

Impact of Demographics on Organizational Support and Employees Motivation

Ahmed Qammar*

Muhammad Zeb Khan,** Muhammad Siddique,**

Abstract

Social Exchange theorists have argued that human beings exchange monetary and non monetary things to each other. When somebody makes a favor to another, this puts a social obligation on him to reciprocate. The norms of reciprocity is practiced not only in the day to day affairs of the life, rather this is well applicable to the organizations as well. Eisenberger applied the concept of social exchange in the business organization and discussed that employees exchange their loyalty and commitment in return of the organizational support. This perception of the organizational support leads employees to behave in more motivated way and give enhanced productivity.

Differed antecedents of Perceived organizational Support have been discussed in literature including supervisor's support, working environment, procedural justice and support in personal issues. However, there are other factors that moderate the relationship between perceived organizational support and employees' motivation. The current study examines the moderating role of educational qualification, age, gender and designation in relationship of perceived organizational support and employees' motivation. Cross tab and chi square analysis is used find the relationship. The study is conducted in Lahore Cluster of textile manufacturing sector in Pakistan. The sample is taken using the All Pakistan Textile Mills Association, Pakistan (APTMA) list of textile companies in Lahore Cluster.

Introduction

Through work people can acquire economic gains, status, personal relationship and social benefits¹. However, in order to procure these

* Ahmed Qammar, Lecturer COMSATS Institute of Information Technology Lahore Pakistan. Email:ahmadqm@yahoo.com

Muhammad Zeb Khan, Assistant Professor COMSATS Institute of Information Technology Attock, Pakistan. Email: m.zeb@comsats.edu.pk

*** Muhammad Siddique, Lecturer Dept. of Management Sciences FAST National University Peshawar Pakistan. Email: lecturer80@gmail.com

benefits the workers must involve them in an exchange process and spend their efforts and time to promote their organizations and employers. Based on this reasoning, Cropanzano, Howes, Grandey and Toth² have argued that holding a job is analogous to making an investment. Workers provide their talents and energies in the hope of earning something in return. However, these rewards are not limited to economic rewards only (pay and monetary benefits) rather they encompass a wide array of social benefits as well. Rewards include both tangible and intangible rewards at the same time. The positive or negative perception of employees about the organizational support will have its impact on their individual motivation and organizational performance.

Employees are engaged in a social exchange with their employers where they put high degree of effort in organization while expecting high rewards as a part of this social exchange process. Social exchange interpretations of employer-employee relationships maintain that workers trade effort and loyalty to their organization for such tangible incentives as pay and fringe benefits and such socio-emotional benefits as esteem, approval, and caring^{3,4,5}.

The concept of organizational commitment and motivation has attracted significant interest as an attempt to understand the intensity and stability of employee dedication to work organizations. Perceived Organization Support (POS) is one of the important areas that influence workers' motivation as well as commitment to the organization. Perceived organizational support is employees' perception that how much his organization supports him in various tasks, routine working, difficult situations in his office and personal life, and how much it cares about his wellbeing.

This paper is part of the findings derived from a study conducted to determine relationship of POS with Employees Motivation. In this study, relationships of various demographic variables like age, gender, qualification and designation with employee's motivation is also sought out. This current paper only focuses on the relationship of these variables with employee's motivation.

Literature survey

Discussing the consequences of the POS, Armeli et al supposed that it is positively related to affective commitment because it fulfills the socio-emotional needs of employees including respect, caring and approval and thus it leads to stronger affiliation and belonging to the organization⁶. Other researchers have also found that POS leads to higher level of motivation and commitment towards the organization^{7, 8}.

POS influence employees' general affective reactions to their job, including job satisfaction and positive mood. POS contributes to overall job satisfaction by meeting socioemotional needs, increasing performance-reward expectancies, and signaling the availability of aid when needed⁹.

POS influence work related behaviours and job involvement⁷. Job involvement refers to identification with and interest in the specific work one perform.

Conceptual Framework

The framework used for this study is based on earlier literature which suggests, that based on social exchange and norms of reciprocity, employees assess various organizational initiatives that contribute to

their well being. The perception about the value of these initiatives might vary from person to person and it is largely influenced by different organizational and cultural settings. However at the same time different variables of the employees' motivation are influenced by the various demographic factors. For example, an employee who is very young may be less satisfied and motivated with organizational initiatives as he is at the start of his career and he has a lot of aspirations and expectations with the organization. On the other hand a person who has been working in the similar industry since last 20 years may have witnessed that since last 10 years, the organizational support has been considerably increased and thereby increasing his motivation as well.

Based on the above reasoning, the following hypotheses have been derived:

Hypothesis 1: People having less working experience will have low motivation towards the work.

Hypothesis 2: The motivation level at different age groups will be different

As senior managers enjoy a lot of perks and other facilities, normally the organizational support perception is higher among senior managers and resultantly would create high level of motivation among them as well.

Hypothesis 3: Senior Managers will be more motivated as compared to the entry level managers.

Hypothesis 4: Males are more motivated as compared to the females as they are more careers oriented.

Research Design

For the purpose of this research, survey research design was used to test the relationship of perceived organizational support with employees'

motivation and relationship of demographic variables with the employees' motivation. Primary data were collected from respondents through survey. The managerial cadre employees working in Lahore cluster of the textile companies are part of the population. APTMA list of the companies having their offices/ production units in Lahore was used as population frame.

Different companies were contacted and those who showed their consent to cooperate in this research were included in the sample. At the first stage, 10 companies out of the list of 105 companies were selected based on convenience. The sample size for this study is 200 managerial cadre employees. A disproportionate sample of 20 employees each organization was drawn so that the total sample reaches to 200. Out of these questionnaires 102 were returned and the data analysis is based on 102 responses.

