Understanding The Precursors And Effects Of Perceived Organizational Support At The Workplace

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Abstract: This study presents a systematic review of literature spanning from 2001 to 2024 to explore the multifaceted impacts of Perceived Organizational Support (POS) in various workplace settings. Using databases such as Scopus and Google Scholar, the research reviewed one paper from each year to understand the evolving impact of POS. This review identifies key antecedents and effects of POS. The study reveals that POS is significantly influenced by factors such as fairness, supervisor and coworker support, growth opportunities, and organizational rewards. The effects of POS, as highlighted in the reviewed studies, include improved job performance, organizational commitment, and reduced turnover, stress, and anxiety. POS serves as mediator in various contexts, moderating the relations between job stressors, employee engagement, and performance outcomes. This review underscores the strategic role of POS in fostering positive work attitudes and enhancing overall employee well-being, providing valuable insights for organizations aiming to improve employee support mechanisms and optimize workplace environments.

Keywords: Perceived Organizational Support, workplace outcomes, employee engagement, job performance, stress reduction, career commitment, organizational justice, supervisor support.

Introduction

In recent years, studies on perceived organizational support (POS) has drawn substantial attention due to its crucial role in affecting employee outcomes. Perceived Organizational Support (POS) evolved from the grounds of social-exchange theory, originally articulated by **Blau (1964)** and then broadened via the studies of Eisenberger and others. The term "perceived organisational support" refers to how workers feel about the organization's appreciation of their efforts and concern for their welfare **(Eisenberger et al., 1986).** To let workers, understand that their organization offers professional development opportunities such as assignments and training, POS might grow even more crucial in the coming years **(Eisenberger et al., 2020)**. This study distills the results of one publication per year to clarify the precursors and consequences of POS. It does this by using data from Scopus and Google Scholar to conduct a systematic evaluation of the literature covering the years 2001 to 2024. This review provides a holistic understanding of how several elements affect work performance, dedication, and employee well-being, and how these aspects impact employees' impression of organisational support. According to the review, POS is shaped by a number of aspects, including fairness and justice, support from managers and coworkers, chances for professional progress, organisational incentives, and communication. Additionally, it has been demonstrated that POS affects a number of outcomes, including stress management, organisational citizenship behaviour, worker engagement, and resistance to change. The present systematic study provides a solid basis for further

investigation into the intricate relationship POS and workplace dynamics. It also provides profound insights for leaders of organisations who want to cultivate a positive work environment.

Purpose of the Study

- Explore and analyze the various precursors that contribute to the development of POS in the workplace.
- Examine the effects of POS on employee outcomes.
- Contribute to the development of strategies aimed at enhancing organizational support.
- Promote improved employee engagement, satisfaction, and overall organizational effectiveness through the findings of the study.

Methodology

This study employs a systematic review methodology to analyze the antecedents and effects of Perceived Organizational Support across two decades. The review encompasses studies published from 2001 to 2024, sourced from reputable databases such as Scopus and Google Scholar. The review process involved selecting one paper per year that addresses the impact of POS at the workplace, providing a comprehensive overview of how POS influences various workplace outcomes. The selection criteria for the reviewed papers focused on their relevance to the study's objectives, including their examination of precursors of POS and its effects on workplace dynamics. The study systematically categorized the antecedents into several broad themes based on the findings from the literature. By reviewing a diverse set of studies from different sectors and populations, the study aims to synthesize the findings and offer insights into the complex relationship between POS and its workplace outcomes. The methodology includes a detailed analysis of each study's purpose, sector/population, and findings, allowing for a nuanced understanding of how POS operates across different contexts and over time. This technique has important ramifications for organisational theory and execution in addition to highlighting the evolution of POS research.

Precursors of Perceived Organizational Support

On the basis of the results of several research investigations, there are a variety of antecedents or precursors of perceived organizational support. The elements that affect how employees perceive the support that they get from their organizations are reflected in each set of antecedents. The main points are interpreted in this systematic manner:

1. Justice and Fairness:

Rhoades and Eisenberger (2002), Eisenberger and Stinglhamber (2011), Krishnan and Mary (2012), (Das and Pandey, 2020) and **Pack (2005)** emphasize that fairness, particularly procedural, distributive, and interactional justice, plays a significant role in shaping POS. Fair treatment in processes such as performance appraisal, decision-making, and organizational justice are fundamental to employees' perception of support.

Justice also includes opportunities to voice concerns and organizational efforts to address employee needs. Fairness in rewards and conditions further strengthens POS.

2. Supervisor and Coworker Support:

Ahmed and Nawaz (2015) and **Ahmed et al. (2012)** highlight the significance of peer support and supervisor support as key determinants of POS. Employees' relationships with their supervisors, including work-family culture and support for work-life balance, significantly influence POS.

