

## **The Impact of Perceived Organizational Support through the Mediating Role of Psychological Contract Violation on Work Outcomes**

**Hassan Alamdari**

Department of Management, Abadeh Branch,  
Islamic Azad University, Abadeh, Iran

**Marzieh Heidari**

Department of Management, Abadeh Branch,  
Islamic Azad University, Abadeh, Iran

**Abstract.** Perceived organizational support has been raised as work backbone of employee in the organization and the psychological contracts are also a set of promises that top managers give to support their employees. Therefore, violation of this contract not only involves depriving organizational support, but also reduces the employee's belongings. The main purpose of this paper was to examine the impact of perceived organizational support through the mediating role of psychological contract violation on work outcomes in employee of the Social Security Organization of Fars province. The population by 963 people and a statistical sample 275 people in 31 different classes including various branches of the Department of Social Security was classified using random sampling method. Data collection tool also were 25 item questionnaire for organizational support and violation of the psychological contract by Paillé (2015) and Ahmad and Nawaz (2015) so that its content validity was confirmed and its reliability was estimated as 77%. The descriptive compilation of tables in SPSS 23 software was used to analyze the data in descriptive level

and the structural equation modeling using Smart PLS2 software was used in inferential statistics level. The results finally revealed that the perceived organizational support through the mediating role of psychological contract violation on work outcomes in employee of the Social Security Organization of Fars province was affected. Also, the perceived organizational support and psychological contract violation and organizational support has affected on psychological contract violation of employee of the Social Security Organization of Fars province.

**Keywords.** Perceived Organizational Support, Psychological Contract Violation, Work Outcomes of Employees.

## 1. Introduction

Perceived organizational support is accounted as one of the important variables in order to commitment of the employee to the organization and their organizational belongings. On the other hand, the psychological contract between employers and employees can caused to significantly increase the productivity of employees as well as brings justice and avoiding discrimination due to the support made by managers from employees. Thus, both perceived psychological contract and perceived organizational support derivate from social exchange framework (Tekleab, et al, 2005). How to understand the relationship between employers and employees in the minds of employees is identified by psychological contract (Furnham, and Taylor, 2004); in contrary, the employee believes to employer is valued the employee efforts and is concerned about his welfare was determined by perceived organizational support (Eisenberger, et al, 1986). Using norm of reciprocity at work, we can see that if the employer fulfill its obligations and promises; and perceived organizational support increases, the employee satisfaction become higher than ever and they have more commitment. Also, the possibility of leaving the organization will be reduced and willing to do things beyond their job duties (Stinglhamber, 2011; Zhao, et al, 2007). In the other hand, the violation of the contract has inversely results and the employee will be completely unmotivated. Usually in the literature on the psychological contract there is a distinction between the two types of promises. i.e. breach and violations. In fact breach, indicating a

mismatch between promises and work has been done. But the violation indicates an emotional reaction to the large differences between promises and works (Conway, and Briner, 2005).

Acting the promises by the employer and expect this action by employee is things that needed to be carefully examined and evaluated on time. Employees usually cannot easily recognize that the employer does not perform deliberately their promises, or they do not have the ability to work. In some cases, even when the employer wants to keep his commitments, factors outside of the organization (Parzefall, and Coyle-Shapiro, 2011), such as economic pressures or problems in the market will be caused that this would not be happen. Attempts may be made by the organization and making decisions so the negative views of employees to employers who are the managers is reduced; but in all these measures, the subjective nature of psychological contract should be considered. Despite the relative information of the effects of perceived organizational support on a series of work outcomes which will be leading to a reduction in performance problems of employee, what begins as a problem, engaged the scholars mind and become concerned is that first, is this effect of the perceived organizational support there? And whether the effect of the variables can be effective on the work outcome of the studied employee? What will be the role of contracts and psychological contract violation? If there are case studies in this research that managers and employees have such relationship and could employers of organizations to handle the demands of employees so that they have ability in point expectations to doing function? These are problems in which the researcher attempts to achieve them by analyzing different aspects and concepts of variables of the perceived organizational support and the concept of psychological contract. Of course, the ambiguity in this study is the effectiveness of perceived organizational support components as well as the mediator variable adjustment of psychological contract violations. There is a problem that requires structural equation modeling to realize the implicit relationship between in the effectiveness and impressionability of these variables. Another problem that could overshadow the results is accessing to the necessary data in studied case (Department of Social Security Fars Province). Distribution of affiliated institute to the mentioned

