

A Study on the Relationship between Perceived Organizational Support and Organizational Effectiveness among IT Sector Employees in Hyderabad

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ABSTRACT:

Purpose: The study aims to gauge the perceptions of employees on justice served in their organizations, understands employees' views on supervisors' Support, analyzes the relationship between Perceived Organizational Support (POS) and Organizational Effectiveness (OE), and if there exists any relationship between POS and demographic variables like age and gender.

Design/ methodology/ approach: Questionnaire circulated via Google Forms was deployed to collect primary data. The questionnaire was a self-administered Likert-scale questionnaire. The Likert scale ranges from 1-5 (1- strongly disagree to 5- strongly agree). The questionnaire was circulated to the IT sector employees in Hyderabad, India. The data so collected is analyzed using IBM SPSS software. On the other hand, secondary data sources were research papers, journals, websites, and periodicals.

Findings: The results of the study from the data collected and analyzed show that there exists a relationship between POS and OE. Moreover, the regression analysis showed that there exists a positive relationship. Chi-square test results show insufficient evidence to suggest an association between POS and the Age of the Employees. Moreover, chi-square test results show an association between POS and Gender. It also provides information on employees' perceptions of Organizational Justice and the employees' views on the supervisor's Support.

Originality: The study focuses on the relationship between POS and OE, and if there exists an association between POS with Age and Gender; with specific reference to the IT sector employees in Hyderabad, India.

Keywords: Perceived Organizational Support, Organizational Effectiveness, IT Sector, Supervisor's Support, Organizational Justice

INTRODUCTION:

1.1. Perceived Organizational Support (POS):

With an understanding that Human Resources are essential to any organization, they need to support the HR initiatives to foster the incremental and exponential growth of the organizations. This Support extended by them shows positive results. It results in improved performance and the well-being of the employees. In turn, employees create perceptions about the organization. These perceptions show how much organizations acknowledge and appreciate the employees' work while emphasizing their well-being. This is what is termed Perceived Organizational Support (POS) (Amanda and Soeling, 2021).

This will give the individual a sense of motivation and purpose to stay in the organization. Perceived Organizational Support acts as an essential driver to improve the employees' morale and productivity. It makes the employee feel more included and recognized in the workplace. This results in the total contribution and best efforts of the employees (Eisenberger et al., 1986, Eisenberger et al., 2020). However, POS is only sometimes about the training the employers provide to upskill their employees; it is also about how well the organization prioritizes the well-being of the employees (Rhoades & Eisenberger, 2002).

Employees give importance to the recognition they get. They highly regard the sense of being valued and respected. They aim to get better pay, proper growth, promotion, career planning, access to relevant information, and other forms of acknowledgments and rewards to progress smoothly in their jobs (Amir, Mangundjaya, 2021). Refer to image-1 to understand what employees expect from their organizations.

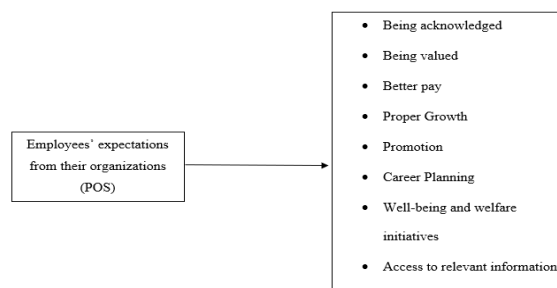


Image-1: Employees' expectations from their organizations (POS)

On the other hand, employers look at the loyalty and commitment of the employees (Hossin et al., 2021). They believe such employees will show fewer signs of absenteeism and turnover while providing improved performance to their organizations (Refer to Image-2 for a better understanding of what employers expect in return for supporting the employees) (Mowday et al., 1982).

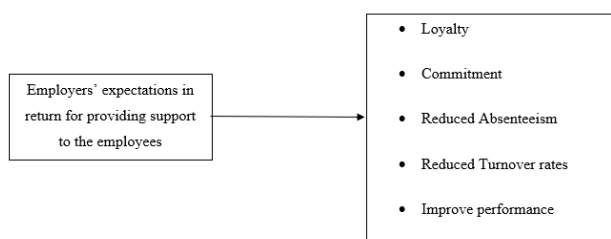


Image-2: Employers' expectations in return for providing Support for the employees

When there are different expectations from both sides, it becomes essential for both employees and the organization to come to terms with their motives to reach an expected end (Shore and Teterick, 1991). According to the Social Exchange theory, employment is considered to portray effort and loyalty to get benefits, rewards, and recognition (Steers, 1977). This theory emphasizes that employment is more like a give-and-take relationship, where one side provides benefits and rewards in exchange for loyalty and productivity from the other side.

