



# Revisiting Perceived Organizational Support: Managerial Strategies and Emerging Trends

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**Abstract.** Amid rapid digital transformation and profound changes in workplace environments, Perceived Organizational Support (POS) has become increasingly critical in shaping employee attitudes, behaviors, and organizational performance. This study systematically reviews the concept, theoretical foundations, structural dimensions, outcome factors of POS while proposing strategies for its enhancement. The findings underscore that, with the widespread adoption of Artificial Intelligence (AI), the prevalence of remote and hybrid work models, and evolving employee expectations, organizations must dynamically adjust their POS strategies to enhance employee experience and strengthen organizational adaptability. Furthermore, future research on POS should focus on cross-cultural comparisons, optimizing organizational support through AI, and integrating technology with human-centered management in the evolving workplace to further enhance the practicality of POS in business management.

**Keywords:** Perceived Organizational Support, Workplace Adaptability, Career Development, Managerial Strategies, Artificial Intelligence

## 1 Introduction

In today's rapidly changing work environment, characterized by digital transformation, the widespread application of AI, and the rise of remote and hybrid work models, the relationship between organizations and employees is being profoundly reshaped. While these changes have enhanced efficiency and flexibility, they have also prompted new reflections on employees' psychological needs, work experiences, and organizational responsibilities. For instance, although the integration of AI offers new opportunities for organizational support, it also raises concerns about algorithmic bias, reduced human interaction, and potential erosion of trust [1, 2]. Similarly, the prevalence of remote and hybrid work models has introduced new challenges in maintaining employee engagement, well-being, and a sense of belonging [3, 4]. Against this backdrop, the concept of POS has become increasingly prominent. POS refers to employees' perceptions of the extent to which their organization values their contributions and cares about their well-being [5]. It emphasizes the organization's responsibility toward employees, highlighting the importance of recognizing their contributions and addressing their needs.

As the work environment undergoes profound changes, it is essential to re-examine the meaning and implementation of POS in modern organizations.

## 2 Concept and Dimensions of Perceived Organizational Support

Perceived Organizational Support (POS) was introduced by Eisenberger, et al. [5] based on Social Exchange Theory and the Norm of Reciprocity. It refers to employees' perception of how much their organization values their contributions and cares about their well-being. POS emphasizes the organization's responsibility toward employees rather than merely employees' commitment to the organization. Research suggests that when organizations provide material support, emotional care, or career development opportunities, employees tend to reciprocate with higher work engagement, job satisfaction, and organizational commitment [6].

POS consists of two core dimensions: (1) recognition of employees' contributions and (2) concern for their well-being [5]. Additionally, POS can be categorized into instrumental support (e.g., resources, training, financial aid) and socio-emotional support (e.g., leadership encouragement, team cohesion). During times of organizational challenges or crises, POS helps stabilize employees' psychological states and enhances organizational loyalty [6].

The structural models of POS have evolved from a unidimensional model, which views POS as a general perception of organizational support, to more complex multidimensional models. Early research proposed a two-dimensional model, distinguishing between instrumental and emotional support. Later studies expanded POS into three-dimensional and four-dimensional models, incorporating aspects such as supervisory support, coworker support, emotional support, and career development support. In the Chinese context, POS is often categorized into work support, value recognition, and concern for employees' interests, or emotional support, institutional support, and material support [7], emphasizing both tangible and emotional aspects of organizational care.

Overall, POS is a dynamic psychological exchange process shaped by social exchange mechanisms, management practices, and situational factors. It not only enhances employees' work engagement and organizational commitment but also reduces turnover intentions and strengthens organizational stability. Therefore, POS has become a crucial research area in organizational management and human resource development.

## 3 Theoretical Foundations of Perceived Organizational Support

### 3.1 Social Exchange Theory

Social Exchange Theory (SET), introduced by Homans [8], explains social behavior as an exchange of rewards and costs between individuals. SET emphasizes reciprocity in employee-organization interactions. When employees perceive organizational support,

they tend to reciprocate, strengthening the exchange relationship[9]. POS arises from perceptions of fairness, resource investment, and care. When employees feel valued, they show higher engagement and commitment[10]. Conversely, perceived unfairness or lack of support reduces trust, weakens citizenship behavior, and increases turnover intention.

