Literature Review about the Perceived Organizational Support

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Abstract: With the change of the employees and organizational relationships, perceived organizational support get the more and more attention of experts and scholars, and perceived organizational support policy provides a new perspective for the enterprise. The article are rom the concept of perceived organizational support, antecedent and consequence variables, correlation dimension and scale, the existing research were summarized.

Keywords: Perceived organizational support; Literature review; Scale

1. Introduction

In the 1980s, American social psychologist Eisenberger, etc put forward the Perceived Organizational Support (abbreviate to POS), based on the social exchange theory and the theoretical basis of "reciprocity". Eisenberger defined the Perceived Organizational Support as employees feel organization attaches great importance to the degree of contribution and care about their own welfare[1]. Chinese scholars Ling Wenquan began to study perceived organizational support in 2006, and defined perceived organizational support as workers felt the organization's support for their work, concern for their interests and their identity value.

As the change of employee - organization relationship, perceived organizational support overcome the one-sided emphasis on the staff commitment to the organization, and ignore the limits of organization commitment to employees. Perceived organizational support opened up a new perspective for scholars and enterprises, paying attention to human resources issues from the Angle of organization.

2 The Related Variables of Perceived Organizational Support

The related variables Research on perceived organization support can be divided into the study of the antecedent variables and result variables.

2.1 The research of the antecedent variables

1) Supervisor Support
Supervisor support is a kind of consciousness and views for the employees on their supervisor how to attach importance to their pay and care for the interests. Hutchison (1997)[2], Eisenberger et al. (2002) [3]studied the superior support. Ranking as the organization's agent, often bear the evaluation of employees and to communicate organizational goals and tasks of the responsibility. Then, employees also often understand the superior action as the intention of the organization. And they will be superior to their own good or bad tendency as a signal of the organization. Research shows that, the superior support and perceived organizational support were positively related to relationship: the stronger the sense of the superior support, and the stronger the perceived organizational support.

2) Organizational Justice
Organizational justice usually refers to the procedural justice, including organization policy form justice and resource allocation procedures of justice. Fasolo (1995)[4], Fuller and Hester (2001)[5], and Ling Wenquan etc. (2006)[6] studied the organizational justice. In general, organizational justice is one of the main cause of perceived organizational support.

3) Organizational Rewards and the Promotion of Job Conditions
Organizational rewards and the promotion of job conditions can reflect organization and employee performance in trust, thus can improve the employee's perceived organizational support. Shore (1995) studied on employee job performance , its contribution and perceived organizational support, for the conclusion: there is a significant positive correlation[7].

4) Simple Summary
The relationship between the antecedent variables and the perceived organizational support in present research can be shown as the Figure1.

2.2. The research of the result variables

1) Organizational Commitment
Organizational commitment refers to the identity and emotional attachment to the organization for the employees. Perceived organizational support make employees have a care for the interests of the organization

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and also the sense of responsibility, then the employees prompting them with higher organizational commitment and work harder to return. According to the principle of reciprocity, perceived organizational support make employees have a sense of obligation to care for the interests of the organization: organization give attention to employees, and employees will also improve work efficiency for the organization in return. The research of Ling Wen quan et al. (2006) has shown that perceived organizational support has a positive influence on affective commitment. Wu Jihong (2006) also verified the enterprise employees' perceived organizational support and organizational commitment was positively related.
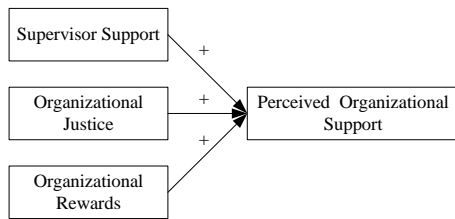

Figure 1. The relationship between the antecedent variables and POS

2) Organizational Citizenship Behavior
Organizational citizenship behavior is a kind of role of organization behavior. George and Brief (1992) found that perceived organizational support can make employees have some organizational citizenship behavior, such as help organizations avoid risk, and provide constructive suggestions for others. The study of Wu Jihong (2004) verified that the perceived organizational support for organizational citizenship behavior of enterprise and employees are positive correlation.

