

SUPPORT FROM BELOW AND ABOVE: THE IMPACT OF PERCEIVED SUBORDINATE
SUPPORT, LEADER-MEMBER EXCHANGE, AND PERCEIVED SUPERVISOR
SUPPORT ON SUPERVISOR ATTITUDES

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ABSTRACT

Existing research indicates that perceived support is positively related to job performance and can influence perceptions of support by those with whom they interact. While there is existing research examining employees' perceived support from their supervisors (i.e., perceived supervisor support: PSS) and the organization (i.e., perceived organizational support: POS), little research has examined the impact of supervisors' perceptions of support from their subordinates. The present study evaluates the relationship between Perceived Subordinate Support (PSubS) and organizational commitment, job satisfaction, and turnover intentions, and the moderating impact of PSS and Leader-Member Exchange (LMX) on these relationships. Data were collected from adults in supervisory positions ($n = 43$) and analyzed using correlational and multi-regression techniques. Results suggest that, although there are significant correlations between PSubS and organizational commitment, job satisfaction, and turnover intentions, supervisor's felt support from above (PSS and LMX) did not moderate these relationships.

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LIST OF ABBREVIATIONS

PSubS, Perceived Subordinate Support

POS, Perceived Organizational Support

PSS, Perceived Supervisor Support

LMX, Leader-Member Exchange

IRB, Institutional Review Board

UTC, University of Tennessee at Chattanooga

OCB, Organizational Citizenship Behavior

LIST OF SYMBOLS

α , Cronbach's alpha

M , Mean

N , Total number of cases (i.e., overall sample size)

SD , Standard deviation

b , Beta weight

t , Size of the difference relative to the variation in sample data

CI , Confidence intervals

r , Estimate of Pearson correlation coefficient

p , Probability

CHAPTER I

INTRODUCTION

Employee perceptions of the level of support they receive from a variety of organizational sources (i.e., supervisor, organization, subordinate), can impact organizationally relevant outcomes such as organizational commitment, job satisfaction, and turnover intentions (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Kottke & Sharafinski, 1988; O'Leary, 2012). For example, one of the many ways to weaken turnover intentions is to increase organizational commitment (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001), defined as employee identification with and involvement in an organization (Eisenberger et al., 1986). Research suggests that higher levels of organizational commitment correlate with increased productivity, lower absenteeism, and weaker turnover intentions (Eisenberger et al., 1986). Studies also indicate that employee perceptions of support from the organization and its members influence organizational commitment (Eisenberger et al., 1986; Levinson, 1965).

Previous studies have examined the impact of employee perceptions of support from above in a typical hierarchical organization, including Perceived Organizational Support (POS) and Perceived Supervisor Support (PSS) (Eisenberger, Cummings, Armeli, & Lynch, 1997; Eisenberger et al., 2002; Kottke & Sharafinski, 1988). However, little existing research has examined the impact on supervisor attitudes and performance due to support from below, conceived as support emanating from those who report to a supervisor. To address this gap in the literature, O'Leary (2012) introduced the construct of Perceived Subordinate Support (PSubS). In

the following paper, I will identify and define the different types of perceived support (i.e., POS, PSS, and PSubS), discuss the outcomes measured and the moderators of the relationships between PSubS and organizational commitment, job satisfaction, and turnover intentions.

Perceptions of Support in Organizations

POS (Eisenberger et al., 1986) reflects the extent to which employees believe the organization values their contributions and cares about their well-being. Existing research suggests that employees believe the organization has a generally positive or negative orientation toward them (Eisenberger et al., 1986; Eisenberger et al., 2002). More positive perceptions of POS have been linked to outcomes such as reduced absenteeism (Eisenberger, Fasolo, & Davis-LaMastro, 1990) and lower turnover intentions (Dawley, Houghton, & Bucklew, 2010). Findings also suggest that employees who feel organizational support have increased affective attachment to the organization. For example, Woznyj et al. (2017) examined organizational support in a sample of 139 subordinates and 47 supervisors and found that supervisor perceptions of support in the workplace related to an increased sense of value toward the organization and their subordinates. Results indicated an increase in subordinate performance and commitment to their supervisor. They also identified a positive correlation between supervisors' perceptions of organizational support and affective commitment, and that supervisor POS is positively correlated with subordinate affective commitment and performance.

