The Effect of Perception of Organizational Support, Job Characteristics, Organizational Justice on Employee Engagement and Performance
(A Case Study on Employees of 4-Star Hotel in Nagpur)

Prof. Megha P. Nanhe

Assistant Professor

Dr. Ambedkar Institute of Management Studies and Research, Nagpur, India

megha_nanhe@rediffmail.com

Abstract: *According to this study, employee engagement is antecedent to work qualities, career development perceptions, and organisational support perceptions, all of which are related to employee performance. This study employed a quantitative technique as its methodology. The research population for this study consisted of staff members of four-star hotels located in NAGPUR. Purposive sampling is the method of sampling that was employed in this study. The process of choosing respondents for purposeful sampling involves considering their attributes and choosing individuals who possess the most knowledge about the subject under investigation. In order to quantify the link between the constructs and test the conceptual model, the Structural Equation Model (SEM) was created for this study. This study did not find a strong enough correlation between perceived organisational support and employee involvement, indicating that the link between perceived organisational support and employee engagement was favourable but not statistically significant. This study found solid evidence supporting the association between work features and employee involvement, indicating a positive and significant influence between the two variables. This study indicates that there is a positive and significant connection between organisational justice and employee engagement. The association between organisational justice and employee involvement has reasonably high support. The results of this study provide strong evidence for the positive and significant association that exists between employee engagement and performance.*

Keywords: Employee Performance, Job Characteristics, Organizational Fairness, Employee Involvement & Organizational Support

I. INTRODUCTION

According to Eisenberger et al. (1986), organisational support is the degree to which workers feel that their contributions are valued and that the organisation is concerned about their welfare. Based on the organization's willingness to acknowledge workers' efforts and meet their socioemotional needs, this perception is created (Farh et al., 2007). Employees at companies that actively support one another have a high level of desire to care about the success of the company (Kurtessis et al., 2017). High levels of affective commitment (Rhoades and Eisenberger, 2002), better relational links between employees and the company (Kurtessis et al., 2017), and employee engagement (Saks, 2006) are further indications of the good impact of organisational support. It has been said that the working relationship between the organisation and its personnel is one of exchange (Rousseau, 1995). The link between individuals and organisations is one of the supposedly better interactions that all employees have at work, despite the fact that there are numerous potential exchange relationships within organisations (Masterson et al., 2000). Possessing the ideal personality is frequently insufficient because motivating job features are just one of many factors that affect employee well-being and need to be scientifically demonstrated (Saks, 2006). Specifically, task importance more accurately

captures the variety of job characteristics models used in the hospitality sector (Ferreira et al., 2017). In a UK sample of seasonal hotel workers, Lee-Ross (1998) found a strong correlation between task significance and the three affective outcomes of growth satisfaction, overall satisfaction, and internal work motivation. Regretfully, the hospitality business has not been the subject of much research on work characteristics (Ozturk et al., 2014). Furthermore, many workers execute their professions with a low level of significance and lesser perceptions of influencing the lives of others because success in the hospitality industry is frequently viewed as routine with low status and terrible working conditions (Kusluvan, 2003a). (Ferreira et al., 2017). Deeper research on the topic of workplace justice has drawn the attention of researchers. Employee performance, organisational commitment, organisational trust, job satisfaction, organisational trust, and Crow et al. (2012), among other aspects of organisational behaviour, have all been found to be positively impacted by an increase in employees' sense of fairness, according to a number of studies (McCain et al., 2010; Wang et al., 2010; Suliman and Kathairi, 2013). Consequently, it is crucial to comprehend how individuals judge the fairness of their organisations and react to perceptions of unfairness or fairness. This is especially true when trying to comprehend organisational behaviour (Maleki and Taheri, 2012). The degree of dedication and connection that employees have with the company and its principles is known as employee engagement. When a worker is engaged, they become aware of their role in achieving organisational objectives and inspire their peers to work towards the same goals. An employee's positive emotional connection to their work is defined as their favourable attitude towards the workplace and its values. Engaged workers go above and beyond the line of duty to fulfil their superior roles. Customer focus and organisational support are two further psychological and social interaction characteristics of job design that have an impact on employee engagement. Employee performance essentially refers to the

accomplishments and outcomes made at work. Performance is the ability to follow instructions while aiming for outcomes. Performance management centres around performance evaluation (Cardy, 2004), but organisational policies, practices, and organisational design elements all have a significant impact on an individual's or an organization's performance. This integrated viewpoint is an example of a configuration approach to strategic HRM, which contends that organisational objectives can only be met by a pattern of HR operations rather than a single activity (Delery and Doty, 1996). One factor that contributes to excellent employee performance levels is employee engagement (Macey et al., 2009; Mone and London, 2010). Numerous investigations have been carried out to examine the factors that precede employee engagement as well as the noteworthy correlation between employee engagement and results (Saks, 2006; Cole et al., 2012).

