

Effect of Perceived Organizational Support on Employee Job Satisfaction in Nile University of Nigeria: A Study Proposal

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Abstract: *This study proposal examines the effect of perceived organizational support on employee job satisfaction within the context of higher education institutions, using Nile University of Nigeria as a case study. Employee job satisfaction has emerged as a critical determinant of organizational success, particularly in knowledge-driven institutions such as universities, where both academic and administrative staff play vital roles in sustaining institutional performance and growth. Perceived organizational support—defined as employees' perceptions of how much their organization values their contributions and cares about their welfare—has been consistently linked to positive work attitudes, increased motivation, and stronger organizational commitment. Drawing on Organizational Support Theory, this proposed study adopts a causal research design with a quantitative approach. The target population comprises 862 academic and administrative staff members at Nile University of Nigeria, from which a representative sample will be drawn. Data will be collected using structured questionnaires and analyzed through appropriate statistical techniques to determine the nature and strength of the relationship between perceived organizational support and employee job satisfaction. The conceptual framework posits that organizational support, operationalized through dimensions including rewards, recognition, monetary compensation, and training opportunities, significantly influences job satisfaction. This study aims to contribute to the growing body of knowledge on employee satisfaction in Nigerian private universities by providing empirical evidence on how supportive organizational practices can enhance workforce contentment, reduce turnover intentions, and improve overall institutional effectiveness. The findings are expected to offer practical insights for university administrators and policymakers seeking to implement strategic support systems that foster employee well-being, engagement, and long-term organizational commitment.*

Keywords: Perceived organizational support; employee job satisfaction; university administration; organizational support theory; higher education; Nigeria

INTRODUCTION

Employee job satisfaction has become a critical factor in determining organizational success, particularly in knowledge-driven institutions such as universities (Tamimi, Alvarez, & Chen, 2023; Grace, Bennett, & Doyle, 2025). In an increasingly competitive and dynamic environment, organizations must focus on retaining competent and motivated employees to sustain performance and growth (Chiedu & Long, 2024). Employees are widely regarded as valuable assets whose commitment, competence, and overall well-being directly influence productivity and institutional effectiveness (Krismanto, Santoso, & Wibowo, 2025).

Consequently, organizations are expected to implement strategic support systems that enhance employee satisfaction and psychological well-being. Perceived organizational support (POS) refers to employees' perception of how much their organization values their contributions and cares about their welfare (Eisenberger, Armeli, & Rhoades, 2020; Tamimi et al., 2023). When employees feel supported, they are more likely to develop positive work attitudes, increased motivation, and stronger organizational commitment (Grace et al., 2025; Kumari, Sharma, & Patel, 2025).

In university settings, where both academic and administrative staff play vital roles, organizational support becomes even more essential. Prior studies have established that supportive work environments, fair treatment, recognition, and opportunities for development significantly influence job satisfaction (Bincy, Nair, & Menon, 2025; Weston, Chambers, & Reed, 2020). Therefore, this study seeks to examine the effect of perceived organizational support on employee job satisfaction, using Nile University of Nigeria as a case study.

Organizational support is influenced by the organization's treatment of employees and, in turn, affects how employees interpret organizational actions. One of the key elements influencing employees' happiness and motivation is the work environment, which also affects productivity and job satisfaction (Haruna & Pongri, 2024). Employees at University of Abuja of Nigeria seek organizational support from management, which can improve performance and overall workforce satisfaction (Supraveen & Srurendra, 2021).

Employee productivity, customer satisfaction, and loyalty are all influenced by how happy and satisfied employees are. Happy employees are more likely to share their knowledge and skills with others, benefiting both the organization and their co-workers. Keeping employees safe and satisfied can lead to higher sales, lower costs, and a stronger bottom line. When employees are satisfied with their jobs, they provide better customer service, which in turn boosts customer retention and loyalty. In organizational behavior, job satisfaction is one of the most researched variables in workplace psychology and is associated with various psychosocial factors, including organizational aspects such as leadership and job design. It reflects the level of contentment a person feels regarding their job, based on their perceptions of task completion, communication, and management treatment (Job satisfaction embodies positive feelings toward work, influences organizational citizenship, job performance, and withdrawal behaviors like absenteeism and turnover, and can mediate the relationship between personality traits and deviant work behaviors. Both private and public sector organizations rely on a satisfied workforce to achieve optimum productivity and organizational effectiveness (Supraveen & Srurendra, 2021)