While similar to POS, PSS (Eisenberger et al., 2002) is the more proximal construct to individual employees, reflecting their perceptions that their direct supervisor values them. Existing research indicates that higher PSS increases organizational citizenship behaviors (OCBs), defined as behaviors outside an employee's defined job responsibilities that enhance the organization (Organ, Podsakoff, & Podsakoff, 2011). According to Van Yperen and Hagedoorn

(2003), high job support from supervisors and coworkers enhanced intrinsic work motivation, or motivation to perform a task for its own sake, rather than its instrumental value. They collected data from 555 nurses working in a specialized unit at a hospital to identify job conditions that minimize job strain while simultaneously maximizing intrinsic motivations in a highly demanding job. They found that, as job demands increased, there was a greater need for high job control to limit fatigue. They also found that high job control, or high job social support, enhanced intrinsic work motivation.

In summary, employees who feel supported by their supervisors perform better, have higher organizational commitment (Frear, Donsbach, Theilgard, & Shanock, 2018), and increased intrinsic motivation compared to those who do not feel supported (Van Yperen & Hagedoorn, 2003). Consistent with existing research on individual differences and employee attitudes, individual employees are likely to feel more or less supported by their employer. PSS reflects “an attitudinal perception that is unique to each employee, such that each employee has an idiosyncratic reaction to the actual treatment he or she receives from the organization” (Frear et al., 2018). This perception influences both an individual’s perceptions of felt support, and strengthens performance-reward expectations, which results in commitment and performance to the organization.

Although existing research speaks to the importance of employee perceptions of support from above (i.e., PSS, POS) and their effects on attitudes toward the organization (Eisenberger et al., 1986; Eisenberger et al., 2002; Kottke & Sharafinski, 1988), there has been little attention paid to support emanating from below, that is, PSubS (O’Leary, 2012). O’Leary (2012) proposed that supervisors respond to both the perceptions and behaviors of their subordinates. He asserted that supervisors remember the feeling of support they receive from their subordinates when making personnel decisions. When supervisors make decisions on bonuses, promotions, or new

projects for their department, feelings of support influence these types of proactive behavior. Because research had not examined the impact of perceived support from subordinates on supervisor attitudes and behavior, O'Leary adapted Eisenberger's definition of PSS to form the construct (and associated measure) of PSubS, defined as a supervisor's perceived support from subordinates in their role as a supervisor (O'Leary, 2012). The initial construct validation study indicated very little overlap of PSubS with POS and PSS, thus suggesting that PSubS is a unique construct, at least empirically. O'Leary's results also suggested that, like PSS, employees have a greater response to support from proximal sources (e.g., PSubS, PSS) than distal entities (e.g., POS).

The Impact of PSubS

To extend existing findings on perceived support, I examined the impact of PSubS on supervisor's job satisfaction, organizational commitment, and turnover intentions. Existing research has identified significant relationships between POS and PSS and outcomes such as organizational commitment, job satisfaction, and turnover intentions (Eisenberger et al., 1997; Rhoades & Eisenberger, 2002; Shanock & Eisenberger, 2006). Because of the similarity of PSubS to POS and PSS, the present study focused on similar outcomes due to the significant relationships found in past studies of perceived support. For example, high POS relates to outcomes such as increased job satisfaction (Eisenberger et al., 1997), organizational commitment (Eisenberger et al., 1986; Hochwarter, Kacmar, Perrewe, & Johnson, 2003), increased performance (Shanock & Eisenberger, 2006), and decreased turnover intentions (Rhoades & Eisenberger, 2002). Existing research has also shown that POS fully mediates the effect of PSS on turnover intentions (Eisenberger et al., 2002).

Research has also identified a positive relationship of organizational commitment with both POS and PSS (Eisenberger et al., 1986; Hochwarter et al., 2003). Organizational commitment has three primary components: 1) a strong belief and acceptance of the organization's goals and values, 2) a willingness to exert considerable effort on behalf of the organization, and 3) a strong desire to maintain membership in the organization (Porter, Steers, Mowday, & Boulian, 1974; Steers, 1977). Research generally identifies three types of organizational commitment: affective, continuance, and normative commitment (Meyer & Allen, 1991). Affective commitment reflects an emotional attachment to the organization. Continuance commitment indicates the need to remain with the organization due to a perceived lack of available options. Finally, employees experiencing normative commitment feel obligated to stay in the organization. Existing research (Eisenberger et al., 1990; Maertz Jr, Griffeth, Campbell, & Allen, 2007) suggests POS is positively related to organizational commitment. For example, Frear et al. (2018) found that supervisors with a felt obligation to help the organization were more supportive of their subordinates. Their results showed that supervisors' POS explained 38% of the variance in their felt obligation to help the organization, which increased their engagement in supportive behaviors toward their subordinates. This, in turn, increased their subordinates' organizational commitment. These findings support existing theories (Eisenberger et al., 2001; Rhoades & Eisenberger, 2002) that an individual's felt obligation to help the organization plays a mediating role between POS and commitment. These findings suggest that organizational commitment is influenced by perceived support. They also indicate that a subordinate's organizational commitment is influenced by perceptions of support from their supervisor. I believe that a similar relationship will exist for perceptions of support from below.