Nonetheless, there are still surprisingly few research on the causes of employee engagement, particularly in developing nations. This study's investigation and empirical examination of the relationship between the antecedent of employee engagement and the concept of employee performance is encouraged by the existence of this research gap. According to this study, employee engagement is preceded by perceptions of job qualities, career growth, and organisational support, and these perceptions are correlated with employee performance.

1.1 STUDY OBJECTIVES

The purpose of this study is to ascertain whether perceptions of career development and job characteristics influence employee involvement in an organisation; to test empirically whether employee involvement in achieving job goals is impacted by organisational justice; and to observe the impact of employee involvement in an organisation on employee performance.

II. LITERATURE REVIEW

Sarmiento et al. (2007) posit that employee performance is influenced by two primary factors: their abilities and skills, and their motivation to utilize them effectively. Additionally, researchers suggest that employees contribute to business performance by generating and implementing innovative ideas, enhancing products, services, and processes. Past studies indicate that employee innovation is fostered through workplace interactions. Moreover, spirituality, the pursuit of meaningful work, and job satisfaction are deemed crucial for organizational vitality and societal progress. Some studies highlight a positive correlation between individual spirituality and job satisfaction, suggesting that organizations promoting spirituality witness improved productivity, job satisfaction, and resilience to stress among employees.

Engagement, as defined by Schaufeli et al. (2002), is characterized by enthusiasm, dedication, and absorption in work-related activities. Engaged employees demonstrate physical energy, emotional strength, and a commitment to their tasks. Furthermore, they derive fulfillment and enjoyment from their work, displaying high levels of concentration and immersion.

Perception of organizational support (POS) refers to employees' perceptions of their value and well-being within the organization. Eisenberger and colleagues (1986) conceptualized POS based on social exchange theory, which posits that employees are motivated to contribute to the organization in exchange for various rewards. While some studies support a positive relationship between POS and performance, others emphasize the significance of leader-member exchange (LMX). Job characteristics encompass the nature of tasks associated with a job, including autonomy, task variety, task significance, task identity, and feedback. Autonomy reflects the degree of freedom and discretion in decision-making, task scheduling, and work methods. Task variety refers to the diversity of tasks within a job, while task significance pertains to the impact of the job on others' lives. Task identity relates to the extent to which a job involves a complete set of tasks with identifiable results, which can enhance job satisfaction and organizational citizenship behaviors.

Fairness, integral to organizational justice, influences various organizational outcomes. Organizational justice, coined by French (1964), encompasses fair treatment of employees based on perceptions of fairness regarding outcomes, procedures, interpersonal interactions, and information dissemination. Research indicates that justice dimensions—distributive, procedural, interpersonal, and informational—are distinct constructs with significant implications for employee attitudes, behaviors, and organizational success.

III. METHODS

The study adopts a quantitative research approach to establish causality between independent and dependent variables (Field, 2013). Utilizing correlational research, the study investigates the relationship between variables without researcher intervention (Ingham-Broomfield, 2014). Quantitative methods facilitate analytical examination (McCusker and Gunaydin, 2015), enabling the identification of patterns in the relationship between perceived organizational support, job characteristics, organizational fairness, employee engagement, and performance. The research population comprises 338 employees from 4-star hotels in NAGPUR, including Aston Hotel, Horison Ultima Hotel, and Novotel Hotel, with 200 employees selected as research samples through purposive sampling, chosen based on their characteristics and expertise on the study topic (Elo et al., 2014).

Data analysis entails assessing data accuracy, outliers, normality, missing values, and multicollinearity. Confirmatory factor analysis (CFA) is conducted to assess scale psychometric properties, ensuring convergent and discriminant validity using AMOS 22. Reliability is tested using Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) for constructs, with values above 0.6 for Cronbach's alpha and CR, and above 0.50 for AVE, meeting convergent validity criteria (Hair et al., 2009). Discriminant validity is confirmed by comparing the square root of AVE with inter-construct correlations.

Structural Equation Modeling (SEM) is employed to test the conceptual model and assess relationships between constructs. Model fit is evaluated using goodness of fit index (GFI), root mean square error of approximation (RMSEA), comparative fit index (CFI), and normed fit index (NFI). Acceptable thresholds suggested by Hair et al. (2009) include GFI and NFI > 0.9, CFI < 0.95, and RMSEA < 0.08.

IV. RESULTS AND DISCUSSION

The study involved respondents of diverse demographics, including gender, age, education levels, and length of work experience. Questionnaires were developed based on previous research and distributed to employees of five-star hotels in NAGPUR over the course of one month in July 2020, with a total of 200 questionnaires distributed. Analysis of respondent characteristics revealed a predominance of female respondents, with a majority falling within the age range of 20-25 years and holding high school or undergraduate degrees. The majority of respondents had less than three years of work experience.

