

## A Review of the Perspective Organizational Support

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**Abstract:** Perspective Organizational Support is used to express the commitment of the organization that employees feel to themselves. That is to say, the organization can play a role by satisfying workers' needs for themselves, and can express the organization's willingness to provide material support and other support to employees. According to the law of reciprocity, people who give help to themselves will return to help. This paper will analyze and summarize the background theory, concept definition, antecedent effect variables and the mediating variables that influence the organization, and draw on the empirical results of previous research, and summarize the shortcomings into future theoretical research. It provides references and prospects for development.

### 1. Introduction

For a long time, the relationship between “employee - organization” has been a major concern for a long time in the field of organizational behavior. Especially in today's market competition, it is not uncommon for employees to leave and change jobs. Based on the theory of social exchange, (Blau, 1964) describes social exchange as an unspecified obligation requirement, that is, the purpose of the employee's extra effort is to get the return of the enterprise, the essence of which is reciprocity. The American psychologist, Eisenberger found that the academic community pays too much attention to the commitment of employees to the organization, that is, this construct is often used to express the bottom-up commitment within the organization. However, a one-way description of the employer's attitude toward the organization is not sufficient to cover the employee-organization relationship, and even we can ignore the organization's commitment to employees. Therefore, based on the above theories and ideas, (Eisenberger, 1986) proposed the concept of Perceived Organizational Support (POS).

### 2. The theoretical basis of organizational support

The theoretical basis of organizational support theory is social exchange theory and reciprocal norm theory. (Blau, 1964) social exchange theory were regarded as a general obligation not pre-specified individual to others to eat "positive treatment" attitude, and is expected to be able to pay off in the future. Future returns are based on the individual's trust in the other party, and trusting the other party will perform the obligation for a long time. Social exchange theory is often compared to economic exchange theory, and there are differences between the two. Social exchange is based on moral obligations, while economic exchanges are based on economic and legal obligations. In social exchange, the value of returns is not predetermined, and in economic exchanges, the value of returns is predetermined before exchange. From this, we can see that the core idea of social exchange theory is "reciprocity." People have the responsibility and obligation to actively respond to the positive treatment of the other party. When they accept the “positive treatment” of others, they will naturally generate the psychological pressure of return and the sense of obligation, thus giving a rewarding attitude or behavior to the given party. When employees perceive strong organizational support, they will generate a sense of obligation to return, giving the organization a higher level of organizational

commitment, job satisfaction, work effort, and organizational performance. Organizational support theory enables managers to shift their focus from employees to organizations. The primary premise of improving employee commitment to the organization should be to enhance the “employer commitment” of the organization to employees. Based on the principle of reciprocity and social exchange theory, when a person is kind to others, it will produce returns that treat behavioral sense of responsibility, thus contributing to the tendency to know the organizational support form.

### **3. Conceptual of organizational support**

Organizational support theory was first proposed by the American social psychologist Eisenberger in 1986, the theory is based on the principle of reciprocity and social exchange theory, the theory was put forth, quickly causing concern outside the industry. Among them, the core of organizational support theory is the concept of “perceived organizational support”. Eisenberger believes that effective incentives for employees should be discussed from the perspective of employee motivation and needs. Here the emphasis on individual perceived care organizations can enhance their sense of belonging and loyalty to the organization. The behavior of employees in the organization is restricted and restricted by organizational norms. Eisenberger believes that meeting the needs of employees can help generate effective incentives. The needs of employees at work come from the “expectation” of the organization, including social and emotional needs. Social emotional needs." (Mc Millin1997) concept Eisenberger proposed complements that organizational support in addition to including the organization of care and respect for employees, should also include support tools necessary for the work, such as on equipment, information and personnel.

### **4. Antecedent of organizational support**

Since the perceived organizational support (POS) suggested that research scholars antecedent variables influence organizational support are explored, we have found that the variables can be summed up as organizational environment factors, individual factors, organizational and three employees Big class. Among them, organizational factors including organizational justice (procedural justice, distributive justice, information fair) and other content, as well as working conditions, organization activities, organization rewards and other factors; individual factors including employee values, positive/negative feelings, work status and other variables. Organizational and employee relationships include variables such as person-to-organization fit, leadership member exchange, management communication, and leadership style.

#### **4.1 Organizational factor**

Organizational justice is one of the most important factors affecting organizational support, such as (Wayne et al.2014) study results showed that organizational justice, tolerance and recognition associated with the organizational support managers. Meta-analysis by (Ahmed et al.2015) also found that organizational support is largely influenced by organizational equity, growth opportunities, supervisor support, and peer support. Organizational fairness includes multiple dimensions such as procedural fairness and fair distribution. Previous studies have discussed their predictive role in organizational support from different levels of organizational justice.

Working conditions and rewards, including the recognition of trust by superiors, access to information, and opportunities for self-learning and development, are also important influencing factors of organizational support perception, and present a significant positive correlation, and trust is the most effective organizational support predictor, (Tabak F, et al. 2016) test its relationship with job support perception through trust, further promoting research on organizational embedding and organizational support perception.

Also, a sense of job security and working pressure source organization is also one of the important factors that influence the perception of fairness. Specifically, when employees have to ensure that the organization wants to keep its future membership, they will feel supported by the organization. For

example, (Wang et al. 2017) suggest that psychological security has a positive predictive effect on employees' organizational support perception.