Hypothesis 1a. PSubS is positively related to supervisor organizational commitment.

Job satisfaction is an attitude reflecting “a positive (or negative) evaluative judgment one makes about one’s job or job situation” (Weiss, 2002, p. 179). POS and PSS positively correlate with job satisfaction, as employees who feel more supported by their supervisor and organization will likely judge their job situations more positively (Eisenberger et al., 2002). Existing research (Eisenberger et al., 2002; Kottke & Sharafinski, 1988; O’Leary, 2012) indicates that PSS has a greater impact than POS on employee attitudes, such as turnover intentions, job satisfaction, and organizational commitment, because of the more proximal nature of the relationship between supervisor and subordinate. For example, a subordinate generally has daily interactions with their direct supervisor, whereas perceptions of support from the organization stem from global beliefs about whether the organization values the employee’s contributions to the organization. Because PSubS is a direct source of support from below, I anticipate a similar relationship between PSubS and job satisfaction.

Hypothesis 1b: PSubS is positively related to supervisor job satisfaction.

Research has also examined the relationships of POS and PSS with turnover intentions (Dawley et al., 2010; Eisenberger et al., 2002; Maertz Jr et al., 2007). Klein, Wesson, Hollenbeck, Wright, and DeShon (2001) defined turnover intentions as an employee’s plan to leave their jobs or the organization’s plan to fire the employees (i.e., voluntary turnover vs. involuntary turnover). Employees with low PSS have increased turnover intentions compared to the employees with higher PSS (Eisenberger et al., 2002). Research also found that POS moderates the relationship between PSS and turnover intentions (Eisenberger et al., 2002; Rhoades & Eisenberger, 2002). For instance, an associate who feels supported by their supervisor is more likely to perceive organizational support, which, in turn, increases felt obligation and commitment to the organization, and lowers turnover intentions. Eisenberger et al. (2002) noted that a supervisor’s efforts to support their employees also strengthened the

individual's perception of the organization. These findings suggest that subordinates view their supervisors as extensions of the organization, thus influencing an individual's perception of their supervisor and organization. Because PSubS is similar to PSS in the sense of direct felt support, I believe a similar relationship exists between PSubS and turnover intentions.

Hypothesis 1c: PSubS is negatively related to supervisor turnover intentions.

PSubS and Leader-Member Exchange

Leader-Member Exchange (LMX) theory addresses the impact of the different relationships that evolve between supervisors and subordinates (Graen & Cashman, 1975). This relationship can be either interpersonal (in-group) or transactional (out-group). Interpersonal relationships between the supervisor and subordinate are associated with friendly behaviors and an overall good relationship. Transactional relationships reflect more business-like interactions between supervisor and subordinate based on exchanging resources. In-group members tend to have higher job satisfaction, performance, and display more organizational citizenship behaviors than out-group members (Wilson, Sin, & Conlon, 2010).

LMX suggests that support impacts turnover intentions through perceived obligations and supervisor support (Maertz Jr et al., 2007). In contrast to out-group members, in-group members feel a need to reciprocate felt obligations and support their supervisors that, in turn, decreases turnover intentions and strengthens organizational commitment (Eisenberger et al., 1986). Because LMX significantly impacts an individual's turnover intentions and organizational commitment, I expect a similar moderating effect of LMX on the relationships between PSubS and these outcomes.

Hypothesis 2a: Higher levels of LMX strengthen the positive relationship between the relationship between PSubS and organizational commitment.

Hypothesis 2b: Higher levels of LMX strengthen the positive relationship between PSubS and supervisor job satisfaction.

Hypothesis 2c: Higher levels of LMX weaken the negative relationship between PSubS and supervisor turnover intentions.

