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## Impact of organizational support in achieving organizational goals: A conceptual approach

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### Abstract

Globally organizations are created to achieve predetermine objectives and in order to achieve these objectives there is a need to assemble human and material resources. However, human resources stand as the most significant because they are the ones that utilize the material resources to achieve the predetermined goals and objectives hence there is strong need for organizational support to human resources who are also called employees for higher performance towards the achieving of stated objective because achieving organizational goals was heavily depend on the performance of employees of the organization and effort of the organization toward effective human resources management. Organizational support is the degree to which employees believe that their organization values their contribution and cares about their well-being and fulfils socio emotional needs. Organizational support serves as the catalyst to the improvement of employees' performance which in turn leads to the general productivity on the organizational performance and subsequent goals achievement of the organization. Organizational support includes many variables but this study picked two among the variables and these are organizational reward and training and development because they are important ingredients for improving employees' performance in any organization. Organizational reward motivates and increase employee confidence of their organization also training and development is indeed essential for the enhancement of skills for better job performance, increase employee knowledge and enhancing the quality of delivery. The data for the study was sourced through the use of textbook, journal and other related article; the study utilized only secondary data. The findings revealed there is strong relationship between organizational support and achieving organizational goals.

**Keywords:** Organizational support, organizational goals.

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### 1. Introduction

Globally organizations are created to achieve predetermine goals and objectives and in order to achieve these goals and objectives there is a need to assemble human and material resources. However, human resources stand out the most significant because it is human resources that discharge organizational responsibilities, functions and duties which

will lead to organizational goal achievement; hence the human resources need support to perform optimally (Mohamed and Ali, 2015). Therefore, organization has to support its employees or human resources to higher performance towards achieving predetermined goals and objective efficiently and effectively. Hence there is need of organizational support in every organization. Organizational support is the degree to



which employees believe that their organization values their contributions and cares about their well-being and fulfills socio emotional needs (Sabri 2014).

According to Arshadi, (2011). Organizational Support could be in form of training and development, organizational justice, career development, organizational reward, decision making involvement, supervisory support, decision making involvement, conducive working environment, advance modern equipment, as well as staff quality can lead to excellent work performance. However, this research focuses on only two variables which are organizational reward and training and development. Employee satisfaction will play a considerable role in enhancing and improving the operational performance of organization and quality of goods and services and also goals achievement. If an employee is satisfied with the work, he/she performs, it will be more likely for her/him to continue her/his career within her/his current organization (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhodas, 2002).

There is no doubt that organizational support on its employees is critical in attaining organizational goals. In this context, several researchers argued that there is a positive relationship between organization support and job performance of employees that in turn lead to achieving organizational goal. Employees who perceive their organization to be supportive of them will experience job satisfaction. Employees who perceive a high level of organizational support are more likely to feel an obligation to repay the organization (Eisenberger, et al 2002). Human resources are crucial resources in attaining organizational goals and objective therefore there is need for organizational support to these resources

for effective performance (Mohamed et al, 2015). If employees are valued and rewarded in the organization, they will be more relaxed and satisfied and will consider themselves emotionally committed towards their organization and will lead to higher performance. While organizational appreciation may be viewed through various organization measures, the current study specifically focuses on organizational support and achieving organizational goals (Eisenberger, et al. 2002).

Achieving organizational goals comes through employee's performance and employee's performance depends on various factors but one of the most important factors is organizational support (Mohamed et al. 2015), which enhances the performance of employees. Employees who received support from their organization tend to perform better because they will feel motivated, and will commit themselves more to the organization and improve their competencies etc Furthermore, support also has impact on the return on investment since the organizational performance depends on employee performance because human resource capital of organization plays an important role in the growth and development of such organization. Thus, to improve the organizational performance and the employee performance there is a need of organizational support that could be in form of training, since training will be given to the employee of the organization, whereas, employees' development can be defined as a process where the employees with the support of the employer undergo various training programs to enhance their skills and acquire updated knowledge and learning (Noe, 2008). Consequently, employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge

of the employee, thus competency is enriched by training and development.

### **Problem Statement**

Globally organizations are created to achieve predetermine objectives and in order to achieve these objectives there is a need to assemble human and material resources. However, human resources stand out the most significant. This is because they are the ones that utilize the material resources to achieve those predetermined goals and objectives (Saddewisasi, 2016).

Like any other organizations, the universities faced with the problems of encouraging employees to work productively and qualitatively towards the achievements of their set objectives, However, Hameed and Waheed (2011) asserted that firm's crucial component is its employee and their success and failure depends on performance of employee.

Past studies have revealed that employee performance may be affected by factors such as training and development Alice, (2014) organizational reward Costa & Costa, (2014). However, to the knowledge of the researcher, none of the studies reviewed have empirically examined the combined effect of these factors, under the current context, impact of organizational support on achieving organizational justice.

It is within this context of literature that the present study was initiated and created a knowledge gap. It is on the basis of this gap and suggestions by studies that the current study is inclined to examine the combined impact of training and development and organizational reward on achieving organizational goals.

## **2. Literature Review**

### **2.1 Organizational goals**

Organizational goals are strategic objectives that organization management establishes to outline expected outcomes and guide employees' efforts Arshadi (2011). Goals need to be specific, measurable, achievable and timely. By setting clear, realistic goals, organizations have a clearer path to achieve success and realize its vision. Goal setting, and attaining them, can also help an organization achieve increased efficiency, productivity and profitability.

Goals help define organization purpose, assist its business growth and achieve its financial objectives. Setting specific organizational goals can also help a company measure their organization's progress and determine the tasks that must be improved to meet those business goals. (Arshadi, 2011).