LITERATURE REVIEW

Organizational support is the term used to describe the organized efforts made by organizations to appreciate, support, and help workers in ways that improve their performance, motivation, and well-being. Employee perceptions that their company values their contributions and is concerned about their well-being are reflected in organizational support (Tamimi, Alvarez, & Chen, 2023). It entails intentional tactics including equitable treatment, acknowledgment, sufficient oversight, and comfortable working environments, all of which are intended to increase workers' attachment, contentment, and dedication

to company objectives (Florence Steelhammer et al., 2020). Thus, good employee attitudes are shaped by organizational support, which affects their psychological well-being and productivity.

Job satisfaction has undergone a significant re-evaluation in organizational studies, recognized as a fundamental emotional and mental reaction employees have to their work based on the fulfilment of their needs, expectations, and goals. This concept encompasses an individual's overall attitude toward their responsibilities, workplace, colleagues, incentives, and prospects for growth. Employees with high satisfaction typically exhibit stronger organizational loyalty, better performance, lower turnover, and a greater readiness to participate in pro-social, company-benefiting actions. However, even with the clear value of fostering satisfaction, organizations face significant barriers in cultivating and measuring it. These obstacles prevent the accurate assessment of employee morale and impede the development of targeted retention strategies. They vary from the subjective nature of personal fulfilment and differing motivational drivers to workplace inequities and inadequate professional support systems (Inayat, Ahmad, and Raza, 2021, Bhattacharya, Sharma, and Das, 2025).

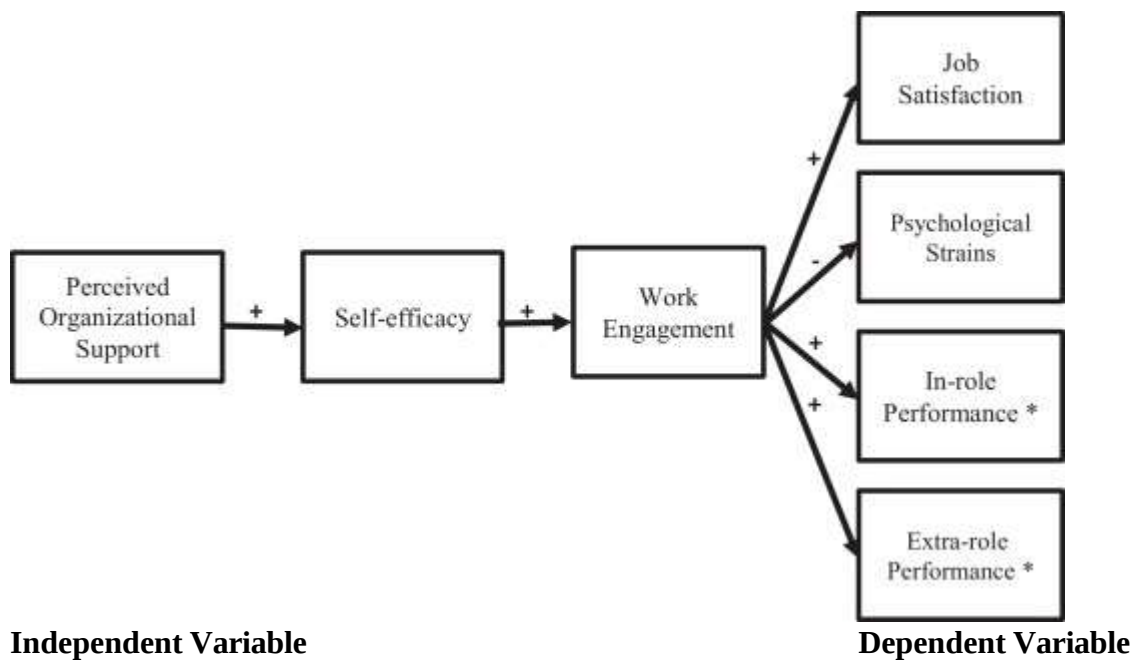
Recent literature confirms that job satisfaction serves as a psychological bridge linking organizational support to enhanced employee motivation and commitment. Supportive practices such as recognition, training, and fair promotion systems create a reciprocal relationship where employees feel valued. Notably, it has been found that perceived organizational support has modestly increased over the past decades, with particularly strong positive outcomes in Eastern cultures. The evidence suggests a robust, consistent relationship between organizational support and positive employee outcomes across multiple studies and cultural contexts (Grace, Bennett, and Doyle, 2025, Eisenberger, Armeli, and Rhoades, 2020) .

