

# Perceived Organizational Support

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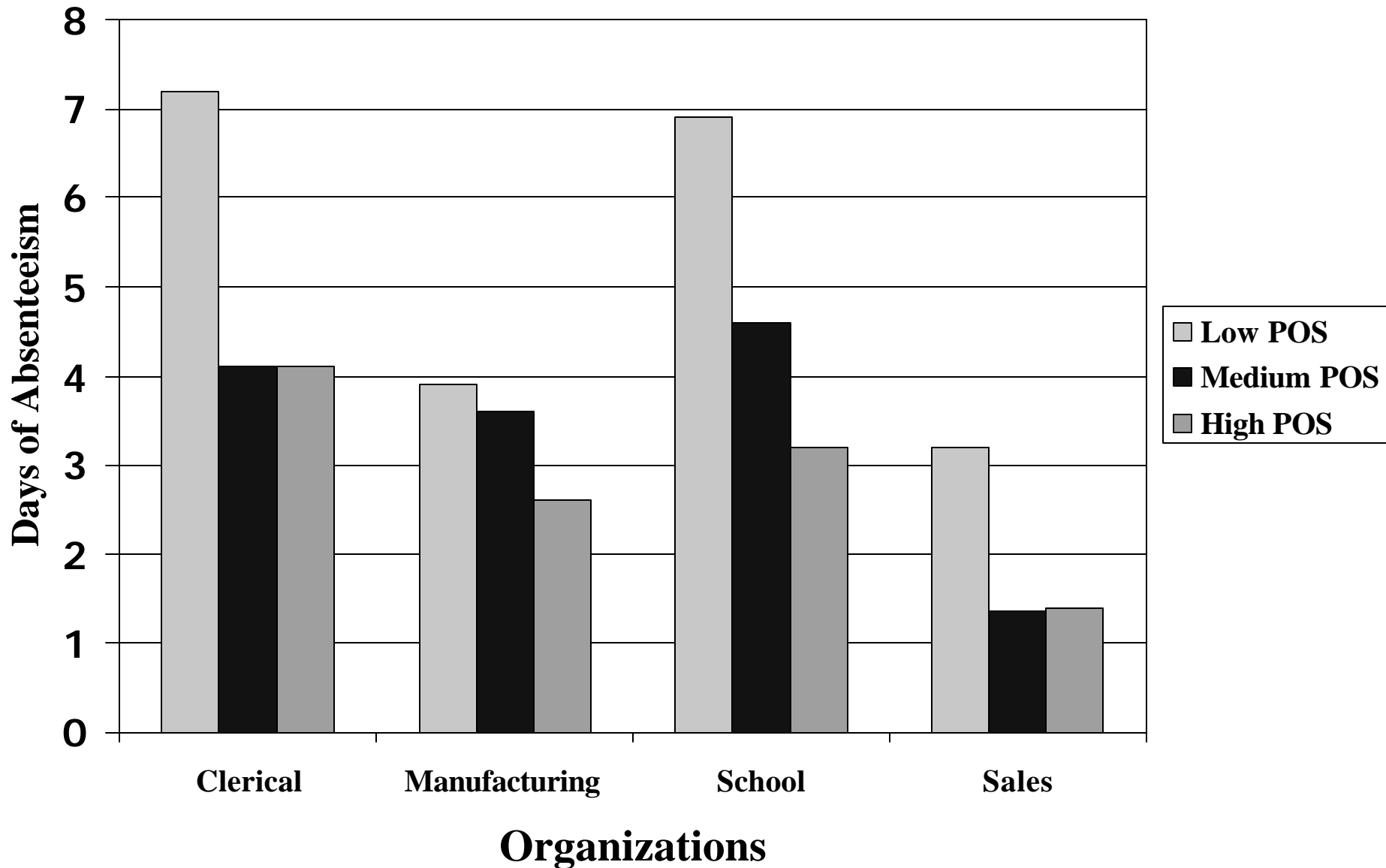
Employees' belief that the organization values their contributions and cares about their well-being

# Perceived Organizational Support

Outcomes from 135 Studies of POS:

- Reduced tardiness, absenteeism, and turnover
- Reduced reactions to job stress
- Increased inrole and extra-role job performance