3) Turnover Intention
For the turnover intention, related research at home and abroad agree that perceived organizational support on turnover intention was negatively related. The study of Allen (2003) found that perceived organizational support can increase employees' affective commitment to the organization, reduce the negative behavior of employees, also can reduce the employee turnover intention[8].

4) Simple Summary
The relationship between the result variables and the perceived organizational support in present research can be shown as the Figure2.

3. The Structure Dimension and Scale of Perceived Organizational Support

Eisenberger thought the structure dimension of perceived organizational support is unidimensional, but Chinese scholars are generally accepted that perceived organizational support is a multidimensional structure. As a result, domestic scholars and foreign scholars are not identical

in the development of measuring scale of perceived organizational support and dimension structure.
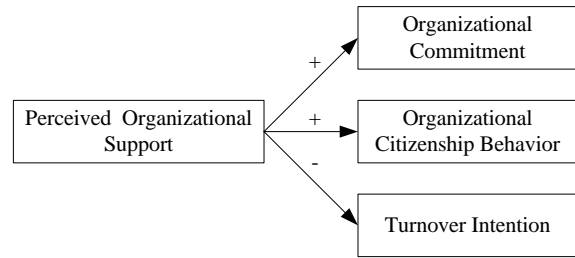

Figure 2. The relationship between the result variables and POS

3.1. Foreign Research

Eisenberger developed 36 item scale to measure the perceived organizational support, through exploratory analysis in different industries and different issues confirmatory analysis show that the scale has high reliability and unidimensional. The scale is generally recognized and widely used by foreign scholars. Abroad do other scale are based on Eisenberger 36 item scale, and usually extract 17 items with high load.

3.2. Domestic Research

Domestic research Chinese scholars Chen Zhixia and liao Jianqiao (2006)[9] from the broad sense and narrow sense perspective of definition to explore the perceived organizational support, think that the meaning of the different levels corresponding to different structure dimensions, and develop a scale for 14 items. Narrow sense of organizational support corresponds to one dimensional structure, and it is the same to the concept of perceived organizational support of Eisenberger et al. (1998), laying particular stress on emotional support. Relatively narrow sense of organizational support in addition to emotional support, include instrumental support. And relatively broad sense of organizational support is added the superiors and colleagues support. Broad sense of organizational support is likely to include many profiles, and corresponding psychological contract dimension, which can be divided into nine dimensions.

Chinese scholar, Ling Wenquan (2006), combined with Chinese national conditions, surveyed 1000 employees in our country, and looked for our country employees perceived organizational support the psychological structure of confirmatory factor. Finally they formed the enterprise employees' perceived organizational support scale, a 24 items scale. Ling Wenquan considered that perceived organizational support is three-dimensional structure, namely: the work support, value identification, concerned about the interests.

4 Recent Research

For the dividing of the perceived organizational support dimension, each scholar has their own opinions. And from different angles, there are different conclusions. In recent years, with the deepening of the research on perceived organizational support, scholars began to study different objects, different situations of perceived organizational support, and begin to empirical research on the relationship between perceived organizational support and other variables. The doctoral thesis of Bai Yuling (2010) in view of the knowledge garment industry staff's , and the relations among three variables are discussed in this paper: the perceived organizational support ,job stress, job burnout[10] . Zhao Yang (2015) from employee family view, based on the Chinese situation , he has developed a unique sense of family organization staff support scale, containing 25 items[11]. According to the professional commitment and individual career management under the action of double mediation, Yi Shizhi (2013) give a research on the new generation employees perceived organizational support, and its influence on career success, last also developed a corresponding scale[12].

5 Conclusion

With the popularity of "humanistic management thought" and the scarcity of human resources, traditional way of imperative management has won't work, so the organization needs to change the original high above the role, in stead of needing to give employees greater autonomy and freedom, in order to better in the new situation and in the fierce competition of human resources to complete their own transformation. Perceived organizational support provide a kind of such ideas and perspectives to enterprises .

With the development of the society, the experts and scholars pay the attention on the perceived organizational support, part of the existing research, but has not yet reached a consensus to divide dimensions, with the emergence of new objects and the change of the new situation, such as the study of "after 90" staff will be the future trend and bright spot.

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