Rhoades and Eisenberger (2002) and **Krishnan and Mary (2012)** also mention supervisor support as a critical factor. The quality of interactions with supervisors and their role in managing stress and providing work-related guidance fosters a sense of support.

3. Growth Opportunities and Organizational Rewards:

Ahmed and Nawaz (2015) and **Pack (2005)** emphasize growth opportunities, including promotions, job development, and career progression, as significant antecedents of POS. Employee sense of support rises when they feel like the firm provides them with opportunity to grow and flourish.

Rewards and job conditions, as noted by **Rhoades and Eisenberger (2002)** and **Krishnan and Mary (2012),** are essential to POS. Recognition, fair compensation, and favorable work conditions reflect the organization's concern for employees' well-being.

4. Pre-Employment and Organizational Communication:

Eisenberger and Stinglhamber (2011) introduce a broader set of antecedents, including pre-employment experiences and management communication. This suggests that perceptions of organizational support can begin even before employment and are shaped by the transparency and consistency of communication from management.

Organizational politics, work status, and value congruence (alignment between personal and organizational values) further impact how support is perceived.

5. Specific Organizational Objectives and Employee Needs:

Eisenberger and Stinglhamber (2011) also point to support for specific organizational objectives and addressing employee needs as drivers of POS. This implies that organizations that actively support their employees in achieving both individual and organizational goals help foster a sense of perceived support.

The precursors of POS can be broadly classified into *justice and fairness, supervisory and coworker support, growth opportunities and rewards,* and *organizational communication.* Employees develop perceptions of organizational support based on their interactions with supervisors, fairness in organizational practices, growth and rewards, and how well the organization communicates its support for employees' roles and objectives. These factors collectively contribute to stronger organisational commitment, employee engagement, and job satisfaction.

Studies Demonstrating the Effects of Perceived Organizational Support at Workplace

S. N.	Title, Author & Year	Purpose of the Study	Sector/ Population	Effects of POS
1.	"Reciprocation of perceived organizational support." **(Eisenberger, R., et. al., 2001)**	To investigate how affective organisational commitment and job performance of employees relate to POS and reciprocation.	Postal Employees	POS increases workers' belief in commitment to the organisation, which in turn improves their work the outcome, impromptu organisational behaviours, and sense of duty. This relationship is further influenced by the employees' belief in reciprocity and is partly driven by a positive mood.
2.	"Social exchange and customer service: The relationship between perceived organizational support, leader - member exchange, and customer service behaviour." **(Polly, L. M., 2002)**	To provide recommendations for and assess a social exchange-based customer service model.	Hospitals	POS and leader-member exchange boost the organisational commitment organization and commitment to the supervisor, respectively, and organizational commitment enhances motivation, motivation does not directly influence the sense of service quality and job satisfaction, possibly due to

				limited variability in scores or the influence of factors like service climate.
3.	"Perceived organizational support as a mediator of the relationship between politics perceptions and work outcomes." **(Hochwarter, et. al., 2003)**	To examine the role of POS in moderating the connection between political perceptions and job results.	University	POS, which fully mediates the relationship between job outcomes and politics, while politics at one's current level does not impact POS.
4.	"An Examination of Perceived Organizational Support as a Multidimensional Construct in the Context of an Expatriate Assignment" **(Kraimer, M. L., & Wayne, S. J., 2004)**	To study the influence of a multidimensional measure of POS (including adjustment, financial POS, and career) within an integrated stress model on expatriate success.	Expatriate–supervisor	The study finds that whereas financial POS considerably increases commitment to the overseas facility but not to the parent business, adjustment, and career-related perceived organisational support (POS) favourably promote foreign employee integration and commitment to the parent company, respectively.
5.	"Ethical attitudes and prosocial behaviour in the Nigeria police: Moderator effects of perceived organizational support and public recognition" **(Adebayo, D. O., 2005)**	To investigate how POS and public recognition moderate the association between prosocial behaviour and unethical attitudes.	Police officers	POS moderates the link between prosocial behaviour and unethical attitudes, with higher support leading to a negative relationship and lower support leading to a positive relationship, as explained by the norm of reciprocity and social-exchange theory.
6.	"The work-family interface and job performance: moderating effects of conscientiousness and perceived organizational support." **(Witt & Carlson, 2006)**	To assess how family to work conflict (FWC) and family to work enrichment (FWE) relate to job performance, and to explore how individual differences in conscientiousness and POS moderates these relationships.	Wholesale Distribution Services Organization	POS moderates the connection between FWC and job performance, with high POS mitigating the negative influence of FWC on performance, while anticipated effect of FWE on job performance with varying levels of POS was not supported by the data.
7.	"The effects of perceived organizational support and perceived supervisor	To determine if affective commitment and normative commitment influence the impact of POS on labour turnover	Social workers	POS significantly reduced turnover through affective organizational commitment and normative commitment.

