



Perceived Organisational Support's relationship with Psychological Empowerment: A Review of Literature

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ABSTRACT

Current research examined the role of psychological empowerment of employees with the perceived organisational supports of employees. There are a very few researches were conducted to explore the relationship between the two variables perceived organisational support and psychological empowerment. Here the current research is based on review of previous researches to explore the kind of relationship exist between perceived organisational support and psychological empowerment. The results of the study reveals that an organisation's strength is depend upon the attitude of their employees toward them. If the organisation's employees feel that their organisation doesn't worth their effort, so they start losing interest in the Organisations work. Various researchers have supported the fact that the employees who are more committed to the organisation are high in performance, reduce absenteeism and try to stay in their current organisation for longer duration.

Introduction

In the current competitive environment of business it is very difficult for the organisations to keep updated with their managerial practices. There is immense pressure

on the organisation to retain the competitive workforce to fulfill the objectives of business. The organisations are facing too much competition in searching and retaining the competent workforce. There are number of techniques applied by the organisations now a days

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to influence the employees and create the more positive work culture in the organisation. The organisation's employees are the only source through which they extract the major benefits with the limited resources. Hence, the organisations and their managers are more focused on finding those employees who having more positive attitude toward the organisation. To help the organisations with regards to development of more positive attitude of employees, we are focusing on two main concepts perceived organisational support and psychological empowerment. To develop the positive attitude of employees, it is necessary that the organisations must focus on providing desired outcomes in return to employees, by taking care of their needs and well being. If the employees have positive attitude toward the organisation they become more committed to the organisation, so they perceive the more positive attitude towards their organisation.

There are number of studies have been conducted by various authors who believed that the organisational commitment of employees shows the individual's attachment to the particular organisation. Most of the researches are conducted on the employee's commitment toward the organisation; rarely the employer's commitment toward the employees of the organisation has been studied. Eisenberger et al., (1986) suggested that organisational commitment is an antecedent to perceived organisational support. It is believed that employee's view about organisation's commitment towards the employees reflects the way employee's commitment toward their organisation. As per Etzioni, (1961) the employees of the organisation are attaching to the organisation only, if they get equal or beneficial contribution from the organisation.

As per the various researches conducted on the perceived organisational support it is suggested by authors that, it is all about the employees' belief that their organisation are taking care of their need and well being. The organisation's that values the contribution of their employees and cares about their well being shows the positive outcomes in relation to organisational growth. It is also seen that the organisations, if value the contribution of their employees increases the level of job satisfaction among the employees and shows the positive indicator with regards to psychological well-being of their employees.

The organisation's that favors the perceived organisational support having less stressed and least exhausted employees, which improve their psychological health of their employees. It is believed that if the employees are less exhausted and psychologically empowered they work more efficiently toward achievement of their task. Here the current study focuses on filling the gap and develop the theory which favors the relationship between psychological empowerment of employees at workplace and perceived organisational support.

By conducting this research we be able to examine the relationship that occur between psychological empowerment and perceived organisational support and adds to the current literature in several ways. Firstly, it enhances our knowledge; as this is one of the few research which examining the relationship among the two variables psychological empowerment and perceived organisational support. It examines how the core components of perceived organisational support is related to the employee's intrinsic motivation Kelley, (2010). Secondly, here we examine how the perceived organisational support is related to the job satisfaction of the employees, which helps in the psychological empowerment of the employees. Third, our research contributes in highlighting the mechanism through which the perceived organisational support leads to empowerment of employees psychologically.

Objectives of the study

- To understand the relationship between psychological empowerment and perceived organizational support
- To develop theoretical relationship between perceived organizational support and psychological empowerment.
- There are very few researches were conducted on the perceived organizational support and psychological empowerment. The objective here is to explore theoretical relationship between both the variables.

Perceived Organisational Support

The perceived organisational support theory refers to the 'perception of the employees' with regards to the

positive valuation of employee's contribution and concern of organisation for employee's well being. The concept of perceived organisational support is actually rooted through the social exchange perspective, as the concept of perceived organisational support creates reciprocity on the part of employees. Eisenberger et al., (2011) this develops the feeling of obligation on the employees to reciprocate positively, if their organisation takes care of their needs. There are various, researches which demonstrates that the perceived organisational support beneficial for both employees and organisations. It is refers to the concept of getting the appreciation in the organisation by the employees.

This concept is based on the organisation's support theory, which is related to the relationship between organisation and employees. Here the organisation support theory explains that the organisation must focus on increasing the efforts of the employees and meet their social-emotional needs to form their positive perception towards the organisation Rhoades and Eisenberger et. al., (2001). It has been proved that perceived organisational support influence the employees' satisfaction level in the organisation. Abraiz, et. al., (2012). The more the employees satisfied the more positive results they show in their behavioral outcome.

