Designing and Explaining the Supportive Organization Model in the Country's Red Crescent Society, with an Emphasis on Behavioural Factors

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Abstract: This research investigated the factors related to supportive organization in Red Crescent Society. The results showed that perceived organizational support has relationship with supportive organization. If an organization is supportive, the employees perceive the support. According to the results of research, organizational justice has also relationship with supportive organization, meaning that provided that the employees feel that there is justice and equity in the organization and its procedures, they would perceive organizational support.
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Introduction

Employees are the most valuable asset of any organization. Today's organizations compete over offering welfare programs and the ratio of considering employees in order to attract and maintain human resources (Riggle et al. 2009). In responding to the wave of competing on human resources, organizations invest on performing and improving welfare programs and supporting employees, and try to provide appropriate welfare facilities and possibilities for their employees as far as possible. Perhaps it was unusual to raise such issues and discuss about welfare and side programs of supporting employees in two previous decades, but now organizations that perform such programs are abundantly observed in the world. These organizations have practically understood that they would profit from investing on welfare improvement and supporting employees, because those employees who feel support are committed and satisfied and have less absences and do not leave the organization easily, and all these factors improve organizational performance to achieve its goals (Taleghani et al. 2009). Since supportive organization is a very new topic and there are very few topics dedicated to it, in order to gain accurate understanding about this organization we should investigate perceived organizational support variable that based on its related literature and topics, the supportive organization is developed.

Research Literature:

To perform their duties successfully, organizations require maintaining their employees motivated, active, and energetic. Employees understand organizational support when they receive responses according to their expectations (Ali and Ur-Rehman, 2010). With regard to this feeling, people play the role in the organizations as an active member of the organization and they will feel contentment and satisfaction. Following this feeling, some of the employees are seeking appropriate opportunities to acquire their necessary and favourite educations in order to play their roles in the organization properly. Those employees who are experiencing a great amount of perceived organizational support feel that they should play role in the organization with regard to appropriate behaviours and attitudes, so that their action would be in line with organizational benefit and whereby compensate organizational support (Eisenberger et al. 1997). Perceived organizational support makes the employees to carry out organizational activities voluntarily and to feel obligated to help organization. Organizational support meets employees' social-emotional needs. Those employees who are emotionally committed to the organization would have higher performance, less absences, and less replacement probability too. In contrast, organization has more commitment to the employees (Rhoades and Eisenberger, 2002). The topic of organizational support was formally

developed for the first time in the organizational literature by Eisenberger et al. (1986). Afterwards, experts paid special attention to analyzing the way of forming organizational support, and in addition to it they investigate the impacts and consequences of organizational support in organizational and individual domains. By perceived organizational support we mean people's generalized feelings and beliefs in this respect that the organization value its members' cooperation, assistance, and support, and concerns about their prosperity and future (Eisenberger et al. 1986). The theoretical base of organizational support is social exchange theory. According to this theory, in social relationships when someone does a favour for someone else, he/she knows him/herself obliged to compensate it. The bigger this favour and help is, he/she is more willing to compensate it. Organizational support ensures employees that they are required resources of organization, and the organization would support them whenever they need help. This support enables employees to increase their efficiency whatever work they do (Ali and Ur-Rehman, 2010). Employees require the organization to confirm their activities, they require the senior managers of organization to support their activities and reward those activities that are in line with achieving organizational goals (Eisenberger et al. 1986). Employees would try a lot for the organization only if the organization supports their rights.

Since no research has been performed about supportive organization in particular, in this research we are seeking to investigate factors related to such organization. For this purpose in this study some hypotheses are developed which are:

1. Perceived organizational support has a significant relationship with supportive organization.

2. Organizational justice has a significant relationship with supportive organization.

3. Supervisors' support has a significant relationship with supportive organization.

4. Appropriate payments have a significant relationship with supportive organization.

5. Promotion opportunity has a significant relationship with supportive organization.

6. Job security has a significant relationship with supportive organization.

7. Autonomy has a significant relationship with supportive organization.

8. Lack of role stress has a significant relationship with supportive organization.

9. Job training has a significant relationship with supportive organization.

10. Religious values and beliefs have a significant relationship with supportive organization.

11. Organizational empathy has a significant relationship with supportive organization.

12. Participatory management has a significant relationship with supportive organization.

Investigation Method

This research is fundamental – applied in respect of goal, and it is a correlation survey in respect of method. The statistical population of this research is composed of all employees of the Country's Red Crescent Society, totally 8200 people. With regard to Cochrane's method, the sample volume was determined 945 persons. Considering the related proportion in each province, sampling from the population was randomly performed. Having considered the possibility that a number of questionnaires might not be returned or they might be filled incompletely, the calculated sample was distributed by about 10 percent increase (1050 numbers). The tool of collecting data in this research was questionnaire.

