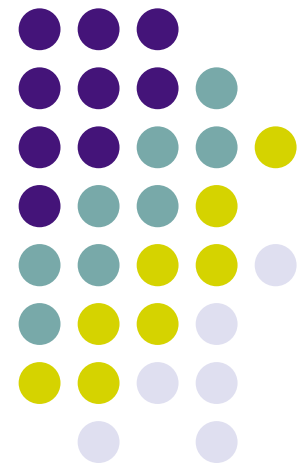


Perceived Organizational Support: How Organizations Can Do Well By Doing Good

Robert Eisenberger
University of Houston
IOOB Conference
March 13, 2010



Employee Inferences Concerning Organizational Support

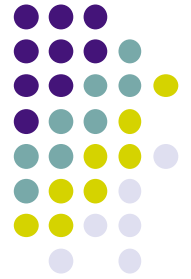


To what extent to you agree with the following statements?

My organization:

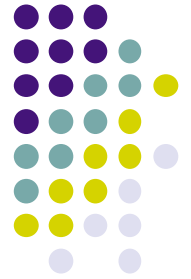
- values my contribution to its well-being.
- really cares about my well-being.
- fails to appreciate any extra effort from me.
- cares about my general satisfaction at work.
- would ignore any complaint from me.
- takes pride in my accomplishments at work.
- shows very little concern for me.
- Even if I did the best job possible, my organization would fail to notice.

Organizational Support Theory



- Perceived organizational support (POS) -- Employees' global belief concerning extent to which organization values their contributions and cares about their well-being.
- Basis: Meeting socioemotional needs (approval, esteem, emotional support) and determining value of increased involvement in organization.

Benefits of Organizational Support



Founders of enlightened work organizations such as Google, Southwest Airlines, and Costco, have an intuitive understanding that treating employees well greatly benefits their organizations.

Fortune's list of the 100 best U.S. companies for which to work, incorporating supportive treatment of employees, produced substantially greater investment returns than average

(<http://www.greatplacetowork.com/great/graphs.php>)

