

The Role of Perceived Organizational Support in Organizational Commitment with the Mediation Role of Mental health

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Extended Abstract

According to social exchange theory, when people benefit from the other's activities and actions, they committed themselves to compensate and show the interaction. According to the reciprocal give and take norm in social exchanges, when employees perceive a high level of organizational support, were more likely to compensate the organizational support with positive attitudes and favorite work behaviors (Doaei and Borjalipour, 2010). Research results have shown that the most important consequence of organizational support is an increase of employee commitment; and at the same regard, Riegel (2009) also suggests that organizations are investing considerable resources in the area of perceived organizational support. Organizational commitment is considered as emotional and psychological dependence to the organization (Mousavi, 2013). In general, organizational commitment has led to the desired results, such as higher performance, lower turnover and absenteeism. On the other hand, mental health of staff is a decisive factor in increasing the productivity of workforce and provides better and more effective service by any organization. High mental health in people increases their life expectancy and to perform the functions delegated, it creates a positive incentive in them. Municipalities are considered as the most important and prolific public organizations which formed with the main objective of providing urban facilities and welfare of citizens. Municipal employees who are main organizational capital and have direct communication with clients and citizens have a vital role in determining the quality of organization's performance. Loyalty and

organizational commitment, perceived organizational support and mental health are among the components that play a role in organizational performance evaluation. So, this research aimed to answer this question “Does mental health have the mediator role in relationship between perceived organizational support and employees’ organizational commitment?”

Case Study

The statistical population of this research included employees of Zahedan municipality, three regions and affiliated organizations. The sample size was estimated 324 people and cluster - stratified sampling method was used.

Materials and Methods

In terms of purpose, this is an “applied” research and due to the nature and the method of the research, is “descriptive - correlation survey”. Data collection tool was perceived organizational support questionnaire derived from the research of Alan et al. (2008) - Consists of three components: job characteristics, job stresses and organizational activities - and organizational commitment standard questionnaire of Allen & Meyer (1991) - Consists of three dimensions: affective commitment, normative commitment and continuance commitment. Mental health was measured using GM-HRM 34000 Standard (Gholipour & Esmaeily, 2014). Cronbach's alpha was used to determine the reliability that the coefficient for perceived organizational support questionnaire was 0.9, for mental health questionnaire was 0.94 and for organizational commitment questionnaire was 0.93. Also, Content validity was used to determine the validity. Structural equation modeling using SmartPLS 3 software was used to analyze data and confirm or reject hypotheses.

Discussion and Results

The main Hypothesis

-Perceived organizational support has the role in organizational commitment through mental health among employees of Zahedan municipality.

Sub-hypotheses

-Perceived organizational support has the role in organizational commitment among employees of Zahedan municipality.

-Perceived organizational support has the role in mental health among employees of Zahedan municipality.

-Mental health has the role in organizational commitment among employees of Zahedan municipality.

- Mental health has the role in affective commitment among employees of Zahedan municipality.
- Mental health has the role in normative commitment among employees of Zahedan municipality.
- Mental health has the role in continuance commitment among employees of Zahedan municipality.

Table, The Results of the Structural Equation Modelling Implementation of Research Hypotheses

Relationship between variables of Research (Hypotheses)	t	Direct effect (R)	Indirect effect	Total effect	Result
Perceived organizational support → Organizational commitment	.851	.047	-	-	Rejected
Perceived organizational support → Mental health	9.164	.555	-	.555	Confirmed
Mental health → Organizational commitment	25.199	.864	-	.864	Confirmed
Perceived organizational support → Mental health → Organizational commitment			.555 * .864 = .479	.479	Confirmed
Mental health → Affective Commitment	10.110	.606	-	.606	Confirmed
Mental health → Normative Commitment	4.531	.355	-	.355	Confirmed
Mental health → Continuances Commitment	4.634	.332	-	.332	Confirmed

According to Table and Rejection of the direct role of perceived organizational support in Organizational commitment ($t = 0.851 < 1.96$) and the acceptance of its indirect role in organizational commitment, so the mediator role of mental health variable is approved. In addition, perceived organizational support is the most important role in affective commitment; normative commitment and continuance commitment are located respectively in the next rank.

Conclusion

The test results of the research hypotheses suggest that perceived organizational support has no direct role in organizational commitment, but the mediator role of mental health variable was approved. It means that perceived organizational support plays an important role through the mental health in organizational commitment of Municipal employees in Zahedan. This result was achieved in the other research hypotheses test that perceived organizational support in every aspect of organizational commitment has a direct role such as affective commitment, normative commitment and continuance commitment. At the completion of this conclusion, it was found that perceived organizational support has the most important role in affective commitment and then, normative commitment and continuance commitment are located respectively in the next rank. In general, this conclusion can be stated that the main hypothesis and all sub-hypotheses were approved except the first sub hypothesis.

Organizations in order to create an understanding in the staff who support them, can provide career advancement and promotion opportunities for them, assign organizational rewards fair to them and guarantee their job security. In addition, it is proposed that employees' mental health promote by organizing special training courses and familiarizing them with more and better ways of managing stress. Organizations can also identify the type of employee commitment to the organization with separation of organizational commitment to its three aspects and apply the necessary solutions to strengthen them.

Keywords: Mental health, Organizational commitment, Perceived organizational support

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