The survey was performed, and then research factors were analyzed by help of the structural equation modelling method and by using the LISREL software. This research was performed by having observed ethical considerations, and also describing research goals to under research units, keeping the questionnaire confidential by not writing the full name in it, and tendency to participate and the right of selection for under research units.

Findings

In order to analyze the research findings the structural equation modelling was used. After assuring normality of under study variables and linearity and homogeneity of variances, factor analysis was performed. It is worth mentioning that in order to confirm structural model, firstly the amounts of t and standard coefficients should be significant, and secondly its indexes should have appropriate fitting.
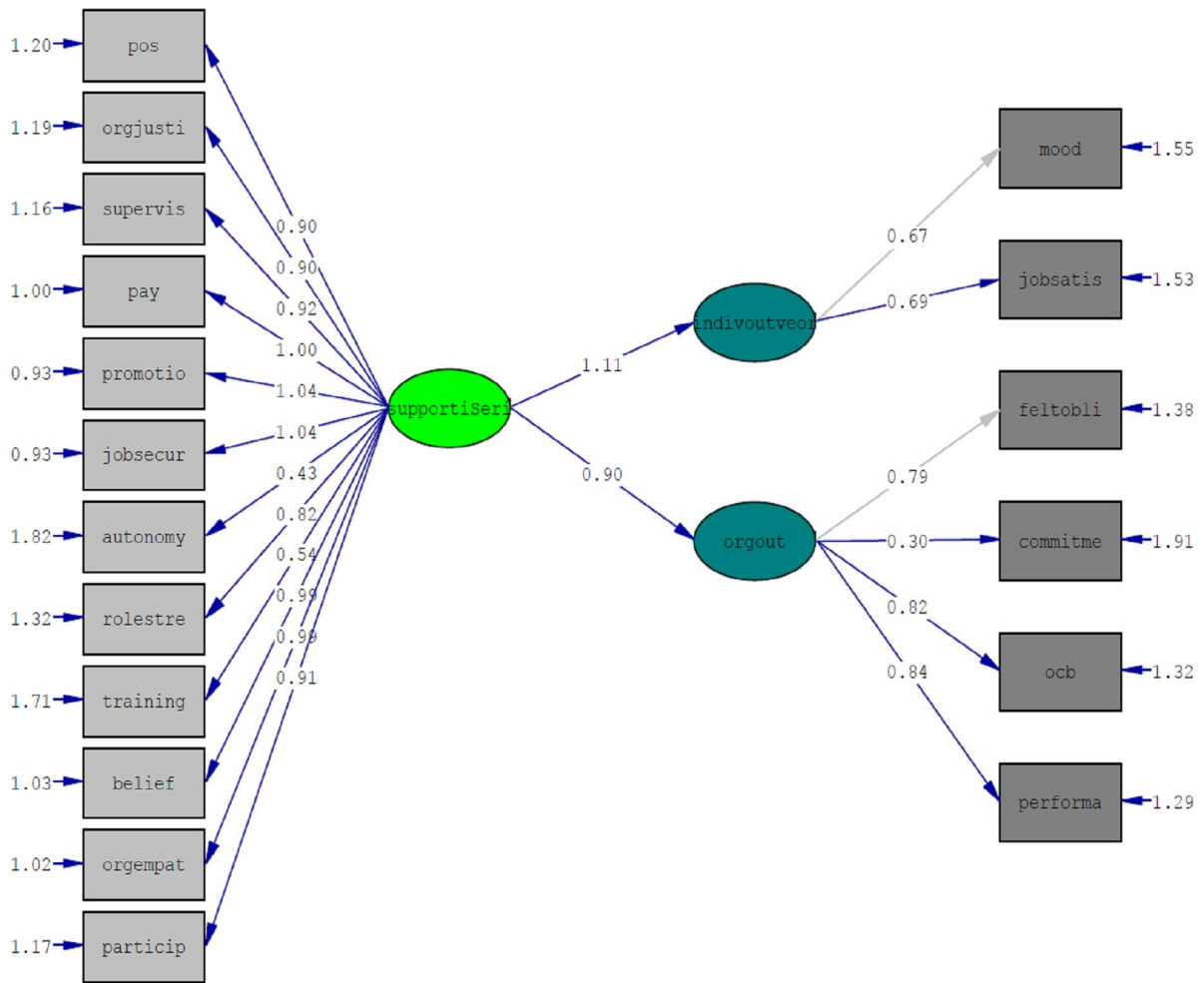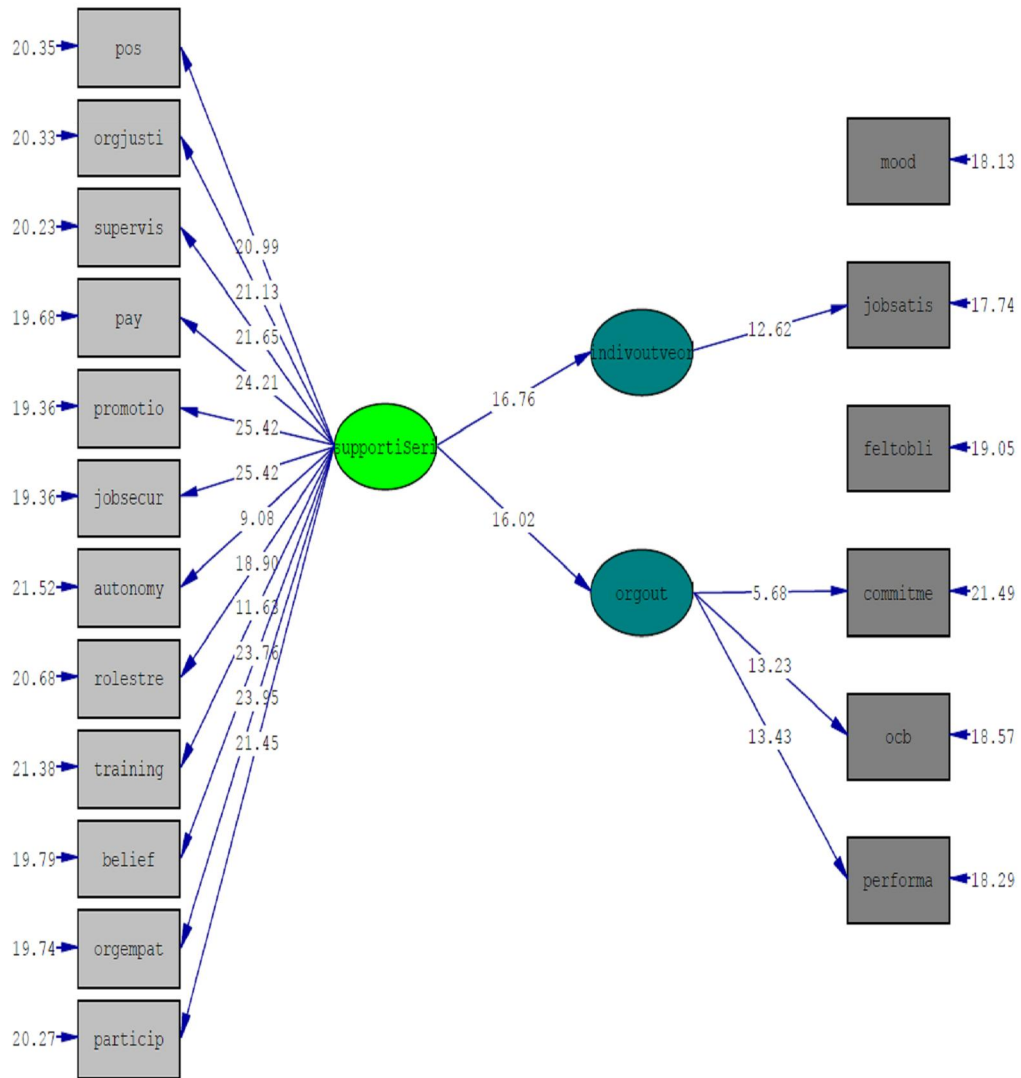
Chi-Square=18.56, df=13, P-value=0.00000, RMSEA=0.018