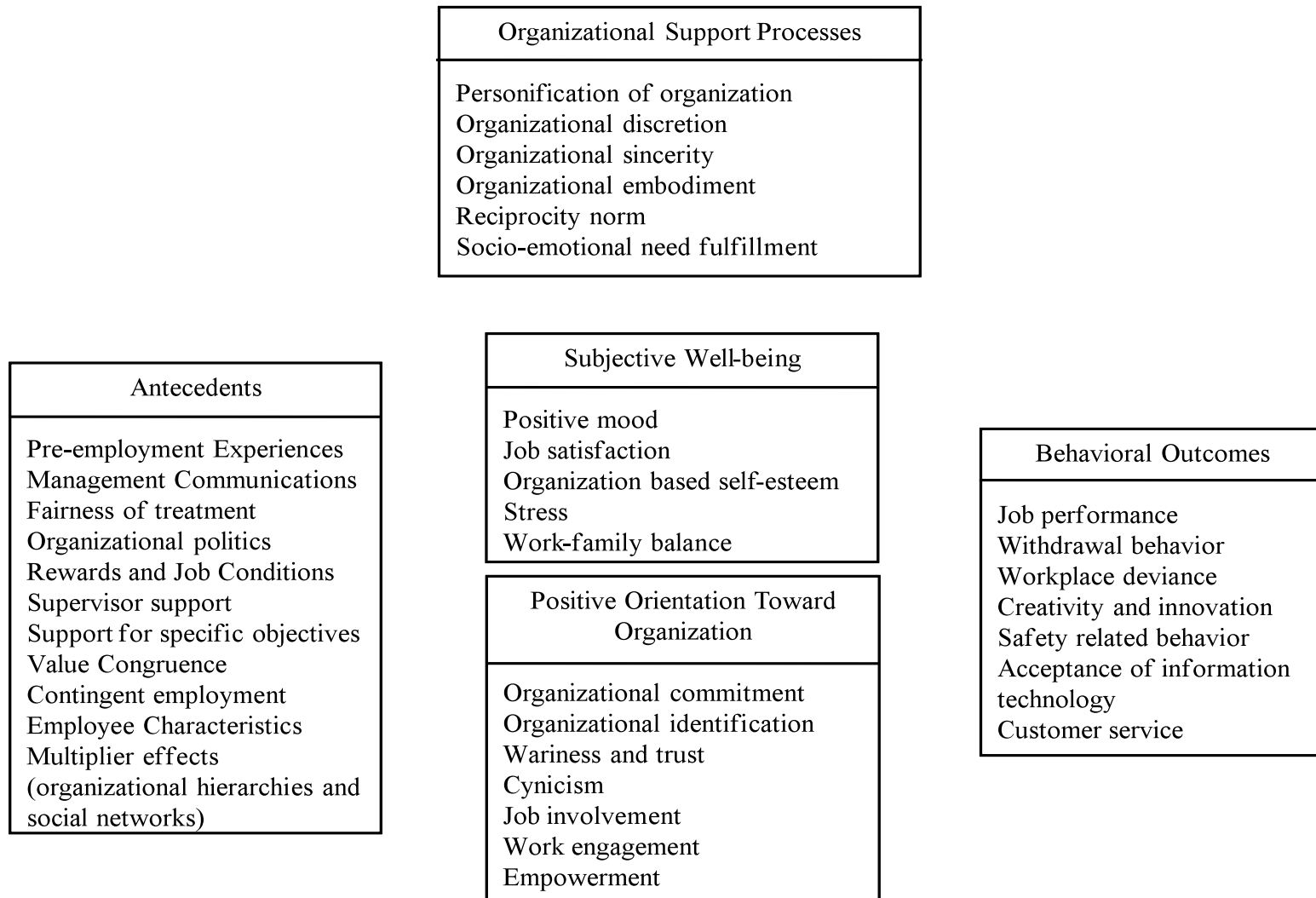
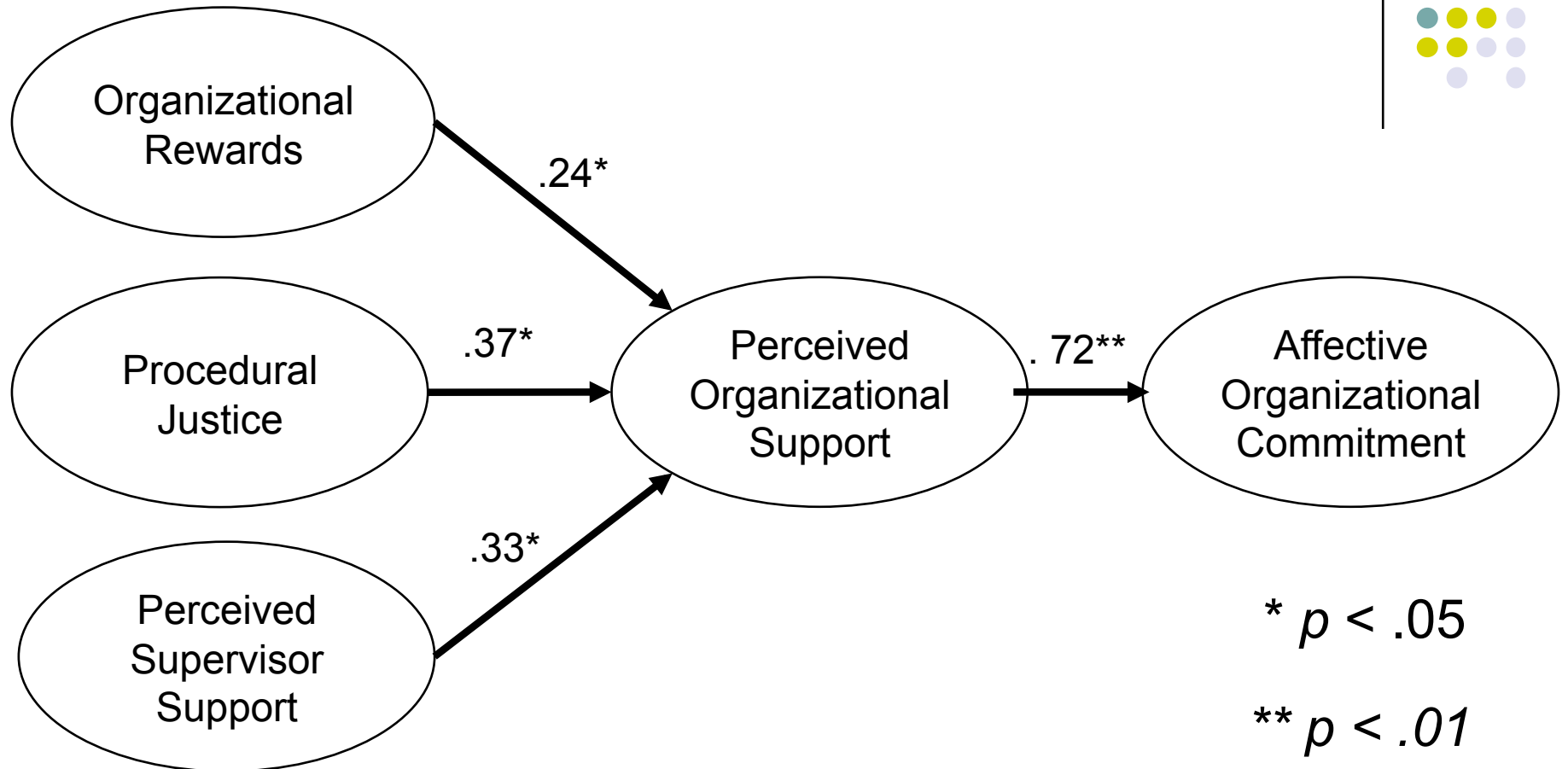
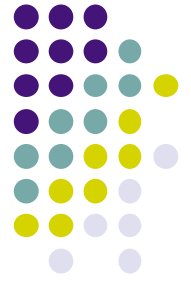