organization is examined that it is referred to lack of accessing to all active branches of social security and insurance brokerage of social security. Finally, this study aimed to investigate the effect of perceived organizational support on the work outcome including effective components and was derived from perceived organizational support through the mediating role of psychological contract violation among the employee of the Social Security Organization of Fars province. So author is looking for raise a question that is perceived organizational support effective on work outcomes? And whether there mediator variable of the psychological contract violation is effective on this relationship? The organizational support states the issue that the corporate values should have a happiness booster influence for the employees. Organizational support is accepted as a perception method related to appreciating the employee by the enterprise and managers and taking their happiness into consideration (Eisenberge et al, 1986). And the perceived organizational support comes into sight with the belief achieved as a result of the voluntary work by the organization. The organizational rewards and the convenience of the working conditions make great contributions to the perceived organizational support (Rhoades, Eisenberger, 2002). The perceived organizational support is regarded as a psychological agreement that the employee makes with the enterprise (Aselage, Eisenberger, 2003). The researches made find out that the perception of organizational support will emerge when the performance-reward expectations are mutual between manager and employee (Eisenberger, Aselage, Sucharski, Jones, 2004). When the perceived support and the needs of compliment and recognition are met, the employees will have an emotional bond with the enterprise and therefore they will increase the efforts for reaching the organizational goals by presenting more participations and success. Job-professional attitudes for all organizations and industries that want to gain a detailed understanding about the consequences and outcomes of their employees have increasingly important. This kind of attitudes is consisted a wide range of attitude of employees that impact on all aspects of an organization (Johlke, 2002). There are different variables in any organization can be affected consequences and work outcome of any organization employees which can be noted as perceived organizational support. Some

researchers suggest that perceived organizational support was affected by the different aspects of how organization treated with its employees. These aspects are include the frequency, severity and assessments focused on bonuses and confirming payment, rank and status, job enrichment and their participation in decision making. Also perceived organizational support will be affected all policies of the organization (Johlke, 2002).

## **2. Literature Review**

Eisenberger et al suggest that performed actions by managers and supervisors also be effective of growth and development of perceived organizational support. In other hand, perceived organizational support for managers and organizations are attractive and required to paying attention because this phenomena has closely relationship with higher level of employee organizational commitment in from of increasing of attempt, presence and simulation with organization's goals and also because the increasing of perceived organizational support maybe a simple duty for managers. Researches have been confirmed as well the independent and distinct nature of the perceived organizational support (Panaccio, and Vandenberghe, 2009). Of course, there is another perspective that emphasize on organizational commitment instead of the above economic views on the emotional links to the organization. In this regard, Moody et al. (1982) establishes the basis of the organizational commitment definition as simulation and attachment to the organization that as sensitive and unity with the organization which increases productivity and reduces tending to turnover and absenteeism. Accordingly, we can merge two interpretation types of emotional and economic organizational commitment and capture the Eisenberger and colleagues's organizational commitment social exchange approach in which belief to the organizational support or organizational goodwill has been called variable of perceived organizational support. In such an approach, organization is implied such as a character having humane attributes as the protection of others. Organizational personalization features depend on several factors, most notably as follows:

A) The legality and morality of the organization and accepting financial responsibility for the actions and the actions of their agents;

B) Organizational traditions, policies and norms that emerge and steady the behavioral roles of them.

