Literature Review of Perceived Organizational Support

Hao-Xian JIAN\textsuperscript{1,a}, Zheng-Rong WANG\textsuperscript{2,b,*} and Ze-Lin TONG\textsuperscript{3,c}

\textsuperscript{1}School of Business, Nanjing University, China
\textsuperscript{2}School of Economics and Management, Wuhan University, China
\textsuperscript{3}School of Economics and Management, North China University of Technology, China

\textsuperscript{a}stanley.kan@hkairlines.com, \textsuperscript{b}1712368399@qq.com, \textsuperscript{c}Leotong@126.com

*Corresponding author

Keywords: Perceived Organizational Support, Perceived Managerial Support, Perceived Supervisor Support, Perceived Service Support.

Abstract. Perceived organizational support refers to how employees perceive the way organization views employees' contributions and profits made for the enterprise. Perceived organizational support mainly includes perceived managerial support, perceived supervisor support and perceived service support. Perceived organizational support contributes to improve employees’ job satisfaction, positive emotion and organizational citizenship behavior, in turns to improve their service quality from consumers.

Introduction

Perceived organizational support (POS) describes how employees perceive the way organization views employees’ contributions and profits made for the enterprise. Perceived organizational support is based on organizational support theory that contains the effect of organization on employees’ social mood tendency, organization’s involvement level in the decision, the fairness of reward, the satisfactory degree of career development and their working security.

Perceived organizational support supplements with employees’ behavior, perceived organizational support is beneficial for employees to perform job duty and handle emergency, employees can acquire the support of organization behind. Organizational support theory also argues after employees perceive the support from organization, the mutually beneficial behavior norms will be motivated, evaluate and respect and make contributions for their organization.

Literature Review of Perceived Managerial Support

Overview of Perceived Managerial Support

There is no unified definition of perceived managerial support so far. In our study, perceived managerial support refers to the employees’ feeling of support given by managers. Manager is a reference group in the organization, they have a relative superior position in the organization. In each enterprise, the managers are the factors that give the life and vigor of the enterprise. If there is no manager's leadership, the production of resources is always just a resource, will never be converted into a product. In the highly competitive economic system, whether the enterprise is successful or not, whether it will survive or not, depends on the quality and performance of the managers.

Managers have a right to set salaries and other kinds of policy. They can set up working goal and plan, define every mission requirements and relevant employees. Managers also allocate many kinds of resources, such as human, money, information and so on. Sometimes they even decide many employees’ working time and hardness. Thus, managers can give employees higher salaries and more convenient work arrangement by drawing up different policy. In practice, some managers encourage employees to do a job that they know they’re good at. And flexible working time and place are
allowable under some circumstances. Also, managers can express managerial support with integrated process. For instance, they can integrate necessary parts in the process, and in this way the enterprise business operations and employees’ job ease and efficiency can be improved continually. In daily life, managers also can help employees get rid of troubles or give physically support directly.

We have observed in a firm where all working processes are managed to be an integral system, perceived managerial support can shorten working cycle, increase efficiency. In this way employees work in a good mood and more likely to make consumers feel convenient and satisfied. Compared with those firms which let every department operates independently, positive effect will be obvious in above-mentioned firms. With completely independent departments, the firm might have low level of productive force, even poor personal relationship and working atmosphere. Most employees from these firms with negative emotion often make some unfriendly behaviors to customers. Therefore, perceived managerial support can indirectly improve the customer satisfaction.

Managers play an important role in helping employees address the conflict between organization and consumer expectation. Because on the one hand, exchange relationship exists between relevant employees and consumers. In consumption scenes, employees interact with various customers face to face. Relevant employees provide them with visible product and invisible service. And consumers pay for them in exchange. On the other hand, exchange relationship doesn’t exist between managers and consumers. Managers seldom communicate with consumers closely and are unknown about some consumers’ requirements. But sometimes consumers may have some special or seldom needs and demand, but according to rules of the firm, these need can’t be thought. It may make relevant employees struggle between them, as a result of the restrict of managerial rules and procedures, consumers’ expectations can’t be met perfectly. Employees can’t break the rule, nevertheless they don’t want to disappoint their customers. Employees’ job satisfaction might be reduced right now. In this dilemma, managers can find out those rules and procedures that may offend consumers, and then provide employees support by evaluating whether they are proper or not, eventually improve employees’ job satisfaction and consumer satisfaction at the same time.

