS

The respondents were asked “Do you as employee feel guilty if you left TIS?”. Based on Figure 16, 90% of the respondents strongly agree, 8% agree, and 2 % of the respondents were neutral.

The respondents were asked “Do you as employee feel that TIS deserves your full loyalty?”. Based on Figure 17, 86% of the respondents strongly agree, 12% agree, and 2 % of the respondents were neutral.

**Figure 16:** Employee would feel guilty if they left TIS**Figure 17:** Employee feel that TIS deserves full loyalty**Overall Discussion**

This study found that both male and female employees who participated in the study were from all nationalities, ages, martial statuses, positions, and had various working experience. Results had showed that although, there were few disagreements from some of the employees, TIS really cares about the employee’s wellbeing, strongly considers the employees’ goals and values, and will offer help for the employees whenever is needed. In addition, the employees strongly disagreed when mentioned whether TIS will take advantage of them or not. Moreover, if one of the employees has done a great job, TIS would not fail to notice the effort made. Therefore, employees believe and agree that the school deserves to have their loyalty, they feel emotionally attached and would be happy to work there until retirement. In addition, employees strongly disagreed when it comes to not being concerned on what

might happen if they left TIS. Furthermore, employees believe that they owe a great deal to TIS and agree that TIS deserves their full loyalty. The outcome of this work is in agreement with the work of Kalidass and Bahron, [13] where it was found that employees tend to be more committed to work and be loyal if the organization provides adequate support. Furthermore, the work of Ajmal et al.[14] confirmed that employees will be attached to an organization and feel being part of it when they receive the perceived organization support, and they tend to work hard for the success of the organization. This is inline with the findings of this work.

## CONCLUSION

This work has analyzed the relationship between perceived organizational support and employee commitment among the employees in Thamer International School. The key findings of this work have found that there is a strong commitment among the employees towards TIS. Therefore, it is deduced that TIS has provided utmost perceived organizational support to their employees. For future work, the authors recommend to include more schools from both public and private sector. This will enable to collect the overall view point of the employees on perceived organizational support.

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