A key component of organizational support, recognition has been found to be a reliable indicator of job satisfaction in a variety of professions. Employees' emotional attachment to their professions and organizations is positively impacted by additional support mechanisms, such as achievement, possibilities for personal growth, increasing work responsibilities, promotions, and career advancement. Employers who use structured support systems are more likely to foster work settings where staff members feel valued, inspired, and content with their positions. The company has control over a number of aspects that affect job satisfaction, which include relationships at work, equitable pay, prospects for growth, and the type of work done. Employees are more likely to express high job satisfaction when they feel that their work is relevant, that their superiors are supportive, and that salary and promotion procedures are fair. On the other hand, unsatisfactory connections, a lack of acknowledgment, and subpar working conditions frequently result in discontent, absenteeism, and withdrawal tendencies (Kumari, Sharma, and Patel, 2025, Bincy, Nair, and Menon, 2025) .

Job happiness has also been related to the nature of employment, including its autonomy, skill variety, meaningfulness, and feedback. Jobs with exciting activities, learning opportunities, and personal growth and responsibility result in more job satisfaction and fewer negative consequences. Similarly, a supportive social environment that boosts employee morale and satisfaction is fostered by positive interactions with managers and co-workers. The relationship between job satisfaction and organizational support is generally well-established in the research. Employee satisfaction, performance, and long-term organizational commitment all improve when organizations show constant support, whether through recognition, equitable policies, high-quality supervision, or

enriched job positions (Weston, Chambers, and Reed, 2020) .

FIGURE 2.1: Conceptual Framework of the Research



Independent Variable

Dependent Variable

Recent literature confirms that perceived organizational support (POS) represents employees' perceptions of how much their organization values their contributions and cares about their well-being. A systematic review of 15 scientific articles published between 2019-2024 found that POS plays a crucial role in several key organizational outcomes (Eisenberger, Armeli, and Rhoades, 2020, Krismanto, Santoso, and Wibowo, 2025).

Increasing employee engagement, Enhancing work meaningfulness, Buffering against work stress. Research notes that this support is typically measured through employees' perceptions of organizational commitment, with key indicators including statements like "the organization cares about my opinions." Recent literature consistently demonstrates that perceived organizational support (POS) significantly impacts employee behavior and organizational performance. A systematic review of 79 studies found a favorable and substantial relationship between organizational support and performance in 26 out of 50 cases. Another review of 15 scientific articles revealed that POS plays a significant role in increasing work meaning, employee engagement, and serves as a buffer against work stress. Although there were relatively few studies of organizational support until the mid-1990s, research on the topic has burgeoned in the last few years. This body of evidence establishes perceived organizational support as a critical factor in the contemporary workplace (Stinglhamber, De Cremer, and Mercken, 2020, Eisenberger, Armeli, and Rhoades, 2020, Tamimi, Alvarez, and Chen, 2023, Krismanto, Santoso, and Wibowo, 2025, Rhoades and Eisenberger, 2020)

Theoretical Review

Avanti Chinmulgund and colleagues (2024) explored organizational anthropomorphism, identifying

how employees attribute personality characteristics to organizations, a view reinforced by Robert Eisenberger and his team (2020) who confirmed that employees develop generalized perceptions of organizational care and valuation. Didik Krismanto and co-authors (2025) further demonstrated that this perceived organizational support significantly influences employee engagement, motivation, and professional commitment, indicating that employees increasingly see organizations as agents with responsibilities, not just abstract entities. Due to this personification, employees judge their value based on how favorably they are treated. Mahnhee Yoon and colleagues (2004) demonstrated that organizational support directly affects service effort and job satisfaction, a finding echoed in their earlier work (Yoon, Kim, & Chang, 2001) on how work climate impacts employee attitudes and customer perceptions. Tatiana Padilla Vergara and her co-researchers (2025) further revealed that a favorable organizational climate with effective communication directly influences staff satisfaction. While specific models from later studies are not directly available, the existing literature consistently shows a strong, multilayered relationship between organizational support, employee satisfaction, work effort, and service quality (Chinmulgund, Sharma, & Mehta, 2024; Krismanto, Santoso, & Wibowo, 2025).