Psychological Empowerment

The present study focuses on examination of employees' psychological empowerment through employees perceived organisational support. The construct of psychological empowerment is manifested through main four cognitions, which includes meaning, competence of employees, self determination and impact, which are perceived to be underlying factor derived from the perceived organisational support of the employees. First, component is 'meaning' which are generally senses as work related objective, whether the job employee is performing is meaningful or serves the organisation's purpose. Second is the 'competence' component, which is related to the employee's belief that, they are capable of performing the assigned duties with efficiency, which is somewhere similar to self-efficacy of the employees Bandura, (2000). Third, is 'self-determination' component, which is related to the awareness of the employees and gaining of confidence in making independent

choices with autonomy. The fourth component is the 'impact', which is related to the employees influence on the overall environment of organisation. (Seibert et. al., 2011) proposes that the perceived organisational support having positive influence on the four dimensions of psychological empowerment.

Spreitzer, (1995) states that the psychological empowerment includes as set of various motivational thoughts and ideas which help in shaping the work environment and shows that it is only the individuals orientation which actually active their work role. Spreitzer et al., (1997) Its four major dimensions are helping in determining the belief system among employees, develop a sense of personal connection with the organisation, channelize the individual's efforts towards right direction. The employees who possess necessary skills also undertake the talent execution. Psychological empowerment is positively and significantly affecting the commitment of the employees.

Relationship between the POS and PE

There are few researches which indicates that's the perceived organisational support is positively related to the psychological empowerment of the employees. (Seibert et. al., 2011) discusses that the perceived organisational support fosters an idea among the member of the organisation or employees that they are valued by their respective organisation and the work they are doing is meaningful for their organisation. It is also stated that the support to the employees are provided to improve the self-determination of employees, as it is mostly appropriate for the employees to feel that they are accepted as member of the organisation. Chiang et al., (2012) if the employees feel that they are accepted by organisation, the sense of belongingness is developed among the employees. This sense of belongingness fosters the determination of employees towards the achievement of goals by following appropriate strategies.

The most important reason behind the perceived organisational supports acting, as driver to psychological empowerment is the availability of both material and social-emotional resources. While working with the organisations various kinds of material benefits are

provided to the employees like, salary and perks on the other hand rewards and recognitions are helping them in gaining the social recognition, which direct them toward the positive behavior outcome. Ahmad et. al. (2010) The perceived organisational support also influences the competence of employees and impact component of psychological empowerment. There are only few researches, which have the positive relationship with the perceived organisational support and psychological empowerment. Prior researches also claimed that the psychological empowerment develop the sense of control among the employees for their work which helps the employees to cater with the various job challenges. Seibert et al. (2011) favors the fact that three of the dimensions of psychological empowerment namely, self-determination, impact and competence, if work together will reduce the feeling of control.

The psychological empowerment improving the employees sense of control and inspires them to work more efficiently. On the other hand the perceived organisational support works on raising the satisfaction level of employees, Harris et. al., (2009) which ultimately increases the empowerment level of the employees. The psychological empowerments boost the motivation of the employees and help them in solving the work related problems, this again raises the satisfaction level of the employees. The satisfied employees are more loyal towards the organisations.

There are very limited evidence of research that favors the correlation among the two variables psychological empowerment and perceived organisational support. Walton, (1985) in their research argues that organisational support develop a sense of confidence among the employee, due to which they feel that they are valuable to organisation and their job is meaningful and impact the organisation. Ahmad et al. (2010) discuss further that if the employees feels that there organisation support them, they feel more confident that, they are provided with all the resources required by them. The rewards given by the organisation to the employees raises their self-efficacy and they feel they have due impact on the organisation. They are more self-determined toward the organisational goals if they feel that there organisation worth their contribution. Many other empirical studies show that there is positive impact of the perceived organisational support on the psychological empowerment of employees.

Social exchange theory and POS and PE

As per the principle of reciprocity the social exchange theory suggests that the employees must be provided with adequate compensation to raise the engagement level of the employees at workplace. The social exchange theory favors the physical, emotional and various cognitive levels of resources provided to the employees at workplace by their organisation. The compensation paid to the employees helps in receiving the positive benefits by the organisation. If the employees are provided with the more material and immaterial benefits they develop the sense of obligation, due to which they felt the need to respond in favor of organisation in return.

In case of perceived organisational support there is intense focus is on the reciprocity of behavior, which is termed as social exchange relationship. This is a qualitative relationship between employer and employee, where the management provides the supportive environment to the employees. For example, if the managers provides them with the positive supportive climate and provide them all the rights and needs, so the employees feel more obliged toward the organisation and try to compensate by raising the positive attitude toward organisations goals. It is related to the employees felt obligation, which creates a norm of reciprocity, where the employees compensate the organisation with higher performance. Here if the employees feel that they would be encouraged and taken care by the organisation, than they feel more obligated and put all their efforts to achieve the organisations goal.