Similarly, when one party responds favorably, it becomes most apparent that the other will act similarly (Gouldner, 1960). When both parties understand and execute this give-and-take relationship fairly, it will lead to better growth, profitability, and financial stability for the organizations. The harmony of this understanding of expectations from both sides shows the organization's preparedness to recognize and reward employees for making them perceive the organization genuinely caring towards their well-being and valuing their contributions. (Shore & Shore, 1995).

Moreover, it reassures employees that they will always have the needed help whenever required to carry out all their job duties and responsibilities in the best possible way (Rhoades et al, 2001). Perceived Organizational Support (POS) also provides employees with better ways of coping with stress and being more productive at work (George et al., 1993).

Employee well-being is every organization's duty. Many organizations today have various programs to help promote the wellness of the employee and to assist them with the problems they have. Assistance can be provided regarding counseling, creches, health care, elderly care, etc. Additionally, Stress Management has become an essential aspect to emphasize on. Employees are assisted with better ways to cope with stress and overcome all the hindrances from being productive at work (Wand and Xu, 2019).

The importance of having positive Perceived organizational Support cannot be emphasized enough. It leads to high employee and employer satisfaction (Bernarto et al., 2020). For instance, if we take a scenario where the case is the opposite. If there is dissatisfaction among the employees, it will lead to absenteeism and increased turnover. Moreover, it would lead to physical and mental or emotional restraints from work. Further, it will also lead to reduced contribution and a lack of employee morale (Lok & Crawford, 2003).

This is about Perceived Organizational Support. Further, it is essential to understand what Organizational Effectiveness is.

1.2. Organizational Effectiveness (OE):

Organizational Effectiveness is a significant factor to consider in assessing any organization's success. It is believed that the people or the human resources are the critical drivers of Organizational Effectiveness (Price, 1972). At the same time, this is one of an organization's complicated and often overlooked issues.

Organizational Effectiveness, as the term suggests, refers to successfully achieving the goals that the organization has set to achieve. It is also about how the organization is performing and how well it utilizes resources and conducts operations (Bustinza et al., 2019). It is not done with the aim of substance and surviving the competition but also to grow and be successful. For the same reason, Organizational Effectiveness can also be called "Organizational Success" or "Organizational worth."

A study by Thorndike has highlighted that many psychologists considered the productivity and profit of an organization as the criteria to measure Organizational Effectiveness. They believed that these would aid in realizing the goals and aims of the organization and, in turn, lead to success (Judge, 2022). Some other factors, such as employee morale, organizational productivity, absenteeism, employee turnover, and employee satisfaction, have been attributed to organizational success, i.e., Organizational Effectiveness (Cameron, 1986).

Furthermore, studies showed that organizational productivity is one of the most appropriate and accurate organizational effectiveness measures (Lee and Chui, 2019). For instance, factors like employee morale have resulted in ineffective and inconsistent results. It needed to have accurately gauged and evaluated the Effectiveness of the organization. Moreover, the results yielded took much work to interpret. (Price, 1972)

Profit incurred by the company is also rendered an inaccurate measure of Organizational Effectiveness (Flichbaugh et al., 2020). It is so because the profit of an organization is also dependent on several external factors (Angle and Perry, 1981). It is primarily dependent on the various economic forces that affect the business. For instance- Fluctuations in the Balance of Payments, the markets, rising inflation, etc., to name a few. When there is the influence of any other factor, it becomes complex to understand if the factor genuinely contributes to the organization's overall effectiveness (Nadeem et al., 2019). Moreover, the reliability of the results can be questionable as the effect cannot be accurately attributed to only one factor.

Organizational Effectiveness must consider means to meet ends (Steers, 1975)s. An organization should use its resources effectively and productively to accomplish its goals. In general, the common objectives for any organization could be-

- Relatively high output in terms of achieving organizational goals
- Being able to sustain itself in the competition and in times of uncertainty without compromising on the integrity
- Effective utilization of the organizational resources, both human resources and material resources. (Georgopoulos& Tannenbaum, 1957).

Based on this, Organizational Effectiveness is the degree to which any organization can effectively utilize its means and resources to accomplish goals and meet ends (Yukl, 2008). This should be done without inducing stress on its members. The term Organizational Effectiveness here includes (refer to image-3)-

- **Organizational Productivity-**

Organizational productivity is a crucial aspect of any business, and it is determined by the amount of output produced by employees within a specific period (Zoogah, 2015). In most cases, productivity is measured by the daily output an employee can generate. However, it is vital to account for the number of working hours per day also plays a significant role in determining organizational productivity. A higher number of working hours may increase output, but it can also lead to employee burnout, negatively affecting productivity (Kuknor and Bhattacharya, 2022). Organizations need to balance the number of working hours and employee output to ensure sustainable production levels.

