

Perceived Organizational Support and Job Performance: Test of a Mediating Model of Positive Mood, Work Overload, and Org

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ABSTRACT

The strength of perceived organizational support and the obligation to reciprocate with high performance increase with the satisfaction of socioemotional needs (Bateman and Organ, 1983). The subordinates encouraged by the high perceived organizational support would exchange with work effort and affective commitment (Wayne, Shore, and Liden, 1997; Bateman and Organ, 1983; Organ and Konovsky, 1989). Both social exchange theory and affective events theory are used in this study to develop three mechanisms including organizational citizenship behavior, positive mood, and work overload, to explain how and why organizational support enhances employees' task performance. A contingency model describing the mediation effect of positive mood, work overload, and organizational citizenship behavior, respectively, on the perceived organizational support and job performance was proposed and tested. A survey research by distributing questionnaires to supervisors and their subordinates was conducted using a sample of three kinds of industries including manufacturing industry, service industry and financial industry. Data were collected at three points in time from 78 companies including 313 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 are as follows: (1) Perceived organizational support is positively related to job performance; (2) Both positive mood and organizational citizenship behavior have mediation effect of perceived organizational support on job performance; (3) Work overload has no mediating effect of perceived organizational support on job performance.

Keywords : positive mood ; work overload ; organizational citizenship behavior ; perceived organizational support ; job performance

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