Validity and reliability tests confirmed the measurement indicators for perceived organizational support, job characteristics, organizational justice, employee engagement, and performance to be valid and reliable. Factor loadings

for all variables exceeded 0.45, indicating validity, and Cronbach's alpha values were above 0.6, confirming reliability. The structural equation modeling (SEM) analysis was conducted using the AMOS 22.0 program. The model fit test demonstrated that all structural models were deemed fit, meeting the required test indices based on empirical data, thus validating the study's findings.

TABLE 1: GOODNESS OF FIT INDICES RESEARCH MODEL

Criteria	Cut-off Value	Analysis Result	Description
Probability	> 0.05	0.037	Good fit
RMSEA	< 0.08	0,033	Good fit
GFI	> 0.90	0,934	Good fit
IFI	> 0.90	0,988	Good fit
CMIN/DF	< 2.00	1.215	Good fit
TLI	≥ 0.95	0.977	Good fit
CFI	> 0.95	0.988	Good fit

Source: processed data, 2022

The acceptance of proposed hypotheses is determined by comparing the probability value (p) with a significance level of 0.05. If the probability value (p) is lower than 0.05, the hypothesis is considered acceptable. Conversely, if the probability value (p) exceeds 0.05, the hypothesis is not accepted. Once the estimated goodness-of-fit criteria are met, the next step involves analyzing the relationships within the structural model (hypothesis testing), as depicted in Figure 4.8. The relationships between constructs in the hypothesis are indicated by regression weights (Hair et al., 1998). For a more detailed analysis of the impact of employee engagement on performance, considering organizational commitment and job satisfaction as mediating variables, refer to Table 2.

TABLE 2: COMPLETE RESEARCH MODEL MEASUREMENT RESULTS

Variables	Path Coefficient	C.R	Prob	Status
Organizational support □ Employee involvement	0.107	0.934	0.350	Insignificant
Job characteristics □ Employee involvement	0.363	2.366	0.018	Sig
Organisational justice □ Employee involvement	0.516	2.600	0.009	Sig
Employee involvement □ Employee performance	0.687	9.211	0.000	Sig

Source: processed data, 2022

The study found that the relationship between perceived organizational support and employee involvement was not statistically significant, with a CR value of 0.934 (p = 0.350 > 0.05). Therefore, the null hypothesis (Ho) was accepted, and the alternative hypothesis (Ha) was rejected. This suggests that while there is a positive association, it is not significant. In contrast to previous studies such as Eisenberger et al. (2001), Kurtessis et al. (2015), and Lee and Ok (2016), which found a significant positive relationship between organizational support and employee engagement.

However, the relationship between job characteristics and employee involvement showed strong support in this study, with a significant effect indicated by a CR value of 2.366 (p = 0.018 < 0.05). This indicates a positive and significant influence, suggesting that clearer job characteristics in hotel activities lead to higher levels of employee engagement. This finding aligns with previous research by Xanthopoulou et al. (2009), Bakker and Bal (2010), Janjhua (2011), Ram and Prabhakar (2011), and Slatten and Mehmetoglu (2011), which also found a positive and significant relationship between job characteristics and employee engagement.

Similarly, the relationship between organizational justice and employee involvement received substantial support, with a significant effect indicated by a CR value of 2.600 (p = 0.009 < 0.05). This implies a positive and significant influence, suggesting that better justice from hotel managers leads to increased work involvement among employees. This finding is consistent with previous research by Cropanzano and Mitchell (2005), Bhatnagar and Biswas (2010), Biswas et al. (2013), and Bakker and Demerouti (2007), which found that organizational justice positively affects employee engagement.

Furthermore, the relationship between employee engagement and performance received strong support, with a significant effect indicated by a CR value of 9.211 (p = 0.00 < 0.05). This indicates a significant positive relationship, suggesting that higher employee engagement in hotel activities leads to improved performance. This finding is

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consistent with research by Stanton and Nankervis (2011), Rich et al. (2010), and Bakker and Schaufeli (2008), which also found a positive and significant relationship between employee engagement and performance.

V. CONCLUSION

The study's findings regarding employee involvement, organizational commitment, job satisfaction, and employee performance yield the following conclusions: The relationship between perceived organizational support and employee involvement was not strongly supported, indicating a positive yet insignificant influence between organizational support perceptions and employee engagement. Conversely, the relationship between job characteristics and employee involvement received strong support, signifying a positive and significant influence between job characteristics and employee engagement. Similarly, organizational justice demonstrated fairly strong support, suggesting a positive and significant influence on employee engagement. Lastly, the relationship between employee engagement and performance showed strong support, indicating a positive and significant influence.

Based on these conclusions, several suggestions emerge: Hotel managers should provide opportunities and attention to encourage active employee participation, fostering loyalty and commitment. Moreover, creating a conducive work environment is essential for employees to perform optimally and contribute actively. However, the study has certain limitations, notably the limited number of respondents from hotel employees, which may not fully represent the conditions of all hotel employees in South Sumatra. Therefore, future research should aim to address these limitations and enhance the generalizability of findings.

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