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### IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE RETENTION IN EDUCATIONAL ORGANIZATION, JEDDAH

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#### **ABSTRACT:**

The employees are important assets to the organization; hence their contribution is paid off by the organization. If the employees are satisfied with the support received from the organization, they tend to stay longer and work for it. There have been studies that showed the relationship between the two variables namely perceived organizational support and employee retention. Many researches have been done but there is limited research in terms of education industry in the KSA. The aim of the research is to understand the impact of perceived organizational support (POS) on employee retention on the employee of Manarat School in Jeddah, Saudi Arabia. The methodology of this research is quantitative as a survey is presented to the employees in order to generalize the impact and understand the relationship. The results concluded that the relationship between the two terms is not significant as the employees even after receiving support from the organization are not willing to stay in for a long-term in the educational organization.

#### **INTRODUCTION:**

Employees are the main assets of any business organization and it is essential for the organization to maintain a good relationship with the employees. This maintenance of relationship is done on micro level and macro level. The micro

level concept includes the psychological contract (PC) and the perceived organizational support (POS). Whereas, the macro level concept includes the employment relationship (ER) [1]. From the perspective of the business organization, the agents pursue the organizations interests in the relationship established with the employees. The relationship between employee and organization is a blend of economic as well as social changes [2]. The employees are believed to carry out a set of activities which generally have some organizationally relevant responsibility with it. This requires the employees to have experience, qualification, and personal traits which are needed to fulfill the role [3]. Most employees perceive the organizations as a benevolent guardian due to the organizations policies and practices. However, the employees also attribute to the organizational policies and decisions, which usually show the presence of a personal inclination from the employees towards the business organization [4].

The human resource department of an organization plays an active role in the retention of the employees by formulating strategies and policies. These policies are made for the betterment of the employees so that the employee satisfaction is enhanced and the employee chooses to stay with the organization for a longer period of time. Perceived organizational support should create a feeling of obligation to care about the organizations' welfare [5]. The obligation to exchange the social responsibility and also enhances the employees' affective commitment towards the organization. The procedure usually produces a strong sense of belonging towards the business organization and involves the incorporation of the employees' membership and role status into their social identity. Thus, perceived organizational support contributes to the employees' sense of purpose and meaning, it may also reduce the feelings of entrapment or continuance commitment which occurs when the employee feels that they are forced to stay with an organization because of the high costs of leaving [6].

POS is also meant to increase the performance of the job standard, activities and actions which are favorable to the organizations that go beyond the assigned responsibilities of the employees [7]. Perceived organizational support has a positive impact on the attitude and behavior of the employee as they feel a sense of obligation to repay the organization with their best output as per the organizational support theory [8]. POS also helps to influence the employees' to feel committed and care for the organization which in turn helps the organization to reach its goals [9].

There is also a strong relationship between Perceived organizational support and the desire of the employees' to remain with a particular business organization [10, 11]. Employees with higher Perceived organizational support often engage in greater job-related efforts and this result in enhanced job performance.

This enhanced performance of employees in turn increases the performance of the organization and enhances its reputation [5]. The employees of an

organization also seek balance in their relationship with the business organization. This is done by the development of favorable attitudes and behaviors consistent with Perceived organizational support. Thus, the obligation that is felt resulting from Perceived organizational support has been found to be positively related to the affective organizational commitment of the employees [5].

Employees with higher commitment will decide to be a part of an organization for a longer period of time as they feel as the organization appreciates their efforts and cares about their comfort as well as their welfare [12]. When the employees experience lack of support, they are likely to show extraction attitudes which include the disappearance of employees from the organization [13]. Organizations which provide enough support to their employees improve the loyalty of these employees and reduce the negative thoughts and concerns that the employee has from the organization [14].

POS is a valuable factor that has the potential to create strategies to manage these negative thoughts or turnover, also the supervisor's encouragement seems to be quite significant for the reduction in the intentions of turnover among the employees [15]. The organizations that are supportive towards the employee cause them to feel obligatory to adopt additional roles such as helping their co-workers [16]. However, the employees that lack experience of such organizational commitment are highly probable of leaving the organization [17].

Employees with higher POS are less likely to seek out and accept jobs from other alternative organizations, thus focusing on enhancing POS would lower the employees' intentions to leave the organization [18]. POS is found to have a direct influence on the turnover as well as the retention of the employees, and this impact is in the form of a negative relationship that exists between POS and employee turnover [19]. Therefore, this study aims to determine the impact of Perceived Organizational Support (POS) on staff retention at Manarat School in Jeddah, Saudi Arabia.