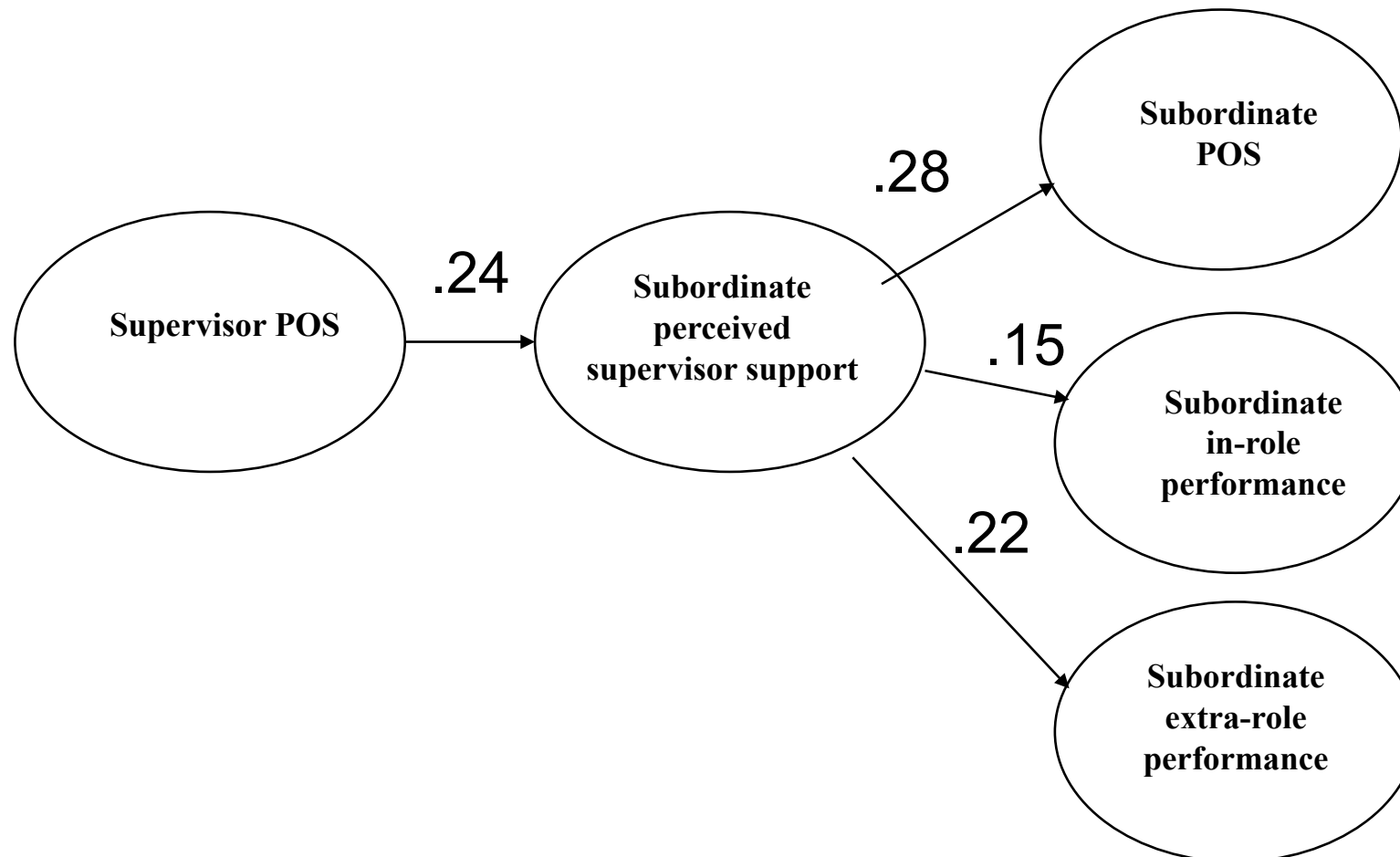
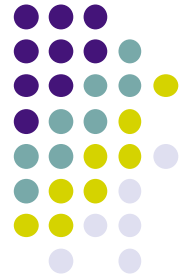
Figure 1. Overview of perceived organizational support research

