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PERCEIVED ORGANIZATIONAL SUPPORT AND ENTREPRENEURIAL INTENTION AS PREDICTORS OF SUSTAINABLE ORGANIZATIONAL EFFECTIVENESS

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ABSTRACT

The overall productivity and effectiveness of the workplace especially in Nigeria as a developing country, forms an unimaginable bases for sustainable development of any nation. Hence, the study examined the roles of perceived organizational support and entrepreneurial intention as predictors of sustainable organizational effectiveness in the workplace. The researcher used 180 participants drawn from private organisations in Awka, Anambra State and selected using a systematic and convenience sampling technique. The participants consisted of 78 males (43.3%) and 102 females (56.7%) with the age range of 20-60 years, mean age of 40 years and a standard deviation of 0.6. The researcher employed the use of perceived organizational support scale, entrepreneurial intention scale and organizational effectiveness scale in determining the participant's responses. The study adopted correlational design and multiple linear regression as the study design and statistics. The first hypothesis which stated that perceived organizational support of workers will significantly predict their organizational effectiveness was accepted at $B = .360$, $t = 24.841$, $p < .05$. This shows that perceived organizational support significantly predicted organizational effectiveness which is needed for sustainable development. The second hypothesis which stated that entrepreneurial intention will significantly predict worker's organizational effectiveness was accepted at $B = .184$, $t = 2.509$, $p < .05$. This shows that entrepreneurial intention significantly predicted organizational effectiveness for sustainable development. Furthermore, it was recommended that organizations should encourage a support system and the initiation of entrepreneurial intention among workers as it makes for the effectiveness needed for sustainable development of any organisation.

Keywords: Organisational support, Entrepreneurial intention, Organizational effectiveness

INTRODUCTION

Background to the Study

The gain of every organization lies heavily on the workforce or on the employees within an organization. With the recent global pandemic, organizations especially in Nigeria are faced with the challenges of meeting up with the goals of productivity, effectiveness, and efficiency. This real or perceived lack of effectiveness and efficiency have warranted the sudden closure of many organizations and the termination of workers' appointment in the organization. This is because, the goals of the organization are not being met by the employees due to one reason or the other. Studies by Noruzi and Rahimi (2018) indicated that employees are the strong force that ensures organizational effectiveness and for them to achieve this objective, organizations must create a system that will motivate them to give their very best. Effectiveness entails the rate at which something is productive and resourceful. Organizational effectiveness is at the heart of every organization and as such, organizational leaders should pay keen attention to the processes that will ensure this effectiveness. No manager or business owner would want his organization not to be effective, and employees are used to achieve this effectiveness.

Organisational Effectiveness

Organizational effectiveness has been conceptualized by many scholars and academic researchers in diverse ways, approaches and from different paradigm. Current approaches to organizational effectiveness are conceptually conflicting

because of it diversity and the fact that it has been studied with different variables/constructs not really to the ones we are studying in the current research. So these discrepancies in variables is creating conflicts among researchers within the field of psychology and beyond. The concept of effectiveness is of great importance to an understanding of organizational behavior. However, organizational effectiveness is a term that is complicated, controversial, and difficult to conceptualize. Various models and approaches have been developed to assess it. Herman and Renz (1997) stated that there are models of organizations. Different models with their relating criteria reflect different values and preferences of schools of thought concerning effectiveness. These models will be review in the further review of literature of this work or study. Organizational effectiveness continues to be a popular topic in management settings, seminars, and research projects. Organizational effectiveness is at the theoretical center of all organizational models and is the ultimate dependent variable of organizational studies.

The prevailing formal and implied conceptions of organizational effectiveness are examined and found deficient. When effectiveness is defined with reference to goal attainment, there are both methodological and conceptual problems, for the goals are those of persons (observers and members) not of the organization itself and there is in principle no possibility of stable of consensus and about the nature of the goals. When defined with reference to societal function, the values and standards for assessing organizational effectiveness

are similarly external to the organization itself. An improved conceptual framework, derived from the system model of organizations, is proposed; the framework emphasizes both the distinctiveness of the organization as an identifiable social structure and the interdependence of the organization with its environment. In the past, scholars have determined and conceptualize the concept of organizational effectiveness to be the rate at which the organizational workers commit to the productivity of the organization and it growth (Ferdinand, 2017).