### **3.2 Job Demands-Resources Model**

The Job Demands-Resources (JD-R) model is a widely applied theoretical framework in work psychology and organizational behavior, explaining how the work environment influences employee engagement, burnout, and performance [11]. This model classifies job characteristics into job demands and job resources, where their dynamic interaction determines employees' psychological and behavioral outcomes [12]. Adequate job resources not only mitigate the negative effects of job demands but also enhance employee engagement through motivational mechanisms [13]. The JD-R model suggests that adequate job resources reduce job stress and enhance motivation, improving satisfaction and commitment. Within this framework, POS acts as a crucial job resource, alleviating stress and fostering positive work behaviors.

## **4 Outcomes of Perceived Organizational Support**

POS has positive and negative effects. Positive outcomes include higher job satisfaction, job performance, work engagement, and organizational citizenship behavior (OCB). Studies confirm that higher POS improves job satisfaction and loyalty [14] and enhances performance [15]. Employees with high POS demonstrate stronger focus, resilience, and dedication [16]. Additionally, POS strengthens psychological contracts, increasing commitment and enthusiasm [17]. Negative outcomes include turnover intention, job burnout, and work-related stress. POS reduces turnover rates by increasing employees' sense of value and commitment [18]. Conversely, low POS contributes to burnout, affecting mental well-being and performance [19]. Additionally, POS plays a stress-buffering role, lowering work-related stress [20]. In summary, POS enhances job satisfaction, performance, and engagement while reducing turnover, burnout, and stress. Strengthening POS should be a strategic priority for organizations to improve employee experience and organizational effectiveness.

## **5 Key Strategies for Enhancing Perceived Organizational Support**

### **5.1 Establishing a Fair and Transparent Management System**

A fair and transparent management system is fundamental to enhancing POS. Ensuring fairness in salary structures, performance evaluations, and promotion mechanisms helps reduce dissatisfaction caused by bias or lack of transparency. Compensation and

incentives should align with employees' contributions and be regularly optimized. Effective communication channels, feedback mechanisms, and a well-structured performance management system help build organizational trust, reduce work-related stress, and improve employees' sense of belonging and job satisfaction.

## **5.2 Providing Career Development Opportunities**

Career development is essential for employee retention and a sense of belonging. Organizations should establish structured learning programs, training, and job rotation plans to help employees enhance their skills. Clear career advancement pathways can boost motivation and engagement. Additionally, career coaching and internal mentorship programs can reinforce employees' confidence in their professional growth, ultimately increasing job satisfaction and enthusiasm.

## **5.3 Strengthening Leadership Support and Employee Participation**

Leadership styles significantly influence POS, particularly transformational leadership, which fosters a sense of belonging through motivation, emotional support, and trust-building. Leaders should actively communicate with employees, listen to their concerns, and provide timely feedback. Granting employees a degree of decision-making authority enhances their sense of responsibility and encourages proactive involvement in organizational management and innovation. Moreover, fostering an open and inclusive workplace culture ensures employees feel safe expressing their ideas while receiving recognition for their contributions. Employee recognition programs and a culture of respect further enhance POS, strengthen team cohesion, and improve overall performance.

## **5.4 Promoting Work-Life Balance for Employees**

Reasonable work arrangements, such as flexible work schedules, can reduce stress, improve efficiency, and lower the risk of burnout. A comprehensive mental health support system, including counseling and stress management training, can help employees maintain emotional well-being and job satisfaction. Optimizing employee benefits—such as health insurance, paid leave, and wellness programs—enhances quality of life and strengthens organizational commitment, ultimately contributing to long-term stability and sustainability.

# **6 Emerging Trends in Perceived Organizational Support**

With the rapid transformation of workplace environments and the increasing integration of technology into organizational management, the future of POS will likely be shaped by several emerging trends. These developments present both opportunities and challenges for organizations seeking to enhance employee engagement, well-being, and long-term commitment.

### **6.1 The Role of Artificial Intelligence and Digitalization in Perceived Organizational Support**

The rise of AI, big data, and automation is reshaping how organizations provide support to employees. AI-driven HR systems are increasingly used for performance evaluation, personalized career development recommendations, and real-time feedback mechanisms, allowing organizations to provide more targeted and data-driven support. However, concerns regarding algorithmic bias, data privacy, and reduced human interaction may impact employees' perceptions of organizational fairness and trust [1, 2]. Strich, et al. [21] highlight that as AI continues to play a growing role in decision-making processes, employees may experience shifts in their professional role identities, requiring organizations to implement strategies that maintain a sense of trust and support. Future research should explore how organizations can balance digital efficiency with personalized, human-centric support to maintain high levels of POS.

