

A Review of the Research on the Sense of Organizational Support

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Abstract: Eisenberger and other people in 1986 put forward the concept of organizational support theory and organizational support sense. The organizational support has undergone more than 30 years of academic development and discussion. In this paper, The theory Foundation, concept definition, measurement dimension, causal variable and its application, the revelation of the management and the prospect of future research are discussed on the basis of the existing research.

1. Overview

1.1 The theoretical basis

(1) Social exchange theory

The idea of exchange came early. British anthropologist James Fraser put forward the idea of exchange firstly in the book of "The Old Testament" at 1919. After that the exchange thought in behavioral psychology appeared. By 1958, Homans formally proposed the exchange theory, after which scholars developed it into social exchange theory. According to social exchange theory, employees work to achieve economic and social rewards, their relationships with organizations follow the principle of reciprocity, and when the organizations care and treat its employees well, employees will help organizations achieve their goals.

(2) Equity theory

The early research on organizational Justice began in 1965, when Adams proposed distributive justice, and the focus of the study was whether the result of distribution was fair. But some scholars realized that not only the result of the distribution will affect the fairness, the process of distribution, that is, the procedure will also affect fairness, so Thibaut and Walker (1975) put forward procedural justice. In the 1986, while Bies and Moag in the study of implementation procedures, they found that interpersonal interaction and the sense of fairness are close connected, and then put forward the interactive fairness.

(3) The thought of organization personification

In the 1965, Levinson put forward the idea of organization personification. He believes that employees do not regard organizations as an inanimate institution, but they tend to assign human personality traits to organizations. Employees interact with their imaginary organizations in their work. In reality, employees often regard their agents as organizations.

1.2 The concept of organization support

1.2.1 Definition

Based on the theory of social exchange, the theory of organizational justice and the idea of organizational personification, Eisenberger put forward the theory of organizational support. Define the organizational support as an overall perception of how their organizations treat their contribution and how they care about their interests (Eisenberger and Huntington et al., 1986).

Organizational support emphasizes an employee perception. The Organization support for

employees only represents "organizational commitment to employees", and if organizational support is not perceived by employees, there is no "employee commitment to the organization", so employees perceive organizational support as a prerequisite for employees to promote organizational commitment and demonstrate support for organizational goals, that is, unperceived organizational support does not work. In view of this, Longlirong put forward "organizational support perception" and "organizational support to obtain" the group of concepts. But there are researchers who question, "Does the perception of support necessarily work better than the support it receives?" "Or, without perceived organization support, it really does not work under any circumstances.

1.2.2 Related definitions

After the concept of "organizational support" has been produced, a lot of researches have proved its independence. The main related definitions are as below:

(1) Psychological contract. Levinson (1965) pointed out that psychological contract is the sum of the implied and undisclosed expectations between the enterprise and the employee, and is a kind of "non-written contract". Tekleab & Takleuchi (2005) through a 3-year follow-up study found that organizational support is the antecedent variable of the psychological contract violation, rather than the outcome variable.

(2) Organizational Commitment. Organizational Commitment refers to employees' commitment to the organization, it includes emotional commitment, ongoing commitment, and normative commitment. We know that the theory of organizational support means organization's commitment to employees, organizational support is an employee's perception of this commitment.

(3) Exchange of leading members. The organization is personified in the theory of organizational support, involving the exchange of employees with organizations or superiors. Leading member Exchange theory says that because of the limited resources within the organization, leaders can't allocate resources evenly, plus time pressure in the work. So, leaders often need to find some right-hand men to help them to carry out the task and achieve the goal. In order to reward these right-hand men's efforts and contributions, leaders will give these subordinates more care and support.

2. The Measurement dimension

There are two views of the measurement dimension of the organizational support: Single dimension and multidimensional theory. Eisenberger's study supported the single dimension theory, and insists that the measurement of the organizational support is just about employees' perception of organizational support. So, all the content of the survey are around the organization as a whole in dealing with the employment relationship between the organization and the employees (Eisenberger and Cummings et al., 1997). McMillin pointed out that the perceived organizational support put forward by Eisenberger (1986) only considered two kinds of emotional support such as intimacy support and respect, but ignored the content of instrumental support. He suggested that organizational support should include social emotional support and instrumental support. Corresponding, Eisenberger proposed the interpersonal and noninterpersonal resources for exchange (Eisenberger, 2001).

Domestic scholars, Ling Wenquan's studies show that there are three dimensions of perceived organizational support, the first dimension is work support (including let employees play the most suitable job, valued employees' work values and goals, give timely help, pay attention to the work of outstanding employees, allowing employees to give full play to their potential in work; the second dimension is the value of employees (including the identity of employees' value, think layoffs is a loss, it is not easy to dismiss employees, retain the proper placement of employees, employees turnover in the job was cancelled under the condition of employees, be proud of employees' contribution; the third dimension is concern employees' interest (including care for employees' living conditions, provide help to employees in life and care for employees' interests and salary conditions, etc.