Furthermore, organizational effectiveness has also been seen as the degree to which staff and organizational workers commit to the maximum output of the vision and objectives of the organization so as to achieve a substantial result (Michael, 2019). In essence, organizational effectiveness can be seen from the perspective of the effort organizational workers make in order to help foster the aim and objective of the organization.

Pedraza (2017) defined organizational effectiveness as the efficiency with which an association is able to meet it objectives.

Datragupta (2018) defined organizational effectiveness as an effective, prudent and strategic use of all the organizational resources, namely; human, financial and technological resources for creating competitive advantage. More so, Gabriel (2019) sees organizational effectiveness as basically the ability of the organization to meet its set goals and objectives given the resources at its disappearing. He went further to say that every organization has certain predetermined goals and objectives

that it looks up to, each time any of these goals is met, the organization is considered effective in that regard.

From the above definitions, organizational effectiveness can be seen as the capacity of the organization to achieve it specific and planned goals with the resources (human and material) at their disposal. In organizational effectiveness, there must be a mapped out goals the organization intends to achieve and there must be specific strategies or medium through which they want to achieve these goals. There are two basic resources that aids the organization in achieving effectiveness - human resources which entails the employees and material resources which entails the equipment within the organization. No organization can function adequately without these two resources, and it is every leader's intention to achieve effectiveness within the organization.

Studies have attempted to understand the causes or determinants of organizational effectiveness using personal and environmental determinants such as work environment conditions, leadership styles, salary and wages, among others. However, to the best of the researcher's knowledge, there is insufficient attempt to unearth the roles of psychological determinants of organizational effectiveness in Nigeria. Hence, the present study examines the roles of perceived organizational support and entrepreneurial intention as predictors of organizational effectiveness.

Goal Attainment Theory by Weese (1997)

One of the earliest approaches to understanding organizational behavior is the goal attainment approach and it is featured

by an identification of goals to measure performance. The goals approach defines effectiveness as the degree to which an organization has achieved its goals. The goal approach is the most widely used, according to Weese (1997). It assesses the effectiveness of an organization in terms of its success in realizing its goals. Regarded as the most logical approach to study organizational effectiveness. The goal approach nevertheless has its limitations. Most obvious is the reality that an organization may have numerous goals that may conflict with one another. This approach focuses on the goals or output of an organization which the employees can make happen when the have the right organizational support and on evaluating how well organization meets those goals. Thus, a national sport team's final standing in the world championship would indicate the effectiveness of the national sport organization. Early studies in the area of organizational effectiveness of sporting organizations used the goal approach and tended to focus on, or note, the potential importance of win-loss records as a measure of effectiveness. Trail and Chelladuari (2000) investigated the importance that faculty and students attach to the goals and processes of intercollegiate athletics. The goals of an organization will help to measure and determine how far they are being effective and at the same time, making progress. The essence if this approach, is to help the organization to keep in check with their effectiveness. And this effectiveness is determined by the level of commitment of the employees that comes from the right perception they get from the organization.

Hence, to achieve the goals of the organization, the organization must create a system that makes it possible for the employees to give their best towards the effectiveness of the organization.

Perceived Organisational Support

Perceived organization support has been studied over the years by researchers as it relates to work place efficiency, work place effectiveness and others (Aselage & Josiah, 2018). Perceived organizational support is such that when employees of any firm sense it, it will solidify their commitment towards the success and effectiveness of the organization. Also when they (employees) sense otherwise, it can derail their commitment and thereby affect the organization negatively. Managers or employers of organization should provide the atmosphere that facilitates perceived organizational support.

