A Review of the Research on Perceived Organizational Support

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Abstract

To investigate relationship between perceived organizational support and organizational identification. How the interaction between perceived organizational support and organizational identification influence to employee's work attitude and behavior. Finally, put forward the dynamic changes in the development of research hypothesis of relationship between perceived organizational support and organizational identification.

1. Introduction

With the development of economy, the pressure of competition among enterprises is gradually increasing, and each organization is pursuing the maximization of interests. Enterprises are constantly asking employees to improve their working efficiency, to create more performance and value. Because of the emergence of human resource management, the new management mode is becoming more important, many research focused their research on the relationship between the employee and organization. The relationship between staff and organization is an important factor to determine the attitude and behavior of the employees (Stinglhamber et al., 2013). Van Knippenberg et al. (2007) mentioned that most of recently researches about the relationship between employee and organization are based on Social exchange theory and Identity theory. According to the social exchange theory and the principle of reciprocity, the employment relationship is a kind of trade with loyalty and hard work in exchange for material wealth and social emotional needs. And the organizational support perceived is based on the social exchange and reciprocity norms to generate (Eisenberger et al., 1986). It's important helpful to improve the relationship between enterprises and employees, improve work efficiency, positive organizational behavior once we understand how perceived organizational support influence to employee's attitude and behavior.

2. Literature Review

After a large number of studies, Eisenberger (1986) proposed the theory of organizational support and made the definition of perceived organizational support: The perception and attitude of employees on how the organization values their contribution and care about their interests. This includes two meanings: First, the belief of employee that the organization is paying much attention on their contributions. Second, Employees perceived organization to their care. It is these two kinds of subjective experience that constitute the perceived organizational support of the employees.

Regarding to measurement of perceived organizational support, domestic researchers and foreign researchers have different research results on the dimension (Table 1). Western researchers have been using the Perceived Organizational Support Questionnaire (POS) which developed by Eisenberger (1986), the questionnaire included 36 questions using 7 points scoring method (1 = Very disagree; 7 = Very agree). The reliability of the scale was good, Cronbach's alpha index is 0.970. Each item shows a higher load on the main factor, the correlation between each item was 0.42-0.83.

Chinese researcher Ning Yun (2010) developed perceived organizational support scale which included 10 item base on two dimension structure model of perceived organizational support. Such scale using 7 points scoring method (1 = Very disagree; 7 = Very agree). There are two sub-scale included Perceived job support with 0.779 Cronbach's coefficient and Percieved life support with 0.742 Cronbach's coefficient, the reliability coefficient of the total scale was 0.720. Each item shows a higher load on the main factor, the correlation between each item was 0.509-0.777; the reliability of the scale was good. Ling Wen Quan (2006) develop perceived organizational

support scale base on three dimension structure model of perceived organizational support, included 24 items using 6 points scoring method, reliability of sub-scale and total scale was 0.92, 0.85, 0.89, and 0.96.

Table 1. Perceived organizational support scales

Author	Dimension	Scale entry	Scoring way	Cronbach's coefficient
Eisenberger (1986)	One dimension	36	7 points	0.97
Ning Yun(2010)	Two dimension	10	7 points	0.72
	Perceived job support	6	7 points	0.779
	Perceived life support	4	7 points	0.742
Ling Wen Quan(2006)	Three dimension	24	6 points	0.96
	Job support	10	6 points	0.92
	Employee value recognition	7	6 points	0.85
	Benefits interest	7	6 points	0.89

3. Method

3.1 Theoretical Basis

Perceived organizational support is the important variable to discuss the relationship between organization and employees, it explains how the relationship between employees and organization affects to work attitude and behavior of employees from the perspective of social exchange theory. The studies of perceived organizational support are based on social exchange theory, reciprocal specification and organization anthropomorphic thinking. Social exchange theory thinks that the employment relationship is a kind of trade that uses hard and loyalty to exchange for the actual benefit and social rewards. The relationship between the employee and the organization is based on the transaction. The evaluation of the quality of the exchange relationship between employees and the organization can predict the attitude and behavior of employees. The better exchange relationships (got more organization support), employees will pay more attention to the organization's interests and stay in the organization. This is because specification reciprocal gives employees a sense of obligation, motivate employees return their organization, then perceived organizational support can affect the organizational commitment, performance, job satisfaction and the role of external behavior...etc. If employee is not satisfied with the exchange relationship, think that their pay out is not equal to return, may cause employee want to break off the relationship with organization, work withdraw behavior such as absenteeism, late and not active working. Levinson (1965) mentioned that employees will think that the behavior of organization agent is the behavior of the organization itself. In this way, if employees are under good treatment of leadership, it will naturally think that organization is care and pay attention on them, perceived organizational support will be generated.

3.2 Antecedent Variables

Rhoades and Eisenberger (2002) analysis of a large amount of literature data and research, found that fairness, superior support, organizational rewards and working conditions are the main factors impact to perceived organizational support. Among them, the positive correlation between fairness and perceived organizational support is the strongest, followed by the superior support and reward/working conditions. Procedural fairness as a component of equity and POS has a strong relationship. Shore et al. (1995) mentioned that perceived organizational support was generated from constantly feeling of procedural justice such as salary growth and promotion policy evaluation. Employees will organize anthropomorphic, the way the superior's behavior and the way they treat employees represents the organization's approach. If the employees get a favorable treatment from the superior, they will take this superior's support as an organization to give them support. Shanock and Eisenberger (2006) research indicates that perceived organizational support has a positive relationship with superior's support and internal/external behavior. Therefore, this kind of support from the superior behavior will deeply affect the perceived organizational support. In the practice of human resource, the recognition of the contribution of employee is positively related to perceived organizational support. The relationship between perceived organizational support and rewards/work condition is weak. Rhoades and Eisenberger (2002) in their study pointed out that in the part analysis, there is separate contact between rewards/work condition and perceived organizational support after control both justice and superior's support only.

