LITERATURE REVIEW OF ORGANIZATIONAL SUPPORT CONCEPTS, DIMENSIONS AND INDICATORS

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ABSTRACT

The purpose of this paper is to produce a study of the definitional construct, dimensions and indicators of organizational support. Design/Methodology/Approach: This research is a descriptive study using a qualitative approach, to find a conceptual model regarding the definitional construct, dimensions and indicators of organizational support. Findings: Based on the results of a study of several concepts regarding organizational support from several experts, it was found that the construct of the definition of organizational support is the extent to which the organization provides encouragement, assistance when needed, appreciation for contributions, caring for socio-emotional needs, welfare, relationships and feelings of mutual help. Practical implications: The findings of this study are very useful as a reference on concepts and construct definitions, dimensions and indicators of organizational support. Originality/value: This research provides a useful contribution, because the literature review on the definitional construct, dimensions and indicators of organizational support is still very much needed for the development of human resource management science, especially organizational behavior.

Keywords: Organizational Support, Dimensions of Organizational Support, Indicators of Organizational Support.

I. INTRODUCTION

Human resources are essentially one of the capital and play an important role in the success of an organization or agency. Good human resource management is the key to the success of achieving agency goals. According to Nawawi (Gaol, 2014: 44), Human Resources are people who work and function as organizational/company assets that can be counted (quantitatively), and HR is the potential that drives the organization. According to (Sutrisno, 2014: 3), human resources are the only resources that have feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, and intention). All of these potential human resources affect the organization’s efforts in achieving its goals. Management. Human resource management is a planning, organizing, implementing, coordinating and supervising the procurement, development, provision of remuneration, integration, maintenance and separation of workers in order to achieve organizational goals. Mangkunegara (2014, p. 2) states that human resource management is a planning, organizing, coordinating, implementing and supervising procurement, development, remuneration, integration, maintenance, and separation of workers in order to achieve organizational goals. According to (Hasibuan, 2016: 10), human resource management is the art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of companies, employees and society.

Human resource management and organizational behavior are presented separately in some literatures so that they are perceived as having separate concepts. However, in fact these fields of science have strong and interrelated attachments. Luthans (2011: 20) defines organizational behavior as understanding, predicting, and managing human behavior in an organization. More specifically Ivancevich (2014:7) states that organizational behavior is a science that
studies the impact of individual behavior, groups, structures and processes in organizations. One of the studies of organizational behavior is organizational support which is defined as employee perceptions of the extent to which the organization provides support to employees and the extent to which the organization is ready to provide assistance when needed. So that this paper aims to produce a study of organizational support. The study resulted in construct definitions and indicators of organizational support.

Considering the need for the development of the concept of organizational support as a reference material in scientific studies for research needs, input for organizations and companies in an effort to achieve organizational goals, namely optimal performance improvement, because organizational support has a very significant role to realize these goals. Therefore, a literature review on this organizational support must be carried out immediately.

II. LITERATURE REVIEW

Organizational support is how workers are organized in formal or informal units to achieve strategic missions and goals, how job and position responsibilities, compensation processes, individual/employee performance management, promotions, communication, recruitment, and success planning are managed. In organizations, social interactions can occur in the context of individuals and their organizations. Related to that, the concept of organizational support tries to explain the interaction of individuals with organizations that specifically studies how the organization treats individuals so that it creates employee perceptions of the treatment provided by the organization.

According to Leveson et al. (2010:381) organizational support is considered as a reflection of employees' perceptions of their organization's readiness to appreciate efforts to improve work and in meeting their socio-emotional needs. This shows that employees feel that they get support from the organization will have a sense of meaning in the employee. This will increase employee commitment. This commitment will ultimately encourage employees to try to help the organization achieve its goals, and increase expectations that work performance will be noticed and appreciated by the organization. Furthermore, Robbins & Coulter (2009:303) states that perceived organizational support is the general belief of employees that the organization where they join or work appreciates their contributions and cares about them. Furthermore, Ivancevich (2014: 44) adds that there is a number of supports and feelings of acceptance by colleagues, superiors, and departments that help in successfully carrying out tasks and work.

Erdoan and Enders (2007; Muhammad et al., 2020; Nayan et al., 2020; Ozdemir, 2020) define organizational support as an individual's belief that the organization cares / its standards/and provides input/by providing assistance and support". In a study demonstrated by (Wayne, Shore, Bommer & Tetrick, 2002), procedural justice perceived justice in the process of taking results.

Organizational support is an action shown by the organization to its employees in order to provide a perception from employees regarding what the organization has given them. According to Mathis & Jackson (2001:84) organizational support is the support received from the organization in the form of training, equipment, expectations and a productive work team.