Perceived organizational support is defined as employees' beliefs concerning the extent to which the organization values their contribution and cares about their well-being (Rosenberg, Huntington, Hu1tchison & Sows, 2017). Similarly, Goodnews, (2020) defined perceived organizational support as the degree to which employees believe that their organization accepts and values their contributions and cares about their well-being and fulfills their socio-emotional needs.

According to these definitions, perceived organizational support could be seen as the employee's consciousness that the organization values their initiatives, contributions, and cares about their welfare. Perceived organizational support is

generally thought to be organizations contribution to a positive ferocity dynamic with employees, as employees tend to perform better to reciprocate received rewards and favorable treatment. Research on perceived organizational support began with the observation that managers' concern with their employees' commitment to the organization is positively correlated with employees' focus on the organization's commitment to them (Goodnews, 2020). For employees, organizations serve as important sources of socio-emotional resources like respect and care, as well as tangible benefits like wages and medical benefits (Josiah, 2018). Being regarded highly by the organization helps to meet employees' needs for approval, esteem, and affiliation (Felix, 2019). Positive evaluation by the organization also provides an indication that increased effort will be noted and rewarded. Employees, therefore, take an active interest in the aspect with which they are held by their employer.

According to an experiment done by Hochwarter (2012), there is a non-linear relationship between perceived organizational support and performance. The study predicted that high perceived organizational support was correlated with high performance in the organization. Of course, perfect correlations happen infrequently. Just as perceived organizational support does not always positively correlate with performance, neither does job satisfaction. Although perceived organizational support probably does have an effect on many employees' performance, it does not necessarily cause performance to increase or decrease in

productivity. A low perception of organizational support can result in employees being wary of reciprocation and as such, affects the organizational output.

Humanity and society exist largely at the dictates of organization. Any organization that its employees perceive as being supportive and cares for the well-being of its employees, employees tend to commit maximally towards the effectiveness of the organization. This is to say, the extent to which an organization grows is determined by the employees' efforts and inputs which must come from the perception of the organization care and support towards them. Naturally, people are prone to working most effectively when they are within an environment they feel that is after their well-being and growth. Almost everything, (such as food, shelter, clothing and luxuries) about human beings is determined directly and indirectly by the organization. Organizational effectiveness has been literally conceptualized by many authors.

H^1 Perceived organizational support will significantly predict organizational effectiveness of workers.

Entrepreneurial Intention

There is a growing body of literature arguing that intentions play a very relevant role in the decision to start a new firm. The importance of cognitive variables in understanding this personal decision has been highlighted by Baron (2004) and Shaver & Scott (1991), among other researchers. In this view, this cognitive focus provides additional insights into the complex process of entrepreneurship. Given the impressive success of a cognitive approach in other fields (e.g., psychology, education), there are grounds for predicting

that it may also yield positive results when applied to the field of entrepreneurship (Baron, 2004).

Entrepreneurial intention can be defined as a "self-acknowledged conviction" by any individual that he/she is willing to initiate new business enterprise, and he/she continuously plans to accomplish this in future (Ridha and Wahyu, 2017; Thompson, 2019). Fayolle (2016) submitted that entrepreneurial intention is a conscious state of mind that directs attention toward a specific goal or pathway in order to achieve the stated ambitions. Similarly, Steven (2015) defined entrepreneurial intention as the individual/or of a group of people's intentions to create a new business/idea. Such an intention is a conscious mental state that precedes the action and directs attention towards the goal of establishing a new business.

From the above definitions, entrepreneurial intention could be defined as an attentive and cognizant state of mind/plans that guides the goal of a person or an organization towards the creation of a new business. The definitions also suggest that entrepreneurial intention must be goal specific, conscious state of mind and it should gear towards achieving an objective/goal/purpose. Early researches on this concept indicated that personality attributes as the only determinants of entrepreneurial intention but notwithstanding, recently studies have disagreed with that assertion. Entrepreneurial intention has been explained by three antecedents: attitude towards entrepreneurial behavior, perceived social

norms and perceived behavior control in other words, self-efficacy. Entrepreneurial intention has been considered to be one of the best predictors of organizational effectiveness in comparison with other factors such as, demographic and trait variables. Within the confine of this study, the researcher will explore perceived organizational support and entrepreneurial intention as predictors of organizational effectiveness.