Instrument for Data Collection

For the purpose of this study, the basic idea was borrowed from the Eisenberger 36 point questionnaire. However, as mentioned earlier in the introduction and theoretical framework section, that antecedent of POS varies in western and Pakistani organizations settings.

Data Analysis and Interpretation

Qualification and Employees Motivation

Table: 1. Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.197(a)	6	.303
Likelihood Ratio	7.507	6	.276

N of Valid Cases	102		
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a 3 cells (25.0%) have expected count less than 5. The minimum expected count is 1.66.

Table 2

Employees Motivation * Qualification Crosstabulation

			Qualification				Total
			MBA	Textile Engineer	Undergraduate	Others	
Employees Motivation	High	Count	7	1	4	1	13
		% within Qualification	13.7%	7.7%	18.2%	6.3%	12.7%
	Low	Count	16	4	12	8	40
		% within Qualification	31.4%	30.8%	54.5%	50.0%	39.2%
	Medium	Count	28	8	6	7	49
		% within Qualification	54.9%	61.5%	27.3%	43.8%	48.0%
Total	Count	51	13	22	16	102	
	% within Qualification	100.0%	100.0%	100.0%	100.0%	100.0%	

Majority of respondents who are occupying managerial positions, are MBAs. However, for the purpose this analysis, similar master degrees in business or commerce like M.Com, MPA are taken under the head of MBA. Similarly, textile engineers include both B.Sc Textile Engineering and Associate Textile Engineers. Normally employees with undergraduate degrees reach on managerial positions with relatively more work experience as compared to MBAs or Textile Engineers. “Other qualifications” mentioned in table 6.3 includes other masters, professional degrees in accountancy, MCS, etc. As most of the non-technical functions like marketing, finance, human resource management, supply chain management and export documentations are looked after by MBAs, so the higher number of responses from MBAs seems logical.

The above value of the chi square is insignificant, so we can not conclude the hypothesis. The results show that professional qualifications themselves are not correlated with employees' motivation.

However, if we look at the table 2, 54% of the employees with undergraduate degrees are low motivated. The reason for low motivation of undergraduate employees could be their slow growth because of the degree barrier and less perks and incentives as compared the professional degree holders.

Designation and Employees Motivation

Table. 3

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.333 ^a	6	.004
Likelihood Ratio	20.137	6	.003
N of Valid Cases	102		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is .13.

Table. 4

Employees Motivation * Designation Crosstabulation

			Designation				Total
			Senior Manager	Middle Manager	Entry Level Manager	Not Mentioned	
Employees Motivation	High	Count	5	5	3	0	13
		% within Designation	29.4%	19.2%	5.2%	.0%	12.7%
	Low	Count	4	4	32	0	40
		% within Designation	23.5%	15.4%	55.2%	.0%	39.2%
	Medium	Count	8	17	23	1	49
		% within Designation	47.1%	65.4%	39.7%	100.0%	48.0%
Total	Count	17	26	58	1	102	
	% within Designation	100.0%	100.0%	100.0%	100.0%	100.0%	

Hierarchical structure in most of the organizations is like a pyramid in which there is higher number of entry-level managers as compared to middle and senior managers.

As you go up in the hierarchy, there is less number of managers, and ultimately at the top there is one chief executive or a managing director. So 56.9% of responses from the entry-level managers, 25.5% from middle level managers and 16.7% from senior managers seem logical, keeping in view the normal organizational structure.

The results prove that the value of the Pearson Chi Square is significant. So we conclude the alternative hypothesis. Table 4 shows that senior managers are more motivated as compared to entry level managers because they enjoy more facilities, less repetitive work and more empowerment.

Age and Employees Motivation

Table 5

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.924 ^a	6	.001
Likelihood Ratio	25.208	6	.000
N of Valid Cases	102		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .38.

Table 6

Employees Motivation * Age Crosstabulation

		Age				Total
		20-30	30-40	40-50	51-above	
Employees High Motivation	Count	1	9	3	0	13
	% within Ag	1.9%	23.7%	42.9%	.0%	12.7%
Low	Count	30	7	2	1	40
	% within Ag	55.6%	18.4%	28.6%	33.3%	39.2%
Medium	Count	23	22	2	2	49
	% within Ag	42.6%	57.9%	28.6%	66.7%	48.0%
Total	Count	54	38	7	3	102
	% within Ag	100.0%	100.0%	100.0%	100.0%	100.0%

The result of the Pearson Chi Square is significant and shows a relationship between age and employees motivation. Looking at the table 6, it is evident that people in 40-50 are more motivated as compare to the age group 20-30.

As this study is conducted on managerial cadre employees, so it may make sense, as people in their middle ages normally reach at top positions in the organization and they are the driving force for it and thus more motivated.

Gender and Employees Motivation

Table 7

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.396 ^a	2	.498
Likelihood Ratio	1.384	2	.501
N of Valid Cases	102		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 1.66.

Table 8

Employees Motivation * Gender Crosstabulation

			Gender		Total
			Male	Female	
Employees Motivation	High	Count	12	1	13
		% within Gender	13.5%	7.7%	12.7%
	Low	Count	33	7	40
		% within Gender	37.1%	53.8%	39.2%
	Medium	Count	44	5	49
		% within Gender	49.4%	38.5%	48.0%
Total	Count	89	13	102	
	% within Gender	100.0%	100.0%	100.0%	

The results of the study indicate that there is no correlation between gender and employees motivation. Although total numbers of the females in the sample are 13 only, that may not be fully representative sample of the females, still based on the data available it is proved that there is no relationship. The value of chi square is insignificant.

To conclude this article , we recap our findings that Gender and professional qualifications don't have a correlation with employees' motivation resulting from perception of organizational support, whereas

the age and designation have been found correlated with the employees motivation.

End Notes:

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