Perceived organizational support can be meaningful and useful to meet the socio-emotional needs of employees (Bilgin & Demirer, 2012). Organizational support is also guidance activities such as employee counseling, challenging assignments for employees, employee protection, employee coaching, ensuring a harmonious relationship between employees and role modeling (Baranik, Roling & Eby, 2010). According to Rhoades and Eisenberger (2002) employees feel that the organization supports if resources are provided voluntarily rather than providing resources after pressure from labor unions and government regulations on health and safety. Similarly, Chiang and Hsieh (2012) state that organizational support is the belief that the leader cares about the needs of employees.

Organizational Support Dimension

According to Mathis & Jackson (2001:84) the dimensions of organizational support include:

1. Training: Training is a process by which people acquire capabilities to help achieve organizational goals.
2. Working standard: Work standards are the expected level of performance and are a comparison of performance and goals.
3. Equipment and technology: Equipment and technology are tools provided by the company to support the work process.

According to Eder & Eisenberger (2008:56-57) there are three general forms of treatment from organizations that are considered good and will be able to increase the organizational support felt by employees, namely:

1. Fairness: Fairness is an employee’s belief that the organization treats employees fairly so that they feel more valued.
2. Encouragement from superiors: Support from superior means that superiors as representatives of the organization are responsible for regulating and assessing the performance of subordinates.
3. Rewards and working conditions: Rewards in the form of awards, salaries, and promotions, help to communicate a positive assessment of employee contributions which in turn will also contribute to increasing employee perceived organizational support.

Different opinions regarding the dimensions of organizational support according to Baranik, Roling & Eby; 2010, are as follows:

1. Counseling activities: Cultivate a positive self-view by helping organizational members explore personal concerns that may interfere with their ability to feel comfortable in the organization.
2. Challenging tasks: Provide opportunities for new learning, especially when combined with feedback and technical support.
3. Employee protection: Involving mentors by commending or giving reprimands in controversial situations, intervening in potentially career-destroying situations, and protecting students from high-visibility assignments where the risk of failure is high or when members of the organization get sick while carrying out assignments.
4. Employee development: Teaches how to effectively navigate within the organization by providing information on how to complete job tasks, receive recognition, and fulfill one's career aspirations.
5. Harmonious relationship: Friendships create positive social experiences in the workplace and enable members to feel like partners with more senior members of the organization, which can have an impact on members' positive perceptions of authority figures in the organization.
6. Role modeling: Members can identify mentors and mentors to be people they admire and respect.

Meanwhile, according to Bilgin, Demirer and Rhoades (2012) the dimensions of organizational support are as follows:

1. Training: Training is the practice of communicating wisdom that makes an investment for employees.
2. Autonomy: The control members feel over how they carry out their work, including scheduling, work procedures, and various tasks.
3. Work safety and comfort: Assurance that the organization will retain membership for future employees is expected to provide a strong indication, especially in times of downsizing.
4. Compensation: Appropriate compensation can increase employee perceptions of organizational support.
5. Justice: Stating that procedural fairness determines the amount and distribution of organizational resources.
6. Working conditions: A comfortable work environment and work support equipment that allows to support work are important for employees/members of the organization.

In more depth Amin 2013 argues that organizational support for higher education is as follows:

1. Firm leadership: Leaders who dare to make decisions that are considered good and firm and dare to give rewards and sanctions.
2. Career development program: University members have the opportunity to undertake career development and promotions.
3. Providing incentives: University members are given incentives for those who have carried out career development.
4. Provide time for employees to go through further studies: given time off to carry out study assignments, seminars, workshops and conferences.
5. Innovation: University members are given the opportunity to convey information and new things.
C. Research Method
The method in this study is a theoretical study according to experts from several literatures, both textbooks and journals. Referring to the purpose of this research is to produce a construct regarding the definition of organizational support as well as the dimensions and indicators of organizational support.

D. Results and Discussion
Based on the results of studies from several experts from both journals and textbooks, a recapitulation of definitions, dimensions and indicators of organizational support is obtained, as follows:

Recapitulation of organizational support concepts from experts:

1. Organizational support refers to the extent to which employees feel that their contributions are valued by the organization and that the organization cares about their well-being (Eisenberger et al. in Karatepe (2012:736)).
2. Organizational support is an individual's belief that the organization cares about its standards and provides input by providing assistance and support" (Erdogan and Enders (2007)).
3. Organizational support is a reflection of employees' perceptions of their organization's readiness to appreciate efforts to improve their work and to meet their socio-emotional needs (Leveson et al. (2010:381)).
4. Organizational support is the provision of voluntary resources and government regulations on health and safety. (Rhoades and Eisenberger (2002))
5. Organizational support is a number of supports and feelings received by colleagues, superiors, and departments that help in successfully carrying out tasks and work (Ivancevich (2014: 44))
6. Organizational support is the support received from the organization in the form of training, equipment, expectations and a productive work team (Mathis & Jackson (2010: 84))
7. Organizational support is guidance activities such as employee counseling, challenging assignments for employees, employee protection, employee coaching, ensuring a harmonious relationship between employees and role modeling (Baranik, Roling & Eby, 2010))
8. Organizational support refers to the extent to which employees feel that their contributions are valued by the organization and that the organization cares about their well-being. (Eisenberger et al. in Karatepe (2012:736))
9. Organizational support is the belief that the leader cares about the needs of employees (Chiang and Hsieh (2012))

From these concepts, a new construct is obtained regarding the definition of "organizational support is the extent to which the organization provides encouragement, assistance when needed, appreciation for contributions, caring for socio-emotional needs, welfare, relationships and feelings of mutual help”.

