Perceived Organizational Support and Job Performance Test of a Mediating Model of Organizational Citizenship Behavior,

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ABSTRACT

Bateman and Organ (1983) indicated that the strength of perceived organizational support and the obligation to reciprocate with high performance increase with the satisfaction of socioemotional needs. The subordinates encouraged by the heigh perceived organizational support would exchange with work effort and affective commitment (Wayne, Shore and Liden, 1997; Bateman and Organ, 1983; Organ and Konovsky, 1989). Three mechanisms developed, organizational citizenship behavior, trust, and job strains, respectively, applied with both social exchange theory and affective events theory in this study are used to explain how and why organizational support enhances employees' job performance. A contingency model describing the mediation effect of organizational citizenship behavior, trust, and job strains, respectively, on the perceived organizational support and job performance was proposed and tested. A survey research by distributing questionnaires to superviors and their subordinates was conducted using a sample of three kinds of industries including manufacturing industry, financial industry and service industry. Data were collected at three points in time from 79 companies including 360 employees. Confirmatory factor analysis (CFA) and multiple regression technique were used to analyze the data and evaluate the research model. The results of this study showed that perceived organizational support is positively related to job performance as well as organizational citizenship behavior, trust, and job strains, respectively, has the mediation effect of perceived organizational support on job performance.

Keywords : perceived organizational support ; job performance ; organizational citizenship behavior ; trust ; job strains

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