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## Research Article

### ASSESSMENT OF SOCIAL SUPPORT AND ITS EFFECT ON JOB PERFORMANCE: GENDER WISE COMPARISON

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#### ABSTRACT

This research paper assesses the degree of satisfaction from social support from the sources like coworkers, superiors and the organization. It evaluates the empirical effect of social support on employee's performance making a gender wise comparison. In the present study, questionnaire was used as an instrument of primary data collection. For clear analysis, the study is focused on two broad variables; the dependent variable which is organizational performance and the independent variable which is social support. Measures of central tendency were used to interpret the results like mean and frequency distribution. The sample size was taken from the private sector only. A total of 200 questionnaires were sent to the employees by mail and other media to the participants in the National Capital Region. A total of 113 questionnaires were submitted back and found completely suitable for the analysis. Although there was no such big difference found between the satisfaction level of male and female employees, but still female replies in the questionnaire showed that they received a lower level of satisfaction from social support as compared to the males. The productivity, meeting targets, and quality of work do not get affected by the social support. Social support affects the employees and the working environment intangibly. It affects the personal attributes of the employees both males and females enthusiasm, positive attitude, creativity and the work relationships of the employees.

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#### INTRODUCTION

There are many factors which have an influence on the performance of employees. It has been a view that a good and happy mind thinks and executes better. A person who is psychologically fit and free from stress is believed to work more efficiently. Social support provides a great feeling of belongingness and satisfaction to the people. There has been growing literature found related to the reduction of stress and increase in well being due to the catering of social support between two or more than two individuals (Sarason, Sarason, and Gurung 1997; Umberson *et al.* 1996). The thought of the relationship between social support and organizational performance is toasted from the indulgence of mental well being and stress into performance. The COR (Conservation of Resources) theory is a stress theory which explains about the motivational forces which impulses the humans to maintain their current resources and to hunt for new resources (Hobfoll Steven E. 1989). If we consider social support as a motivational force for employees as it is; for all the individuals then it can be coined out that being an employee it is important for him to get

out of stressed situations, which the employees face at their work place and work more efficiently upon his duties either to conserve his position in the organization or to develop a new and good image of himself. Although the positive effect of social support is just a feeling to an individual but it has great effects in coping with stress situations. Social support is a feeling of being loved, appreciated and respected by the social network around. It has been seen that the supportive relationships which the employees make at their work place affects the relationship among the employees, with the organization and deliver the feeling of being cared, being helped, not being alone and motivation. Its entrusted that the individual who gets support at his work place from his/her coworkers, superiors and organization feels happy, have a stable mind set and therefore performs honestly and try to give out his/her best (Gider, O. 2010, Ozgüven, İ. E. 2003).

When we talk about the social support at work place it includes the sources of social support such as the coworkers, superiors and organizational social support. However, some researchers did not considered organizational support as a source, but the later two of the sources comes under the head of organizational

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support (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. 1986). Eisenberger and Rhoades stated that perceived organizational support (POS) is the degree to which the employees of an organization feels that they are being valued for their contribution towards the organizational goals and that, the organization cares about their well being and provides for socioemotional needs. The field of social support and performance does not received so importance this can be for the reason that it is always only related to psychological health. It has been revealed out from a study that when low social support and high social support were compared, there was a significant difference in the perceived performance, related as low support has lower performance, but no effect was found on the actual performance of the tasks (Searle *et al.* 1999). Similar results were revealed from another study showing the effect of emotional support with the performance (Searle *et al.* 2001). Supervisory support plays an important role in making the workplace environment more favorable for working for it provides good communication network and informs the employees about the tasks and responsibilities (Griffin, Patterson, & West, 2001). Similarly social support from co workers helps to motivate the employees, it provides a feeling of care and the employees feel supported when they are helped by their co workers (van Yperen & Hagedoorn, 2003).

**Objectives**

1. To assess the degree of satisfaction of social support among the employees.
2. To make a comparison of degree of satisfaction of social support between male and female employees.
3. To find out how social support affects the performance of employees.

**METHODOLOGY**

**Sample and Procedure**

Using a survey, this study collected data from both public and private sector in the National Capital Region (NCR). The present study was conducted among employees of well reputed growing companies. A total of 200 questionnaires were sent to the employees by mail and other media of the companies in the NCR. A total of 113 questionnaires were submitted.

**Reliability of Social Support Assessment questionnaire**

Reliability Statistics	
Cronbach's Alpha	N of Items
.858	15

**Reliability of Performance questionnaire**

Reliability Statistics	
Cronbach's Alpha	N of Items
.717	10

**Scoring Rule**

The level of social support was decided by the scoring rule as:

Mean value range	Level of Social support
1- 1.8	Very low satisfaction
1.81- 2.60	Low satisfaction
2.61- 3.40	Moderate satisfaction
3.41- 4.20	High satisfaction
4.21- 5	Very high satisfaction

**RESULTS AND DISCUSSION**

In association of the demographic variables, table 1a shows the descriptive statistics of the sample size. The table executes that the sample contains 49.6% of females and 50.4% of males. Other than this, most of the employees are from the service providing industry (legal, telecommunication, hospitality and transport) forms to 61.1% of the respondents. The next higher number of responses goes to the IT/BPO industry of 23.9%. Respondents from the banking sector were 8%. 7.1% of respondents from manufacturing industry and lastly only 0.9% from education industry.