PSubS and Perceived Supervisor Support

PSS addresses the impact of perceived support between an individual and their direct supervisor (Eisenberger et al., 2002). The supervisor's level in the organizational hierarchy also influences employee perceptions of how representative the support is of organizational norms or culture (Eisenberger et al., 2002). For example, if employees feel supported by a higher (e.g., division director) versus lower status supervisor (e.g., department head), they perceive that support as more valuable and feel more valued by the organization (Eisenberger et al., 2002). This relationship can have a significant impact on the individual's performance, job satisfaction, organizational commitment, and turnover intentions (Eisenberger et al., 2002; Shanock & Eisenberger, 2006). Individuals higher in PSS are more likely to reciprocate support to their supervisor as a form of felt obligation (Van Yperen & Hagedoorn, 2003). These findings indicate that PSS impacts both non-supervisors and supervisors. Research also suggests that employees higher in the belief that their supervisor is committed to their success and well-being have higher organizational commitment and job performance (Landry, Vandenberghe, & Ayed, 2014). These findings suggest that PSS may interact with PSubS in its relationships with organizational commitment, job satisfaction and turnover intentions as follows:

H3a: Higher PSS strengthens the positive relationship between PSubS and Supervisor organizational commitment.

H3b: Higher PSS strengthens the positive relationship between PSubS and supervisor job satisfaction.

H3c: Higher PSS weakens the negative relationship between PSubS and supervisor turnover intentions.

The Present Study

Supervisors who feel supported by their organization tend to think that the organization wishes to provide support to their subordinates as well (Frear et al., 2018). This, in turn, leads to subordinates feeling more supported by their supervisor. Based on the evidence provided above, companies wanting to promote a supportive culture may also wish to consider the bi-directional nature of support for its employees as reflected in PSS, POS, *and* PSubS, and the impact of these constructs on organizationally relevant attitudes and outcomes.

For the present study, I examined whether PSubS explains variance in job satisfaction, organizational commitment, and turnover intentions (Eisenberger et al., 1986; Eisenberger et al., 2002; Shanock & Eisenberger, 2006). Because support is bi-directional in any organization, the present study also tested LMX and PSS as moderators of the relationships between PSubS and job satisfaction, organizational commitment, and turnover intentions. Figures 1 and 2 summarize the study hypotheses.

