

**A summary of a doctoral thesis written under the scientific guidance
of prof. Grażyna Gruszczyńska-Malec**

**Title: PERCEIVED ORGANIZATIONAL SUPPORT.
HIGH PERFORMANCE WORK SYSTEM PERSPECTIVE**

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INTRODUCTION

Organizations need resources that are valuable, rare, imperfectly imitable, and non-substitutable to achieve sustainable competitive advantage. Employees are such strategically valuable internal resources which organizations cannot acquire from the market and must originate it¹. Researchers are looking for sufficient methods enhancing job engagement², employee identification with organization³, job and career satisfaction⁴ or employee well-being⁵ through human resources management practices.

The impact of human resource on firm performance is an important topic in the fields of human resource management, organizational behavior and organizational psychology. During the last twenty years, the notion of best practices in human resource

¹D. Lewicka 2011. Zarządzanie kapitałem ludzkim w polskich przedsiębiorstwach Metody, narzędzia, mierniki. Wydawnictwo Naukowe PWN

A. Kowalczyk, Nogalski B. 2007. Zarządzanie wiedzą, koncepcja i narzędzia. Difin, Warszawa.

M.A Huselid, Becker, B. E. 2011. Bridging micro and macro domains: Workforce differentiation and strategic human resource management. *Journal of Management*, 37(2): 421–428.

P.M., Wright, Dunford, B. B., Snell, S. A. 2001. Human resources and the resource base view of the firm. *Journal of Management*, 27: 701–721.

² A. Bryson, Forth, J; Kirby, S. 2005. High-involvement management practices, trade union representation and workplace performance in Britain. *Scottish Journal Of Political Economy*, 52(3): 451-491.

P. Macky, Boxall,. 2008. High-involvement work processes, work intensification and employee well-being: a study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*, 46(1): 38–55.

³ M. R Edwards,. 2009. HR, perceived organizational support and organizational identification: An analysis after organizational formation. *Human Resource Management Journal*, 19: 91–115.

⁴ L. E. Baranik, Roling E. A., Eby L. T. 2010. Why does mentoring work? The role of perceived organizational support. *Journal of Vocational Behavior*, 76: 366–373

K. Cameron, Whetten D. A. 1983. *Organizational effectiveness: A comparison of multiple models*. Academic Press, New York.

⁵ S.S. Babalola, 2010. The impact of length of unemployment and perceived organisational support on employees socio-emotional needs. *IFE Psychologia An International Journal*, 18, 119–136.

T. McKeown, Cochrane R. 2012. Professional contractor wellbeing: mutual benefits of organisational support. *International Journal of Manpower*, 33(7): 786-803.

management (HRM) has received a lot of attention. Researchers proposed that some HR practices (e.g., high performance work system — HPWS) have a significant impact on organizational performance. For example, HPWS was found to favorably affect turnover, labor productivity, firm productivity and firm financial performance⁶.

The expression „high performance” is wildly adopted in current management to describe teams (high performance teams), management practices (high performance management practices), processes (high performance process), work (high performance working), organization (high performance organization) and finally work systems (high performance work system). These concepts, among the others, indicate the interest of specific configuration of organizational elements increasing organizational performance.

Prior empirical work has consistently found that use of effective human resource management practices enhances firm performance. Specifically, extensive recruitment, selection and training procedures, attitude assessment, job design, grievance procedures, formal information sharing, labor-management participation programs, performance appraisal, promotion opportunities, incentive compensation systems that recognize and reward employee merit, have all been widely linked with valued firm-level outcomes. Although research assumes that HPWS do not influence organizational performance directly, the link between both variables remains more or less a “black box”. Despite recent research that a bit illuminates the “black box”, renowned scholars in the field still bemoan the lack of studies on the underlying mechanisms explaining the relationship between HPWS and performance⁷. Drawing on a literature review a catalog of possible mediating variables was made, but that list does not fully explain the HPWS impact on organizational performance. All that give a reason to investigate the HPWS–

⁶ M.A. Huselid, 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3): 635–672.

⁷ B. E. Becker, Huselid M. A. 1998. High performance work systems and firm performance: a synthesis of research and managerial applications. *Research in Personnel and Human Resources Management*, 16, s. 53–101.

E. Appelbaum, Bailey T. Berg P. Kalleberg A. 2000. *Manufacturing Advantage: Why High Performance Work Systems Pay off*. New York, Cornell University Press

J. Jiang., Liu C. 2015. High performance work systems and organizational effectiveness: The mediating role of social capital. *Human Resource Management Review*, 25: 126–137.

B. Michaelis, Wagner J., Schweizer L. 2015. Knowledge as a key in the relationship between high-performance work systems and workforce productivity. *Journal of Business Research*, 68: 1035–1044.

performance relationship using perceived organizational support as a mediator in the relationship and to enlighten the “black box” between HPWS and organizational performance. Utilizing perceived organizational support (POS) as the mechanism linking HR practices to employee behaviors in the workplace, the study examines a broad set of HR practices in order to understand the character of the relationship between high performance work system and organizational performance.

