



Perceived Organizational Support: Fostering Enthusiastic and Productive Employees

By Robert Eisenberger



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Today's constantly changing work environment is fraught with job uncertainty, frequent mergers and acquisitions, and a general breakdown of trust between employer and employee. More than ever, it is critical for managers to proactively shift away from devaluing employees as marginal capital to empowering them as human capital. "Perceived organizational support" - employees' perception of how much an organization values their contribution and cares about their well-being - mutually benefits both employees and their organizations and is integral to sustainable employer-employee relationships. Using organizational support theory and evidence gathered from hundreds of studies, Eisenberger and Stinglhamber demonstrate how perceived organizational support affects employees' well-being, the positivity of their orientation toward the organization and work, and behavioral outcomes favorable to the organization. The authors illustrate these findings with employee experiences and strategic approaches of major organizations such as Southwest Airlines, Wal-Mart, Costco, and Google. Organizational psychologists, management consultants, managers, and graduate students will obtain a clear understanding of perceived organizational support and the practical knowledge needed to foster its development and positive outcomes.

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- Rank: #1559239 in Books
- Brand: Brand: Amer Psychological Assn
- Published on: 2011-03-30
- Original language: English
- Number of items: 1
- Dimensions: 10.19" h x 1.03" w x 7.22" l, 1.55 pounds
- Binding: Hardcover
- 304 pages

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Editorial Review

About the Author

Robert Eisenberger is a Professor in the Psychology Department and of Management in the Bauer College of Business at the University of Houston.

His organizational support theory with its central concept of perceived organizational support is one the most frequently cited views of employee-organization relationships, leading to over 350 scholarly studies and 600,000 references on the Internet. His paper introducing perceived organizational support was the most cited article in organizational behavior during the last studied five-year period.

Dr. Eisenberger is the author of 70 publications on motivation and organizational behavior. His research was recognized with the Psi Chi Distinguished Lectureship, and he is a fellow of a number of scientific societies. Two special reports focusing on his research were carried nationally on National Public Radio, and reports on his research have appeared in the *APA Monitor*, *Encyclopaedia Britannica Science and the Future Yearbook*, *Science News*, *Report on Educational Research*, and *School Board Notes*.

Dr. Eisenberger's research has been supported by grants from the Army Research Institute for the Social and Behavioral Sciences, the National Institutes of Health, and the National Park Service.

Florence Stinglhamber is an Associate Professor of Organizational Psychology and Human Resource Management in the Psychology Department at the Université catholique de Louvain (Louvain-la-Neuve, Belgium).

With regard to her research, she is a member of the Psychological Sciences Research Institute at the same university. Perceived organizational support has been one of her main research interests for 10 years. Her research interests also include employees' identification and commitment in the workplace, perceived justice and trust, leadership and managerial skills, and employer branding.

Dr. Stinglhamber is the author or co-author of a number of scientific articles in organizational psychology and organizational behavior.

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