## **METHODOLOGY**

Research methodology is a systematic approach to reach conclusions on a particular issue and it is also necessary for the researcher to be well aware of the calculation methods to be applied in order to reach a conclusion and create a hypothesis. It also includes the careful and thorough investigation by searching through the branches of various subjects. Furthermore, it also includes ways to gain familiarity with a particular phenomenon. Moreover, the researcher must also be able to determine the frequency with which that particular phenomenon occurs or what it is associated with in order to test the proposed hypothesis. Thus, this study considered quantitative research using questionnaire survey to gather the data and analyses of the relationship of Perceived Organizational Support (POS) and employee retention.

### *Data Collection Tools*

There are many tools for gathering and collecting data of the research. In this research, a questionnaire has been used to collect primary data from the employees of the Manarat School, Jeddah.

### *Primary Data and Secondary Data*

The primary data of his research was obtained through questionnaires answered by the staff of Manarat School in Jeddah. Secondary data is obtained from reading materials and serves as a guide for design and develop the questionnaire.

### *Sample Size*

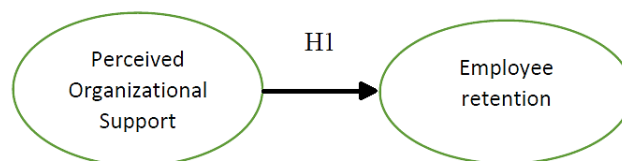
There are 95 respondents were randomly selected from the Manarat School in Jeddah as participants in the questionnaire used in this study.

### *Data Collection*

The primary data were collected though online by sending the link of the questionnaire to the employees via e-mails and instant messaging.

### *Hypothesis*

The hypothesis of this study is demonstrated in Figure 1 as perceived organizational support has a significant relationship in the employee retention of employees in a private school in Saudi Arabia.



**Figure 1** The relationship between variables

## **RESULT AND DISCUSSION**

There are 95 participants have successfully completed the questionnaire. This section analyzes the background of participants in terms of gender, age, education level, and work experience. Besides that, the answers to the questionnaire about the perceived organizational support and employee retention were analyzed.

### *Respondent's Background Analysis*

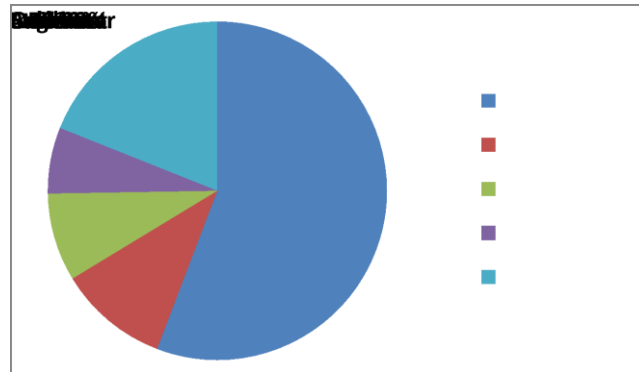
The general information of the participants is tabulated in Table 1. In the survey of this study, the gender of the respondents was 75.8% of women and

24.2% of men. The age of the respondents are in the age range of 20-30 years by 91.6%) 31-40 years by 6.3%, 41-50 years by 1.1% and 51-60 years by 1.1%. There are no participants over 60 years old. Based on Table 1, the highest level of education is bachelor's degree marks by 71.6% of participants, masters by 21.1%, high school by 3.2%, and others education level is 4.2%. Besides that, majority of the participant service in institution are under 5 years by 58.9%, followed by 5-10 years by 36.84%. Only 4.2% of participants have served for 11-15 years, and no participants have served for more than 15 years.

**Table 1** General information data analysis of participants

Items	Categories	Number (n)	Percentage (%)
<b>Gender</b>	Male	23	24.21
	Female	72	75.79
<b>Age</b>	20-30 years	87	91.58
	31-40 years	6	6.32
	41-50 years	1	1.05
	51-60 years	1	1.05
	Over 60 years	0	0.00
<b>Education</b>	Bachelor's degree	68	71.58
	Master's degree	20	21.05
	High School	3	3.16
	Others	4	4.21
<b>Working experience</b>	Under 5 years	56	58.95
	5-10 years	35	36.84
	11-15 years	4	4.21
	More than 15 years	0	0.00

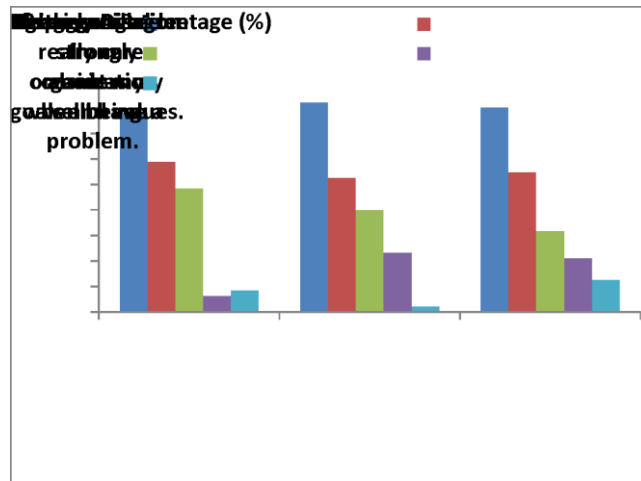
The occupations of the participants are shown in Figure 2. Majority of the participants about 55.8% are students, followed by 10.5% of instructor. There are 8.42% and 6.32% of the participants are architects and engineers respectively. While, there is 18.9% of participants claimed to have occupations in other fields.



