Chapter 22

The Effects of Organizational Support Perception Among Tourism Employees on Job Satisfaction: The Role of Job Crafting and Work Engagement

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ABSTRACT

The aim of this study was to evaluate the effects of perceived organizational support on job satisfaction, as well as on job crafting and work engagement, which were thought to play a part in this interaction. The study sample consisted of back office workers in five-star hotels in the Kemer district of Antalya, Turkey. Study data were collected with the questionnaire technique. Analyses were performed on the data obtained from 270 employees. The structural validity of the measurement tools was tested with confirmatory factor analysis. The reliability of the scales was evaluated by calculating the internal consistency coefficients, and the scales were found reliable. Descriptive statistics and correlation and bootstrap regression analyses were used in the analysis of the study data. Analyses were performed with the softwares SPSS 22 and AMOS 21. Evaluation of the results showed significant relationships between all variables at moderate level. According to the mediation tests, perceived organizational support developed an effect on job satisfaction through job crafting and engagement.
INTRODUCTION

Recent years saw frequent discussions in the field on actions towards increasing effectiveness and efficiency in organizations. Researchers focus their attention on the theme of organizational support, which is considered a positive influence on receiving desired behavior from employees and improving both individual and organizational performance.

As an attempt to explain the relations between the organization and employees, the concept of organizational support is based on the Social Exchange Theory. Emotional relationships between employees and the organization are positively influenced by the Perceived Organizational Support (POS) and thus the phenomenon of social exchange continues (Eisenberger et al., 1986). In this context, it is considered that POS contributes to the emotional bonding of employees, as it answers employee expectations that the organization values them, will not leave them alone in their bad days, and will always have their back. Employees give back in return even a greater support (Turunç and Çelik, 2010: 184). As a matter of fact, research shows that POS is associated with many work/employee outputs such as organizational commitment, job satisfaction (JS), organizational citizenship behavior, and intention to quit (Rhoades and Eisenberger, 2002; Wayne et al., 1997; Moorman et al., 1998; Settoon et al., 1996). In this context, POS can be seen as a variable which provides positive results related to business and organization (Turgut, 2014: 30).

There is a plethora of literature indicating how a high level of POS plays a role in achieving positive business results and its relation to work engagement (WE), job crafting (JC), and JS, which are among the variables of this study. However, the fact that there are no studies yet engaging all these four variables to investigate the role of JC and WE on work satisfaction is an important reason for contributing this study to the related literature.

In this study, hypotheses based on the organizational support, JC, WE, and JS, which were perceived in the context of theoretical and conceptual relations, were tested and their relationship and effect were investigated.

BACKGROUND

Perceived Organizational Support

Organizations believe that employees are ready to meet some of their psycho-social needs, such as rewards, acceptance, commitment, or respect in exchange for their efforts. Organizational support is the organizations’ readiness to act on this idea, to show appreciation for employee contributions, and to care for employee satisfaction. Organizational support is defined as employees having the feeling that they have the support and attention of their organizations and that this feeling is perceived as a motivating element (Eisenberger, 1986).

Organizational Support Theory is the modern exchange theory which suggests that employees exhibit positive attitudes and behaviors in exchange for resources such as education, financial support, or socio-emotional support offered by their employers (Michael et al., 2005: 173). According to this theory, there is a continuous interaction between the employees and the organization based on the expectations and needs of both sides and organizational support has two fundamental aspects. The first one is the sense of recognition by the employees as a result of organization emphasizing their efforts and contributions;