Work Experience Antecedents and Affective Outcomes of POS

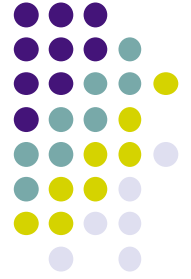


Antecedents of POS : Multiplier Effect s Down the Organizational Hierarchy

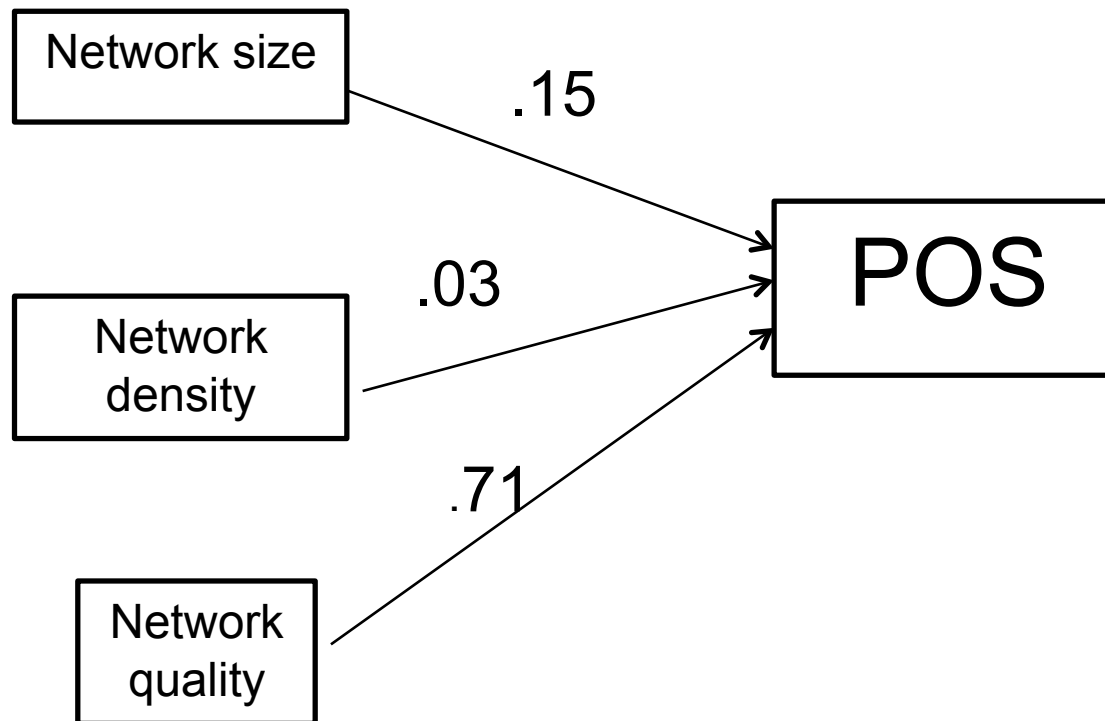
Shanock & Eisenberger., J. of Applied Psych. (2006)



Antecedents of POS: Multiplier Effect Across the Social Network



Hayton, Carrnuci, & Eisenberger, 2009, unpublished ms.



Organizational Support Processes: Employer Discretion

Eisenberger et al. J. of Applied Psych. (1997)



Favorableness of job conditions → POS

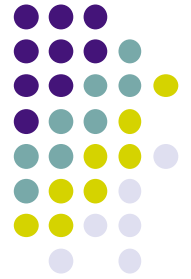
$r^2 = .06$ low organizational discretion

$r^2 = .37$ low organizational discretion

**Benevolent organizational actions counted six
times as much when they were perceived as
voluntary**

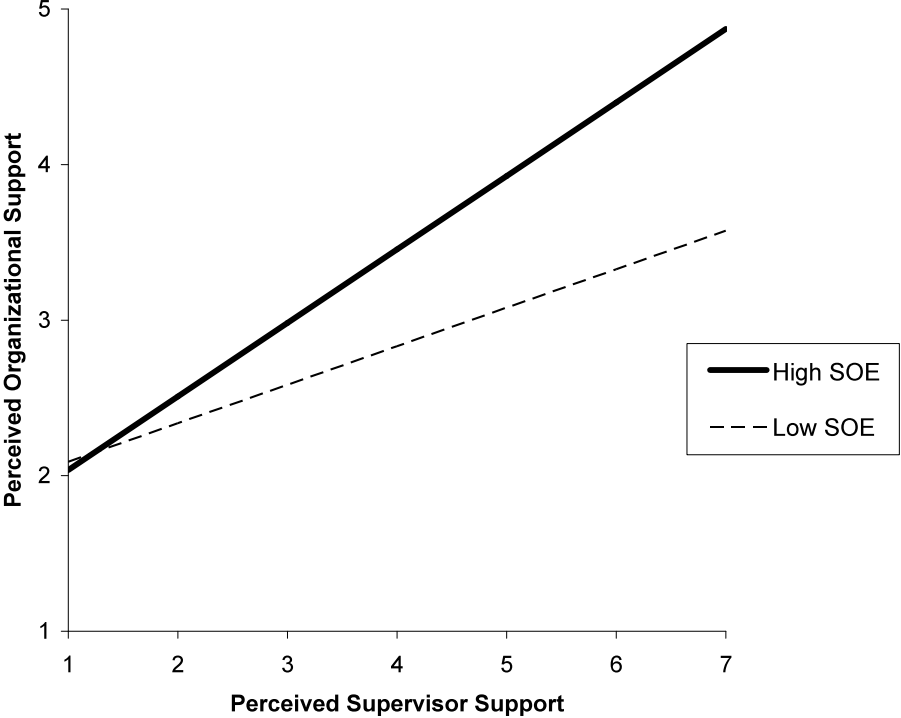
Organizational Support Processes: Organizational Embodiment