**Influence of Perceived Managerial Support**

Recent research has examined the influence of moral behavior that managers support on employees satisfaction. For example, there is a definite moral behavior standard in a firm, but managers also have specific moral behavior they support, which may be different from firm’s criterion. Sometimes we can see chatting with others during work period is forbidden in the firm. But in several departments, their managers aren’t opposed to this phenomenon. Because they think a certain extent of communication can reduce employees’ stress and activate their thought and ideas. This difference between them might lead to moral conflict, which will bring employees cognitive dissonance and uncertain in work executing processes. Employees could feel confused result from being unaware of obeying which moral behavior. They are afraid to be punished as a result of violation of any one standard. This disharmony will influence employee job satisfaction negatively. Aiming at this disharmony, managers should correct and reduce the negative impact by communicate with the company formally, express the reason of your moral standard and request for permission in some departments. This flexible policy will contribute to employees’ satisfaction and business performance of the whole organization.

Perceived managerial support has a positive effect on employee satisfaction and organizational citizenship behavior. Organizational citizenship behavior contains seven dimensions at least: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development. These behaviors are not required and won’t be rewarded formally, but they are good for the company performance. When employees feel a strong support from managers, they will feel satisfied about the work and perform some action beneficial to the company which is beyond the job responsibilities (i.e. organizational citizenship behavior). In addition, researches demonstrate managerial support is good for product research and development department to innovate, improve employees’ innovative ability. Since managerial support makes employees work
more freely and conveniently, employees' innovation, creativity is more likely to be stimulated. Besides, perceived managerial support can make for employees’ other ability, such as personal relationships with workmates. More importantly, positive emotion and attitude acquired from perceived managerial support will bring better experience to consumers and high level of satisfaction.

**Measurement of Perceived Managerial Support**

According to relevant research, the measurement factors include: employees trust managers would provide support, the degree managers listen from employees’ opinions, the satisfactory extent of employee towards managers’ involvement. Specific items include: managers attach importance to my contributions; managers pay attention to my opinions; and managers don’t appreciate my extra effort (reverse item); managers ignore all complaints from me (reverse item).

**Literature Review of Perceived Supervisor Support**

**Definition of Perceived Supervisor Support**

Perceived supervisor support refers to the perceived degree of how supervisor cares about their welfare, pay attention to their contributions and support them universally. Supervisor support and organizational support have similar psychological mechanism. When employees perceive the supervisor support themselves, it can produce obligations to the supervisor, and by improving the supervisor commitment, showing their support goals of supervisor to fulfill their obligations. Employee's performance is based on the exchange of views (exchange social), that is, members of the trade unions in exchange for the payment of wages, benefits, respect, care, etc., in essence, or in the form of interest. The essence of this kind of exchange is to build on the basis of trust and goodwill, and individuals expect the trust and goodwill in the future.

Every employee should have a supervisor who can manage, arrange, evaluate his work and performance in other aspects. And supervisors usually are the closest and frequent one to contact and interact with employees. In daily management practice, organization’s standard norm and policy are generally performed out from employees’ supervisor, and the continuation of organization’s tradition, routine and regulation is also related to supervisor. Supervisors carry out the command and policy assigned by managers following their own will. Then they even guide and assess subordinates in their own object standard. And most employees are accessible to managers or more powerful ones. For employees, to a great extent, the supervisor becomes to be a symbol and agent of an organization. Employees perceive how the supervisor treats them firstly, in other words, they perceive support from their supervisor in work, mood and daily life aspects, after summarizing, then evaluate and judge supervisor’s attitude. This judgment will have a indirect effect on employees’ job involvement and efforts for the organization.

**Influence of Perceived Supervisor Support**

Perceived supervisor support affects employee behaviors. As an independent individual, employee’s words and deeds in production, scientific research, management and sales activities can be changed in many ways. And what was the attitude of their goal of the enterprise, the implementation of system, procedures, rules and regulations are crucial to the organization. A employee survey in Pearl River Delta, involved enterprises contain various industry areas, such as communication, information technology, electronics technology, pharmacy and medical instruments, energy and chemical industry. These employees have a formal job in the enterprise and everyone has a supervisor. We send out questionnaire 600 totally, take back valid questionnaire 485.

We find that perceived supervisor support has a positive effect on employees’ organizational promise and job involvement, and it affects silence behavior negatively. Silence behavior refers to when employees have the ability to improve the current organization situation; however they choose to retain words about the effect of organizational environment on behavior, cognitive or emotion. They did not report the true feelings or his own thought to the ones who can change or correct the bad
situation, this is a negative phenomenon prevents the organization from sustainable development. The more perceived supervisor support, it is more likely for employees to give promise to the organization and make great efforts to realize it. They are also willing to pay more time and energy to work. Meantime, those employees who remain personal point of view of potential problem under cover become less and less. They perform a high involvement in addressing problems and encourage beneficial activities.