	support on employee turnover" **(Maertz Jr, et. al, 2007)**	cognitions, and vice versa.		
8.	"The Effect of Perceived Organization Support on the Motivation for a Licence Examination." **(Monica Hu & Anne Chang, 2008)**.	To investigate the impact of POS on the motivation to pursue a bartending license examination.	Hospitality Industry	POS does not significantly influence employees' intrinsic and extrinsic motivation, except for monetary support, which positively predicts extrinsic motivation to pursue a bartending license, with demographic characteristics also playing a role in these dynamics.
9.	"The impact of perceived organizational support and trustworthiness on trust." **(Ristig, 2009).**	To test the effects of POS and trustworthiness, which are composed of integrity, benevolence, ability, and ability, on trust in a contact centre and warehousing organisation.	Call enter and warehousing organization of a firearms distributor company.	This study comes to the conclusion that although perceived organisational support and integrity are both positively correlated with trust, integrity is more responsible than POS for the incremental variation in trust. However, the findings may not be generalizable beyond the specific organization studied and could be influenced by the reliability of the trust scale and the characteristics of the sample, suggesting the need for further research in diverse settings and with different organizational contexts.
10.	"Perceived organizational support as a mediator of the relations between individual differences and psychological contract breach." **(Suazo & Turnley, 2010)**	To investigate the connections between the perception of psychological contract breach (PCB) and five individual differences variables (equity sensitivity, reciprocation wariness, positive affectivity, negative affectivity, and protestant work ethic), as well as whether POS acts as a mediator in these relationships.	Government employees	POS partially mediated the association between perceived PCB, and negative affectivity, and it fully mediated the relation between four of the five individual difference variables assessed (i.e., reciprocation wariness, positive affectivity, equity sensitivity, and Protestant work ethic) and perceived PCB.
11.	"Psychological Contracts and Organizational	To examine how psychological contract breach influences	University faculty and staff	Psychological contract breach negatively influences organizational identification and

	Identification: The Mediating Effect of Perceived Organizational Support" **(Zagenczyk et al., 2011).**	organizational identification and disidentification, with POS acting as a mediator, particularly in the context of relational and transactional psychological contracts.		positively influences organisational disidentification, with POS mediating these relationships, particularly for breaches of relational contracts but not transactional ones.
12.	"Role of perceived organizational support on stress-satisfaction relationship: An empirical study" **(Pathak, D., 2012)**	To figure out the moderating role that POS acts in the link between job satisfaction and organisational stress.	Private Sector Organizations	work satisfaction is adversely affected by organisational role stress, while perceived organisational support lessens stress and modifies the link between work satisfaction and organisational role stress, eventually increasing employees' satisfaction.
13.	"The Effect of Perceived Organizational Support on Affective Commitment and Job Performance: Mediating role of OBSE" **(Arshadi, N., & Hayavi, G., 2013)**	To examine how job performance and affective commitment are influenced by POS, and how OBSE (organization-based self-esteem) plays a mediation role throughout.	National Iranian Drilling Company	Affective commitment and job performance were predicted by OBSE, which was positively influenced by POS.
14.	"Impact of Perceived Organizational Support on Organisational Citizenship Behavior: Empirical Evidence from Pakistan" **(Nisar et al., 2014)**	To examine the impact of POS on Organisational Citizenship Behaviour (OCB)	Education & Banking sector	The findings show that there is a good association and significant favourable effect of POS with OCB.
15.	"The effects of perceived organizational support and job satisfaction on transfer of training." **(Zumrah, A. R., & Boyle, S., 2015)**	To investigate the connection between transfer of training, job satisfaction, and POS.	Public sector organizations.	Workplace training transfer can be accelerated by POS by raising employee job satisfaction. As a mediator between POS and training transfer, the results demonstrate the critical role that work satisfaction plays.
16.	"The effect of perceived organizational support on employee	To study the impact of POS on resistance to change.	Guilan municipalities	POS reduces resistance to change by mediating link between positive psychological capital and change resistance.

