

Perceived Organizational Support and Psychological Contract of the Editors and Proofreaders of P Press

Yuanman Zhang ^{1,*}, Siegfried M. Erorita ²

¹ College of Business Administration, University of the Cordilleras, Baguio City, Benguet, Philippines 2600

² College of Accountancy, University of the Cordilleras, Baguio City, Benguet, Philippines 2600

* Corresponding Author Email: 1986aman@163.com

Abstract. Employees' perceived organizational support can increase their psychological contract with the organization to a certain extent, which can motivate them to perform, so that they are willing to contribute to the organization's goals. As a result, the organization and employees can work together to create a better work environment. This paper examines the perceived organizational support and psychological contract of editors and proofreaders at P Press and provides a reference for human resource management at P Press in terms of providing organizational support to employees and establishing a psychological contract between employees and the organization.

Keywords: Perceived organizational support; psychological contract, editors, proofreaders.

1. Introduction

As a business organization that helps disseminate knowledge, the editors and proofreaders of a publishing house have an important responsibility for the content and quality of the books published, and the content and quality of the books further affect the reputation of the organization and its development. Therefore, it is important for employees in these two positions to develop a psychological contract with the organization, which can reduce their turnover rate, increase job satisfaction and improve job performance. This requires the organization to show enough support to make them feel cared for [1-2].

Talent replacement is costly, especially for scarce talent, with organizations paying at least 30% and up to 150% of the annual salary for the position [3]. In addition, the loss of talent can increase the cost of re-hiring and training; increase the time cost of replacement; and increase the cost of efficiency due to the new employee's unfamiliarity with the business and the reduced motivation of the employee prior to the loss [4]. The unstable talent structure of publishers will also affect the management and training of organizational talent, and the high frequency of job-hopping will lead to the reluctance of organizations to train their employees, which will lead to negative emotions of employees who feel unappreciated and eventually form a vicious circle, hindering the healthy development of the organization [5].

This paper studies the organizational support that P Press provides to its editors and proofreaders and the psychological contract they feel with the organization, which can help the organization reduce the turnover rate of employees in these two positions, improve their performance, and help the organization achieve long-term benefits. Moreover, it can also enrich the existing literature and serve as a reference for other researchers studying perceived organizational support and psychological contracts.

Editors and proofreaders are very important positions in a publishing house and can determine the quality of the books published by the press and whether the organization will continue to grow in quality. However, the workload of editors and proofreaders is high, and at present, publishers pay little attention to them, which makes the employee turnover rate high, which makes employee satisfaction low and performance poor, reduces the effectiveness of human resource management and increases the organization's operating costs, therefore, the topic of this research is very important for publishers.

2. Literature Review

2.1. Perceived organizational support

In 1986, American social psychologist Eisenberger proposed the concept of organizational support theory and perceived organizational support based on social exchange theory, the principle of reciprocity and organizational anthropomorphism. Eisenberger defined the concept of perceived organizational support as the overall perception of employees that the organization values their contributions and cares about their well-being [6].

It has been demonstrated that perceived organizational support, or the employee's belief that the company values their contributions and is concerned about their well-being, has significant advantages for both workers and employers. For instance, studies show that workers with high perceived organizational support are less stressed at work and are more likely to return to work sooner after an expected event [7]. High perceived organizational support also has a beneficial association with performance [8-9].

The creation and maintenance of a dynamic workforce remains a key objective for HR professionals as domestic and worldwide competition intensifies. An essential instrument for attaining this objective is perceived organizational support, which includes how much employees believe their employer values and cares about their contributions to the workplace. Evidence-based studies regularly demonstrate that perceived organizational support is linked to better employee performance and mental wellness as well as decreased attrition and absenteeism [10].

2.2. Psychological contract

The psychological contract is an implicit unwritten contract between the organization and the employees, which takes the mutual relationship between the organization and the employees as a bond and reflects the perceptions and expectations of both parties regarding their mutual responsibilities and obligations [11].

Xu et al (2015) [12] defined the concept of psychological contract as the implicit and unexpressed subjective perceptions of an organization and its employees about their relationship and their responsibilities and obligations to each other in the employment relationship. Ling et al (2000) [13] believed that psychological contract is a single belief of the employee, an employee's understanding of the mutual obligations of the employment parties. Chen et al (2017) [14] pointed out that a psychological contract is a set of beliefs of the employee about his or her mutual obligations with the organization based on the employee's subjective understanding of commitment, which may not be realized by the employer.

Perceived organizational support is generally generated by employees entering the organization by observing and perceiving how much the organization values the employee's contribution and how much it cares for the employee's welfare. The psychological contract, on the other hand, may have been created prior to the recruitment of new employees or employees coming into the organization, and it relies on the commitment between the organization and the employee [15]. Perceived organizational support focuses on an employee's perception of how the organization treats them, regardless of whether that treatment is stated or implied in advance. Sense of organizational support is used to anticipate how employees will behave in return for their perceived level of organizational support. The psychological contract, on the other hand, is not concerned with the organization's rewarding behavior, but rather with the difference between the organization's pre-promised responsibilities and its actual performance in influencing employees' attitudes and behaviors.

3. Methodology

The respondents of the research are the editors and proofreaders of P Press. The questionnaire was designed based on the practices of the organization, moreover, this paper measures employees' perceived organizational support through three variables: work support, interest concern and value

recognition. Psychological contract is measured through transaction dimension, relationship dimension and development dimension. The questionnaire was pretested for reliability before official distribution (Cronbach's alpha = 0.851). The collected data were subjected to correlation analysis to verify the relationship between perceived organizational support and psychological contract.