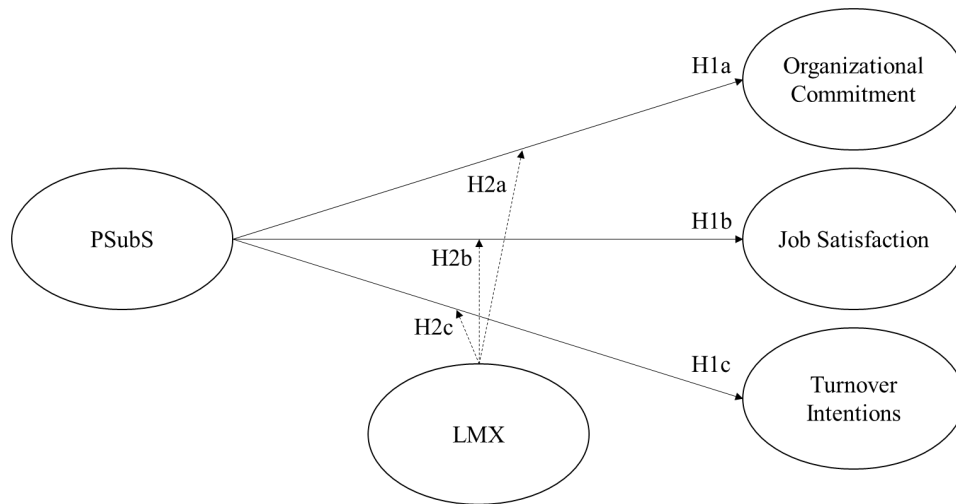


Figure 1: LMX as a moderator

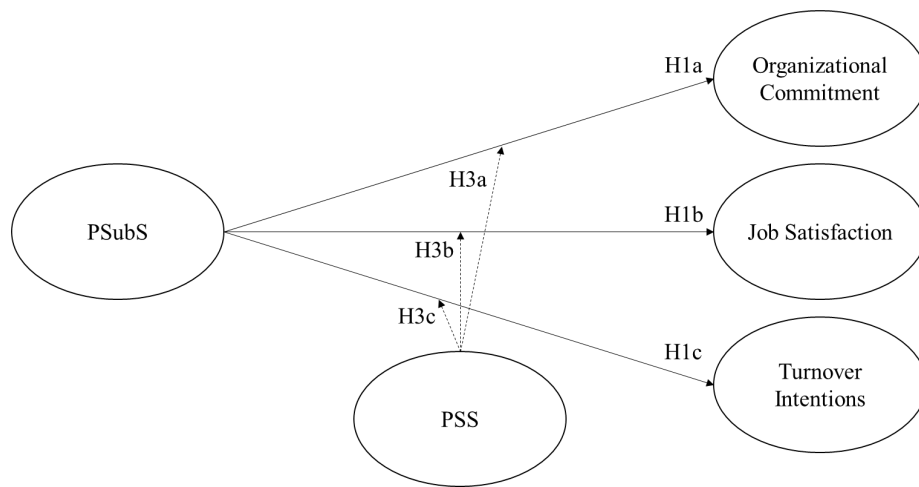


Figure 2: PSS as a moderator

CHAPTER II

METHODOLOGY

Participants

The study sample consisted of individuals over the age of 18 who reported being in a supervisory position at the time of the study. They responded through online platforms, including LinkedIn and Facebook, using a snowball sampling technique. A total of 67 participants began the survey. After participants read the informed consent form, an attention check question asked them to verify that they were in a supervisory position. Six participants indicated that they were not supervisors, thus reducing the pool to 61. Of the remaining 61 participants, 18 completed less than 70% of the survey and were removed from the final analysis, leaving a total sample of 43. The online survey asked participants to provide their perceptions of support from their subordinates and their organizational commitment, job satisfaction, and turnover intentions. I also measured the participants' perceptions of LMX, which reflects their perceptions of the relationship they have with their supervisors, and tested its moderating impact on the relationships of PSubS with organizational commitment, job satisfaction and turnover intentions. Finally, I gathered data on participants' perceptions of supervisory support to test PSS as a moderator of the relationship with PSubS and organizational commitment, job satisfaction, and turnover intentions.

Respondents ranged in age from 23 to 69 years ($M = 34.86$, $SD = 9.07$). Women made up a majority (72%) of the sample. All respondents indicated they were white. Their average tenure at the current organization was between three and five years, and most respondents identified

that they had been supervisors for one to two years. Approximately 50% of respondents indicated that they had one to five direct reports. Most respondents identified as holding a role in middle management (44%) followed by upper management (21%). Respondents came from 15 industry fields, with the largest portion (19%) identified as being in the health care and social assistance fields.

Procedure

This study was approved by the university's Institutional Review Board (IRB). I used Qualtrics as the platform for collecting data and analyzed the data using SPSS and Hayes' (2017) PROCESS model. Participants were recruited through personal connections and the professional social media platforms Facebook and LinkedIn due to their broad networking opportunities. The template used for social media recruitment briefly discussed the purpose of the study and clarified that it would take approximately 15 to 20 minutes. Participants following the provided link were directed to the informed consent form. After reading and accepting the informed consent form, they were then asked if they were in a supervisory position. Those indicating they were not supervisors were unable to complete the survey.

Measures

Demographics

Participants completed a demographics questionnaire asking about their age, sex, identified gender, ethnicity, job tenure, amount of supervisory experience, number of direct subordinates, job title, and industry.

Perceived Subordinate Support (PSubS)

The PSubS scale (O'Leary, 2012) consisted of 11-items on a seven-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*), with lower scores indicating weak supervisor perceptions of support from their subordinates. Example questions include, “My subordinates trust my decision-making ability” and “My subordinates care about my opinion”. Observed Cronbach’s alpha for the present study was .92.

Perceived Supervisor Support (PSS)

The PSS scale (Eisenberger et al., 2002) consisted of 8-items on a seven-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). Example questions include, “My supervisor strongly considers my goals and values” and “My supervisor cares about my well-being.” For this study, observed Cronbach’s alpha was .92.

Leader-Member Exchange (LMX)

The LMX scale (Graen & Uhl-Bien, 1995) consisted of 7-items measured on a five-point Likert scale ranging from 1 (*disagree*) to 5 (*agree*). Minor modifications to the scale were made including breaking down question 1 into two parts. See Appendix B for the original format of question 1. A few example questions include “How well does your leader recognize your potential?” and “How would you characterize your working relationship with your leader?” For this study, observed Cronbach’s alpha was .93

Job Satisfaction

The Nagy (2002) Job Satisfaction scale consists of 16-items on a five-point Likert scale. To improve participant understanding, I modified the response options from “1 (*not at all*

satisfying/not at all important) to 5 (*very satisfying/very important*)” to “1 (*much less satisfying*) to 5 (*much more satisfying*).” Example questions include, “How does the type of work that you currently do compare to what you think it should be?” and “How important to you are the opportunities for promotion?” For this study, observed Cronbach’s alpha was .76.