Diagram 1: Primary Estimate Amount in the Final Model

In order to investigate the significance of relations, we use the amount of T, so as the amounts higher than 2 are significant. We observe that none of the 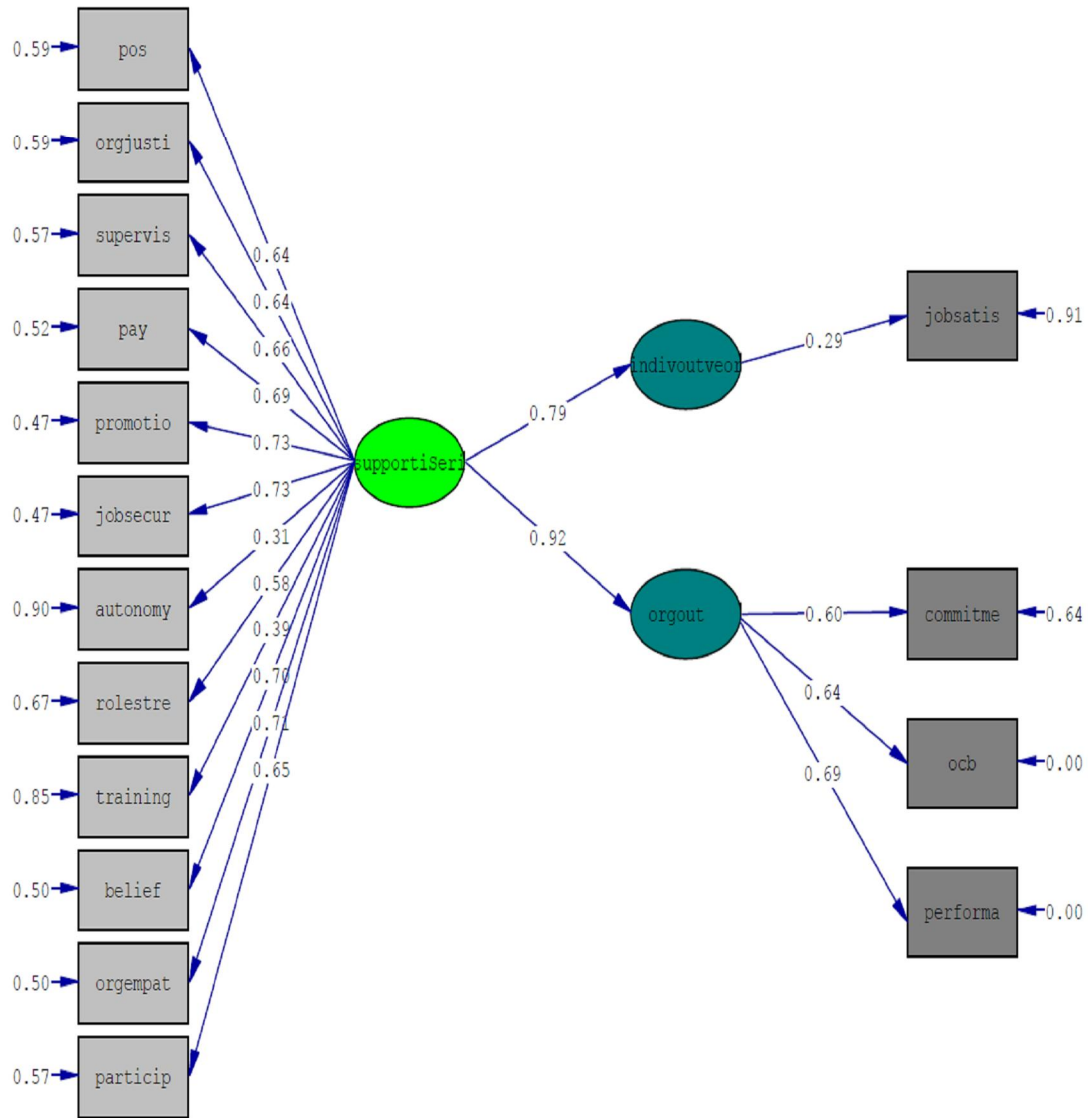amounts are less than 2, but the positive mental state variable and the sense of duty, because of not having relationship with other variables, are omitted from the model.