4. Result and Discussion

Table 1. Correlation analysis of variables

Variables	1	2	3	4	5	6	7
1. Perceived organizational support							
2. Psychological contract	0.864**						
3. Work support	0.853**	0.674**					
4. Interest concern	0.903**	0.847**	0.712**				
5. Value recognition	0.916**	0.892**	0.723**	0.725**			
6. Transaction dimension	0.736**	0.823**	0.624**	0.823**	0.684**		
7. Relationship dimension	0.758**	0.912**	0.645**	0.791**	0.747**	0.623**	
8. Development dimension	0.695**	0.887**	0.712**	0.843**	0.876**	0.694**	0.787**

**p<0.001

From the above data, it can be seen that the perceived organizational support of P press employees is significantly and positively related to psychological contract. This indicates that the support editors and proofreaders feel from the organization, whether it is support at work or for the employee interest concern or recognition of their value is closely related to the establishment of their psychological contract with the organization.

In terms of employees' perceived organizational support, value recognition had the highest correlation with perceived organizational support among the three variables. This shows that employees want their value to be recognized and acknowledged by the organization, which shows not only the organization's recognition of the employee's work, but also the organization's recognition of each employee's value as an individual. Value recognition is the greatest recognition for employees and motivates them to contribute more to the organization.

In terms of psychological contract, among the three dimensions, the relationship dimension has a higher correlation with the psychological contract. This illustrates that the key element that enables employees to build a psychological contract with the organization is the ability of employees to build good relationships with others in the organization. This enables them to work in a work environment free from interpersonal distress, which reduces their emotional drain. Responsible organizations maintain employee-employee relationships within the organization so that they can work in a more friendly and harmonious environment.

5. Conclusion

This paper verifies that there is a positive significant relationship between the perceived organizational support of editors and proofreaders and the establishment of a psychological contract in P Press. At the same time, the organization's recognition of employees' value enables them to better perceive the organization's support, and employees' establishment of good relationships with others enables them to better establish a psychological contract with the organization.

6. Recommendation

1. P Press should be more aware of the importance of editors and proofreaders to its organization and demonstrate recognition of their value by acknowledging their input and output.
2. P Press should organize regular group building activities to help the team of editors and proofreaders build good collegial relationships and create a harmonious working environment. At the same time, the organization should assign someone to maintain the relationship between employees, intervene and solve problems before and after conflicts occur.

References

- [1] Ling, W., Yang, H., Fang, L. (2006). Organizational support of corporate employees [J]. *Journal of Psychology*, 28(1):130-132.
- [2] Ni, C., & Wang, Y. (2015). The impact of perceived organizational support and core self-evaluation on employee's psychological well-being[J]. *Journal of Human Resource & Sustainability Studies*, 3(2), 73–81.
- [3] Cheng, K. & Lin, Y. (2017). Congruence in organizational support and new generation employees' turnover intention: The mediating role of employee well-being[J]. *Acta Psychologica Sinica*, 49, 1570–1580.
- [4] Liu, L., Mei, Q., Wu, J. (2020). Employee Well-being, Job Stress and Innovation Behavior: Moderating Role of Perceived Organizational Support[J]. *Science & Technology Progress and Policy*, 37(7), 145-151.
- [5] Xiao, Y. (2015). An empirical study on the factors influencing the tendency of "post-80s" knowledge employees to leave their jobs based on job embeddedness theory[J]. *Fujian Forum (Humanities and Social Sciences Edition)*, (3):147-148.
- [6] Lu, J., Chen, L., Zhao, X. (2013). A study on the relationship between the sense of organizational support, organizational commitment and knowledge-based employee engagement[J]. *Science and Technology Management*, 34(1):147-153
- [7] Xu, G., Zhong, J., Gao, Y. (2016). A study on incentive strategies for knowledge-based employees' innovative behavior - based on psychological contract perspective[J]. *Scientific Management Research*, 34(04):89-92
- [8] Gao, Y. (2015). An Empirical Study on the Relationship between Psychological Contracts and Leaving Orientation of New Generation Employees [J]. *Jiangxi Social Science*, 35(08):198-202.
- [9] Sha, Y. (2021). A review of the literature on psychological contracts, organizational commitment, and employee satisfaction among new generation employees[J]. *China Collective Economy*, (23), 74-77.
- [10] Yu, X. et al. (2021). Research on the Impact of Organizational Socialization Tactics on Organizational Commitment of New Generation Employees in Technological Enterprises: A Moderated Mediation Model[J]. *Science & Technology Progress and Policy*, 38 (6): 147-154.
- [11] Chi, Y. & Yang, D. (2016). Organizational Support, Organizational Commitment and Staff Suggestion Behavior: The moderating effect of relationship with supervisors [J]. *Financial Theory and Practice*, 37(4): 99-104, 135.
- [12] Xu, X., Che, H., Lin, Y., et al. (2015). Organizational support theory and its research[J]. *Psychological Science*, 28(1): 130-132.
- [13] Ling, W., Zhang, Z., Fang, L. (2000). A structural model of employee organizational commitment in China[J]. *Journal of Management Science*, 3(2): 76-81.
- [14] Chen, J., Cheng, S., Chen, M. (2017). From supportive human resource practices to the inner formation mechanism of organizational support perceptions[J]. *Journal of Management*, 14(04): 519-527.
- [15] Zhang, X., Fan, C., Yan, J. (2013). The moderating effect of cultural context on the influence of organizational support and organizational equity[J]. *Economic Management*, 35(07): 85-93.