C) The strength that organization will apply on their employee through their brokers. Thus in line with the commitment that arises in relationships between human beings, the relationship between the individual and the organization in mind (as customized) can be drawn on the same basis. Thus the readiness of the organization to giving reward to its employees for additional effort can be seen as organizational support which is actually a response to the needs of employee to praise and approval. The perceived organizational support is reflected through the frequency and intimacy of judgments (Blau, 1964). Other rewards such as promotion, job enrichment, a pay rise and impact on organizational policies may be effected on perceived organizational support to the extent that effects on the positive assessment of the organization's employee (Brinberg, Castell, 2000). Two key roles in psychological contracts are concepts that have been originated particularly from psychological contract theory, i.e. psychological contract violations and its conclusion. Although, one can be discussed these concepts under sociological concepts, but they lists separately due to their particular psychological contracts. These studies provide strong evidence that the requirements change over time, in other words, change the terms is resulted in take placing of the psychological contract violation, i.e. what an employee thought that the organization has violated any of its promises. A number of longitudinal studies have concluded that the thought the violation of contract by the organization leads to reduction dealing commitments and employee relationship (Paillé, 2015; Ahmed and Nawaz, 2015). In cases where employees would violate their commitment toward employer, the employer will be reduced commitment to employee (Wiss, 2012). The last set which should be changed conceptually is the marginal cases of negotiation that occurs between the parties and sometimes called psychological contract. Ahmed and Nawaz (2015) suggest a four-step model for psychological contract;

1. The information on which each party informs the other party from needs and what it is supposed to pay for them.

2. Negotiation among individuals and organizations about what the other party is ready to providing to reach to an agreement.
3. Monitoring: parties monitor each other to making ensure the stability and survival of conventional justice.
4. Renegotiation and withdrawing, successful re-negotiations are conducted in an ongoing process or one of the parties decides to withdraw from the relationship.

Eisenberger and Stinglhamber (2011) argue that although their model maybe a dictated from of how performs the psychological contract, but in practice, it is better to determined that how psychological contract should be signed. They argue that the negotiation psychological contract, in this way increases the probability of being explicit psychological contract. They continue their states according to that the implicit contract makes the reliable relationship since the parties provide better monitor their presentation. Moreover, they suggest that implicit contracts probability increased the competition between employee and employer expectations and reduces the probability of a violation. In the case of this particular model and other mentioned methods, the psychological contract negotiations can be performable. In a case study for explicit and implicit negotiation between child taking care and their employers (parents) showed that the negotiations often in important parts (leasing of people) that has an important positive effect on confidence after removal of the selected interviews. The contract which signed implicitly has been presented a framework of interdependence between the two parties as well as providing of flexibility and maneuverability for the parties; that it is resulted in the progressively completion of the contract over the time, in contrast, explicit contracts shows the exactly specified behavior without any delay (Eisenberger and Stinglhamber, 2011). According to literature and relationship among the variables the conceptual model of the research is presented as follow:

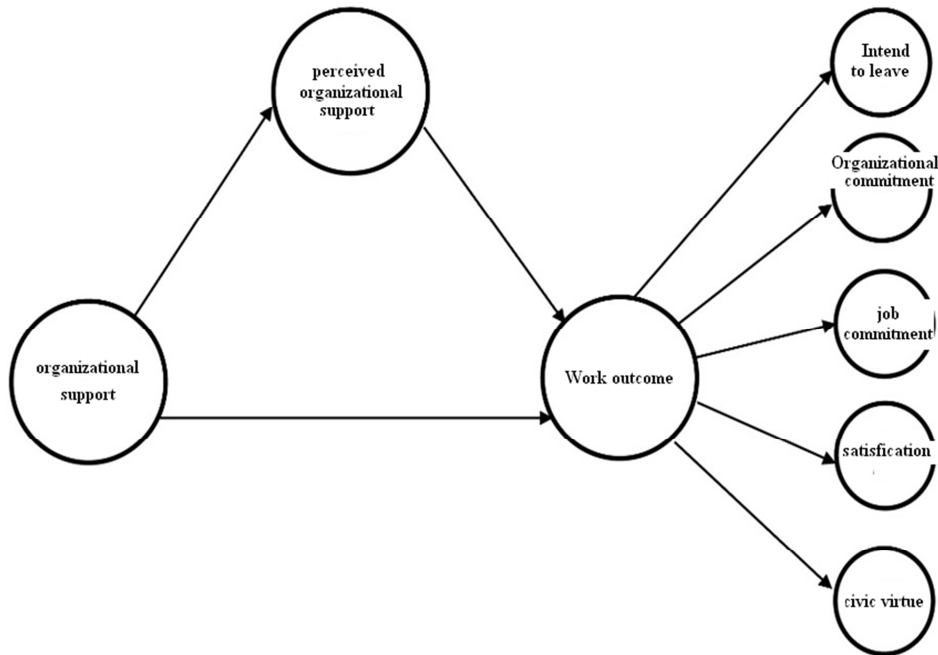


Figure 1. Conceptual model

### 3. Method

The method of study is descriptive (non-experimental) and the correlation research scheme from kind of structural equations since in this study, the relationship among the variables was examined in causation pattern. Since in this study, the different branches of social security organization of Fars province was considered the stratified randomized sampling was used. The population consist 963 people and a statistical sample 275 people in 31 different classes including various branches of the Department of Social Security according to Cochran formula with 95% confidence level. 50 questionnaires as pre-test were distributed and after calculation of Cronbach's alpha was appropriate (higher than 0.70), other questionnaires (225) were distributed. The questionnaire of organizational support and psychology contract violation by Paillé (2015) and Ahmad and Nawaz (2015) consist 50 item based on Five-point Likert-type scales contains 8 components including perceived organizational support, psychological contract violation and work outcome in turn it includes intend to leave, organizational



commitment, job commitment, job satisfaction and civic venture. The present study was conducted using structural equation modeling to explain the relationship among the research variables and examined and confirmation or reject the research hypothesis. Therefore, Smart PLS2 software version 2 was used to perform of structural equation modeling.

#### 4. Findings

The range of factor analysis of variables and significance of them are given to table 1.

Table 1. Factor analysis of first-order independence variables

Item	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10
Factor analysis	0.870	0.880	0.890	0.701	0.698	0.702	0.601	0.603	0.692	0.657
item	q11	q12	q13	q14	q15	q16	q17	q18	q19	q20
Factor analysis	0.750	0.746	0.920	0.926	0.915	0.732	0.740	0.789	0.790	0.810
item	q21	q22	q23	q24	q25	q26	q27	q28	q29	q30
Factor analysis	0.775	0.768	0.687	0.666	0.666	0.017	0.407	0.500	0.575	0.360
item	q31	q32	q33	q34	q35	q36	q37	q38	q39	q40
Factor analysis	0.704	0.709	0.738	0.784	0.835	0.794	0.735	0.533	0.840	0.820
item	q41	q42	q43	q44	q45	q46	q47	q48	q49	q50
Factor analysis	0.781	0.697	0.830	0.836	0.770	0.855	0.843	0.809	0.737	0.808

The converted output result for coefficients of factor analysis in the model is specified, all ten coefficients of factor analysis were greater than 4.0 in which indicates of the suitability of this measure. Therefore, without removing any item, the factor analysis coefficients are approved. Also, comparison for Cronbach's alpha and composite reliability of first and second order of the study was shown in table 2.