Chi-Square=18.56, df=13, P-value=0.00000, RMSEA=0.018

Diagram 2: The Amounts of T in the Final Model

After omitting unrelated variables, ultimately the final model of research is as follows:

Chi-Square=16.23, df=12, P-value=0.00000, RMSEA=0.017

Diagram 3: The Standard Amounts in the Final Model

The amounts of final model are observed in table 1:

Table 1: The Amounts of Measurement Model in the Final Model

Relationships between Concepts and Indexes in the Model	Estimate Amount	Standardized Amount	Standard Error	T Amount	Explained Variance Amount (R)	Significant Level	Result
Relationship between supportive organization and individual consequences	0.77	0.79	0.044	17.29	0.63	P<0.01	Index is confirmed
Relationship between supportive organization and organizational consequences	0.69	0.92	0.045	15.24	0.84	P<0.01	Index is confirmed
Relationship between perceived organizational support and supportive organization	0.91	0.64	0.043	21.28	0.41	P<0.01	Index is confirmed
Relationship between organizational justice and supportive organization	0.91	0.64	0.043	21.21	0.41	P<0.01	Index is confirmed
Relationship between supervisors' support and supportive organization	0.93	0.66	0.042	21.85	0.43	P<0.01	Index is confirmed
Relationship between appropriate payments and supportive organization	0.98	0.69	0.042	23.54	0.48	P<0.01	Index is confirmed
Relationship between promotion opportunity and supportive organization	1.03	0.73	0.041	25.29	0.53	P<0.01	Index is confirmed
Relationship between job security and supportive organization	1.03	0.73	0.041	25.29	0.53	P<0.01	Index is confirmed
Relationship between autonomy in work and supportive organization	0.44	0.31	0.047	9.38	0.097	P<0.01	Index is confirmed
Relationship between lack of role stress and supportive organization	0.81	0.58	0.044	18.56	0.33	P<0.01	Index is confirmed
Relationship between job training and supportive organization	0.56	0.39	0.046	12.04	0.15	P<0.05	Index is confirmed
Relationship between religious values and beliefs and supportive organization	1	0.70	0.041	24.04	0.50	P<0.01	Index is confirmed
Relationship between organizational empathy and beliefs and supportive organization	1	0.71	0.041	24.16	0.50	P<0.01	Index is confirmed
Relationship between participatory management and supportive organization	0.92	0.65	0.042	21.73	0.43	P>0.05	Index is confirmed
Relationship between job satisfaction and individual consequences	0.43	0.29	0.063	6.77	0.47	P<0.01	Index is confirmed
Relationship between organizational commitment and organizational consequences	1.13	0.60	0.082	12.89	0.086	P<0.01	Index is confirmed
Relationship between organizational citizen behaviour and organizational consequences	0.91	0.64	0.082	21.21	0.28	P<0.01	Index is confirmed
Relationship between job performance and organizational consequences	0.98	0.69	0.088	23.54	0.36	P<0.01	Index is confirmed

The results of measurement equations model indicate that there is direct relationship between perceived organizational support and supportive organization with more than 95 percent assurance (P<0.01, T=21.28, and λ= 0.64). Considering that the amount of t is more than 2 and it is significant, then the first hypothesis is accepted. With regard to the results of measurement equations model, there is direct relationship between organizational justice and supportive organization with more than 95 percent assurance (P<0.01, T=21.21, and λ= 0.64). Since the amount of t is more than 2 and it is significant, then the second hypothesis is accepted. The results of measurement equations model also indicate that there is direct relationship between supervisors' support and supportive organization with more than 95 percent assurance (P<0.01, T=21.85, and λ= 0.66). Considering that the amount of t is higher than 2 and it is significant, then the third hypothesis is accepted. With regard to the results of measurement equations model, there is direct relationship between appropriate payments and supportive organization with more than 95 percent assurance (P<0.01, T=23.54, and λ= 0.69). Since the amount of t is more than 2 and it is significant, then the fourth hypothesis is accepted. The results of measurement equations model indicate that there is direct relationship between promotion opportunity and supportive organization with more than 95 percent assurance (P<0.01, T=25.29, and λ= 0.73). Considering that the amount of t is higher than 2 and it is significant, the fifth hypothesis is accepted. The measurement equations model indicates that there is direct relationship between job security and supportive organization with more than 95 percent assurance (P<0.01, T=25.29, and λ= 0.73). Since the amount of t is more than 2 and it is significant, the sixth hypothesis is accepted. The results of measurement equations model indicate that there is direct relationship between autonomy in work and supportive organization with more than 95 percent assurance (P<0.01, T=9.38, and λ= 0.31). Considering that the amount of t is higher than 2 and it is significant, the seventh hypothesis is accepted. The results of measurement equations model also indicate that there is direct relationship between lack of role stress and supportive organization with more than 95 percent assurance (P<0.01, T=18.56, and λ= 0.58). Since the amount of t is more than 2 and it is significant, the eighth hypothesis is accepted. With regard to the results of measurement equations model, there is direct relationship between job training and supportive organization with more than 95 percent assurance (P<0.01, T=12.04, and λ= 0.39). Since the amount of t is more than 2 and it is significant, the ninth hypothesis is accepted. The results of measurement equations model indicate that there is direct relationship between religious values and beliefs and supportive organization with more than 95 percent assurance.