Entrepreneurship as a construct is associated to the field of organizational or industrial psychology. The concept of entrepreneurship has long been conceptualized by organizations, individuals, and business owners and also other fields in the academic world and beyond. The intention behind any entrepreneurial activity will help intensify and solidify the actions behind it. Intention connotes ideas or plans backing up an action. Entrepreneurial intention is a purpose or a goal towards the actualization of any plan of action (Michael, 2019). For any individual, organization or business to be effective in the entrepreneurial activity, there must be first and foremost, concrete goals and objectives they must have in mind to achieve. Entrepreneurial activity is considered to be an intentionally planned behavior. The pivotal point is that the activity must be an intentional one. Intentional suggest that it must be thoughtfully processed and implemented in order to ensure optimal outcome. Entrepreneurship is considered to be the discovery/creation, evaluation and exploitation process of opportunity that demands the preparedness to find and or

create that opportunity. Research has shown that intentions play an important role in entrepreneurial activity and as such should be given attention to. Entrepreneurial intention has been defined by many authors and researchers, some of these definitions will be explored within the context of this study.

H^2 Entrepreneurial intention will significantly predict organizational effectiveness of workers.

METHOD

Participants

One hundred and eighty (180) employees selected through random sampling technique participated in this study, they were drawn from private organizations; namely: Roban Stores, Stannel Company, Orient Petroleum Resources Ltd and Coscharis Group Ltd. The sample represents employees with different gender, age and marital status. Gender of the respondents consists of 78 (43.3%) male and 102 (56.7%) female. Age of the participants ranged from 20-60 years with the mean age of 40.08years and a standard deviation of 0.604. Respondents who are married were 165 (91.7%) while those who are single were 15 (8.3%).

Perceived organizational support was measured with a shorter version (8-item) Survey of Perceived Organizational Support (SPOS), an instrument developed by Eisenberger, Huntington, Hutchison and Sowa, (1986). It is 8-item scale and 7-point Likert scale with the following responses; strongly disagree (1), moderately disagree (2), slightly disagree (3), neither agree nor disagree (4), slightly disagree (5), moderately disagree (6) and strongly agree

(7). The researcher established a Cronbach's alpha coefficient of .59 on a Reliability test.

Entrepreneurial intention was measured with an instrument developed by Linan, (2005). It is a 17-item and 5 point Likert scale with responses ranging from strongly disagree (1) to strongly agree (5). The researcher established a Cronbach alpha coefficient of .96 on a Reliability test.

Organizational Effectiveness was accessed with an instrument adapted from teamwork effectiveness scale developed by Lurie, Schultz and Lamanna, (2011). It is a 24-item and 5 point Likert scale with responses ranging from: Strongly Disagree (1), Somewhat disagree (2), Neither Agree nor Disagree (3), Somewhat agree (4), and Strongly agree (5). The author reported a Cronbach alpha of 0.82, while the researcher ensured its suitability for the present study by establishing a Cronbach alpha coefficient of 0.95 in a pilot study.

The researcher sought for the consent of the organizations used for the study (Roban Stores, Stanel Company, Orient Petroleum Resources Ltd and Coscharis Group Ltd) which was granted to her by the management of these organizations. The researcher administered 190 questionnaires out of which 180 was correctly filled and returned valid for the purpose of the study. The copies of the questionnaire were administered during their break period which lasted for 30 minutes for each of the organization. Participant's privacy was protected strongly as their anonymity was also assured.

The researcher used correlational design for this study and multiple linear regression was used as the statistics tool for analysis.

RESULTS

Table 1: Summary of mean and standard deviation of perceived organizational support, entrepreneurial intention and organizational effectiveness.