Relationship with the other concepts

Arbaiz at al., (2012) examines that there are number of studies conducted by the researchers on examining the relationship between the empowerment of employees and their satisfaction level. Hashmi and Naqvi (2012) examined the other relations perceived organisational support and organisational commitment, relationship of perceived organisational support with the employee engagement. There are various studies conducted on the concepts that examine the effect of perceived organ-

isational support on the psychological empowerment of employees. Thomas and Velthouse, (1990) states that now a days organisations are also facing difficulties in finding the solution to the biggest problem that is employee's satisfaction. If the employees are satisfied with the organisation they perceive that their organisation are thinking about their well being and try to focus on improving the engagement level with the organisation. Lau, (2010) it is believed that the more satisfied the employees the more they feel empowered because they know that their organisation supports them in the time when they required them the most. Many researchers further investigates that there is a mediating effect of job satisfaction of employees and rewards system on the positive perceived organisational support.

There exist a positive relationship between the perceived organisational supports, psychological empowerment with the job performance. From the literature it has been observed that the job performance of employees are depend upon the psychological empowerment of employees. Hechanova et. al., (2006) there are number of consequences related to the behavioral effect of psychological empowerment on the work performance of employees. We can also say that empowerment is act as a motivator which energize the behavior of employees directly and associated with their task and job performance. Spreitzer et al. also favors the fact that is employees feel the autonomy at work place it will leads to work effectiveness, improve the performance, commitment, achievements of employees and increase the job satisfaction level of employees. Hall, (2008) try to examine about the influence of the psychological empowerment on the managerial performance, which shows the positive influence. The employees who are feeling more meaningful at work put more efforts at workplace and show higher level of commitments and they are high on performance of their tasks Mowday, (1998).

Further there is literature, which supports the relationship between the perceived organisational support and job performance. It is actually defined as the perception of how the employees are treated in the organisation and how they feel about their employees. Perceived organisational support frames the beliefs of the employees that how much their organisation care about their well-being and how much their contribu-

tions are valued. The positive perceived organisational support is the prerequisite of every organisation, which affect the employee's performance. It increases the commitment of the employees, help the organisation in accomplishment of goals, increase the tendency of the employees to work better and become more loyal towards the organisation.

Conclusion and Findings

The employees who perceive that their organisations are thinking about their well-being and support them, are more empowered employees as per the available research on these concepts. The employees gain more confidence, if they feel that their organisation values their contribution and provide them all the resources required by them. The support from the organisation improves their self-efficacy, retain them with organisation and boost their confidence level, while performing the organizational tasks.

The psychological empowerment is seen as continuous variable, where one could identify themselves as less empowered or more empowered rather than being no empowerment or empowerment Spreitzer's, (1995). Bandura, (1989) states that psychological empowerment is not just the personal trait of the employee, rather it is felt that it is a kind of perception of employees toward the organisation. (Spreitzer, 1995; Thomas & Velthouse, 1990) find that psychologically empowered employees are more independent, feel more competent and deliver valuable contribution to their workplace.

Perceived organisational support on the other hand focus on two important aspects, to mention the organisational support, employees must perceive it from their respective organisation. Organisations must provide the supportive environment, due to which they feel attachment with the organisation. There are mainly three factors that affect to the perceived organisational support, namely organisational rewards, supervisory support and fair job conditions. Naeem and Saif, (2010). It these factors are satisfied than the employees feel that they are more valuable to organisation, which develop sense of confidence and psychological empowerment. Hence we can say that there exist a positive correlation ship

between the psychological empowerment and perceived organisational support. To raise the empowerment level of the employee's organisations must focus on improving the positive perception of employees. The positive perception leads to positive behavior and felt the perceive organisational support raise the confidence and develop sense of belongingness among the employees.

There exist a positive correlation among the perceived organisational support and psychological empowerment. From the literature review it is also find that there is lack of research has been conducted on the direct relationship among the variables. The most of the studies are showing the moderating role of psychological empowerment and perceived organisational support in relation with other variables. There is lack of direct relationship studies among psychological empowerment and perceived organisational support.

As per the current study, organisational commitment, job satisfaction and rewards are considered as important underlying variables, which must be satisfied first, to raise the psychological empowerment level of employees. If the organisation provides the positive work environment than the employees feels that their organisation values them. The positive work culture also plays role in developing positive psychological empowerment, if the employee's perceive they are worthy and their contribution is meaningful to the organisation, which is one of dimension for psychological empowerment than it show positive outcomes.

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