- **Organizational Flexibility-**

Organizational flexibility is a critical element of organizational Effectiveness. It refers to an organization's capacity to shift execution to new initiatives as needed quickly. This requires organizations to be able to adjust their processes and structures in response to changing circumstances. As such, organizational flexibility is closely tied to an organization's strategy implementation practices (Manzoor, 2012). By adapting quickly to changing circumstances, organizations can remain competitive and better able to meet their goals. Organizations prioritizing organizational flexibility tend to be more successful in the long run, as they can more effectively respond to changing market conditions and other factors affecting their operations.

- **Reduction of any strain within the organization-**

The behavior of managers can significantly impact employee stress levels within an organization. Managers who exhibit critical, demanding, unsupportive, or bullying behavior create a stressful work environment. In contrast, positive social interactions among colleagues and good team working can help to reduce stress levels. Organizational culture can also be a significant source of stress. However, a culture that promotes employee involvement in decision-making provides clear communication about organizational developments and offers good amenities, and recreation facilities can help to reduce stress levels. Organizational change can be another significant source of strain and stress. These changes could be either acquisitions, mergers, rightsizing, or project-related changes. Changes like these can cause stress and anxiety among employees. It is essential for organizations to communicate effectively with employees about any proposed changes and to involve them in the decision-making process to minimize stress and promote a sense of security and stability. (Georgopoulos& Tannenbaum,1957).

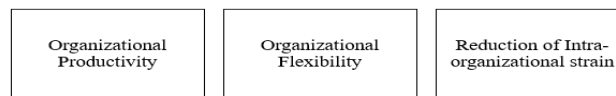


Image-3: Constituents of Organizational Effectiveness

This is about Organizational Effectiveness and how important it can be. Organizational Effectiveness helps to understand productivity levels, the flexibility to respond to uncertainties, and how reducing conflicts within the organization can reduce employee stress.

1.3. IT Sector in Hyderabad:

India's Information Technology (IT) industry is a sector that heavily relies on skilled professionals and knowledge-based expertise. It has been the primary industry responsible for the services sector accounting for a significant 64% of the entire Gross Domestic Product (GDP) (Nasscom, 2004). The IT industry alone contributes nearly 9% to the national GDP, with approximately 77% of its income from exports (Nasscom, 2005). Therefore, exports are crucial to the IT sector's revenue and overall economic contribution (Syskool, 2021).

Hyderabad's development as the 'software training center of India' has been a crucial element in expanding the software industry in India. A critical factor in the growth of the business has been the city's involvement in teaching software experts who are subsequently employed across the nation and beyond the world. Hyderabad has been a center for Indian IT growth because of a rise in international corporations and tertiary sector services during the 1990s. The services sector in Telangana has been steadily expanding thanks to the city's attraction of local and international businesses, many of which have established their premises in Hyderabad.

With the rise of the software sector, IT parks have been established in HITEC City and Mindspace. With state-of-the-art infrastructure, sophisticated amenities, and world-class facilities, these parks foster the expansion of the IT industry. The emergence of Hyderabad as an IT hub has also substantially influenced the city's economy, creating job opportunities and adding to its overall development. The expansion of the software sector has resulted in the establishment of new enterprises, such as software development firms, which have offered job possibilities for trained people.

TCS, Deloitte, Wipro, Amazon, Capgemini, Cognizant, EY, Infosys, and Tech Mahindra are some of the renowned IT companies in Hyderabad, India.

The IT industry in Hyderabad is diverse and covers different aspects of the IT field (Sahyaja and Rao, 2019). Each segment is essential for the development of the industry. Some of them are-

- **IT companies' software development programs** help different industries improve their operations and efficiency.
- The **ITES companies** provide BPO and support services, which help businesses to outsource their non-core activities and focus on their core competencies.
- **Computer hardware companies** are also important in the IT industry in Hyderabad as they provide the necessary support and infrastructure to businesses for their IT operations. These companies work closely with the other two industry segments and help them deliver their services effectively (Syskool, 2021).

Overall, the IT industry in Hyderabad has a significant impact on the economy of the city, the state of Telangana, and the country as a whole.

The structure of the paper contains the details of the methodology deployed in the research of this study. Following that would be the results of the study and discussion sections. Finally, all the outcomes are summarized in the conclusion.