Organizational Commitment

The Organizational Commitment measure (Klein, Cooper, Molloy, & Swanson, 2014) includes four items to which participants responded on a five-point frequency scale, ranging from 1 (*Not at all*) to 5 (*Extremely*). Example questions include “How committed are you to your organization?” and “How dedicated are you to your organization?” Cronbach’s alpha for the present study was .93.

Affective Commitment

The Affective Commitment Scale (Meyer & Allen, 1991; as cited in Eisenberger et al., 2001) consists of six items on a seven-point Likert scale, with responses ranging from 1 (*Strongly Disagree*) to 7 (*Strongly Agree*). Example questions include “Working at my organization has a great deal of personal meaning to me” and “I feel emotionally attached to the organization” For this study, observed Cronbach’s alpha was .88.

Turnover Intentions

The Turnover Intentions Scale (Bozeman & Perrewé, 2001) consisted of 5-items on a five-point Likert Scale ranging from 1 (*Strongly disagree*) to 5 (*Strongly agree*). An example question include, “At the present time, I am actively searching for another job in a different organization” For this study, observed Cronbach’s alpha was .93.

CHAPTER III

RESULTS

I used SPSS to calculate descriptives and frequencies. Correlational analyses were conducted to test the main effects included in Hypothesis 1. To analyze moderators included in Hypotheses 2 and 3 (i.e., PSS and LMX), I used PROCESS V3.3 syntax (Hayes, 2017). Table 1 summarizes the intercorrelations of the means for the scales used in the study. PROCESS results also provided insight into the main effects tested in Hypothesis 1.

Tests of Hypotheses

Hypothesis 1a stated that PSubS would be positively correlated with organizational commitment. Results of a simple moderation analysis using PROCESS (Model 1) indicated a significant main effect of PSubS predicting organizational commitment ($b = .24, t(39) = 2.17, p < .05, CI [3.69, 4.28]$). Focusing specifically on affective commitment, I found a positive correlation with PSubS ($r = .44, p < .01, CI 95\% [.185, .648]$), thus supporting Hypothesis 1a.

Hypothesis 1b anticipated a positive correlation between PSubS with job satisfaction. A bootstrapped correlational analysis supported this relationship. Results of a simple moderation analysis using PROCESS (Model 1) indicated a significant main effect of PSubS predicting job satisfaction ($b = .09, t(39) = 2.34, p < .05, CI [-.12, .17]$), thus supporting Hypothesis 1b.

Hypothesis 1c stated that PSubS was negatively correlated with turnover intentions. A bootstrapped correlational analysis again supported this relationship. Results of a simple

moderation analysis using PROCESS (Model 1) also identified a significant main effect of PSubS predicting Turnover Intentions ($b = -.33, t(39) = -3.16, p < .01, CI[-.53, -.10]$).

Hypothesis 2a proposed that LMX would strengthen the relationship between PSubS and organizational commitment. Results of the PROCESS (Model 1) analysis indicated that there was no significant interaction ($b = -.15, t(39) = -.78, p = .44, ns$). Results of a similar moderation analysis of the impact of LMX on the relationship between PSubS and affective commitment, also failed to demonstrate a significant interaction ($b = -.16, t(39) = -.85, p = .40, ns$). Therefore, Hypothesis 2a was not supported.

Hypothesis 2b proposed that LMX would strengthen the relationship between PSubS and supervisor job satisfaction. Results of the PROCESS (Model 1) analysis indicated that there was no significant interaction ($b = .03, t(39) = .39, p = .71, ns$). Therefore, Hypothesis 2b was not supported.

Hypothesis 2c proposed that LMX would weaken the relationship between PSubS and a supervisor's turnover intentions. Results of the PROCESS (Model 1) analysis indicated that there was no significant interaction ($b = .01, t(39) = .06, p = .95, ns$). Therefore, Hypothesis 2c was not supported.

For the final set of hypotheses, I examined PSS as a moderator of the relationships between PSubS and organizational commitment, job satisfaction, and turnover intentions. Hypothesis 3a proposed that PSS would strengthen the relationship between PSubS and a supervisor's organizational commitment. Results of the PROCESS (Model 1) analysis indicated no significant interaction ($b = -.06, t(39) = -.47, p = .64, ns$). Therefore, Hypothesis 3a was not supported.