In addition, Chen Zhixia divided the sense of support from the source, content and level of support into narrow and broad sense. Organizational support (emotional support and instrumental support) is

a narrow sense of organizational support, while organizational support and superior support and colleague support constitute a relatively broad sense of organizational support.

3. Antecedent variable

First of all, Eisenberger made a yuan analysis about the organizational support (Rhoades L, 2002), he proposed there are three antecedents or three factors: salary and working conditions, superior support and procedural justice. The treatment and working conditions mainly refer to Work experience conducive to the development of skills, autonomy in work (Eisenberger et al., 1997), recognition and appreciation of superiors (Wayne, 2002). Superior support means that employees believe their superior mind them, feel the importance and affirmation of the superiors to themselves. Procedural justice refers to the implementation of organizational policies and the allocation process of resources. When employees realize that the procedures used to decide the distribution results are fair, they will be more motivated. Procedural fairness is embodied in some specific human resource practices, such as salary increases, bonus benefits, and so on. Allen (Allen G, 2003) studies have shown that participation in decision-making, fair treatment and development opportunities are the three important factors that affect the sense of organizational support. In addition, there are three kinds of adjustment variables between happy work experience and employee organizational support. It includes the choice of freedom, the status of the superior and the personality characteristics of collectivism (Rhoades L, 2002).

During the research process of Chinese enterprises, Chinese scholars have found some new influence factors, which will affect employees' sense of organizational support. So, the following four aspects are summed up in this paper: (1) Organization level -- human resource practice activities of organization: training, promotion, remuneration, work environment, work autonomy, procedural fairness and organizational voluntariness. (2) System level mainly includes the reward system, the praise system, the acceptance and adoption of the rationalization proposal and the post transfer system in the time of incompetence. (3) Individual level is mainly as follows: active personality (Chen Jianan, etc. 2017), psychological contract, and the exchange of leadership members (superior support and help). (4) Social situations mainly include: Diversity of employment identity, interpersonal justice, collectivism tendencies (Chen Jianan, etc. 2017), power distance, organizational politics perception (Chen Zhixia, 2006), and corporate culture.

4. Outcome variables of organizational support

Organizational support theory shows that the impact of perceived organizational support has three main aspects: to promote the staff have a general obligation to help organizations achieve goals; encourage employees to produce emotional commitment to the organization; improve employee by the higher attention and rewards for their good performance expectations. The specific results of variables are summarized as follows:

(1) Employee working status: Organizational commitment (Liu Zonghua, etc. 2015), Job satisfaction, turnover intention (Chen Zhixia, 2006), organizational identity (Xu Jing and Zhao Lei, 2017), occupation burnout (Xu Zhihua, etc. 2017), job involvement, occupation growth (Cao Guilin, etc. 2016). (2) Employee work behavior: Suggested speech (Luan Zhenzeng, etc. 2016). Knowledge sharing behavior (Huang, etc. 2015). Innovation behavior (Long Lirong, etc. 2015). Organizational citizenship behavior (Wayne, 2002). The above studies have shown that high organizational support will help employees to show the above behavior. (3) Work performance: Many studies have shown that the level of achievement motivation has a high correlation to those obtained in the event of the performance, the possibility that general people with high achievement motivation tend to do better than the low achievement motivation of success in the activities of the higher. Ignore achievement motivation, according to the principle of reciprocity, when employees have better sense of organizational support, employees will be more willing to return to the organization.

5. Summary

Through understanding of the connotation, dimensions, antecedents and results of organizational support, it is possible to recognize the importance of organizational support to enterprise management. In practice, the enlightenment to the managers are:

(1) Improve organizational fairness. As the saying goes, there is no lack of income and inequality, especially procedural fairness. A reasonable reward and punishment and promotion system is established, and procedures are open and transparent, ensuring that all outstanding and contributing employees can be treated fairly, so that employees feel a higher sense of organizational support.

(2) High commitment human resource management. Many employees will take the human resource management activities of the organization as a source of support, so the organization in the implementation of training and salary management activities, to fully investigate the needs of employees, supply and demand matching measures, it is conducive to enhancing employee perceived organizational support.

(3) Reduce the identity of employees. The first stage of organizational support is the feeling stage of employee's support to the organization, and the identity of employees is very important in the process of perception. The staff and leadership have different affinities, organization will form a circle phenomenon, when employees feel the leadership of outsiders, will perceive to be treated differently.

(4) Staff participation in management. Especially for the new generation of employees and knowledge workers, these employees are more of the needs of self realization and growth in their work. Therefore, the staff participation in the management is more conducive to the formation of employees' sense of ownership and a higher sense of organizational support.

Finally, prospects for future research: the future can be a comparative study of the similarities of different cultural backgrounds of perceived organizational support and differences; while standing in the organization and the employee's perspective, the organization is to provide what kind of organization support is valuable?

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