The strong or weak level of perceived supervisor support also impacts employee behavior differently. There is a positive relationship between perceived supervisor support and employee turnover intention. Strong perceived supervisor support can decrease job burnout and turnover intention, in contrary, weak perceived supervisor support increases employee turnover intention. We find most employees form the firms with high turnover rates express weak level of perceived supervisor support. Moreover, perceived supervisor support is related to employees’ job satisfaction positively. They feel comfortable and pleased from the support given by their supervisor, and become mentally closer to them. In this situation, employees’ enthusiasm for work increases steadily. As an agent of the enterprise, supervisor takes the responsibility to guide, evaluate and support their subordinate. Therefore, supervisor is the bridge of firm and employee, which influences employees’ job satisfaction. Finally, the goodness perceived supervisor support produces will lead to a better consumption experience, improve customers’ attitude and evaluation towards organization indirectly.

We suggest as a supervisor, he shouldn’t only arrange missions to employees, they need to care about whether there is difficulty in achieving the goal or whether they long for help from others. Evenly, supervisors should try their best to guarantee and fight for more welfare of employees in work and daily life.

**Measurement of Perceived Supervisor Support**

Different scholars have different measurement items of perceived supervisor support, but in general, its items mainly cover: my supervisor takes my welfare seriously; I enjoy working with my supervisor together; my supervisor cares about me; When I meet emergency, my supervisor would help me; the supervisor thinks every one of us matters.

**Literature Review of Perceived Service Support**

**Definition of Perceived Service Support**

Perceived service support is a relatively new concept, few scholars focus on it. At first, scholars define perceived service as the provided service quality evaluation given by employee themselves. Severs always have their own service standard to implement or study, they will judge the service level from themselves according to the gap between these two kinds of service. In modern society, the meaning of service is more and more extensive. To make a difference between products and services, the service is a kind of or a series of activities which can bring some kind of benefit or satisfaction to the people. The service is usually invisible, and is the result of interface between the supplier (employees) and customer needs. Service is exhibited by a series of actions, and the service provided by employees is usually evaluated by the customers. Because no two people are exactly the same, there is no two exactly the same customer, then there is no two exactly the same service. The heterogeneity of the service is mainly due to the interaction between employees and customers, it also leads to the service quality is determined to many factors that service providers cannot be completely control of, such as customer’s ability to clearly express his demand, employees’ ability and willingness to meet these needs, and other severs’ attitude and performance.

In early research, perceived service support merely refers to how employees evaluate their own service quality, lacking of evaluation about colleagues’ support. But in service scene, support from other persons can impact customers’ feeling of service quality. Supporting facility not only depends on subject environment, object aspect such as colleagues are also play a significant role. For example, the service quality of a coffee bar can be impacted by environment, light, coffee taste, individual
service attitude and the interaction among colleague. More interaction and corporation with each other will make consumers feel more mentally preferable. So it is essential to discuss whether the colleague support is enough in service industry. Perceived service support includes not only evaluation of their own service quality, but also service support from other colleagues in service process.

Influence of Perceived Service Support

In relevant research on service quality, service support is beneficial to increase consumers’ overall perceived service quality. Because service support can affect employees’ emotion, which in turns influence service quality. Employees with good mood will do their best to serve customers and convey this emotion to the, which may lead to customers’ positive attitude and affection. And if employees perceive high level of service from other supporters, they are more likely to believe they can accomplish the work successfully, and then handle the issues met in service process preferably.

Perceived service support makes contributions to promote benign interaction between servers and consumer behavior. Positively perceived service support will improve employees’ positive emotion, and this emotion can be felt by customers. They expect to enjoy the positive emotion experience again, then this positive feedback motivates servers to produce good emotion. Thus, perceived service support makes servers establish benign interaction with consumers.

Measurement of Perceived Service Support

Since perceived service support is a relatively new concept, there is no mature and united scale. But it is widely believed perceived service support should include two dimensions: perceived their own service quality given to consumers and perceived support to their own service from other colleagues. Presently common measurement items contain: I think I provide pretty good service; I believe I give consumers high-quality service; I have a high standard on my service; I provide super service in all aspects; I acquire good service support in service process; With the help of other colleagues, my service quality will be improved.

Conclusion

According to the literature review, perceived organizational support is a multi-dimensional construct, which mainly includes perceived managerial support, perceived supervisor support and perceived service support. In terms of the influence of perceived organizational support on employees, perceived supervisor support can improve employees’ job satisfaction and positive emotion, decrease turnover intention. In terms of the influence of perceived organizational support on consumers, perceived organizational support contributes to promote consumer service quality, consumers’ positive emotion and their positive evaluation towards the enterprise.

Acknowledgment

This research was financially supported by (1) Launch of the northern industrial university research and Beijing municipal education commission social science (SM201410009003); (2) Beijing municipal colleges and universities to improve science and technology innovation ability construction special fund project; (3) National natural science foundation of China(71402002); (4) Talent development project of North China University of Technology; (5) Outstanding young teacher development project of North China University of Technology.

References