Hypothesis 3b proposed that PSS would strengthen the relationship between PSubS and supervisor job satisfaction. Results of the PROCESS (Model 1) analysis indicated no significant interaction ($b = .07, t(39) = 1.52, p = .14, ns$). Therefore, Hypothesis 3b was not supported.

Hypothesis 3c proposed that PSS would weaken the relationship between PSubS and supervisor's turnover intentions. Results of the PROCESS (Model 1) analysis indicated no significant interaction ($b = -.05, t(39) = -.35, p = .72, ns$). Therefore, Hypothesis 3c was not supported.

Table 1 - Scale Correlation Matrix

		LMX-7	Job Satisfaction	Organizational Commitment	Affective OC	Turnover Intentions	PSubS
LMX-7	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	44					
Job Satisfaction	Pearson Correlation	.460**	1				
	Sig. (2-tailed)	0.002					
	N	44	44				
Organizational Commitment	Pearson Correlation	0.227	.439**	1			
	Sig. (2-tailed)	0.143	0.003				
	N	43	43	43			
Affective OC	Pearson Correlation	0.296	.587**	.849**	1		
	Sig. (2-tailed)	0.054	0.000	0.000			
	N	43	43	43	43		
Turnover Intentions	Pearson Correlation	-.505**	-.486**	-.501**	-.709**	1	
	Sig. (2-tailed)	0.001	0.001	0.001	0.000		
	N	43	43	43	43	43	
PSubS	Pearson Correlation	.306*	.329*	.347*	.441**	-.427**	1
	Sig. (2-tailed)	0.044	0.029	0.023	0.003	0.004	
	N	44	44	43	43	43	47
PSS	Pearson Correlation	.866**	.361*	0.210	.353*	-.524**	.348*
	Sig. (2-tailed)	0.000	0.016	0.177	0.020	0.000	0.021
	N	44	44	43	43	43	44

CHAPTER IV

DISCUSSION

The purpose of the present study was to continue examining the role of PSubS in determining variations in organizationally relevant outcomes. This study not only expanded research by investigating the relationships of PSubS with organizational commitment, job satisfaction, and turnover intentions, but also furthered the research on potential moderators of those effects by LMX and PSS. The PSubS construct provides new insight into the impact of perceived support in organizations by changing the direction of the perspective. While existing research has focused primarily on top-down perceptions in hierarchical organizations (i.e., PSS, POS; Eisenberger et al., 1986; Eisenberger et al., 2002; Rhoades & Eisenberger, 2002), little research has focused on bottom-up support, or support from a supervisor's subordinates (PSubS; O'Leary, 2012).

The results of the present study contribute to the understanding of PSubS in organizations and its potential as a subject of future research. The results of PROCESS (Hayes, 2017) analyses indicated significant main effects of PSubS on job satisfaction, organizational commitment and turnover intentions, in support of Hypotheses 1a, 1b and 1c. These results provide additional guidance on considerations for increasing positive attitudes and perceptions in the workplace. They also supplement similar findings related to POS and PSS (Eisenberger et al., 1986; Eisenberger et al., 2002; Kottke & Sharafinski, 1988) to indicate that support can emanate from both "above" or "below" (Eisenberger et al., 1986; Eisenberger et al., 2002; O'Leary, 2012).

And, while the results showed a positive relationship between PSubS and PSS ($r = .348, p < .05$), the relative strength of the relationship provides further validation of PSubS as a unique construct (O'Leary, 2012).

Results failed to support the hypothesized moderating effects of either LMX or PSS on the relationships between PSubS and organization commitment, job satisfaction and turnover intentions. However, the data shows significant main effects for the constructs with other study variables, with the exception of PSS and LMX with organizational commitment. It is possible that a larger sample size would have enabled us to find the hypothesized interactions.

Limitations

There were several limitations to this study regarding number of participants and diversity. A power analysis indicated a minimum recommended sample size of 77. The final sample size of 43 resulted primarily from an unexpected late change in the available participant pool. The intended participant pool was to be gathered from a large, multi-facility manufacturing company. Unfortunately, the organization withdrew its support for the project very late in the process, despite months of assurances that it would provide access to its supervisors. While their decision forced me to seek alternate data sources, the lesson learned is to have alternative plans in place in the event of what may have been a foreseeable problem.

