

Perceived Organizational Support and Performance: A Meta-Analysis Study

Arri Handayani

Faculty of Educational Sciences
Institute of Teachers Training and Educational Sciences
Indonesian Teachers Association Semarang
(IKIP PGRI Semarang)

This study conducted a meta-analysis in order to see the link between perceived organisational support (POS) and work performance. Organizational Support Theory and Social Exchange Theory (Blau, 1964) was used as a framework for discussing correlation between POS and work performance. After meta-analysis was conducted to 20 primary study with as many as 6,645 subjects, the result showed that on the average correlation coefficient was .219 ($r^2 = .219$), with the corrected SD being .1048. The differences of various correlations could be caused by, among others, sampling error of 23.75% and 1.42% for the error in measuring either dependent or independent variables. Therefore, hypothesis stating that there is positive correlation between POS and work performance could be accepted.

Keywords: meta-analysis, perceived organizational support, work performance

Studi ini melakukan meta-analisis dengan tujuan melihat keterkaitan antara persepsi terhadap dukungan organisasi dan kinerja. Teori dukungan organisasi dan teori pertukaran sosial digunakan untuk membahas hubungan antara persepsi terhadap dukungan organisasi dan kinerja. Setelah dilakukan meta-analisis terhadap 20 studi primer dengan 6,645 subjek, diperoleh rata-rata koefisien korelasi sebesar .219 ($r^2 = .219$), dengan SD yang dikoreksi sebesar .1048. Perbedaan variasi korelasi dapat disebabkan antara lain kesalahan pengambilan sampel sebesar 23.75% dan kesalahan pengukuran variabel bebas maupun tergantung sebesar 1.42%. Dengan demikian, hipotesis yang menyatakan ada hubungan positif antara persepsi terhadap dukungan organisasi dan kinerja dapat diterima.

Kata kunci: meta-analisis, persepsi terhadap dukungan organisasi, kinerja

Using a sample of sales representatives in the United States of America, a study by Hochwarter et al. (2006) showed an insignificant correlation between social skills and performance when perceived organizational support was low. The low perceived organizational support forced individuals to exploit social skills, in order to gain needed cooperation and sources to fulfill performance needs.

The study conducted by Setton et al. (1996) found that POS did not correlate with performance. In their study of Perceived Organizational Support (POS) and Leader-Member Exchange (LMX), which was based on the social exchange theory, Wayne et al. (1997) concluded that LMX correlated positively with performance and OCB, meaning that

employees would view performance as a responsibility to their superiors and not to the organization. However, POS only showed a significant correlation with OCB, not with performance. Thus, the existence of POS is associated with the fulfillment of employees' responsibility to the organization, especially the fulfillment of tasks outside their work description.

Previous studies showed various results regarding the correlation between perceived organizational support and performance, with several results showing that perceived organizational support does not affect performance. Thus, there is the need to study whether or not perceived organizational support is one of the predictors of performance. Therefore, the hypothesis that this meta-analysis study tests is that there is a positive significant correlation between perceived organizational support and performance.

Correspondence concerning this article should be addressed to Arri Handayani, Faculty of Educational Sciences (Educational Psychology and Guidance Study Program), IKIP PGRI Semarang, Jl. Sidodadi Timur No. 24, Dr. Cipto-Semarang 50125. E-mail: arri.hdy@gmail.com