RESEARCH METHODOLOGY:

2.1 Objectives of the study-

Listed below are the objectives of the study:

1. To gauge the perceptions of employees on justice provided in the organizations
2. To understand employees' views on supervisors' Support
3. To analyze the relationship between POS and OE
4. To ascertain if an association exists between demographic variables like Age and Gender with POS

2.2. Methodology-

This study focuses on Perceived Organizational Support (POS) and Organizational Effectiveness (OE) in human resource management. Data is gathered using both sources that are primary and secondary.

2.2.1. Sources of Primary data-

A questionnaire including demographic factors (name, age, gender, name of the organization, and tenure) was used to obtain primary data.

2.2.2. Sources of Secondary Data-

Secondary data sources include websites, publications, journals, and research papers.

2.2.3. Sampling Design-

The sample was chosen via convenience sampling. The questionnaire was distributed to Hyderabad IT personnel. IBM SPSS was utilized to analyze data received via the questionnaire. Standard questionnaires that have had reliability and validity checked have been used. A self-administered questionnaire was used. For data collecting, Google Forms were the tool of choice. Respondents must rank each item on a scale of 1-5, with 1- not significant and 5 highly important. A Likert scale is used. Each score on the scale (where 1 indicates highly disagree, 2 indicates disagree, 3 indicates neutral, 4 indicates agree, and 5 represents strongly agree) shows the degree to which each item in the questionnaire impacts POS or OE.

2.2.4. Sample Size-

The sample size is approximately 107 respondents.

2.2.5. Data Collection Tools/Instruments-

A questionnaire was circulated via Google forms

2.2.6. Analysis Technique-

Exploratory factor analysis is a complex process and includes various steps. The paper by Costello & Osborne (2005) highlights how to get the best out of factor analysis. Moreover, they highlight how the data is extracted, the kind of rotation to be used, the number of factors to be interpreted, and the sample size.

It talks about how the different techniques work. Moreover, it highlights the main assumptions for each criterion. Some Mathematical theories are also thrown light upon. It depicts how students should use the SPSS software(Young & Pearce, 2013).

Cudeck (2002) states that factor analysis is a collection of correlations among different variables. These variables are then termed factors. Two variables are said to be correlated because they have individual differences but are determined in part. The main aim of factor analysis is to identify factors related to POS and OE and which factor is the most influential in attaining that.

EFA, or Exploratory Factor Analysis, is a statistical method. The components from the discovered items are extracted using exploratory factor analysis. From the literature, 20 variables were identified (Refer to Annexure-2). An interdependent approach called exploratory factor analysis is utilized to identify the underlying structure of the components (Hair et al., 1998). The highly associated correlations among elements are organized into several dimensions. These dimensions are known as factors.

2.3. Hypothesis Testing-

H1: There is no relationship between POS and OE

H2: There is no association between the Age of the employees and POS

H3: There is no association between the Gender of the employees and POS

2.4. Limitations of the study-

The following are the limitations of the current study:

1. There was a time constraint.
2. Some of the respondents needed to be more meticulous in answering.
3. Some respondents were reluctant to respond.
4. Data Analysis got delayed.

RESULTS:

3.1. Table-1: Analysis of Demographic details:

Demographics:	Category:	No.of respondents:	Percentage:
Age (in years)	18-25	26	24.30%
	25-35	35	32.70%
	35-45	33	30.80%
	45-55	12	11.20%

	55 and above	1	1%
Gender	Male	76	71%
	Female	31	29%
	Prefer not to say	0	0%
Designation	Associate Software Developer	6	5.60%
	Data Analyst	27	25.23%
	Associate Consultant	3	2.80%
	Data Engineer	15	14%
	Database Administrator	17	15.88%
	Software Developer	5	4.67%
	DevOps Engineer	12	11.21%
	IT Administrator	2	1.86%
	Information System Manager	20	18.69%

(The names of IT companies are concealed for confidentiality)

3.2. Perception of employees on justice provided in the organizations-

In any organization, employees want justice provided to them in terms of fair treatment (Eisenberger and Stinglhamber, 2011). This justice should be perceived as related to procedures, outcomes, and interactions with one another in the company. Distributive justice, on similar lines, is related to work outcomes and decisions. For Example- Fair pay and equitable promotion. Secondly, Procedural justice is concerned with following procedures based on information and ethics. Moreover, consistent application of these procedures must be exercised by the organizations. Thirdly, Interactional Justice is when employees feel they are given respect and dignity and have enough information to make decisions (Qi et al., 2019)

Each one of these is explained further below.

These are three different types of justice that can be used to evaluate fairness in organizations:

- **Distributive justice-** This type of justice refers to the fairness of outcomes. In other words, it focuses on whether individuals receive fair compensation, job responsibilities, and work schedules based on their efforts and performance. For Example- Questions about how individuals feel about the outcomes they have received and whether they believe these outcomes are justified based on their performance.
- **Procedural justice-** This type of justice refers to following just procedures. It focuses on whether individuals have had the opportunity to voice their opinions and appeal decisions and whether procedures are consistently applied and free of bias. For instance, questions about whether individuals have had the chance to express their views and whether they believe procedures have been free of bias.
- **Interactional justice-** This type of justice refers to the fairness of the interaction between managers/ supervisors and employees. It focuses on whether the supervisor is kind and understanding of the employees. For Example- Questions about how individuals feel they have been treated by the managers/supervisors and whether the explanations provided were reasonable and thorough (Wen and Hou, 2019)

Some of the perceptions of employees could be as follows.

- When employees feel fairness, they are indeed more likely to be content with their jobs and more likely to be dedicated to the business.
- They also feel less stressed, and indicators of burnout are rare.
- When there is justice, they tend to perform better at work and are more helpful to others at work.
- Justice perceptions lead to less turnover. Employees prefer to stay in an organization where they feel valued.

- Fair procedures are associated with positive attitudes and better behavior of employees.

Likewise, employees' perceptions of organizational justice should be considered and given importance. This leads to positive organizational Effectiveness (Maertz et al., 2007).

3.3. Employees' Views on Supervisors' Support-

Supervisor support relates to how much a supervisor regards their employees' efforts and cares about overall well-being. While supervisors have several obligations, one of the most important is to assist their staff. Knies et al. (2017) describe supervisor assistance as supportive behavior targeted at assisting workers at work, such as providing comments on performance or presenting possibilities for career growth. An increase in perceived organizational Support, a drop in turnover intention, and an increase in extra-role behavior are just a few of the effects that employees' views of supervisor support might have (Gigliotti et al., 2019). Because the success of supervisor assistance depends on how employees perceive it, it is essential to comprehend how these impressions form (Ahmed and Nawaz, 2015).

Supervisors play a crucial role in an organization by representing it and overseeing the work of their subordinates (Sun, 2019). They are responsible for effectively implementing the organization's goals and objectives. Research has shown that supervisors who feel a sense of positive organizational Support (POS) are more effective in their job, including being more supportive of their subordinates. This, in turn, leads to increased POS among subordinates and more voluntary behaviors that benefit the organization (Bermudez, 2020).

A study by Nelson (2023) studies the relationship between job insecurity, supervisor support, and employee engagement:

Job insecurity harms employee engagement (Wang et al., 2020). Employees who feel insecure about the stability of their job are 35% less likely to be engaged in their work.

Employee engagement is significantly influenced by supervisor support. When managers build trust and openness and behave as partners with their staff, the chances of participation increase.

Supervisor support can mitigate the adverse effects of job insecurity on employee engagement (Chirumbolo et al., 2020). Employees who face job insecurity but have a supportive supervisor are 13% more likely to be engaged in their work than those who do not have a supportive supervisor (Mann et al., 2020). This suggests that a supportive supervisor can help employees stay engaged despite job insecurity (Nelson, 2023).

When employees' work is felt valued by the supervisors, they contribute better to the organization. They view that the supervisors care about their well-being. Hence, Supervisor Support is crucial for employees to do their work productively.

3.4. Factor Analysis-

Exploratory factor analysis is a complex process and includes various steps. The paper by Costello & Osborne (2005) highlights how to get the best out of factor analysis. Moreover, they highlight how the data is extracted, the kind of rotation to be used, the number of factors to be interpreted, and the sample size. Principal Components Analysis with Direct Oblimin rotation was used in this study. Once the factors are extracted, it is essential to test the adequacy of the sample and the validity of the extracted factors.

A statistical test known as Bartlett's test of sphericity determines if the observed variables' correlations are sufficiently distant from zero to allow for component analysis. This test's significant result shows that the correlations between variables are high enough to proceed with the component analysis.

Another technique to determine if the sample is enough for factor analysis is the Kaiser-Meyer-Olkin (KMO) measure. KMO assesses the level of correlation between variables to decide if they are suitable for factor analysis. For factor analysis, a value of 0.5 or greater is typically deemed acceptable (Kaiser, 1974)

The result of the KMO test, in this case, was 0.876, which is above the specified minimum requirement of 0.5. This means that the sample size is sufficient for factor analysis. As a result, the EFA findings and derived factors are most likely genuine and accurate. Hair et al. (1998) based on the results, clear that all elements are eligible for factor analysis. As stated

in Table 1, two components were retrieved. These two factors contributed to 72.39% of the overall variation and satisfied Hair et al.(1998) acceptable limit. Each component is given a name based on the type and closeness of the variables to the provided dimension.

The first dimension, Perceived Organizational Support, consists of eight items (consideration of employees' goals and values, help during a problem situation, employee well-being, forgiveness of mistakes, help when a favor is needed, understanding of capabilities, showing concern, and caring about employees' opinions).

The second factor is Organizational Effectiveness (OE), which consists of twelve items (Pleased with the job, rights are given importance, expected to do fairly well, trust and have faith in the Senior Management's decisions, Management and employees are getting along well, a decent space to work, an ideal spot for training, development, and growth of the employee, understand precisely what is required of me, has a more favorable environment for employees than others in its industry, work is well-organized here, employment objectives are well-defined, demands of the firm take precedence above my self-interests).

3.5. Reliability and Validity-

Internal consistency was assessed using Cronbach's coefficient alpha to confirm the dependability of each independent construct. Often, an appropriate alpha value is more than 0.6. In Table-6, all results are above this criterion, showing that every variable is credible. This study looked at the measuring scale's content and construct validity. A thorough literature research was used to select variables for content validity. Moreover, construct validity was assessed; each factor loading in the table-6 is higher than the advised cut-off point of 0.6, showing good construct validity. (Nunnally, 1978)

Table-2- Results of Factor Analysis

Variables:	Loadings:	Reliability score:	Factors:	Sources:
The company considers my goals and values	0.725	0.719	Perceived Organizational Support (POS)	Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011
When I have a problem, I get help from the company	0.766			
My well-being is cared about by the supervisors	0.803			
The supervisor would forgive me for an honest mistake of mine	0.686			
The company would be ready to help me when I need any favour	0.783			
The company would understand my capabilities and give me a task if there is an opportunity	0.708			

The company shows necessary concern toward me	0.629			
The company cared about my opinions	0.653			
I am pleased with my job at this organization	0.806	0.738	Organizational Effectiveness (OE)	Cameron, 1986
The Top Management gives my rights importance	0.676			
I am expected to do fairly well	0.674			
I trust and have faith in the Senior Management's decisions	0.728			
Management and employees are getting along well.	0.842			
Those attempting to advance in their careers can find a decent space to work.	0.802			
This is an ideal spot for training, development, and growth of the employee	0.725			
With my employment, I understand precisely what is required of me.	0.715			
This firm has a more favorable environment for employees than others in its industry.	0.795			
The work is well-organized here.	0.721			
Our employment objectives are well-defined	0.722			
The demands of the firm take precedence above my self-interests	0.655			

3.6. Factors-

The two components that made up the entire set were retrieved for this investigation. These two dimensions are provided in Table-6 and briefly described below.

Factor-1- Perceived Organizational Support (POS)-

These perceptions give a view of how much organizations acknowledge and appreciate the employees' work while emphasizing their well-being. This is what is termed Perceived Organizational Support (POS). POS can be seen through the bifurcation of fairness in the organization, Support from supervisors, and acknowledgment and benefits—the variables selected to cover all of these aspects. We have variables like considering employees' goals and values, help during a problem situation, employee well-being, forgiveness of mistakes by supervisors, help when needed, understanding of capabilities, showing concern, and caring about employees' opinions (Ridhwan et al., 2020).

Factor-2- Organizational Effectiveness (OE)-

Organizational Effectiveness, as the term suggests, refers to successfully achieving the goals that the organization has set to achieve. It is also about how the organization is performing and how well it utilizes resources and conducts operations. It is not done with the aim of substance and surviving the competition but also to grow and be successful (Cameron, 2015). Variables such as Pleased with the job, rights being given importance, expected to do fairly well, trust and having faith in the Senior Management's decisions, Management and employees are getting along well, a decent space to work, an ideal spot for training, development, and growth of the employee, understand precisely what is required of me, has a more favorable environment for employees than others in its industry, work is well-organized here, employment objectives are well-defined, demands of the firm take precedence above my self-interests are considered (Shanock et al., 2019). These cover the critical aspects of- Organizational Productivity, Organizational flexibility, and removal of any strain in the organization.

3.7. Correlation and Regression-

There are three hypotheses under the scope of this study, as mentioned in Chapter-3: Research Methodology.

The first hypothesis is tested and analyzed. It will be explained in detail below.

The mean or the average of the respondent's answers to a set of questions was accounted for according to the respective factors. Subsequently, the correlation and regression were calculated from these values.

3.7.1. Hypothesis-1- The relationship between POS and OE.

(Perceived Organization Support is Factor-1, and Organizational Effectiveness is Factor-2 in Table- 7).

H0:There is no relationship between POS and OE

H1:There is a relationship between POS and OE

Table-3: Correlation-

		Perceived Organizational Support (POS)	Organizational Effectiveness (OE)
Perceived Organizational Support (POS)	Pearson Correlation	1	.946**
	Sig.		<.05
	N	107	107
Organizational Effectiveness (OE)	Pearson Correlation	.946**	1
	Sig.	<.05	
	N	107	107
**. Correlation is significant at the 0.05 level (1-tailed and 2-tailed)			

Table-3- Correlation between Perceived Organizational Support (POS) and Organizational Effectiveness (OE)

It can be drawn from the table-7 that there is a relationship between POS and OE.

Also, the significance level is 0.946. This suggests that POS and OE have a positive relationship. They also directly affect one another, meaning that if one component rises, the other rises, and vice versa.

Regression Analysis-

Table-4- Results of Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946a	0.895	0.878	0.107701

a. Predictors: (Constant) Perceived Organizational Support (POS)

This is the analysis's result. R is the correlation coefficient. The R Statistic is "error reduction" or "variance accounting."

Table-5- ANOVA-

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.595	1	0.595	51.926	<.001b
	Residual	0.070	6	0.012		
	Total	0.665	7			

a. Predictors: (Constant) Perceived Organizational Support (POS), b. Dependent Variable: Organizational Effectiveness (OE)

The ANOVA table is shown here. It is used to put the null hypothesis to the test. The null hypothesis mentions no association (correlation) between the two factors (i.e. POS and OE). The null hypothesis may be disregarded in this circumstance. The p-value falls short of the level of significance.

Table-6- Table showing coefficients-

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.801	0.213		13.143	<0.001
	Perceived Organizational Support (POS)	0.370	0.052	0.946	7.162	<0.001

a. Dependent Variable: Organizational Effectiveness

The regression coefficients are shown in this table. The Constant row's (intercept) B weight is 2.801. Lean Practices' predictor row's B weight(0.370) is called the slope.

It is crucial to realize that a negative correlation exists whenever the slope is negative. Yet, in this case, the slope is favorable. As a result, there is a positive relationship.

The regression equation is built using the coefficients. It goes like this:

$$y = 2.801 + 0.370x$$

The null hypothesis is disregarded. As a result, there is a link between POS and OE. There exists a positive relationship between the two.

3.8. CHI-SQUARE TEST FOR AGE AND POS:

Independence is evaluated using the Chi-square test. It is used to determine whether or not two variables are connected.

Hypothesis-2:

H0: There is no association linking Age and POS

H1: There is an association linking Age and POS

We are investigating the relationship between POS (Very Low-1 to Very High POS-5) and employee age (less than 1, 1-2, 2-3, 3-4, 4-5, and 5 years and above).

Table-7: Summary of Chi-square test results:

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age*POS	107	100.0%	0	0.0%	107	100.0%

Table- 7 shows the number of valid cases. Cases with complete values have to be taken.

Table-8: Age * POS Crosstabulation (Frequency)

		POS			
		2	3	4	5
Age	18-25	3	12	10	1
	25-35	0	3	22	10
	35-45	0	7	18	8
	45-55	0	2	9	1
	55 and above	0	0	1	0
Total		3	24	60	20

Table-9: Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.454 ^a	12	.005
Likelihood Ratio	28.814	12	.004
N of Valid Cases	107		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .03.

The Pearson Chi-Square is the outcome of the chi-square testing table (Table-9).

The test statistic has a value of 28.454.

The test statistic is based on a 5x4 crosstabulation table (table-8), with-

$$Df = (R-1) * (C-1) = (5-1) * (4-1) = 12$$

The test statistic's associated p-value is 0.005.

The null hypothesis is accepted since the p-value is below the threshold of significance ($\alpha=0.05$).

As a result, there needs to be more data to show a link between POS and Employee Age.

3.9. CHI-SQUARE TEST GENDER AND POS:

Hypothesis-3:

H0: There is no association linking Gender and POS

H1: There is an association linking Gender and POS

Here we are testing an association between POS (Very low POS-1 to Very High POS-5) and the Gender of the employees (Female, Male).

Table-10: Case Processing Summary (Gender * POS)

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * POS	107	100.0%	0	0.0%	107	100.0%

Table- 10 shows the number of valid cases. Cases with complete values have to be taken.

Table-11: Gender * POS Crosstabulation (Frequency)

		POS				Total
		2	3	4	5	
Gender	Female	2	8	17	4	31
	Male	1	16	43	16	76
Total		3	24	60	20	107

Table-12: Chi-Square Test Results-

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.088 ^a	3	.378
Likelihood Ratio	2.890	3	.409
N of Valid Cases	107		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .87.

The Pearson Chi-Square is the outcome of the chi-square testing table (Table-12).

The test statistic has a value of 3.088.

The test statistic is based on a two-by-four crosstabulation table (table-15), and the degrees of freedom (df) are as follows:

$$Df = (R-1) * (C-1) = (2-1) * (4-1) = 3$$

The test statistic's associated p-value is 0.378.

We reject the null hypothesis since the p-value is above the threshold for significance ($\alpha=0.05$).

As a result, there is sufficient data to imply a link between both Gender and POS.

3.10. Summary of hypotheses-

Table-13: Summary of Hypotheses:

Hypotheses-	Statistical Test used-	Result-
Hypothesis-1- H0: There is no relationship between POS and OE H1: There is a relationship between POS and OE	Correlation and Regression	Null Hypothesis is rejected There is a positive relationship between POS and OE
Hypothesis-2- H0: There is no association between the Age of the employee and the POS H1: There is an association between the Age of the employee and the POS	Chi-Square Test	The null hypothesis is accepted The data is insufficient to establish an association between the Age of the employees and POS.
Hypothesis-3- H0: There is no association between Gender and POS H1: There is an association between Gender and POS	Chi-Square Test	The null hypothesis is rejected There is an association between Gender of the employees and POS.

DISCUSSION:

Drawing from the observations and data collected and analyzed, the Perceived Organizational Support by IT Sector employees relates to Organizational Effectiveness. The main findings of the study are-

- **Correlation and Regression Analysis-**

Hypothesis-1: There is a relationship between POS and OE.

The significance for correlation is 0.964. The null hypothesis can be rejected because POS and OE are not associated. The regression equation is built using the constant and predictor coefficients.

It is written as $y = 2.801 + 0.370x$.

As a result, there is a positive correlation between POS and OE.

- **Chi-Square Test (Age and POS)-**

Hypothesis-2: There is an association linking Age and POS.

The test statistic has a value of 28.454. The test statistic is based on a 5x4 crosstabulation table, with $Df = (R-1) * (C-1) = (5-1) * (4-1) = 12$

The test statistic's associated p-value is 0.005.

We agree with the null hypothesis since the p-value is below the threshold for significance ($\alpha=0.05$).

As a result, there needs to be more proof to show a relationship between age and POS.

- **Chi-Square Test (Gender and POS)-**

Hypothesis-3: There is an association linking Gender and POS.

The test statistic has a value of 3.088. The test statistic is based on a 2x5 crosstabulation table, and the degrees of freedom (df) are as follows:

$Df = (R-1) * (C-1) = (2-1) * (5-1) = 4$

The test statistic's associated p-value is 0.378.

We dismiss the null hypothesis since the p-value is above the threshold for significance ($\alpha=0.05$).

As a result, there is little data to show a link between staff age and POS.

- **Perceptions of the Employees on Organizational Justice-**

- Employees who see organizational fairness will likely be pleased with their jobs and devoted to the organization.
- Employees also feel less stressed, and the signs of burnout are rarely seen when employees perceive justice.
- When there is justice, they tend to perform better at work and are more helpful to others at work.
- Justice perceptions lead to less turnover. Employees prefer to stay in an organization where they feel valued.
- Fair procedures are associated with positive attitudes and better behavior of employees.

- **Employees' views on supervisor's Support-**

Employee engagement is significantly influenced by supervisor support. When managers build trust and openness and behave as partners to their staff, the chances of commitment exceed twofold. When their managers value employees' work, they contribute more to the business. People believe that their managers are concerned about their well-being. As a result, supervisor assistance is seen as critical for personnel to do their duties effectively.

CONCLUSION:

With a knowledge that Human Resources are critical to every firm, they must support HR efforts to nurture the organization's incremental and exponential growth. This assistance provided by them has a favorable influence on staff performance and well-being. Employees, in turn, shape impressions about the organization. These perspectives provide insight into the extent to which firms recognize and respect their workers' work while also emphasizing their well-being. This is referred to as Perceived Organizational Support (POS).

Nevertheless, organizational Effectiveness, as the name implies, relates to the organization's performance in fulfilling the objectives it has set for itself. It also pertains to how well the firm performs regarding resource use and operations. It is done to stay relevant, survive the competition, and develop and succeed. Organizational Effectiveness is often known as "organizational success" or "organizational worth" for the same reason.

Employee views of fairness in the business and how they perceive supervisor support have been investigated. This study thrives on determining the association between POS and OE. Employees from the IT Industry in Hyderabad did the

research. The study's findings indicate a favorable association involving POS and OE. Moreover, there is no relationship between age and POS, although there is a connection between gender and POS.

It is imperative to understand Perceived Organizational Support (POS) to lead to Organizational Effectiveness (OE).

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