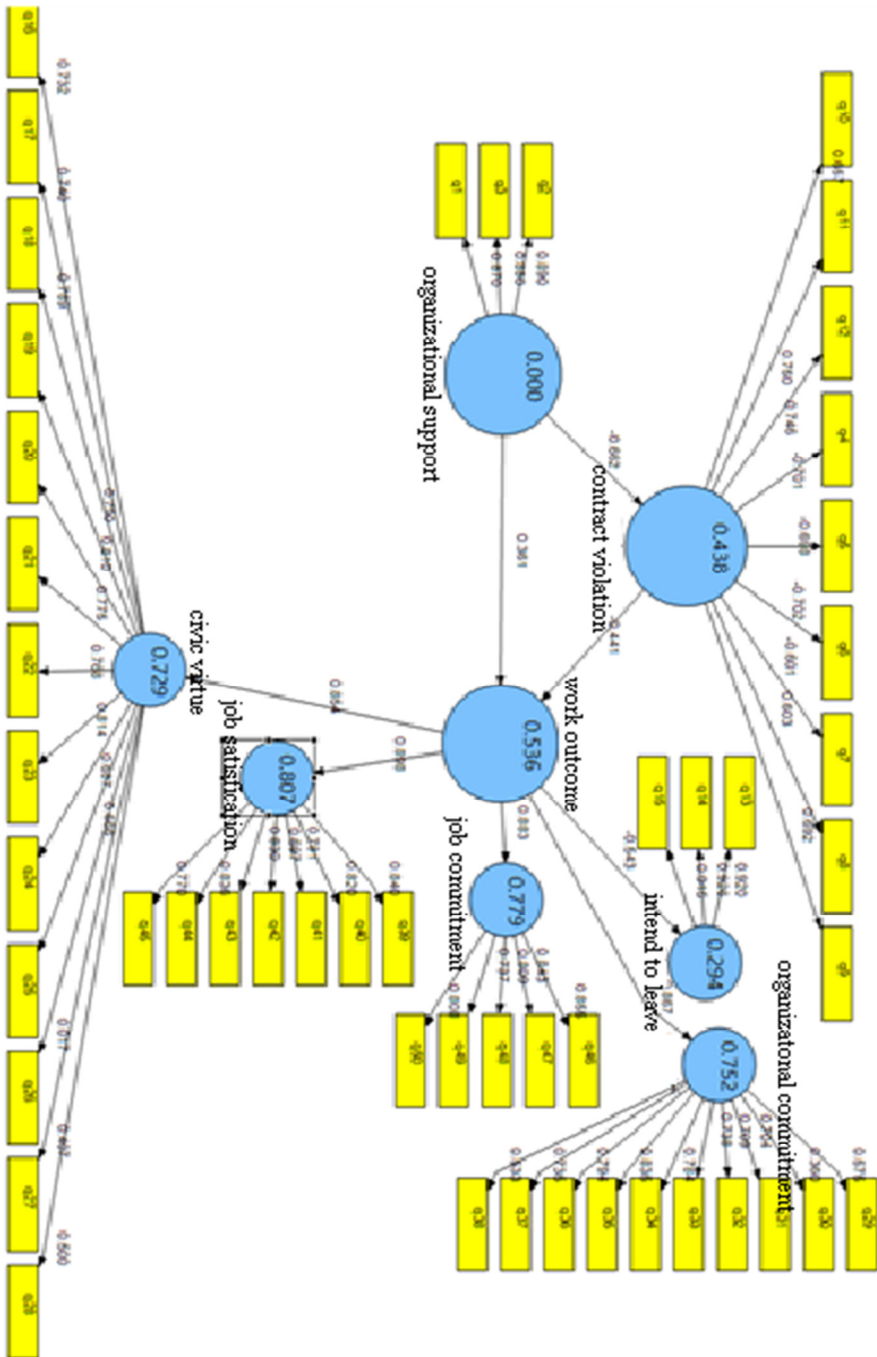


Figure 2. Model output with factor analysis coefficient

Table 2. Comparison for Cronbach's alpha and combination reliability of first and second order

Variables	Cronbach's alpha	Composite reliability
Intend to leave	0.909	0.943
Organizational commitment	0.869	0.897
Civic virtue	0.892	0.913
Psychological contract violation	0.694	0.704
Organizational support	0.854	0.911
<b>Work outcomes</b>	<b>0.933</b>	<b>0.908</b>

Table 2 shows that the composite reliability coefficients had closest to the alpha coefficients and it indicates very appropriate fitting of the model in the second part of the first criterion; Because the composite reliability coefficients in two cases in particular, are higher than 0.7 (Verts et al., 1974; Cronbach, 1951). Therefore, this step is also acceptable.

Table 3. Fornell and Larcker to determining the divergence validity between first-order variables

	Intend to leave	Organizational commitment	Job commitment	Job satisfaction	Civic virtue	contract violation	Organizational support
Intend to leave	0.846*						
Organizational commitment	0.448	0.894*					
Job commitment	0.425	0.790	0.658*				
Job satisfaction	0.409	0.783	0.529	0.636*			
Civic virtue	0.292	0.593	0.629	0.634	0.474*		
contract violation	0.392	0.606	0.624	0.636	0.544	0.469*	
Organizational support	0.351	0.620	0.641	0.654	0.471	0.461	0.774*

The divergence validity was used to investigate the correlation between the structural characteristics of a variable against correlation between the index and other indices and to compare the correlation of variable with its indices against its correlation with other variables.