Organizations should clearly communicate organizational goals to engage employees in their work and achieve the organization's desired ends. Having a clear idea of organizational goals helps employees determine their course of action to help the business achieve those goals. Employees should also be equipped with the proper tools and resources needed as they do their work to help meet the overall organizational goals.

### **2.2 Perceived Organizational Support (POS)**

Sabri (2014) defines perceived organizational support (POS) as employee expectations and perceptions of the organization for their well-being. Perceived organizational support (POS) deals with how employees perceive their organization. The concept of POS refers to employees' contributions and concerns about their lives. Arshadi (2011) argues that POS is how organizations value



employees' contributions and care about them. POS is also an employee's belief about the level of organizational commitment to their employees. Employees with POS trust levels that organizations consider their lives appreciate contributions and will help them no matter what their problems are. On the other hand, employees with low POS levels indicate that the organization is not paying attention to the employee's interests and may take advantage of them (Mohamed et al, 2015). Organizational support which may include supervisory support, procedural justice, decision making involvement, career development, organizational reward, conducive working environment, advance modern equipment, as well as staff quality can lead to excellent work performance. However, this research focuses on only two variables which are organizational reward and decision-making involvement.

Furthermore, POS refers to the degree to which employees perceive their employer to be concerned with their well-being and to value their contributions to the organization. (Eisenberger, Huntington, & Hutchison, 1986; Wickramasinghe & Wickramasinghe, 2017). According to Levinson (1965), employees tend to personify the organization for which they work. Based on the actions of executives and managers, employees tend to lend intentions to the organization as a system. POS thus corresponds to the degree to which employees feel that the organization that employs them is willing to equitably compensate them for their efforts, help them in case of need (e.g. illness, work-related problems), make their work interesting and stimulating, and provide them with adequate working conditions (Eisenberger et al., 2002).

In brief, employees form a general idea concerning the support provided by the organization. Employees may interpret the support provided by their employer as a

demonstration of commitment towards them. (Eisenberger et al, 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995), which in turn tend to enhance their commitment to the organization.

### **2.2.1 Organizational Rewards**

Organizational support theory holds that favourable rewards indicate the organization values the employee's contribution to the organization, which constitutes a major dimension of Perceive organizational support (Eisenberger et al., 1986). Specifically, it is argued that such organizational rewards represent investment by the organization in the employee and are interpreted by the employee as indication of organizational appreciation and recognition, and thus, contribute to the development of Perceive organizational support.

All successful organizations appreciate their employees for the services they offer and reward them appropriately. Rewards, policies, and practices are related to the payment of salaries and benefits and appreciating the staff (Ansari, Bagheri Golchahi & Salehi, 2010). In other words, the reward strategy is to ensure that employees' behaviours and performance in achieving the goals of the organization will be appreciated by the management (Armstrong, 2002). Based on the theory of perceived organizational support, employees develop their general trust to the extent that they feel that the organization is ready to reward their efforts, to satisfy their social and emotional needs, and care for their participation and the welfare. The perceived organizational support is also associated with the assurance that the organizations will help employees when they are facing stressful situations or encounter problems in their jobs (Eisenberger et al., 2002). Thus, based on

the foregoing literature, this study postulates that:

**H<sub>1</sub>:** *There is significant and positive relationship between organizational reward and employee performance*

### **2.2.2 Training and Development**

Staff training and development, according to Cumming (1980), means the provision of facilities and opportunities for people to acquire the skills and knowledge needed to perform the jobs for which they are employed, and to develop their own personal potentials to meet the present and future needs of organizations. Training and development is a techniques use to transfer to the employee's relevant skills, knowledge and competence to improve employee's performance on current jobs and future assignment (Katou & Budhwar, 2006). The main idea that each one of them highlighted in their studies is the workforce capability enhancement.

#### **Importance of Training and Development**

Employees' training and development is a tactical determination to aid learning of the job-related knowledge, skills, ability and behavior that are crucial for efficient performance capable of enhancing organizational effectiveness (Noe, 2008). Effective training and development programs aimed at improving the employees' performance. Training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. Training refers to bridging the gap between the current performance and the standard desired performance. Training is requisite to enhancing workers capability, reasoning faculty and competence which will improve organizational performance (Bowen & Ostroff, 2004) and as well help in gaining

competitive edge. Training and development increases employees' efficiencies, novelty, invention, capacity to accept new technologies and techniques (McNamara, 2008). It is important to note that organizations must be able to identify the needs for training and development and select techniques suitable for these needs, plan how to implement them and thereafter evaluate outcome (McCourt & Derek, 2003). In line with this, it is clear that training programs not only develops employees but also help an organization to make best use of their human resources in favour of gaining competitive advantage. Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David,2006). Moreover, it also enables employees to deal with the customer in an effective manner and respond to their complaints in timely manner. Elnaga & Imran (2013) They suggest that training may also be an efficient tool for improving one's job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Elnaga and Imran (2013), trained employees are more able to satisfy the customers and (Tsai et al., 2007), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance. Based on the foregoing literature, this study postulates that:

**H<sub>1</sub>:** *There is significant and positive relationship between organization training and development employee performance*

### **3. Conclusion**

Perhaps it might be difficult to ascertain the actual effect of the construct toward yielding organizational performance. But



strong indicators had shown that the variables of this study could have positive influence on achieving organizational goals. The study justified the major advantages of the organizational rewards has positive influence in achieving performance in the organization. In similar vein, training and development can also affect the level of motivational factors and it also serve as catalyst that played a vital

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