Stinglhamber et al., unpublished ms. (2009)



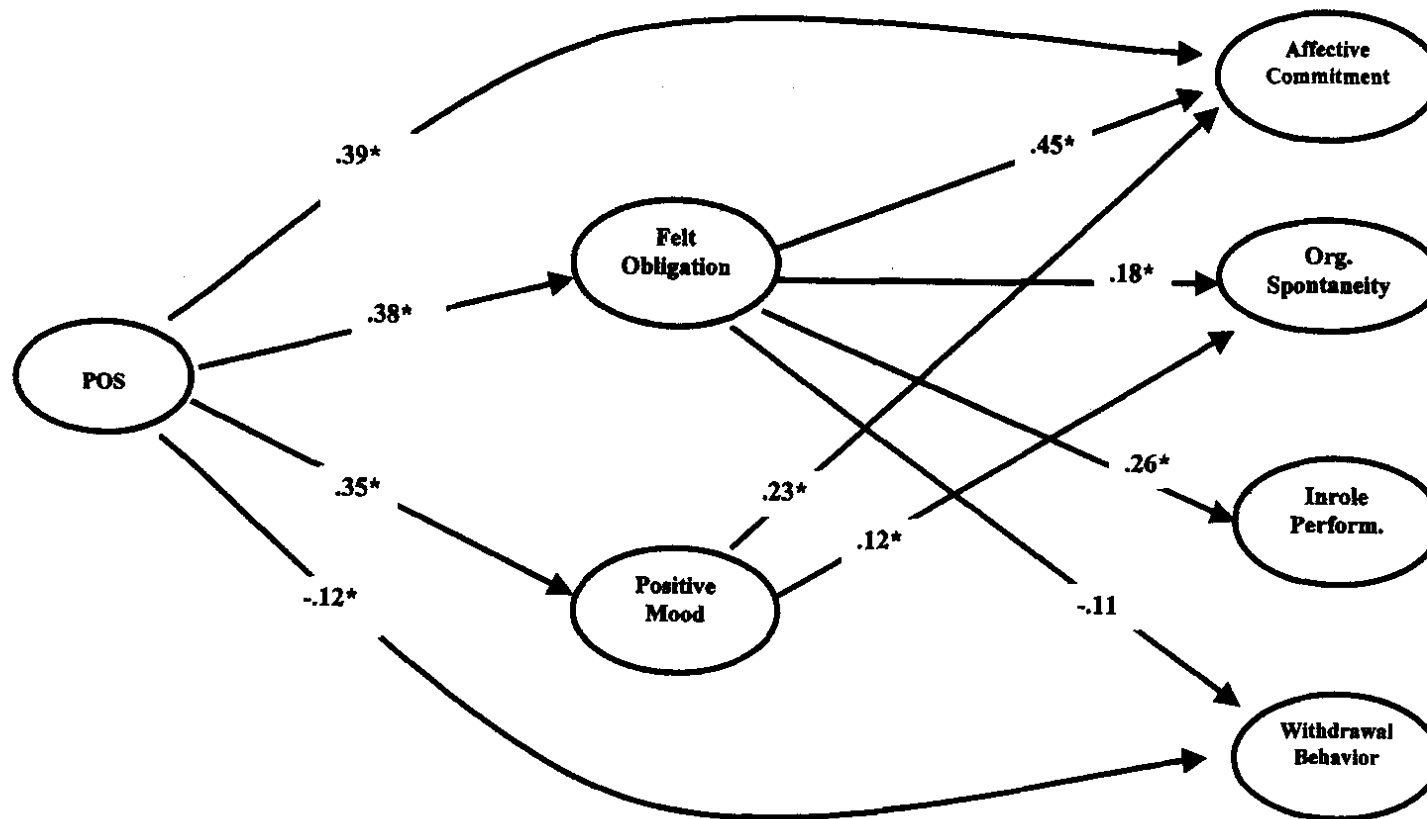
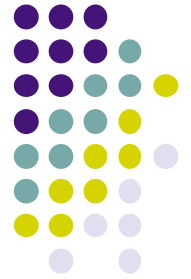
- Extent to which organizational agents (individuals, workgroups, or departments) are identified with the organization versus operating independently.
- Influences generalization of experiences and attitudes from the local unit to the organization as a whole.

Organizational Support Processes: Supervisor's Organizational Embodiment

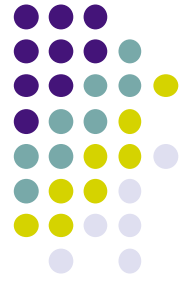


Positive Affective and Behavioral Outcomes of POS

Eisenberger et al., Journal of Applied Psychology (1997)



Outcomes of POS: Subjective Well-being



- Reduced negative moods of nurses treating AIDS patients.