Figure 3 shows the direct impact and P statistics of research model

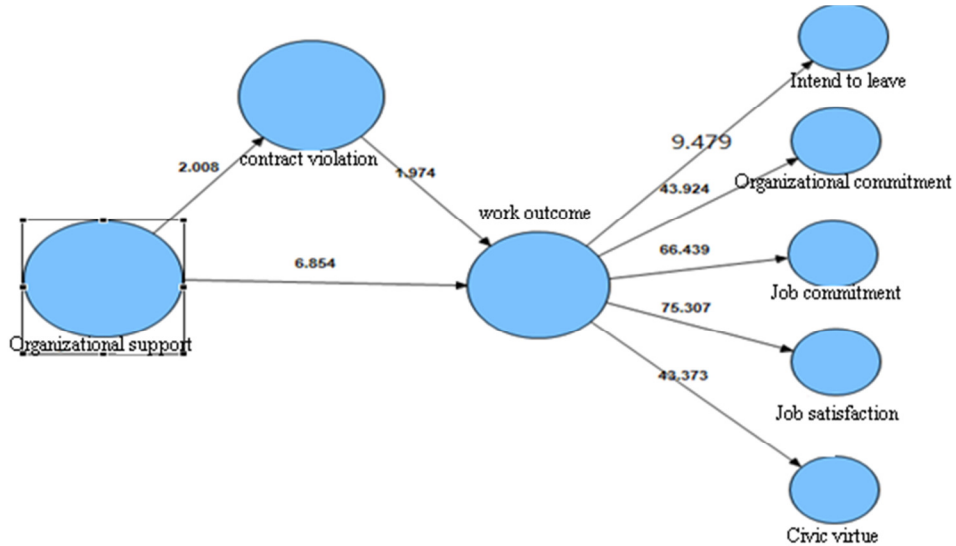


Figure 4. The direct impact and P statistics of research model

Table 3. Direct impact of independent variable on dependent variable

independent variable	dependent variable	coefficient	Result
Organizational support	Work outcomes	0.361	H1 confirmed
Organizational support	Contract violation	-0.662	H1 confirmed
Contract violation	Work outcomes	-0.441	H1 confirmed

Table 4 Indirect impact of independent variable on dependent variable

independent variable	dependent variable	coefficient	Result
Organizational support	Work outcomes	3.963	H1 confirmed

## 5. Conclusion

According to the results the perceived organizational support through mediator variable of psychological contract violation has effect on work outcome of employee in Social Security Organization of Fars province;

but the changes are such that the amount of the variance of the exogenous variables of the model is obtained indirectly by multiplying the path coefficients between endogenous variable and mediator with the ratio between the mediator and the exogenous. In this study, the variance of exogenous variable through mediator of psychological contract violation and through the variable of organizational support is 29%. The results were consistent with the investigation of Conway and Briner (2005), Leiden (2007), Parzefall and Coyle-Shapiro (2011), Wiss (2012), Paillé (2015), Stormbrook and Bloum (2017) and crack et al (2017) which all indicate directly impact organizational support on employee work outcome. It seems, organizational support with effectiveness on organizational commitment and belonging and providing a safe environment with job satisfaction caused to acceptance of the assumption. Meanwhile, the psychological contracts caused to increasing the confidence of employees to have more work outcome with reaching to more confident of employee in the organization. Also found psychological contract violation has direct impact on the employee of Social Security Organization of Fars province; but the variance of the endogenous variable of the mediator is equal to 44%. The results were consistent with the investigation of Conway and Briner (2005), Leiden (2007), Parzefall and Coyle-Shapiro (2011), Wiss (2012), Paillé (2015), Stormbrook and Bloum (2017) and crack et al (2017) which all indicate directly impact organizational support on employee work outcomes. It seems, the influencing of different aspects of organizational support by top managers is so that the employee profitability will be increased using this type of supporting; i.e. job commitment, organizational commitment, job satisfaction, organizational satisfaction and other similar items had significantly improvement due to supporting from top managers of organization. Also it was determined that almost by half (45%) from total work outcome are explained indirectly through violation of work contracts. The obtained value is nearly to same result from Bootspring. The result of the hypothesis was consistent with the investigation of Conway and Briner (2005), Leiden (2007), Parzefall and Coyle-Shapiro (2011), Wiss (2012), Paillé (2015), Stormbrook and Bloum (2017) and crack et al (2017) which all indicate impact the psychological contract violation on employee work outcome. Given that the confidence