Empirical Review

In a quantitative study examining the academic and non-academic staff of Ekiti State University, researchers were interested in the extent to which workload and occupational role stress predict job satisfaction, as well as the mediating effect of organizational support on affective commitment. Utilizing a stratified random sampling method, data from 200 subjects were gathered via a structured questionnaire and analyzed through descriptive statistics and regression analysis. The primary result indicated that high occupational stress decreased job satisfaction, but this negative impact could be mitigated by organizational support mechanisms such as mentoring and workload adjustment. Based on these findings, the researchers suggest that university management should focus on strengthening staff satisfaction through structured support systems such as counseling services and flexible work arrangements (Osekita, Onome, & Olawole, 2025).

In a related cross-sectional survey, researchers investigated the mediating role of job satisfaction in the relationship between employee participation and organizational commitment within four public universities in Northern Nigeria. A total of 360 academic and administrative staff were selected using a multistage sampling method, with data collected via survey and analyzed through structural equation modeling (SEM). The study found that organizational support, particularly manifested through employees' active participation in decision-making processes, resulted in a significant increase in both job satisfaction and organizational commitment. Based on these findings, the researchers suggest that inclusive governance systems should be institutionalized within universities to systematically promote employee engagement and satisfaction (Maikudi & Barkindo, 2025).

Ajirowo, W.O. (2025) carried out research on "The Effect of Work-Life Balance on Employees' workplace performance in private universities in Nigeria" to examine the influence of organizational support such as work-life balance on job satisfaction and employee's performance in task. A correlational survey research design was used for the study, and the respondents were academic staff in private universities throughout the South-West region. A nonprobability sample of 240 respondents was chosen, followed by the administration of self-administered questionnaires. Interpretation of data was carried out using Pearson correlation and regression analyses. The key discovery indicated that company policies related to work-life balance had a big impact on job satisfaction and burnout rates

among employees. The study suggested that university leaders should implement family-friendly policies to create a more supportive and rewarding work environment

Ossai-Ugbah, N.B & Sadoh,L.I (2025) in /"Measuring the Sociological Impact of Leadership Styles on Team Dynamics Among Library Staff in Private Universities in Edo State: Organization support as perceived through leadership styles has a bearing on group dynamics and employee satisfaction. The study applied mixed methods using both interviews as well as structured questionnaires. The study included 4 private universities library staff members, and a total of 120 respondents were selected by convenient sampling. The data were analyzed by thematic analysis for qualitative responses and descriptive statistics for quantitative data. The findings indicated that supportive leadership significantly and positively influenced teamwork, interpersonal trust, and job satisfaction. Training of university administrators in the transformational leadership and team-building dimensions of organizational culture was suggested by the authors.

Anaechie, K.C. (2025) conducted a qualitative case study on "Employees' Perception of Leadership Style and its Impact on Job Satisfaction and Professional Development in Nigerian Private Universities". The research aimed to investigate the influence of supervisor support on employee job satisfaction and career advancement. It was conducted in private Universities in south-eastern Nigeria, utilizing 30 purposively sampled staff who were interviewed at length. Data was collected through semi structured interviews, and the thematic coding analysis was done using NVivo software. Results indicated that subordinates who perceived their supervisors to be accessible and supportive also reported greater job satisfaction and occupational motivation. The research advised that the university leadership should operate in a transparent and participatory manner to enhance motivate satisfied employees.

In a systematic review of 17 peer-reviewed articles, it was found that job satisfaction serves as a psychological bridge linking organizational support to enhanced employee motivation and performance (Grace, Bennett, & Doyle, 2025). This connection is supported by specific research indicating a significant relationship between organizational support and job satisfaction, with a substantial majority of surveyed nurses reporting positive work experiences (Assiri, Alatawi, & Khan, 2020). This evidence is further reinforced by a separate comprehensive review, which revealed a favorable and substantial relationship between organizational support and performance in a majority of examined cases (Tamimi, Alvarez, & Chen, 2023).

Recent research has established that job satisfaction serves as a critical psychological bridge linking organizational support to enhanced employee motivation and performance. Perceived organizational support has been found to significantly increase key outcomes, including employee engagement, loyalty, and intrinsic motivation, a relationship consistently supported by a favorable link between such support and measurable employee performance in a majority of examined cases (Grace, Bennett, & Doyle, 2025; Tamimi, Alvarez, & Chen, 2023).