Recapitulation of the concept of organizational support dimensions and indicators:


1. Training: Skills improvement process and Capability building process
2. Work standards: Expected level of performance and benchmarks of performance and objectives
3. Equipment and technology: Work support equipment and work support technology

b. Eder & Eisenberger (2008:56-57)

1. Fairness: Fair treatment and Feelings of value
2. Encouragement from superiors: Superiors are responsible for managing their subordinates and superiors are responsible for assessing the performance of subordinates.
3. Rewards and working conditions: Rewards, Salaries, Promotions and communicating positive values.

c. Baranik, Roling & Eby; (2010)

1. Counseling activities: Cultivating a positive self-image, helping organizational members explore personal concerns and fostering a sense of comfort in the organization
2. Challenging assignments: Provide opportunities to learn new things and learn to combine feedback and technical support.
3. Employee protection: Involving mentors by giving appreciation or giving reprimands, intervening in situations that have the potential to damage careers, protecting members from work with high visibility and providing protection to members when sick.
4. Employee coaching: Providing information on how to complete work tasks, receive recognition, fulfill one's career aspirations.
6. Role modeling: Mentors become people who are admired and mentors become people who are respected.

d. Bilgin, Demirer and Rhoades (2012)
1. Training: Practice tactful communication that makes an investment for employees.
2. Autonomy: Control in carrying out work, work scheduling and work procedures.
3. Work safety and comfort: Guarantee the organization will maintain membership and Guarantee the future.
4. Compensation: Appropriate compensation and compensation can meet the needs.
5. Fairness: Fairness of procedures and Fair distribution of organizational resources.
6. Working conditions: A comfortable working environment and supporting equipment for work.

e. Amin 2013
1. Assertive leadership: Leaders dare to make decisions, leaders are firm, leader dare to give sanctions.
2. Funding for employee career development: Career development opportunities, promotions.
3. Provision of incentives: Incentives for those who have carried out career development and incentives for those who excel.
4. Provide time for employees for further studies, seminars, workshops and conferences: Opportunities for further study, seminars, workshops and conferences.
5. Innovation: The opportunity to convey new information and the opportunity to convey new things.

Based on studies from experts regarding the dimensions and indicators of organizational support, the constructs of dimensions and indicators of organizational support are obtained. The dimensions and indicators of organizational support are as follows:

1. Training: Skills improvement process and capability improvement process and Practice of communication wisdom that makes an investment for employees.
2. Encouragement from superiors: Superiors are responsible for managing their subordinates and superiors are responsible for assessing the performance of subordinates.
3. Challenging assignments: Provide opportunities to learn new things and learn to combine feedback and technical support.
4. Compensation: Appropriate compensation, compensation can meet needs, providing incentives: Incentives for those who have carried out career development and Incentives for those who excel.
5. Provide time for employees for further studies, seminars, workshops and conferences: Further study opportunities, seminars, workshops and conferences.
6. Work safety and comfort: Guarantee the organization will maintain membership and Guarantee the future.
7. Innovation: The opportunity to convey new information and the opportunity to convey new things.

III. CONCLUSION

Based on a literature review of several concepts from experts both from textbooks and from journals, the construct definitions, dimensions and indicators of organizational support are obtained, namely: "Organizational support is the extent to which the organization provides encouragement, assistance when needed, appreciation for contributions, care for socio-emotional needs, well-being, relationships and feelings of mutual assistance". Meanwhile, the dimensions and indicators are as follows: Training: The process of improving skills and the process of increasing the capability and Practice of communication policies that make investments for employees. Encouragement from superiors: Superiors are responsible for managing their subordinates and superiors are responsible for assessing the performance of subordinates. Challenging assignments: Provide opportunities to learn new things and learn to combine feedback and technical support. Compensation: Appropriate compensation, compensation can meet needs, providing incentives: Incentives for those who have carried out career development and Incentives for those who excel. Provide time for employees for further studies, seminars, workshops and conferences: Further study opportunities, seminars, workshops and conferences. Job security and comfort:
Guarantee the organization will maintain membership and Guarantee the future. Innovation: The opportunity to convey new information and the opportunity to convey new things.

REFERENCE: