THE EFFECT OF ORGANIZATIONAL SUPPORTS ON JOB PERFORMANCE IN CONSTRUCTION PROJECTS

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ABSTRACT

Purpose. The main aim of this study is considering on the effect organizational support as antecedent of job performance. Furthermore, this study focused on the effect of intrinsic and extrinsic motivation as mediators in the relationship between organizational support and job performance.

Methodology. This study conducted in Iran. Data were collected from full-time employees of construction projects by using questionnaire in two times with the time lag of three weeks. Seven project managers assisted in data collection procedure and 216 responses were usable. Questionnaire subjected to back-translation process and 21 employees targeted for pre-study. Cronbach' alpha and exploratory factor analysis confirmed the existence of reliability and validity of questionnaire. Correlation analysis tested the direct relationships between variables and regression analysis assessed the mediation effect. The method of Baron and Kenny (1986) considered for mediation analysis.

Results. Findings of this study indicated the significant positive association between all variables in this study. Organizational support has significant positive effect on intrinsic motivation, extrinsic motivation and job performance. Also there are significant positive relationships between both intrinsic and extrinsic motivation and job performance. Furthermore, this study showed intrinsic and extrinsic motivation partially mediate the relationship between organizational supports and job performance.

The theoretical contribution. There are several studies that focused on the effects of work environment on job outcomes; but such studies in field of construction projects are rare. Also there are limited studies which focused on the importance of human resource management on the success of these projects; therefore to fill the gap, this study considered on the effect of organizational support on intrinsic motivation, extrinsic motivation and job performance.

Practical implications. It is necessary that managers pay consideration to employees' needs- monetary and nonmonetary- at the real time to enhance their job performance. For this reason managers must focus on claims arising from the deferred salary and also offering promotion to employees. Also managers should plan to minimize delayed payments. Creating an environment which employees achieve career promotion can be helpful to enhancing job performance.

Keywords: Organizational Supports, Intrinsic Motivation, Extrinsic Motivation, Job Performance.

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I. INTRODUCTION

One of the most important responsibilities of managers is recognition and implementation of the attributes which related to the work environment to assist organizational survival and prosperity. Survival of organizations depends on employees' behavior, effort and performance, and in turn employees' behavior is related to the job conditions in the organization (Porter et al., 1974). Therefore, it is necessary that managers pay consideration on work environment; and through this way enhance employees' creativity, motivation and performance (Amabile and Conti, 1999). For this purpose, empirical researches indicated that organizational performance is more affected by environmental climate rather than physical work environment. For instance, past researches have considered on a positive association among the work environment quality and creativity in general in campus-based departments (Stokols et al., 2002) and specifically in civil engineering departments (Schepers and Van den Berg, 2007). Scholars paid attention to employees' motivation as stimuli about job performance and also how level of perceived organizational supports effect employees' feelings about the organization (Chiang and Hsieh, 2012).

According to the literatures, it seems that employees show better performance in the situations which have good climate (eg. Castro and Martins, 2010). There are several studies which considered on work environments on job outcomes (eg. Yeh, 2009); but most of them are in service providing industries. Despite the importance of construction projects, there are limited studies which focused on the importance of human resource management on the success of these projects. Therefore, there is a need to consider on this aspect in construction projects.

Since work environment is very important in performance of employees at work and considering on the high level of spending time among construction project employees at work, this study aimed to consider on the effect of organizational supports on job performance. Also this study focused on the effect of intrinsic and extrinsic motivation as mediators in the association.

II. LITERATURE REVIEW

According to Tsaia, (2015) organizational support is the antecedent of employees positive feeling at work. It makes them to feel confident and try to finish their tasks by themselves. Perceived organizational support enhances positive employees' perception about their tasks and may further effects on organizational performance and survival. Cameron and Quinn (1999) indicated that collaboration needs common purposes, social relationships, and common gains. Empirical research demonstrated that enhancing relationship among members, knowledge sharing, and collaboration between them increases employees' satisfaction and through this way enhances their performance (Doolen et al., 2003). Cooperative culture is a principle about organizational support and has positive relationship to a graceful work environment.

Study of Chow et al. (2010) has focused on the importance of managerial patronage on employee perceptions and behavior. Organizational structure, financial and non-financial supports and tasks are all related to satisfaction of employees and their performance (Amabile et al., 1996). Also according to Warner et al. (2011), extrinsic motivation can be referred as a tactile prize, monetary reward or social identification. While according to Finkelstein (2009) intrinsic motivation connects to dealing with activities for joy, consent and satisfaction. It refers to involving with the hedonistic aspects of activity, pleasure, expanding interests, meeting curiosity and satisfying expectations (Freedman and Phillips, 1985). Study of Wayne et al. (1997) considered on employees behavior and attitudes at work and indicated that growing trust is outcome of feeling important among employees at work. When employees feel that organization considers on their values and protect their needs, they tend to attempt in the same way of organization goals (Piercy et al., 2006) in social exchange (Chiang and Hsieh, 2012). Employees with perceived organizational supports help other employees, they have higher job satisfaction and commitment, and they show higher performance (Aselage and Eisenberger, 2003).

According to Schepers and Van den Berg (2007), work environment includes set of information sharing, organizational support, procedural justice, employees motivation and feelings caused by rewarding and punishing employees. Study of Chen and Kao (2014) mentioned that supervisor supports and team environment are important resources in level of social and interpersonal relations and they have positive effects on job outcomes. Furthermore, study of Penny et all. (2011) indicated that personality dimensions have effect on performance and also social relationships among employees may influence on this effects.

Also study of Tabassi and Abu Bakar (2009) demonstrated that employees motivation is an antecedent of their performance. When employees are interested to their job they tend to deal with it in the best way (Bright, 2013). In this association manager can play an essential role (Parzefall and Salin, 2010). They are able to do this responsibility by setting reward system, promotion system and so on. Employees, who are interested to

thrive, tend to enhance their skills and knowledge to achieve these benefits. According to Galindo-Kuhn and Guzley (2001), motivation leads to satisfaction. Also satisfaction in turn causes improving job outcomes (Finkelstein, 2008).

According to abovementioned researches, it is expected that organizational supports have positive effect on intrinsic and extrinsic motivation and job performance. Also relationship between organizational supports and job performance is tested by considering on the effect of intrinsic and extrinsic motivation as mediators. Therefore the following hypotheses are proposed:

H1. There is a positive relationship between organizational supports and intrinsic motivation.

H2. There is a positive relationship between organizational supports and extrinsic motivation.

H3. There is a positive relationship between intrinsic motivation and job performance.

H4. There is a positive relationship between extrinsic motivation and job performance.

H5. Intrinsic motivation mediates the relationship between organizational supports and job performance.

H6. Extrinsic motivation mediates the relationship between organizational supports and job performance.

III. METHODOLODY

This study conducted in Asalooyeh and Kangan, two cities in Iran. Data of this study were collected by using questionnaire from employees of construction projects. Full-time employees were targeted for this study. Projects managers were asked to participate for distributing and gathering questionnaire. Questions were sent by email to project managers and they were asked to distribute questionnaire in a manner that all employees have the same chance to participate in this study. Questionnaire distributed in two times. In time1, questions which related to managerial supports, intrinsic and extrinsic motivation variables distributed between respondents. In time2, questions of job performance as criterion variable asked with the time lag of three weeks. Totally 263 questionnaire distributed among employees in time1 and 232 questionnaire returned. In time2, 223 questionnaires gathered and only 216 of them were usable. The total response rate was 82%. Seven project managers participated in data collection procedure.

Because the native language in Iran is Persian, questions were translated to targeted language and considered in the process of back translation. The Persian version of questionnaire was sent to project managers for distribution. Pre-study of 21 employees' responses demonstrated the absence of confusion in understanding the questionnaire.

Questionnaire designed by using four items adopted by eisenberger et al (1986) to assess organizational supports (eg., this organization strongly considers on my goals and values). Three items adopted by (Tierney et al., 1999) evaluated intrinsic motivation (eg., I enjoy finding better procedures for work tasks) and 6 items adopted by Van Yperen (1996) measured extrinsic motivation (eg., I work too hard considering my outcomes). Furthermore, 6 questions adopted by Kim et al. (2009) evaluated job performance (eg., I produce high-quality work). Scale format were based on five-point Likert scale.

This study applied correlation analysis to test direct relationships between variables and also implemented regression analysis to assess the mediation effect. The method of Baron and Kenny (1986) considered for mediation analysis. Exploratory factor analysis conducted to evaluate validity of questionnaire and cronbach' alpha tested the reliability of study instrument.

IV. RESULT

A. Respondents' information

Due to the characteristics of construction projects in selected cities, all participants in this study were male. Twenty three percent of participants were between 18 and 27, while 34% of them were between 28 and 37. Twenty four percent of them were between 38 and 47 years old and the rest (19%) were older than 48. Majority of respondents were married (70%) and 30% them were single or divorced. In case of educational level, 13% of them had primary school education, 14% had secondary school educational, 52% had bachelor degree and the rest (21%) had graduated degree.

B. Reliability and validity

Cronbach' alpha was applied to assess the reliability of questionnaire. Results showed the evidence of existing reliability of questionnaire. That is, all alphas ranged between .79 and .91 and above the common accepted cut-of-level of .70. Exploratory factor analysis has been done to test convergent and discriminant validity of questionnaire. One item from extrinsic motivation measures and one item from job performance

measures dropped due to lack of fit. All factor loadings ranged between .52 and .89 and were greater than cut-of-level of .40. Results demonstrated the existence of convergent and discriminant validity. Totally, 73% of variance is explained by study variables and only 23% of variance is caused by one variable.

D. Hypothesized relationships

Table 1 shows the relationship between study variables. Results demonstrated the positive and significant relationship between organizational supports and intrinsic motivation (r=.32, p<.01) and between organizational supports and extrinsic motivation (r=.29, p<.01); therefore H1 and H2 were supported and the first condition of Baron and Kenny (1986) is met. Also results showed the significant relationship between organizational supports and job performance (r=.28. p<.01) and demonstrated the existence of second step from method of Baron and Kenny (1986). Furthermore, the relationship between intrinsic motivation and job performance (r=.38. p<.01) and also between extrinsic motivation and job performance (r=.52. p<.01) are positive and significant. Hence H3 and H4 were supported and third condition is met.

To evaluate the effect of mediators, table2 shows that after entering the effect of intrinsic motivation, the effect of organizational support on job performance is still significant (changed from β=.28, t=4.23** to β=.17, t=2.66**). This result shows that intrinsic motivation partially mediates the relationship between organizational support and job performance; thus, H5 is partially supported. Also table2 demonstrated that after entering the effect of extrinsic motivation as mediator, the effect of organizational supports on job performance is still significant (changed from β=.28, t= 4.23**, to β= .14, t=2.28*). Therefore, extrinsic motivation partially mediates the association between organizational supports and job performance and H6 partially supported.

TABLE I. MEAN, STANDARD DEVİATİON AND CORRELATİON BETWEEN VARİABLES

Variable	mean	SD	1	2	3	4	5	6	7	8
1. Age	2.39	1.04	-							
2. Gender		1.00	.00	-	-					
3. Status		1.30	.46	-.22**	-	-				
4. Education	2.85	.99	.07	-	-.04	-				
5. OS	2.22	.78	.14*	-	-.11	.09	-			
6. IM	2.19	1.05	.10	-	-.10	.03	.32**	-		
7. EM	2.21	.89	.04	-	-.11	.05	.29**	.52**	-	
8. JP	2.44	.91	-.04	-	-.12	-.01	.28**	.38**	.52**	-

SD= standard deviation; PMS=perceived managerial support; IM= intrinsic motivation; EM= extrinsic motivation; JP= job performance.
**Significant at the level of .01.
*Significant at the level of .05.

TABLEII. REGRESSİON ANALYSİS

	Job Performance			
	Step1		*Step2*	
	ß	*t*	*ß*	*t*
OS	.28	4.23**	.17	2.66**
IM	-	-	.32	4.88**
R^2	-	.07	-	.17
ΔR^2	-	-	-	.10
F	-	17.83**	-	23.80**
Variable				
OS	.28	4.23**	.14	2.28*

EM	-	-	.48	.7.89**
R^2	-	.08	-	.28
ΔR^2	-	-	-	.20
F		17.83**	-	62.21**

PMS=perceived managerial support; IM= intrinsic motivation; EM= extrinsic motivation.

V. Discussion

Most of the researches on the work environment have focused on consultants, marketers, controllers, and designers and so on, ignoring the effect of the work environment on other types of employees (Dul and Ceylan, 2011). This is an important issue because organizations comprise multiple types of employees who have different backgrounds and who may generate novel ideas in different ways. Organizational supports seem to be very important issue in construction organizations, because employees in such organizations are in the situations that don't have their families and routine life around. It can effect on their job performance. In this situation managers can play an essential role and by supporting employees, they can improve employees motivation and performance. Furthermore, employees can create value in an organization, especially in dynamic industries that need lower-level employees to generate different thinking or diverse information to create and combine information in new ways (Lepak and Snell, 2002). Therefore, this research considered on how organizational supports influence on motivation and in turn on job performance.

A. Implication

Results of this study showed the importance of organizational support on employees' motivation and their performance. Therefore it seems necessary that managers pay consideration to their employees and their needs. By satisfying their needs at the real time job performance will increase. By paying more attention to claims arising from the deferred salary and also offering promotion to employees, managers can improve job performance in the organization. Due to the characteristics of the construction projects in delayed payment, managers should plan to minimize these delays. Also creating an environment which employees achieve career promotion can be helpful to enhancing job performance.

B. Limitations and recommendation for future researches

For data collection, project managers assisted in this study and it might comprise social desirable bias; collecting data directly without interfering supervisors can decrease this bias. Therefore it seems beneficial if in future studies researchers collect data directly. Also this study conducted in Iran and may cause some problem in generalization of results to developed countries. Furthermore, increasing the number of respondents in future research may decrease the possible sampling errors in data collection.

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