George et al., Academy of Management Journal (1993).

- Increased well-being of British pub employees threatened with violence.

Leather et al., Work and Stress (1998)

- Reduced negative emotionality among nurses in hospitals undergoing downsizing.

Armstrong-Stassen, Journal of Occupational Health Psychology (2004)

Behavioral Outcomes of POS: Job Performance



POS → drunk driving arrests and speeding tickets

Relationships much stronger among employees with high needs for:

Esteem

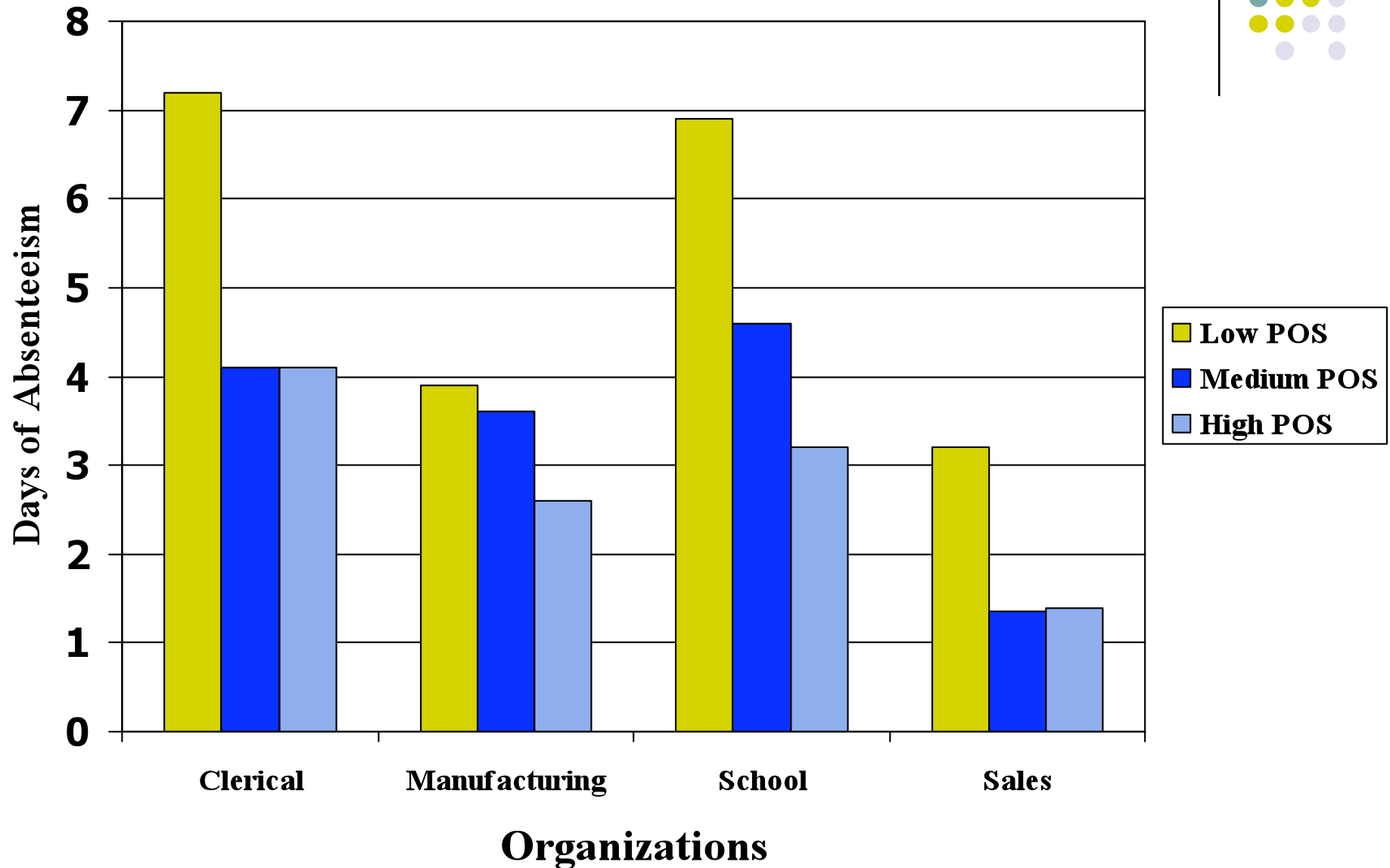
Affiliation

Emotional support

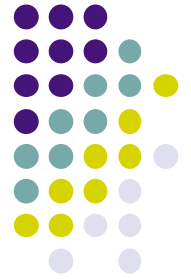
Approval

Favorable Outcomes: Absenteeism

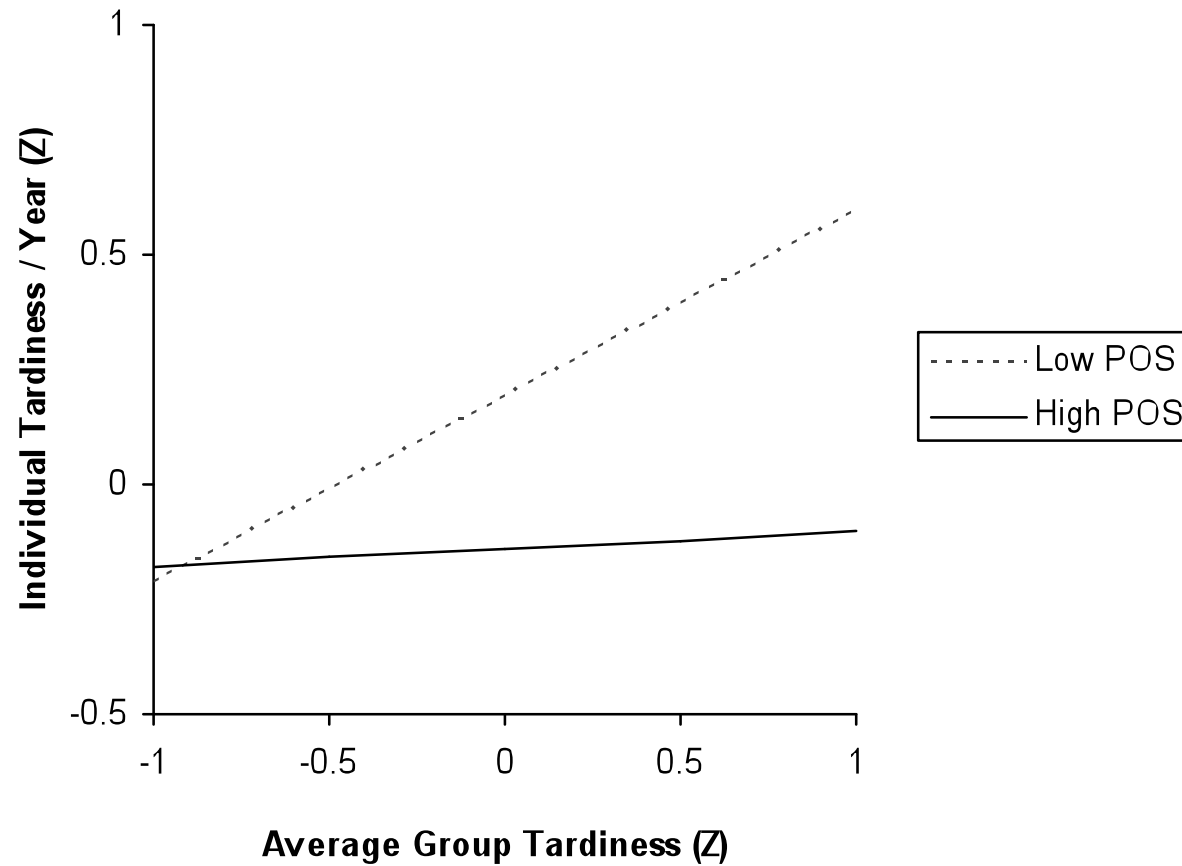
Eisenberger et al., Journal of Applied Psychology (1990)