## **4.2 Individual factor**

The research of individual factors as antecedents impact study on the perception of organizational support is not a lot, such as Rhoades (2002) and other analysis found that positive emotions, negative feeling lazy closely related to organizational support, and organizational negative emotions by yuan Supportive sense is negatively correlated. Empirical Study of Sears, G. (2016) further found that negative emotions can negatively predict perceived organizational support staff and traditional values, positive emotion and perceived organizational support was significantly related. (Eisenberger, et al. 2016) found that workers with boring tendencies do not perceive the antecedents of organizational support for their support, including pre-employment experience, emotional state, work status, and employee characteristics. In addition, the study also confirmed that the impact of demographic variables in the study of gender, age, education and tenure of organizational support is very small.

## **4.3 Organizational-Employees relations**

In addition to the above two factors, the relationship between the organization and employees is also an important factor to be considered. Dhar, rl. et al. (2016) proved that the exchange relationship between leaders and members was positively correlated with the sense of support of subordinate organizations. Managers' leadership style, management communication, internal social network and organizational support are closely related. According to the attitude or behavior of superiors, employees will form an overall cognition of whether superiors value their contribution and happiness, thus forming a sense of organizational support. Basm, h. (2017) put forward the relationship between colleagues will directly (through the cohesive friendship and advice contact) and indirect (through the construction and network structure of friendship location) influence the employee's perceived organizational support, friendship, support and cooperation colleague means to actively support the organization.

## **5. Outcome of organizational support**

### **5.1 Attitude level**

The first important outcome variable in attitudes that POS may generate is organizational commitment, which is the degree to which employees identify with the organization and want to continue to actively participate (Newstrom and Davis, 2002 ) . According this, the higher the organizational support of employees, the more positive they are about their work (increasing job satisfaction, generating more positive emotions), the more they will invest in the organization. Commitment to increase; increased performance; lower turnover rate. After the organization to get a sense of support prediction of organizational commitment to large mount of validation studies, it can be divided into organizational commitment: affective commitment, normative commitment and sustained commitment.

Ahmed et al. 2015 argue that employees with a high level of organizational support tend to have a high organizational commitment, and a sense of organizational support can help reduce employee burnout and improve organizational commitment. Based on the principle of reciprocity, organizational support will give employees a sense of obligation to focus on organizational well-being and help organizations achieve their goals. At this time, employees will reward the organization's "active treatment" through emotional commitment and harder service to the organization. Suganthi,L. (2018) and other further suggest that a strong sense of organizational support will increase employees' sense of responsibility to the organization, which will positively affect employees' emotional commitment and willingness to stay. In addition, he proposes a new mediator variable, self-management.

## 5.2 Behavioral level

According to previous research summarized existing (Shore and Wayne, 1993; Smith, Organ, and Near 1983) we found that organizational support for role behavior, organizational citizenship behavior and performance have a positive effect on turnover intention, retreat Behavior has a negative predictive effect .

First, Zeng et al. (2016) proposed that organizational support perception has a good positive predictive effect on organizational citizenship behavior, and that the predictive effect of organizational support on organizational citizenship behavior is stronger than the organizational commitment to predict organizational citizenship behavior. Here's organizational citizenship behavior (OCB), refers to the behavior of employees, these actions are a measure of freedom, also known as extra role behavior, because these acts are not specified by the organization, but the staff in the implementation of the organization is very useful.

Furthermore, predict the performance of organizational support to get a large amount of attention and discussion of research, the role of task performance or behavior or task performance, including employee must perform. According to the reciprocity guidelines, employees are obligated to repay the organization in any beneficial way (Eisenberger et al., 1986 ). Organizational support from a sense of organization, therefore, employees will produce benefits to the organization acts to return the organization (Ge, 2016).

Finally, Bucklew, N. S (2010) found in the study is a major predictor of POS affect turnover intention, organizational support theory suggests that achieve a high level of support from the organization employees tend to return the organization, and an important way to reward the organization is Employees who continue to participate and therefore receive more support are less willing to leave the organization, which reduces the employee's turnover intention to a certain extent.

## 5. Conclusions

Through the above review of the literature shows that this paper will human resource management and organizational behavior literature linking of ideas to explore perceived organizational support, mainly from its dimensions and measurements to start exploring the important factors affecting its core competitiveness and to improve the business organization. In addition, this study provides a basis for constructing a theoretical model for assessing employee - organizational relationships. By integrating certain empirical research to link employees ' perceptions of human resource practices with perceived organizational support, the following implications are obtained:

Up to now, the empirical research on organizational support, most of them use the horizontal research method, which is to collect and analyze the data of organizational support perception in the same time period, and to conduct longitudinal research less in chronological order, for example, we can analyze The degree of correlation between the antecedent variables of organizational support in different stages of development of the same enterprise can also analyze the impact of the different working years of the same employee on their attitudes and behaviors. Although this longitudinal study is time consuming and complicated. The method is more representative than the horizontal research, because it changes with the passage of time, and can more effectively combine the current environmental changes to effectively guide the enterprise to improve the organizational support perception of employees and improve the work input and performance.

Also, by combing the research on the causes and consequences of organizational support, we find that the current research on organizational support perception focuses on analyzing the outcome variables, that is, focusing on job performance, turnover intention, etc., but affecting organizational support perception. The antecedent variables, especially personal factors such as personality traits, are related to POS .

In general, this reviews show that POS plays an important role in the employer - organization relationship, which is of great significance for improving worker's happiness and favorable position for the organization. Future research needs to combine with the above. The problem is further

deepened to better enable POS to contribute to business management.

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