**Frequency Tables**

	gender			
	Frequency	Percent	Valid Percent	Cumulative Percent
female	56	49.6	49.6	49.6
Valid male	57	50.4	50.4	100.0
Total	113	100.0	100.0	

**Table1a**

	Industry_type			
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid service providing(telecommunication, legal, hospitality, transport)	69	61.1	61.1	61.1
banking	9	8.0	8.0	69.0
IT/ BPO	27	23.9	23.9	92.9
manufacturing	8	7.1	7.1	100.0
Total	113	100.0	100.0	

**Table 1b**

**Total Social Support Received by all the Employees**

Sources of Social Support	Mean Values		Level of Social Support	
	Males	Females	Males	Females
Social support from coworkers	3.02	2.67	Moderate	Moderate
Social support from superiors	2.71	2.45	Moderate	Low
Social support from organization	2.30	1.93	Low	Low
Total Social support	2.67	2.35	Moderate	Low

Total social support received by the male and female employees was assessed from mean. The mean value of total social support received by males as revealed by the survey is 2.67 and for females is 2.35(table 2). Although there is no such big difference was found but still female replies in the questionnaire showed that they have a level of satisfaction from social support. The results show that the male employees receive a moderate level of satisfaction from the sources social support by coworkers and their superiors but the organization or the management and do get a satisfied level of social support. Their overall satisfaction from social support is at moderate level. On the other hand the female employees receive a moderate level of satisfaction from the sources of social support by the co workers only, but a low level of satisfaction from their superiors and organization with an overall assessment being at low level of satisfaction from all the sources of social support received from coworkers, superiors and organization. Although the environment in the reputed companies is changing and the females are being provided by all the amenities, not only this but the management

also takes care of the social issues when it is a concern of female employee, but still the major step will only be the proper execution of the policies so that they also feel cared and have a feeling of belongingness towards their organization.

**Effect of Social Support on the performance of employees**

Q1. Social support affects my honesty at work  
Descriptive statistics

Gender	Mean	Result
Female	2.13	Rarely affected
Male	2.28	Rarely affected

Q2. Social support affects my productivity and targets  
Descriptive statistics

Gender	Mean	Result
Female	2.48	Rarely affected
Male	2.53	Rarely affected

Q3. Social support affects my work quality  
Descriptive statistics

Gender	Mean	Result
Female	2.61	Sometimes affected
Male	2.51	Rarely affected

Q4. Social support affects my work consistency  
Descriptive statistics

Gender	Mean	Result
Female	3.38	Sometimes affected
Male	2.88	Sometimes affected

Q5. Social support affects my enthusiasm  
Descriptive statistics

Gender	Mean	Result
Female	3.70	Frequently affected
Male	3.58	Frequently affected

Q6. Social support affects my cooperation  
Descriptive statistics

Gender	Mean	Result
Female	3.95	Frequently affected
Male	3.53	Frequently affected

Q7. Social support affects my positive attitude  
Descriptive statistics

Gender	Mean	Result
Female	3.63	Frequently affected
Male	3.67	Frequently affected

Q8. Social support affects my quality of taking initiatives  
Descriptive statistics

Gender	Mean	Result
Female	3.54	Frequently affected
Male	3.53	Frequently affected

Q9. Social support affects my work relationships  
Descriptive statistics

Gender	Mean	Result
Female	3.75	Frequently affected
Male	3.61	Frequently affected

Q10. Social support affects my creativity  
Descriptive statistics

Gender	Mean	Result
Female	2.09	Rarely affected
Male	2.03	Rarely affected

**Overall effect of Social Support on the Performance of Employees**

**Table 3**

Descriptive Statistics						
gender		N	Minimum	Maximum	Mean	Std. Deviation
female	total effect	56	1.00	4.00	3.1232	.54037
	Valid N (listwise)	56				
male	total effect	57	1.00	4.60	3.0404	.65842
	Valid N (listwise)	57				

When we consider the overall effect of social support on the job performance of male and female employees it was seen that male and female employees do not have a significant difference in the results. The descriptive statistics as shown by table 3 reveals that the mean value for female employees is 3.12 which fall into the scoring rule that they are sometimes affected by the social support. Like female employees, male employees have a mean value of 3.04 and shows that they also are sometimes affected by the social support. However, if the effect is examined separately for each key items of performance both the genders have a 4 rating (according to scoring rule of effect of social support) that is they are found to be frequently affected by social support. It came out to be that the productivity, targets and quality is not altered at a sizable extent. It was found that social support influences substantially on the internal attributes or have an intangible effect on the employees for the reason that employees answered that it affects their enthusiasm, creativity, positive attitude and quality of taking initiatives. Apart from this it also affects the working environment as it influences the relationships with the co workers and superiors and the cooperation ability of the employees, which can play key role in establishing harmonious relation within the organization. There may be other reasons why the employees still perform well at their work even without social support from their coworkers, superiors and organizations. There may be other reasons why the employees still perform well at their work even without social support from their coworkers, superiors and organizations. The major one is success is important to move forward. But it is obvious that absence of social support has a negative effect on the consistency of giving good quality work.

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