	resistance to change: A study on Guilan municipal staff" **(Jabbarian & Chegini, 2016)**			
17.	"Effect of perceived organizational support on organizational silence and task performance: A study on academicians." **(Akçin et al., 2017)**	To explore how "task performance" and "employee silence" are influenced by POS.	Academician	POS negatively influences acquiescent and defensive silence while positively impacting pro-social silence, with both types of silence having opposite effects on task performance—acquiescent and defensive silence negatively affect it, whereas pro-social silence and POS positively enhance work output.
18.	"The role of perceived organizational support in job insecurity and performance" **(Bohle et al., 2018)**	To examine the connection between job insecurity and job performance, exploring the mediating role of affective organizational commitment and the moderating effect of POS.	Retail Sector	The relation between "job insecurity" and "affective organisational commitment" is strengthened by high POS; therefore, in order to counteract the negative impact of "job insecurity" during downsizing, organisations should implement effective interventions through genuine and transparent communication of worker expectations.
19.	"Moderating effect of perceived organizational support on human resource development practices and organizational citizenship behaviour" **(Detnakarin & Rurkkhum, 2019).**	To investigate how POS moderates the relation between HRD practices and OCB.	Hotel	POS significantly moderates relationship between HRD practices and OCB, with higher levels of POS enhancing the positive impact of HRD practices on OCB, indicating that POS acts as a booster for employee performance.
20.	"The effect of perceived organizational support on knowledge sharing and innovative work behaviour" **(Mustika et al., 2020)**	To understand how POS affects IWB (innovative work behaviour) and knowledge sharing.	Hospital	POS positively impacts both knowledge sharing and IWB, with knowledge sharing serving as a mediator that enhances the association between POS and IWB.

21.	"The Effect of Perceived Organizational Support on Employee Engagement and Employee Performance" **(Gemilang & Riana, 2021)**	To examine how employee performance and job engagement are influenced by POS.	Various Organizations	Employee performance is boosted by both employee engagement and POS, with the influence of POS on performance being strongly moderated by employee engagement.
22.	"Understanding the effects of perceived organizational support and high-performance work systems on health harm through sustainable HRM lens: a moderated mediated examination." **(Chillakuri & Vanka, 2022).**	The need for Sustainable HR practices (SHRP) to improve workers' well-being and lessen health harm, as well as exploring the mediating role of HPWS (high-performance work systems) on health harm (HH) and the indirect impact of POS on work intensification (WI) and HH through HPWS.	IT Organizations	POS is a key moderating factor in the relationship between HWPS, work intensification, and health harm. POS helps mitigate the adverse impact of job intensification on workers' health by promoting sustainable HRM practices.
23.	"The impact of perceived organizational support on work meaningfulness, engagement, and perceived stress in France" **(Canboy et al., 2023).**	To investigate the strategic role of POS in fostering positive work attitudes, reducing workplace stress, and examining the mediating effect of work engagement on the relationship between work meaningfulness and perceived stress.	Public & Private Organizations	POS enhances the positive impact of work meaningfulness on reducing stress, with engagement acting as a mediator.POS not only improves positive work outcomes but also highlights the importance of both intrinsic motivators (meaningfulness) and extrinsic motivators (POS) in fostering employee well-being and reducing stress.
24.	"Do financial anxiety and generalized anxiety mediate the effect of perceived organizational support on service employees' career commitment?" **(Karatepe et al., 2024)**	Concerning career commitment and POS, this study intends to investigate generalized and financial anxiety as serial mediators.	Various Organisations	POS significantly enhances career commitment by reducing both financial and generalized anxiety. While financial anxiety is a key mediator between POS and career commitment, generalized anxiety plays a lesser role. POS helps mitigate financial anxiety, which in turn alleviates generalized anxiety, leading to stronger career commitment.

Conclusion

This study systematically examines the precursors and consequences of POS based on a comprehensive review of relevant literature. The findings show that POS is predominantly influenced by a number of important predecessors. Employee perceptions of organisational support are significantly impacted by justice and fairness, including distributive, interactional, and procedural justice. Supervisory and peer support also play crucial roles in fostering a sense of support. In addition, growth opportunities and organizational rewards, including career development and fair compensation, enhance POS by making employees feel valued. Pre-employment experiences, management communication, and support for specific organizational objectives further contribute to shaping POS.

In terms of effects, the literature demonstrates that POS has a positive impact on various work outcomes, such as OCB, commitment, work performance, and work satisfaction. Employees with higher levels of POS tend to reciprocate with greater affective commitment, reduced turnover, and increased engagement. POS also helps moderate the adverse impact of organizational role stress, workplace stress, and job insecurity. In several cases, POS serves as a mediator, strengthening the connections between other variables such as leader-member exchange, psychological contracts, human resource development practices, and innovative work behavior.

The study concludes that POS is a critical organizational factor that not only improves employee well-being and job performance but also strengthens employees' commitment and loyalty to the organization. To foster a supportive work environment, organizations should focus on enhancing justice, promoting supportive relationships, offering growth opportunities, and maintaining transparent communication. These efforts will ultimately lead to improved organizational outcomes, including reduced turnover, increased productivity, and a more engaged workforce.

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