Variables	Mean	Standard Deviation	N
Organizational Effectiveness	93.05	9.612	180
Perceived Organizational Support	29.05	3.120	180
Entrepreneurial Intention	64.40	11.264	180
Total	**186.5**	**23.996**	

Table 2: Multiple Linear Regressions analysis of Perceived Organizational Support and Entrepreneurial Intention as predictors of Organizational Effectiveness

Predictor variables	R	R2	F	B	T	P
Perceived Organizational Support	.468		24.841	.360	4.910	.000
Entrepreneurial Intention	.219		24.841	.184	2.509	.013

p<.05

Based on the above table, the first hypothesis which stated that perceived organizational support will predict organizational effectiveness, was accepted at B= .360, t=24.841, p<.05**.** This shows that perceived organizational support significantly predicted organizational effectiveness.

The second hypothesis which stated that entrepreneurial intention will predict organizational effectiveness was accepted at B= .184, t=2.509, p<.05**.** This shows that entrepreneurial intention predicted organizational effectiveness

Summary of Findings

Perceived organizational support predicted organizational effectiveness of workers.

Entrepreneurial intention predicted organizational effectiveness of workers.

METHOD

Participants

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Summary of Findings

Perceived organizational support predicted organizational effectiveness

Entrepreneurial intention predicted organizational effectiveness

Discussion

This study investigated perceived organizational support and entrepreneurial intention as predictors of organizational effectiveness.

Hypothesis one which stated that perceived organizational support will predict organizational effectiveness was accepted in this study. The result showed that perceived organizational support significantly predicted organizational effectiveness. The

finding of this study is in agreement with the findings of Aselage and Eisenberger (2003) who stated that when an individual accepted the positive treatment of others, it naturally generated the psychological pressure and sense of obligation to pay off, thereby generating an attitude or behaviour of retribution to the one given. When applied to the organizational environment, employees often give more positive feedback when they perceive the organization's concern and appreciation and affirmation. The finding is also in consonance with literatures, Goodman and Pennings, (1977); Biswas, (2010) posits that researchers in organizational sciences acknowledge that the central theme of organizational theory pertained to organizational effectiveness, and the underlying goal of most research on organizations is to improve their effectiveness (Noruzi & Rahimi, 2018).

Hypothesis two which stated that entrepreneurial intention will predict organizational effectiveness was also accepted. The result showed that entrepreneurial intention significantly predicted organizational effectiveness. The finding of this study is in contrast with the report of Neneh, (2014) who in a scholarly article indicated that while university students in Cameroon possess a high intention to become entrepreneurs, there are however, predominantly push factors such as unemployment, poverty and job security that force most university students to engage in various forms of entrepreneurship.

The finding is in contrast with the push theory on entrepreneurship; it argues that

people are pushed into entrepreneurial activities by negative situational factors such as dissatisfaction with existing employment. These negative situations according to the theory tend to activate latent entrepreneurial talent in them and push employees into entrepreneurial activities (Gilad and Levine, 1986). It is also in disagreement with the reports of Brockhaus, (1980); Cromie and Hayes, (1991); Henley, (2007) who posits that poor organisational conditions can trigger low job satisfaction, which in turn can trigger the desire to start a business venture, they maintained that positive relationships between low job satisfaction and entrepreneurial intentions are well documented within the push theory of entrepreneurship. Frustrated employees are more likely to consider entrepreneurship as an alternative career avenue. The result of this study disagrees with Eisenhauer (1995) who reported that individuals are motivated to start their own businesses if the satisfaction from wage employment is lower than the perceived satisfaction possibly derived from self-employment. It further contradicts the report of Lee et al. (2011) who examined the individual's intent to leave their jobs to start business ventures their findings suggested that work environment with an unfavourable innovation climate and/or lack of technical excellence incentives influence entrepreneurial intention, through low job satisfaction.

Conclusion

This study investigated perceived organizational support and entrepreneurial intention as predictors of organizational effectiveness. From the results obtained in

the data analysis using inferential statistics. The study concluded that perceived organizational support and entrepreneurial intention had significant joint and independent influence on organizational effectiveness.

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