Factors of perceived organizational support: A conceptual study

Y.Thasika

Lecturer, Department of Human Resource Management, Faculty of Management Studies and Commerce, University of Jaffna

*thasiyoges@gmail.com

Introduction

Perceived organizational support is an important construct in today's competitive world with established organizational benefits. Such a way it becomes more important to identify the factors of perceived organizational support (Eisenberger &Stinglhamber, 2011). Therefore this article makes an attempt to trace the factors of perceived organizational support and add some value to the present study literature by conducting a systematic review of the existing literature. The purpose of this article is to provide a comprehensive overview of the factors of perceived organizational support. A structured literature review is carried out to identify the critical factors of perceived organizational support. Finally Identified factors of perceived organizational support from previous studies have been summarized to explain the current state of the concept.

Understanding the way employees perceive their relationship with their organization has emerged as a major concern for organizational behaviour scholars during the last decades (Rhoades & Eisenberger, 2002). Therefore this literature review survey reviewed journal articles relevant to perceived organizational support. More specifically after the literature review on factors of perceived organizational support, we can identify the different factors on perceived organizational support. Even though in addition to these variables there are some other factors would have an influence on perceived organizational support. So that there is a need for future research to concentrate on these factors of perceived organizational support in Sri Lankan context.

Methodology

A structured literature review was done to identify the critical factors of perceived organizational support. For summarizing the literature around the concept literature review method was adopted as it is an accepted strategy to review concept (Chermack and passmore, 2005). The articles were sourced from an electronic database.

Factors of perceived organizational support

Perceived organizational support has received a lot of research attention since it was introduced in 1986. Researchers have investigated the factors that lead to the perceived organizational support among the employees in the western context.

Earlier Wayne et al. (1997) found perceived organizational support and Leader-member exchange has a mutual influence on each other, they concluded that Leader-Member exchange plays an important role in affecting employees' perceptions of organizational support. In addition, they indicated the exchange relationship both with the organization and immediate supervisors. With that, the research has preceded the social exchange relationship and pattern of reciprocity at the workplace.

The research conducted by Mulvey and others in 2000 using the technique of structural equation analysis of data from two different field studies showed that satisfaction with pay system does not pay levels to lead to greater perceived organizational support. They have examined the pay level satisfaction and pay system satisfaction. Consistent with this they found a positive relationship between pay satisfaction and perceived organizational support.

Rhoades et al. (2001) article are titled "Affective commitment to the organization: the contribution of perceived organizational support" also provided evidence that supervisor support is predictive of Perceived organizational support. The results of this study suggest that favourable outcomes of working conditions through perceived organizational support enhance the affective commitment.

In addition, Rhoades et al (2001) argued that being recognized and rewarded fairly would seem to signal that an organization cares about the well-being of the employee and is willing to invest in them and found that perceptions of organizational rewards and procedural justice predicted POS.

According to Rhoades and Eisenberger (2002), the Perceived organizational support includes the different dimensions of beneficial treatments received by the employees such as fairness, supervisor support, and organizational rewards and favourable job conditions which lead to employee loyalty towards the organization. In addition to this, the authors also suggested that providing potential career opportunities such as training and promotions may increase the high level of concern for employees and the recognition of their commitment.

Allen et al. (2003) studied the antecedents of perceived organizational support and the role of perceived organizational support. The results were revealed and tested in two samples via structural equation modelling. Final outcomes suggest that perceptions of supportive human resources practices (participation in decision

making, the fairness of rewards, and growth opportunities) contribute to the development of perceived organizational support.

Ambrose and Schminke (2003) studied the role of interactional justice climate and moderated a mediation model how workgroup structure can enhance fair treatment in an organization.

In addition, this trickle-down research demonstrates the relationship between supervisors' perceptions and subordinates' responses. Further, they revealed that interactional justice is positively related to organizational citizenship behaviour and guide to perceived organizational support.

Weiliu (2004) this study connects the human resource management and organizational behaviour literature and provides guidance on how organizations can foster high levels of perceived support via implementation of appropriate HR practices.

The result of a study by Lisa Silbert (2005) revealed how different properties of tangible rewards can lead to an employee perception of organizational support. The analysis found that when employees have positive sight towards a reward and recall it frequently, they have increased levels of perceived organizational support.

According to Eisenberger &Stinglhamber, (2011) Organizations might enhance POS by means of a variety of human resources practices and policies such as by assuring employees that their jobs are secure, by offering valuable training or developmental programs that promote employees' personal growth, and/or by eliminating continual work overloads.

Beheshtifar et al (2012) study found a number of factors strongly associated with perceived organizational support. Results showed that there is a meaningful relationship between the perceived organizational support (and all its dimensions: supervisor support, justice, organizational rewards, and working conditions) with employees' work positive attitudes.