Behavioral Outcomes of POS: Resistance to Coworker Deviance

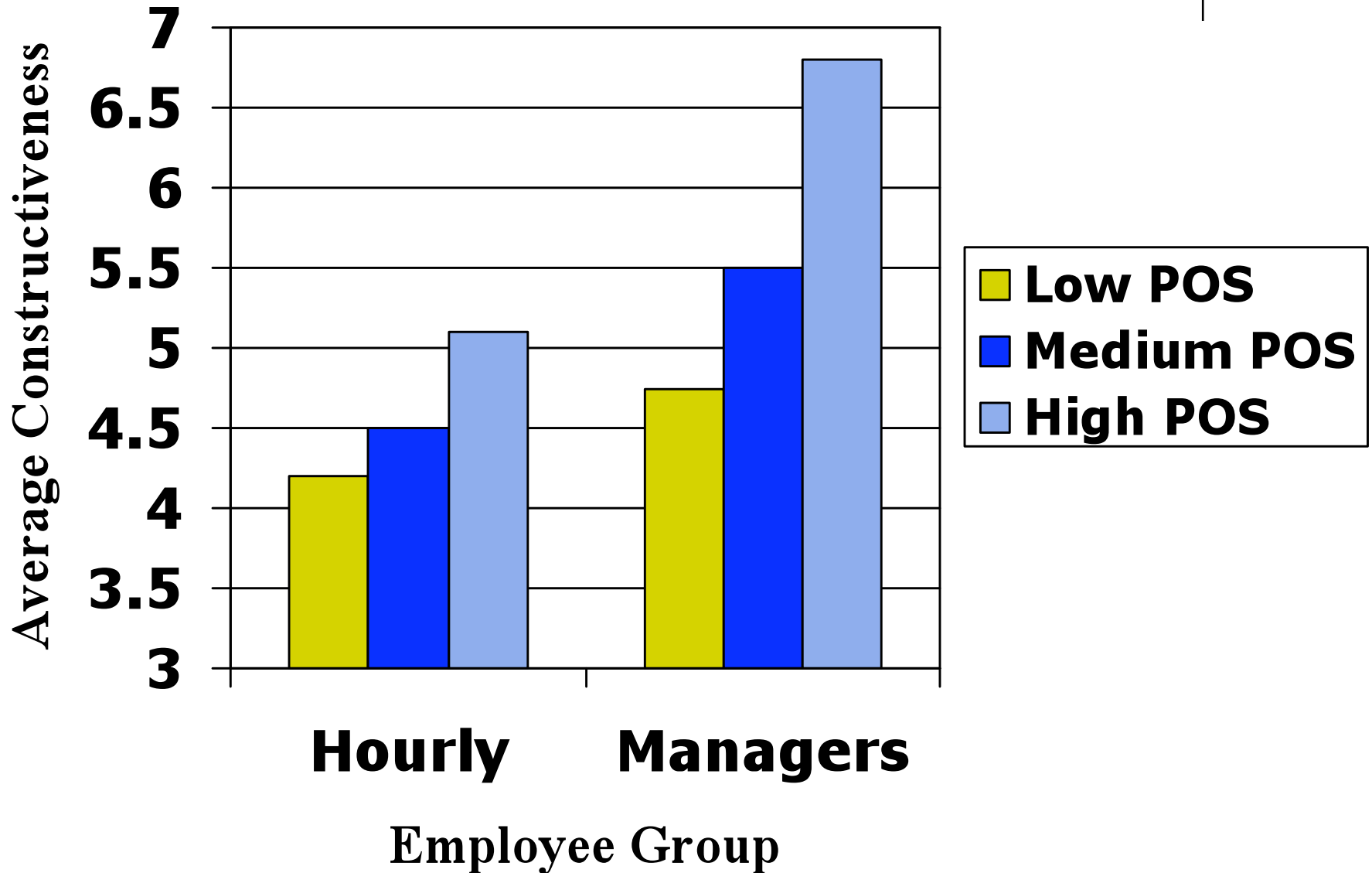
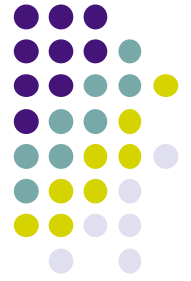


Eder & Eisenberger, Journal. of Management (2008)



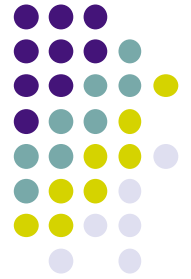
Behavioral Outcomes of POS: Innovation by Steel Company Employees

Eisenberger et al., Journal of Applied Psychology (1990)

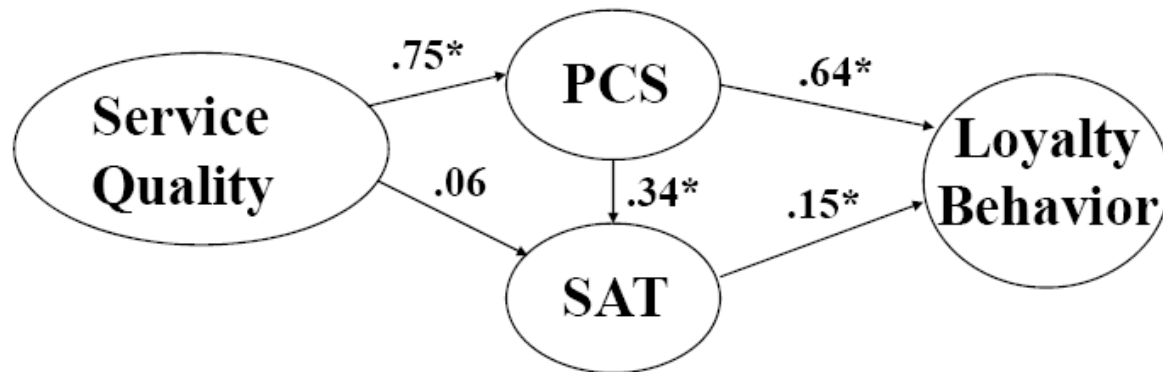


Extensions of Organizational Support Theory: Perceived Customer support

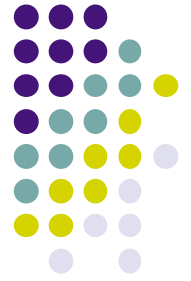
Shanock & Eisenberger (2009)



Customer's general belief concerning the extent to which a provider cares about her satisfaction and values her as a customer



Conclusion



Discretionary favorable treatment of employees increases perceived organizational support, with positive consequences for employees' subjective well-being, positive orientation toward the organization, and behavioral outcomes helpful to the organization.