### **6.2 Remote and Hybrid Work: New Challenges for Organizational Support**

The shift towards remote and hybrid work models has altered the way employees interact with their organizations, managers, and colleagues. While flexible work arrangements can enhance autonomy and work-life balance, they may also lead to feelings of isolation and reduced organizational commitment. Eisenberger, et al. [3] emphasize that strong organizational support systems can mitigate these challenges by fostering virtual engagement and ensuring employees still perceive a sense of belonging. Additionally, research by Malik, et al. [4] suggests that the effectiveness of remote work support varies across industries, highlighting the need for sector-specific adaptations. Organizations need to develop new strategies for virtual engagement, online mentorship, and digital well-being initiatives to ensure that employees still feel valued, supported, and connected despite physical distance.

### **6.3 The Evolving Expectations of Employees**

Modern employees, particularly younger generations such as Millennials and Gen Z, place greater emphasis on psychological well-being, diversity and inclusion, and corporate social responsibility. As a result, traditional forms of POS (e.g., financial incentives, job security) may no longer be sufficient. Instead, employees increasingly expect meaningful work, ethical leadership, and opportunities for personal and professional growth [22]. Research by Cramarencu, et al. [23] indicates that organizations that prioritize employee well-being and skill development are more likely to retain younger workers, emphasizing the necessity of continuous professional learning opportunities. Future research should examine how organizations can adapt their POS strategies to align with evolving employee expectations, ensuring a positive and fulfilling work experience.

#### **6.4 The Importance of Employee Well-being and Mental Health Support**

As workplace stress, burnout, and mental health issues become more prominent, organizations must rethink how they provide psychological and emotional support to employees. POS research should expand to include mental health resources, resilience training, and workplace well-being programs as critical dimensions of organizational support. Shaikh, et al. [1] highlight that AI-driven employee wellness programs can provide real-time mental health support, but they should be complemented with human-centered approaches to maintain trust and effectiveness. Ensuring that employees perceive genuine concern for their holistic well-being—not just their performance—will be essential in retaining talent and fostering long-term engagement.

#### **6.5 Cross-Cultural Perspectives and Global Perceived Organizational Support Applications**

In an increasingly globalized workforce, organizations operate across diverse cultural contexts, each with unique expectations regarding support, leadership, and workplace relationships. Future research should investigate how POS manifests across different cultural, economic, and industry-specific settings, as well as how organizations can adapt their support mechanisms to cater to a globally diverse workforce. Moreover, argue that POS strategies must account for cross-cultural differences in work values, as employees from different regions may have distinct expectations regarding organizational fairness, leadership engagement, and career growth opportunities.

## **7 Conclusion**

This study systematically reviews the theoretical foundations, structural dimensions, and outcome factors of POS and examines its impact on employee behavior and organizational effectiveness. Grounded in SET and the JD-R model, POS is recognized as a crucial psychological mechanism in employee-organization interactions, playing a key role in shaping employees' work attitudes, behavioral performance, and career development. The findings indicate that organizational fairness, leadership strategies, career development opportunities, and workplace adaptability not only significantly influence POS but also impact employees' job performance, organizational commitment, job satisfaction, and turnover intentions.

From a practical perspective, enhancing POS is essential for promoting positive employee behaviors, strengthening organizational cohesion, and improving overall workplace adaptability. Organizations can strengthen POS by optimizing management systems, implementing fair and transparent leadership strategies, providing career development support, and enhancing leadership engagement. Additionally, addressing employees' psychological well-being and work-life balance through flexible work arrangements, AI-driven support mechanisms, and leadership development programs can further reinforce POS and improve employee retention and organizational commitment.

Looking ahead, POS research and practice will be significantly shaped by emerging workplace trends, including the integration of AI, the expansion of remote and hybrid

work models, and shifting employee expectations. Future research on POS should focus on cross-cultural comparisons, optimizing organizational support through AI, and integrating technology with human-centered management in the evolving workplace to further enhance the practical application of POS in business management.

In conclusion, POS remains a critical research focus in organizational behavior and human resource management. In an era of rapid workplace transformation, organizations must continuously refine leadership strategies and support systems to ensure that employees consistently perceive recognition, care, and career growth opportunities. This not only helps enhance organizational sustainability, workplace adaptability, and long-term competitiveness but also provides strategic insights for academic research and managerial practices, fostering the development of a more supportive, high-performing, and resilient workplace environment.

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