Yan Zhang et al (2012) Taking an inductive approach, Authors of this article identified organizational antecedents of Perceived organizational support in the People's Republic of China (PRC). The results of their research showed that the major antecedents of Perceived organizational support in the PRC included some common factors (e.g. procedural justice and supervisor support) as well as cultural-specific factors (e.g. care for disadvantaged employees and care for employees' family).

Wijewantha and Sangarandeniya (2014) proposed and tested a model connects perceived work-life benefits with organizational citizenship behaviour mediated

by perceived organizational support based on the social exchange theory. The study is done among 212 female teachers of the international school located in the western province of Sri Lanka. The results of this study revealed that the perceived usefulness of work-life benefits would promote the extra effort of workers in return for extra useful benefits.

Cheng Lee., et al (2017) this study examined the relationship between organizational justice and organizational commitment with perceived organizational support. Findings showed that all four dimensions of organizational justice except procedural justice were associated with perceived organizational support.

Table 1. key studies in perceived organizational support

FACTORS	CITATION
Leader-Member exchange	Wayne et al. (1997)
Satisfaction with the pay system	Mulvey et al (2000)
Working conditions	Rhoades et al. (2001)
supervisor support, organizational rewards and procedural justice	Rhoades et al. (2001)
Career opportunities, fairness, supervisor support, and organizational rewards and favourable job conditions	Rhoades and Eisenberger (2002)
participation in decision making, the fairness of rewards, and growth opportunities	Allen et al. (2003)
Interactive justice	Ambrose and Schminke (2003)
Appropriate HR practices.	Weiliu (2004)
Tangible Rewards	Silbert, L., 2005.
procedural justice and supervisor support	Yan Zhang et al (2012)
Supervisor support, justice, organizational rewards, and working conditions.	Beheshtifar,et al(2012)
Perceived benefit usefulness	Wijewantha&Sangarandeniya (2014)
Organizational support	Cheng Lee., et al (2017)

Discussion and conclusion

This article tried to explore and trace the factors of perceived organizational support. This review of the article highlights the factors from different authors. The organization should work at these factors of perceived organizational support. Along with this notion, Organizations are investing huge amounts in the provision of such support, but the outcomes of such investments are still questionable.

Therefore identify the critical factors on perceived organizational support and clarify why these critical factors are more suitable for Sri Lankan context through the exploratory research methods is needful for future researches. Additionally, most of these studies were primarily conducted in the western. However, Sri Lanka has a great difference in culture, political, and economic systems. These differences offer some relative distinctions from the western countries. Under this context, we can explore what critical factors of POS could be generalized to Sri Lankan context.

References

Allen, D.G., Shore, L.M. and Griffeth, R.W., 2003. The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of management*, *29*(1), pp.99-118.

Ambrose, M. L., &Schminke, M. (2003). Organization structure as a moderator of the relationship between procedural justice, interactional justice, perceived organizational support, and supervisory trust. *Journal of applied psychology*, *88*(2), 295.

Beheshtifar, M., Ali-Nezhad, H. and Nekoie-Moghadam, M., 2012. Investigation of perceived organizational support on employees' positive attitudes toward work. *Interdisciplinary journal of contemporary research in business*, *4*(8), pp.432-442.

Chermack, T.J. and Passmore, D.L., 2005. Using journals and databases in research. *Research in organizations: Foundations and methods of inquiry*, pp.401-418.

Eisenberger, R. and Stinglhamber, F., 2011. *Perceived organizational support: Fostering enthusiastic and productive employees*. American Psychological Association.

Lee, O.C., Yusof, A., Geok, S.K. and Omar, Z., 2017. Volunteerism, Organizational Justice and Organizational Commitment: The Case of Sports Coaches in Malaysian Schools. *International Journal of Academic Research in Business and Social Sciences*, *7*(7), pp.387-401.

Liu, W., 2004. *Perceived organizational support: Linking human resource management practices with important work outcomes* (Doctoral dissertation).

Miceli, M.P. and Mulvey, P.W., 2000. Consequences of satisfaction with pay systems: Two field studies. *Industrial Relations: A Journal of Economy and Society*, *39*(1), pp.62-87.

Rhoades, L. and Eisenberger, R., 2002. Perceived organizational support: a review of the literature. *Journal of applied psychology*, *87*(4), p.698.

Rhoades, L., Eisenberger, R. and Armeli, S., 2001. Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, *86*(5), p.825.

Silbert, L., 2005. *The effect of tangible rewards on the perceived organizational support* (Master's thesis, University of Waterloo).

Wayne, S.J., Shore, L.M. and Liden, R.C., 1997. Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*,*40*(1), pp.82-111.

Wijewantha, P. and Sangarandeniya, Y.M.S.W.V., 2014. Impact of Perceived Work-Life Benefit Usefulness on Organizational Citizenship Behavior (OCB) the Mediating Role of Perceived Organizational Support (POS).

Zhang, Y., Farh, J.L. and Wang, H., 2012. Organizational antecedents of employee perceived organizational support in China: a grounded investigation. *The International Journal of Human Resource Management*, *23*(2), pp.422-446.