**Figure 2** Participant's Occupation

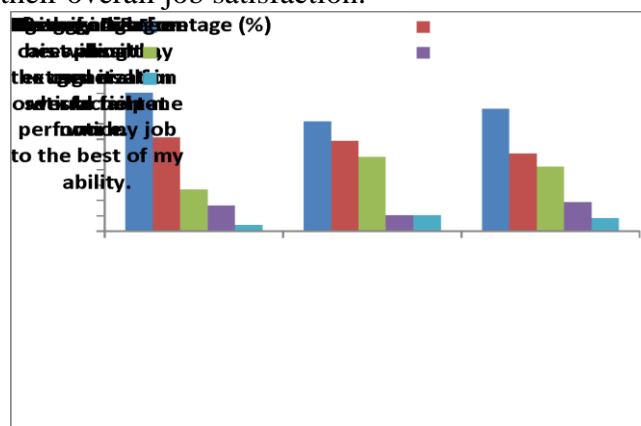
### ***Perceived Organizational Support***

In Figure 3, the organization strongly considers the employee's goals and values are strongly agreed by majority of 38.9% of participants and agree by 29.5% of participants. The participants who are neither agree nor disagree that the organization strongly considers the employee's goals and values mark by 24.4%. However, there are 4.2% and 3.2% strongly disagree and disagree that the organization strongly considers the employee's goals and values respectively. As shown in Figure 3, 41.1% of participants strongly agree that employees can get help from the organization when they have problems. There are 26.3% and 20% of the participants are agree and neither agree nor disagree that they can get help from the organization when they have problems respectively. There is 11.6% of the participants disagree and 1.1% of the participants strongly disagree that they can get help from the organization when they have problems. Figure 3 also shows that majority of the participants about 40% and 27.4% are strongly agree and agree that their organization cares about the health of employees respectively. About 15.8% of the participants are neither agree nor disagree that the organization really cares about their health. While, there are 10.5% and 6.3% of the participants are disagree and strongly disagree that their organization cares about the health of employees respectively.



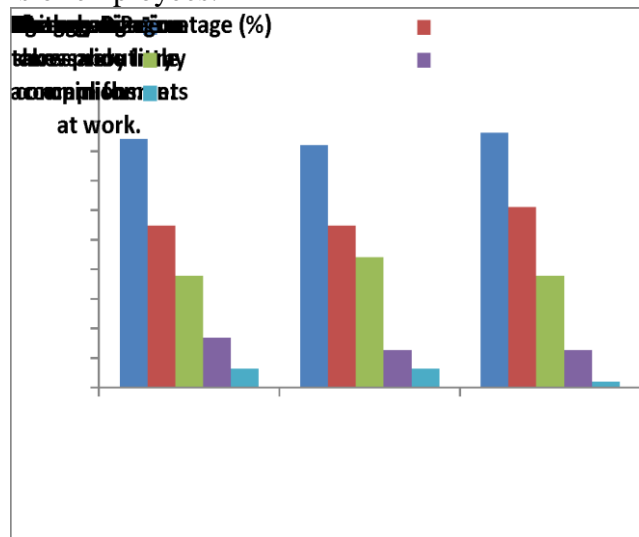
**Figure 3** Perceived Organizational Support (Questions 1-3)

According to Figure 4, majority of the participants about 45.3% and 30.5% are strongly agree and agree the statement “The organization is willing to extend itself in order to help me perform my job to the best of my ability” respectively. There is 13.7% of participants are neither agree nor disagree, 8.4% of participants are disagree and 2.1% of participants are strongly disagree that their organization is willing to expand to help them do their best. Next, Figure 4 indicates that most of the participants about 35.8% and 29.5% are strongly agree and agree that the organization would fail to notice them even if they did the best possible respectively. About 24.4% of the participants are neither agree nor disagree that even if they did the best possible, the organization would fail to notice. While, 5.3 % of the participants disagree and 5.3 % of the participants strongly disagree that the organization will not notice that even their employees are doing their best. “The organization cares about my general satisfaction at work” has strongly agreed by 40% of the participants, followed by 25.3% of the participants who agree. There is 21.1% of the participants are neither agree nor disagree that their organization cares about their overall satisfaction at work. About 9.5% of participants disagree and 4.2% of the participants strongly disagree that their organization cares about their overall job satisfaction.