DISSERTATION STRUCTURE

A dissertation consists of two parts: theoretical and utilitarian. The first, theoretical part covers a critical literature review. The dominant theoretical basis for most research on the various forms of organizational supports has been social exchange theory, which alludes to the existence of a norm of reciprocity (i.e. exchange of resources) as a basis for employee relationships with their work organization/supervisor/co-workers. To understand perceived organizational support, in this analysis is also adopted a social exchange perspective what gives interdisciplinary character grounding research in to management, psychology and sociology.

The majority of the research on high performance work system bases its suggestions on the resource-based view (RBV) to formulate and empirically support the link between HPWS and company performance, so is in this investigation.

The second part of this dissertation is empirical, is dedicated to research model and methodological issues of analysis the relationship between HPWS and organizational performance. The relationship is explained through perceived organizational support which is a mediator. In that part are described used questionnaires, which were adopted and developed from scales presented in previous papers. Organizational performance was assessed on subjective and comparative performance measure which focuses on the explicit goals of the organization, such as profitability and turnover relative to competitors⁸.

⁸ W. Dyduch, 2007. Dobór miar do systemów pomiaru efektywności organizacyjnej: dylematy i propozycje rozwiązań. W: Dudycz T., Tomaszewicz Ł. (red). *Efektywność-rozważania nad istotą i pomiarem*. Prace Naukowe Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, 1183.

To test the hypotheses, data was obtained from medium and big companies in 2015 in Poland.

A dissertation consists of four chapters, introduction and discussion. In the discussion division presented are the results of empirical research, study limitations and future research.

RESEARCH FRAMEWORK

The main aim of the investigation is the relationship of HPWS and performance mediated by perceived organizational support.

The research model was created for the purpose of answering research hypothesis:

H1. There is a positive relationship between high performance work systems and organizational performance.

H2. Perceived organizational support mediates relationship between high performance work systems and organizational performance.

H3. There is a positive relationship between high performance work systems and perceived organizational support.

H4. There is a positive relationship between perceived organizational support and organizational performance.

Perceived organizational support (like HPWS) constitutes a subject of increasing interest within the field of organizational studies but still there is very little known about it in a Polish organizations framework. Perceived organizational support is commonly defined in the literature as the extent to which individuals believe that their employing organization values their contributions and cares for their well-being⁹. POS has been shown to be related to a range of positive employee attitudes and behaviors at work, including, for example, job satisfaction¹⁰, organizational commitment¹¹, various

⁹ R. Eisenberger, Huntington R., Hutchison S., Sowa D. 1986. Perceived Organizational Support. *Journal of Applied Psychology*, 3: 500-507.

¹⁰ K. Aquino, Griffeth, R. W. 1999. An exploration of the antecedents and consequences of perceived organizational support: A longitudinal study. Unpublished manuscript, University of Delaware and Georgia State University. Za: Rhoades, L., Eisenberger, E. 2002. Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, 87(4), s. 698-714.

forms of citizenship and discretionary behavior¹², attendance and intention to stay¹³, job involvement¹⁴.

Despite the acknowledged importance of POS to outcomes that are favorable to both employees and the organization, our understanding of the processes that underlie these various associations is still limited.

RESULTS

The examination of the hypothesized effects was conducted using latent variable analysis and structural equations. The mediating effect of perceived organizational support has been confirmed. POS fully mediates the relationship between HPWS and organizational performance. However a direct positive relationship was identified between high performance work systems and organizational performance, it is apparent correlation. The results prove that HPWS has positive impact on perceived organizational support. A positive correlation was also identified between POS and organizational performance. All four hypotheses were confirmed. Finally, the role of the control variables in the research model was analyzed. The results show that the bigger is the company the worse is organizational performance.

Implications for the business practice and new insights to management theory were discussed.

Katowice, 05.10.2015

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¹¹R. Eisenberger, Fasolo, P., Davis-LaMastro, V. 1990. Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75: 51-59.

A. Pazy, Ganzach Y. 2013. Pay contingency and the effects of perceived organizational and supervisor support on performance and commitment. *Journal of Management*, 35(4): 1007-1025.

¹² R. Cropanzano, Howes, J. C., Grandey, A. A., Toth, P. 1997. The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, 22: 159-180.

J. Davis, 2013. Leveraging the IT competence of non-IS workers: social exchange and the good corporate citizen. *European Journal of Information Systems*, 22: 403-415.

¹³ L. G. Nye, Witt, L. A. 1993. Dimensionality and construct-validity of the Perceptions of Organizational Politics Scale (POPS). *Educational and Psychological Measurement*, 53: 821-829.

F. Cheung, Wu A. 2013. Older workers successful aging and intention to stay. *Journal of Managerial Psychology*, 28(6).

¹⁴ J. N. Cleveland, Shore, L. M. 1992. Self-perspectives and supervisory perspectives on age and work attitudes and performance. *Journal of Applied Psychology*, 77: 469-484.

I. Ahmed, Ismail, W., Amin S., Nawaz M. 2013. A social exchange perspective of the individual quanxi network Evidence from Malaysian-Chinese employees. *Chinese Management Studies*, 7(1), 127-140.