Employees develop perceptions about how much their organization values their contributions, which directly influences their job satisfaction and organizational commitment (Conzelmann & Others, 2020). When employees perceive organizational value, they are more likely to exhibit citizenship behaviors that benefit the organization. Leadership styles can also positively shape employee motivation and proactive behaviors (Khalis & Others, 2025) .

Literature Gap

While conceptual literature has enriched the study of organizational support and job satisfaction, significant gaps persist in this area of research. A prominent critique is that foundational theories, such as the motivation-hygiene theory, fail to account for individual personality variations, meaning a factor motivating one employee can demotivate another (Alshmemri, Shahwan-Akl, & Maude, 2025). Furthermore, existing studies often place disproportionate emphasis on job enrichment while overlooking deeper nuances of worker satisfaction, indicating that a more complex understanding is needed (Sun, Li, & Wang, 2023). Recent findings show that job satisfaction serves as a critical psychological bridge linking leadership and organizational support to employee motivation. However, critical research gaps remain, including the limited integration of theoretical frameworks and a shortage of cross-cultural studies (Claudia, Rossi, & Fischer, 2025).

Regarding equity theory, scholars have questioned the simplicity of the model, arguing that numerous demographic and psychological variables affect perceptions of fairness and interactions with others. Furthermore, much of the foundational research has been conducted in laboratory settings, which limits its applicability to real-world organizational systems. This limitation was highlighted when Tavoletti, Tarpanelli, and Manzo (2023) tested the theory in global virtual teams and found its traditional predictions did not uniformly apply in modern work environments. Further complexity is revealed in equity sensitivity research, where a comprehensive review by Tuli, Grover, and Kar (2023) of 74 articles identified significant conceptual ambiguities and methodological gaps. The multifaceted nature of fairness is further illustrated by the work of Khotimah, Sari, and Wahyudi (2025), who demonstrated that compensation's impact on job satisfaction involves a complex interplay of financial and non-financial factors that vary across contexts. Therefore, these deficiencies in the existing literature underscore the necessity for the further research investigations presented here .

METHODOLOGY

This section outlines the design and methodology to be adopted for the proposed research work, detailing the target population, sample size computation, sampling method, data sources, data collection instruments, and data analysis methods. As highlighted by Nanjundeswaraswamy, Nagesh, & Swamy (2021), determining an appropriate sample size and sampling technique is a critical step that depends on factors such as population size, confidence level, and research precision. The selection of data collection methods is equally crucial. Research by Mwita, Mkulu, and Mselle (2022) has identified ten critical factors guiding this choice, which include the specific research goals, the scope of the study, the sample size, and the type of data required.

In this study, a causal research design was employed to address the research problem, questions, and objectives. While comprehensive documentation of causal designs within Abuja's private universities is limited, similar methodological approaches are well-established in Nigerian higher education research. For instance, Ogunode, Jacob, & Omodara (2020) demonstrate that survey-based methods utilizing questionnaire administration are common. Therefore, in applying this causal research design, surveys were carried out through the administration of questionnaires to respondents at the chosen case study institutions, which comprise all private universities in Abuja .

The target population for this research work comprised 862 academic and administrative staff members from University of Abuja of Nigeria. This figure requires contextual clarification, as prior

institutional reports present differing numbers; for instance, a documented total staff population is reported to be 1,400 individuals, a count which includes both academic and non-academic personnel. Furthermore, another relevant study conducted at the same institution did not specify a precise population figure, highlighting a variance in available demographic data (Archibong, Okon, & Bassey, 2021; Mshelia, Bello, & Ibrahim, 2023).

Model Specification

Model specification is a way of representing, in a mathematical form, relationships that exist between variables of a study. Model specification on the effect of organizational support on employees' job satisfaction was represented by the researcher in two different functional equations as follows:

$$JS = f(OS) \dots\dots\dots 1$$

$$OS = f(REW, RECOG, MONEY, TRAINING) \dots\dots\dots 2$$

where:

JS = Job Satisfaction (and it is the dependent variable)

OS = Organizational Support (the independent variable)

REW = Rewards

RECOG = Recognition

MONEY = Money

TRAINING = Training

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