3.3 Outcome Variable

Perceived organizational support can effectively predict affective commitment, job satisfaction, willingness to stay in the organization and turnover intention. Perceived organizational support has an intermediary role on

work input, work stress, withdrawal behavior and external role behavior. Shore et al. (1991) through empirical research found the relationship between perceived organizational support, organizational commitment and job satisfaction. The research shows that perceived organizational support and organizational commitment are two different concepts but there is a close relationship between them and it is a positive relationship. Shore and Wayne (1993) found that affective commitment is negatively related to both of them; In addition, perceived organizational support is a better predictor of organizational citizenship behavior than affective commitment and continuance commitment. Eisenberger (1986) research pointed out that the higher level of perceived organizational support lead employees produce a sense of identity that they are one of important member of the organization, thus it can effectively reduce the occupation flow and turnover behavior. Arokiasamy (2010) indicated that there were significant correlation between job satisfaction, affective commitment, turnover intention and perceived organizational support. Beheshtifar (2012) studies also showed that there was a significant correlation of perceived organizational support and employee positive attitude.

4. Result and Discussion

Perceived organizational support and organizational identification can predict the relationship between employees and organizations. In recent years, many researchers have carried out in-depth and detailed discussion from both angles. Perceived organizational support and organizational identification are separately on behalf of the social exchange and social identity process, having different antecedent variables. These two perspectives are often independent of each other, but they cannot rule out the possibility of interaction in the influence of organizational behavior. Van khippenberg (2007) study pointed out that there is interactive effect between perceived organizational support and organizational identification in the process of turnover behaviors prediction (turnover intention, absence from duty). Omer Turung and Mazlum Celik (2010) study showed that there was significant effect of perceived organizational support on organizational identification, and organizational identification played an intermediary role in the effect of perceived organizational support on turnover intention. Shen Yi Mo (2007) study showed, perceived organizational support has directly significant effects on organizational identification and turnover intention. At the same time, perceived organizational support indirect effects employees' intention to stay, colleagues altruistic behavior, individual initiative, interpersonal harmony and protection of the corporate resources through organizational identification. Previous studies have pointed out that perceived organizational support has an impact on organizational identification, then can perceived organizational support contribute to identification organizational? Van Knippenberg (2007) pointed out that the perceived organizational support is derived from the evaluation of the exchange relationship. Fairness and rewards related to the positive evaluation of exchange relationship, and the organizational identification is derived from perception of the similarity between the employees and the organization. Organizational identification can be enhanced if the organization has a good attraction, a good exchange relationship (high perceived organizational support) may contribute to the organization attraction, thereby increasing organizational identification.

On the other hand, although the interaction between perceived organizational support and organization identification has been confirmed can impact on employee attitude and behaviors, but this effect is not significant under any conditions. Van Knippenberg (2007) study pointed out that the interaction of perceived organizational support and organizational identification effect to the relationship between turnover intention and absence from duty has significant negative correlation, but this correlation is valid only for those low organizational identification. For those high organizational identification, this correlation is low or not significant. Similarly, Stinglhamber et al. (2013) research also shows that when the organizational identification is low, improve perceived organizational support can reduce the possibility of employee to join the labour union. When the organizational identification is high, perceived organizational support is not significant to the possibility of employee to join the labour union. That is mean; the relationship between perceived organizational support and employee working attitude and behavior can be weaken by strong organizational identification, even neutralization. The possible reason is analyzed in the study of Van Knippenberg (2007), they argue that the social exchange process means that the relationship between the individual and the organization is two separate entities, but the identification means both are one. Therefore, high organizational identification will lead to low fewer individuals evaluation the relationship with organizational through exchange quality. Even low quality exchange relationship, high organizational identification may also be less willing to shrink from the organization, because they would go against their own self consistency with the organization.

Perceived organizational support and organizational identification can influence the attitude and behavior of employees, their interaction can also have an impact, but the impact of interaction is not significant for the individual with high organizational identification. From a vertical perspective, it is suggested that a new

employee who enters the organization can enhance the organizational attraction, thereby enhancing the organization identification, influence on the work attitude and behavior, but with the extension of time, the organizational identification of employees is the dominant influence on the work attitude and behavior, and the effect of perceived organizational support is gradually weakened.

5. Limitation and Prospect

In this paper, we introduce common variables in the study of relationship between employees and organization with the literature material (concept and measurement method of perceived organizational support), sort out the research on its theoretical basis, the antecedent variables and outcome variables. Also discussed the influence of perceived organization support and organizational identification on the attitude and behavior of employees, interaction between them and made the hypothesis the dynamic changes of perceived organizational support and organizational identification of the new employee.

Main limitations of research in perceived organizational support and organizational identification is the lack of longitudinal study of changes in the relationship between perceived organizational support and organizational identification. Therefore, also inspect of the causal relationship between them. The research hypothesis proposed in this paper can provide a possible direction for future research, which makes the empirical research of perceived organizational support and organizational identification have the opportunity to enrich.

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