in any kind of work between employers and employee, leader or subordinate or manager and employee can caused to stimulate the inter-organizational activities, therefore, the negative mentalities toward the promises of top managers and supervisors in organizations can also be effective on the productivity of employees and then, this hypothesis has been confirmed. Finally, it was found that perceived organizational support has direct impact on work outcomes of employee of Social Security Organization of Fars province; but the variance of the endogenous variable from those exogenous of the model was equal to 66 percent. The result of the hypothesis was consistent with the investigation of Conway and Briner (2005), Leiden (2007), Parzefall and Coyle-Shapiro (2011), Wiss (2012), Paillé (2015), Stormbrook and Bloum (2017) and crack et al (2017) which all indicate impact the perceived organizational support on the psychological contract violation of employee. Given that the confidence in any kind of work between employers and employee, leader or subordinate or manager and employee can caused to stimulate the organization activities, therefore, the negative mentalities toward the promises of top managers and supervisors in organizations can also be effective on the productivity of employees and then, this hypothesis has been confirmed.

### References

- Ahmed, I., & Nawaz, M. M. (2015). Antecedents and outcomes of perceived organizational support: a literature survey approach. *Journal of Management Development*, 34(7), 867-880.
- Aselage, J., Eisenberger, R. (2003). Percived Organizational Support and Psychological Contracts: A Theoretical Integration, *Journal of Organizational Behaviour*, 24, pp. 491-509
- Blau PM; *Exchange and power in social life*; New York, Willey, P. 85, 1964.
- Brinberg D, Castell P. (2000). A resource of exchange approach to interpersonal attractions: A test of Foe's theory"; *Journal of Personality and Social Psychology*, 43: pp. 260-269.
- Conway, C.L. & Briner, S., (2005), "Health Mind", Health Organization: A Proactive Approach to Occupational Stress", Human Relation

Eisenberger R, Huntington R, Huutichinson S, Sowa D.(1986)."Perceived organizational support"; *Journal of Applied Psychology*, 71(3): pp. 500-507

Eisenberger, R., Aselage, J., Sucharski, I. L., Jones, J. R. (2004). *Perceived Organizational Support, The Employment Relationship: Examining Psychological and Contextual Perspectives*, Oxford University Press, pp. 206-225

Furnham, C.L. & Taylor, S. (2004), "*Health mind, Health Organization: A Proactive Approach to Occupational Stress*", Human Relations.

Johlke MC, Stamper CL, Shoemaker ME .(2002). Antecedent to boundary-spanner perceived organizational support"; *Journal of Managerial Psychology*, 17(2): pp. 116-128

Paillé, P. (2015). Perceived organizational support and work outcomes: The mediating role of psychological contract violation. *International Journal of Organizational Analysis*, 23(2), 191-212.

Parzefall, R., & Coyle-Shapiro, M. S. (2011). Social exchange theory: *An interdisciplinary review. Journal of Management*, 31, 874–900

Riggle, R. J., Edmondson, D. R., & Hansen, J. D.(2009).A metaanalysis of the relationship between perceived organizational support and job outcomes: 20 years of research. *Journal of Business Research*, 62(10): 1027-1030.

Stinglhamber, F., (2011).Organizations and supervisors as sources of support and targets of commitment: a longitudinal study. *Journal of Organizational Behavior*, 24 (4): 251-70.

Tekleab, S. C., Towler, A. J., Judge, T. A., & Kohn, L. (2005). Pay satisfaction and organizational outcomes. *Personnel Psychology*, 58, 613–640.

Wiss CJ., .(2012).The role of attitude accessibility in the attitude to behavior process. . *Journal of Consumer Research*, 16(3): 280-288.

Zhao,. CJ, Smith CP, and Stone EF. .(2007).Job satisfaction: How people feel about their jobs and how it affects their performance,NewYork: Lexington Books.