**Figure 4** Perceived Organizational Support (Questions 4-6)

Figure 5 demonstrates that majority 42.1% of the participants strongly agree, followed by 27.4% of the participants agree that their organization shows very little concern to them. About 18.9% of the participants neither agree nor disagree that their organization pays little attention to them. There are 8.4% and 3.2% of the participants are disagree and strongly disagree that their organization shows little attention to them respectively. About 41.1% of the participants strongly agree that the organization cares about their opinions as based on Figure 5. There are 27.4% and 22.1% of the participants agree and neither agree nor disagree that their organizations care about employees' opinions respectively. While, minority about 6.3% of the participants disagree and 3.2 of the participants strongly disagree that their organization values the opinions of employees.



**Figure 5** Perceived Organizational Support (Questions 7-9)

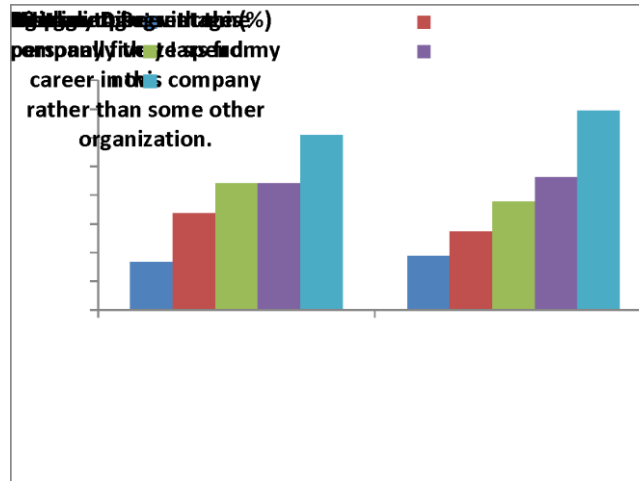
Furthermore, Figure 5 also illustrates majority of the participants about 43.2% strongly agree that their organization takes pride in their accomplishments at work. There are 30.5% of the participants agree, 18.9% of the participants neither agree nor disagree and 6.3% of the participants disagree that their organization is proud of employee's work achievements. Though, there is minority about 1.1% strongly disagree that their organization takes pride in their accomplishments at work.

### ***Employee Retention***

Figure 6 depicts that majority of the participants about 30.5% strongly disagree and 22.1% disagree that they plan to be with the company five years from now. Also, there is 22.1% of the participants neither agree nor disagree that they have plan to work for the current company for five years from now. But, there are 16.8% and 8.4% of the participants agree and strongly agree respectively, that from now on, they will serve the company for at least five years. Majority of the participants about 30.5% strongly disagree on the statement "It is important to me personally that I spend my career in this company rather than some other organization" as shown in Figure 6. About



22.1% of the participants disagree that it is important to them working in this company rather than some other organization. While, 22.1% of the participants neither agree nor disagree, 16.8% of the participants agree and 8.4% of the participants strongly agree that their career in this company is very important to them.



**Figure 6** The Employee Retention

All in all, the employees participate in this survey are mostly young that work in the education industry. It can be observed from the results that the perceived organizational support can be measured through different techniques. Most of the employees agreed that the organization considers their goals and objectives, they also agreed that the help is offered when the organization has problems, organization cares about wellbeing, organization is willing to extend the performance and the ability of the employees, organization cares about their work, organization cares about opinions, organization takes pride in accomplishment, but they mentioned that the organization failed to notice when they work well. It was observed that the employees are not willing to work for five years from now and most of them are not willing to spend time with the current organization.

## CONCLUSION

From the point of view of the business organization, the workers seek after the organizations' interests in the relationship set up with the employees. The employees are expected to do a lot of activities and this requires the representatives to have understanding, capability, and individual attributes which are expected to satisfy the job. Most employees see the organizations as considerate because of the arrangements and practices done by them in order to support the employees. Be that as it may, the employees likewise ascribe to the authoritative arrangements and choices, which for the most part demonstrate the closeness of an individual tendency from the employees towards the educational organization. The results studied the relationship between the POS and the employee retention in the educational organization. It very well may be seen from the outcomes that the apparent authoritative help can be estimated through various strategies. The greater part of the employees

agreed that the organization thinks about their objectives and goals, they additionally concurred that the assistance is offered when anyone has issues that might affect their performance, the educational organization definitely thinks about wellbeing, and is happy to broaden the management at different levels and the capacity of the workers, and how it thinks about their work, how it thinks about beliefs and possibilities, the organization invests heavily in achievement, however they referenced that the organization neglected to see when they function commendably. It was seen that the employees are not willing to labor for a long time from now and a large portion of them are not willing to invest energy with the present organization. Hence, from the results gathered it can be seen that there is no significant relationship between the two variables: POS and employee retention as there are many other factors that affect the employee retention and help employees to plan for long-term.

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