Table 2: Fitting Indexes of the Final Model

Index Title	Accepted Domain	Amount in the Present Model	Result
X^2/df [1]	X2/df<2	1.58	Model is confirmed
p-value [2]	p>0.05	0.0	Model is confirmed
RMSEA [3]	RMSEA<0.09	0.013	Model is confirmed
RMR [4]	RMR>0	0.13	Model is confirmed
GFI [5]	GFI>0.09	0.93	Model is confirmed
AGFI [6]	AGFI>0.85	0.95	Model is confirmed
NFI [7]	NFI>0.90	0.93	Model is confirmed
CFI [8]	CFI>0.90	0.94	Model is confirmed
IFI [9]	IFI>0.90	0.94	Model is confirmed

[1] Chi square divided to degree of freedom
[2] Significance level
[3] Root mean square error of approximation
[4] Root mean square residual
[5] Goodness of fit index
[6] Adjusted Goodness of fit index
[7] Normal fit index
[8] Cooperation fit index
[9] Incremental fit index

Discussion and Conclusion

This research investigated the factors related to supportive organization in Red Crescent Society. The results showed that perceived organizational support has relationship with supportive organization. If an organization is supportive, the employees perceive the support. According to the results of research, organizational justice has also relationship with supportive organization, meaning that provided that the employees feel that there is justice and equity in the organization and its procedures, they would perceive organizational support.

Procedural justice is related to fairness in the distribution of organizational resources among employees. Greenberg (1990) and Shore and Shore (1995) stated that there are many cases which show that equity in the decisions related to the distribution of resources highly impacts on perceived organizational support, because this point shows that the organization concerns about employees' welfare. Supervisors' support is another factor related to supportive organization. The employees usually know the supervisors as the representatives of organization, and if they feel that supervisors support them, they would suppose this support from the organization. Justice and equity are located besides overall supervisor's supporting employees that can cause strengthening perceived organizational support through creating trust and assurance atmosphere and context in organizational space (Eisenberger and Armly, 2001). As it is expected, appropriate payments and promotion opportunity make the employees feel that organization supports them. Considering the organizational support theory, appropriate opportunities for rewards have positive impact on employees' participation, and thus they are related to perceived organizational support.

Organizational rewards and appropriate working conditions have high importance in employees' positive reflection and perceived organizational support. Appropriate and favourite rewards cause employees' positive evaluation about the organization and increase organizational support perceived by the employees (Rhoades and Eisenberger, 2002). The results of this research showed that the job security variable has a relationship with supportive organization. It is natural that if employees feel that they are required forces for the organization to achieve its goals, they would perceive organizational support. Primarily to ensure the point that organization is willing to maintain its employees for future (what is a pivotal and principle point in job security), it would be nothing for the employees except perceived organizational support (Rhoades and Eisenberger, 2002). Autonomy in work is other factors related to supportive organization. When employees feel that they have enough and necessary control over their job and working conditions, that is when the employees have such an authority and freedom to plan for their works and job affairs, they would choose the procedures of performing their works and job affairs themselves, and if necessary they would create variety in affairs and works, and the trust level of organization to the employees would increase in them. This increasing organizational trust to the employees in a forwarding chain process causes strengthening perceived organizational support among employees (Eisenberger and Rhoades, 2002). Lack of role stress inside organization is one of the other factors related to supportive organization. With regard to the definition of stressing factors, that is environmental requests that one feels that he/she is not able to fulfil or confront with them (Eisenberger and Rhoades, 2002), theoretically it is also properly detectable that in a highly stressed job and working environment people feel helpless and unsupported.

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