# Average Days Absent as a Function of POS



# Reactions to Stress

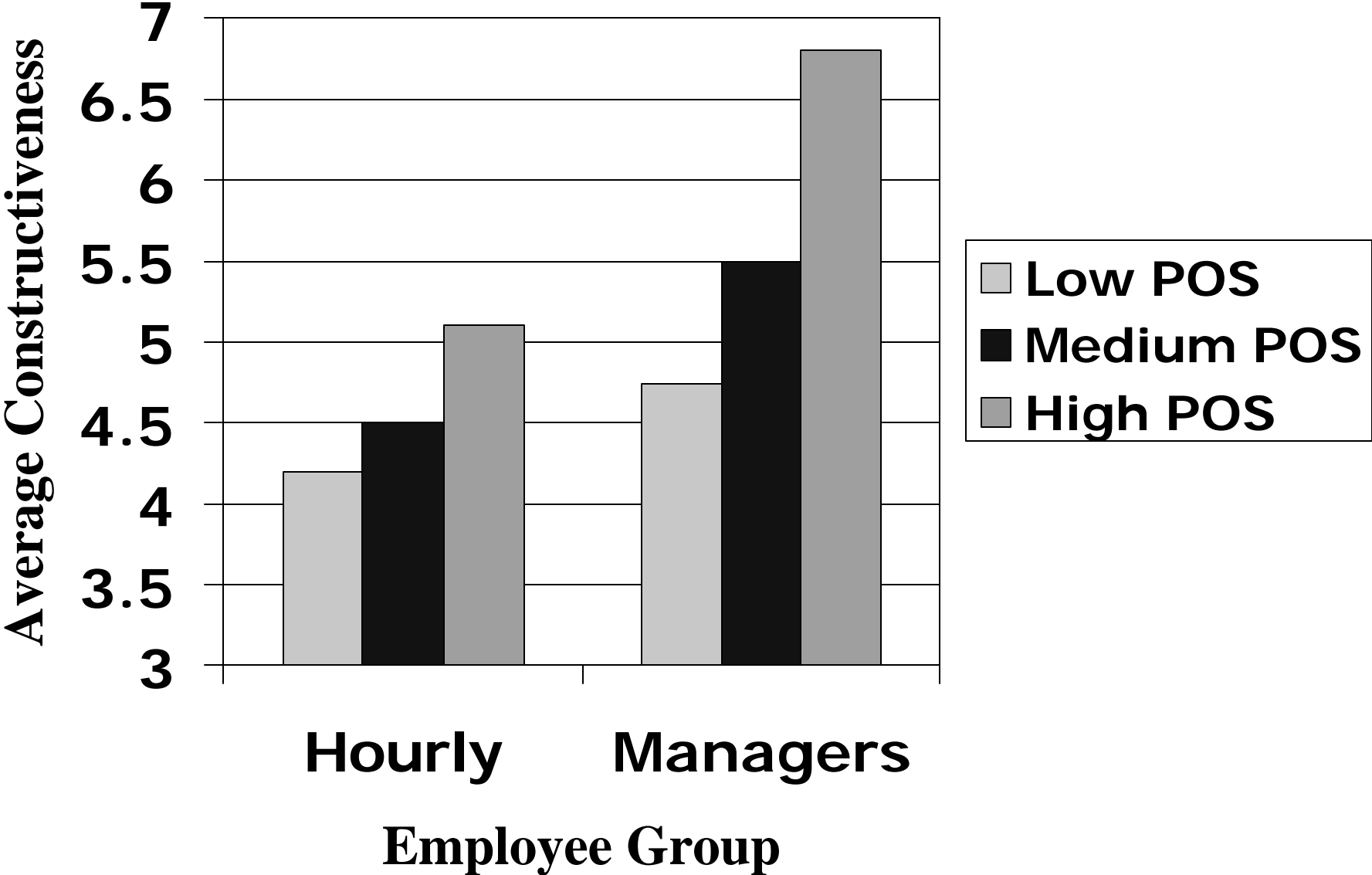
- Reduced negative moods of nurses treating AIDS patients.
- Increased well-being of British pub employees threatened with violence.
- Reduced negative emotionality among nurses in hospitals undergoing downsizing.

# Inrole Job Performance

## Examples:

- DUI arrests and speeding tickets by state police.
- Accuracy of data processing by clerical employees.
- Production line employees' adherence to safety protocols.
- Resident hall assistants treatment of dorm residents.

# Innovation by Steel Company Employees



# POS Works by Creating:

- Felt obligation to help the organization reach its objectives.
- Emotional commitment to the organization
- Confidence in one's abilities.
- Belief that the organization can be counted on for help when needed.
- Belief that the organization will notice and reward one's superior performance.

# Principles for Increasing POS: Discretionary Treatment

- Provide favorable *discretionary* treatment
  - Voluntary treatments have the biggest effects on POS. Job conditions the organization readily controls have six times the influence on POS as low-control job conditions.

Application: Stress organization's control over favorable treatment and lack of control over unfavorable treatment. Avoid misinformation.

# Principles for Increasing POS: Upper Management Support

- Effectively communicate upper management support
  - Upper managers are closely identified with the organization and therefore contribute substantially to POS.

Application: Upper-level Manager's should indicate positive valuation of employees and concern with their welfare through various public acts

# Principles for Increasing POS:

## Supervisor Support

- Provide supervisor support
  - Because supervisors act as agents of the organization and interact with subordinates on a regular basis, their treatment of employees contributes to POS.

Application: Foster a culture in which supervisor support of subordinates is publicized and lauded. Base supervisor evaluations, in part, on how well they treat subordinates.

# Principles for increasing POS: Procedural Justice

## ● Monitor procedural justice

- The establishment and enforcement of fair procedures for evaluations, promotions, etc. indicate a strong concern for employees' welfare and thus have a considerable positive influence on POS.

Application: Educate employees about formal procedures concerning pay raises, promotions, and avenues of appeal.

# Maximizing the Benefits of POS

- POS will most benefit the organization if felt obligation and affective commitment are focused on organizational priorities.

Application: Socialization of newcomers should emphasize the organization's short-term and long-term objectives.

Application: Periodically assess employees' knowledge of organizational priorities to be sure they are being effectively disseminated.

Application: Find ways to recognize and reward employee loyalty and dedication. Make these rewards meaningful to employees.