Both the small size ($n = 43$) and lack of diversity with respect to gender and race negatively impact the validity and generalizability of the study results. Approximately 71% of participants identified as women and 100% of participants reported being white. According to the Bureau of Labor Statistics (BLS), women hold 51.8% and minorities (Hispanic, Asian, African American) 21% of management positions ("Labor Force Statistics from the Current

Population Survey," 2020). Future research should access a broader network to provide a more representative collection of participants.

Implications and Future Research

Any interpretation of the results of the present study should be drawn with caution given the small sample size and lack of diversity in the sample. That said, these results suggest that PSubS extends existing research on social support in organizations by showing its relationship to important organizational constructs, including organizational commitment, job satisfaction, and turnover intentions. Existing research has identified a significant relationship between a supervisor's felt support from his or her subordinates and organizational commitment, job satisfaction, and a decrease in turnover intentions (O'Leary, 2012). These findings support existing research on similar constructs suggesting that organizations benefit from employees who feel supported. For example, Eisenberger et al. (1990) found that employees with low perceptions of support averaged twice as many periods of absenteeism as those with high perceived support. Studies also demonstrated that employees who felt valued and believed the organization cared about their well-being had lower turnover intentions (Eisenberger et al., 2002). Continued research on the PSubS construct can add to our understanding of perceived support's impact on individuals and their work.

Despite the small sample size, the results of the present study suggest the value of a continued focus on perceived support from a bottom-up perspective. These findings indicate that PSubS may explain additional variance in organizationally relevant variables beyond that of the top-down approach reflected by the existing measures of support, POS and PSS. For example, Woznyj et al. (2017) found that supervisors who feel supported by their organization had

increased performance and organizational commitment. This, in turn, increased the likelihood of supervisors reciprocating that support to their subordinates, thereby increasing subordinate performance and commitment (O'Leary, 2012; Woznyj et al., 2017).

The significant correlation between PSubS and LMX found in the present study also suggests the potential for further examination of that relationship. To that end, it may be useful to survey both supervisors and their subordinates, requiring a matched-pair design. This would require working directly with an organization to link supervisors and their direct reports. Another unique future research study would include measuring an individual's support system outside of work, identifying how that may influence someone's perceived support in the organization (Sarason, Levine, Basham, & Sarason, 1983).

Both PSS and POS have been linked to withdrawal behaviors, such as absenteeism and turnover (Eisenberger et al., 2002). Research also support positive relationships of PSS and POS to intrinsic work behaviors such as OCBs (Organ et al., 2011) and negative relationship with turnover intentions and exhibiting withdrawal behaviors (Spector & Fox, 2010). Similar studies should be conducted to determine the relationship of PSubS to the important organizational variables.

The unique perspective provided by PSubS opens a plethora of opportunities for research. The present study provides a preliminary indication of the potential of PSubS to expand our understanding of the impact of social support on supervisor attitudes, behavior and performance.

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APPENDIX A
IRB APPROVAL LETTER

Institutional Review Board

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instrb@utc.edu
<http://www.utc.edu/irb>

TO: Rachel Browder **IRB # 19-132**
Dr. Brian O'Leary

FROM: Lindsay Pardue, Director of Research Integrity
Dr. Amy Doolittle, IRB Committee Chair

DATE: 10/14/2019

SUBJECT: IRB #19-132: The Moderating Effect of Leader Member Exchange (LMX) on Perceived Subordinate Support's (PSubS) Relationships with Organizational Commitment, Job Satisfaction, Turnover Intentions

Thank you for submitting your application for exemption to The University of Tennessee at Chattanooga Institutional Review Board. Your proposal was evaluated in light of the federal regulations that govern the protection of human subjects.

Specifically, 45 CFR 46.104(d) identifies studies that are exempt from IRB oversight. The UTC IRB Chairperson or his/her designee has determined that your proposed project falls within the category described in the following subsection of this policy:

46.104(d)(2)(i): Research only includes educational tests, surveys, interviews, public observation and recorded information cannot readily identify the subject (directly or indirectly/linked)

Even though your project is exempt from further IRB review, the research must be conducted according to the proposal submitted to the UTC IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an Application for Changes, Annual Review, or Project Termination/Completion form to the UTC IRB. Please be aware that changes to the research protocol may prevent the research from qualifying for exempt review and require submission of a new IRB application or other materials to the UTC IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite our best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the UTC IRB as soon as

possible. Once notified, we will ask for a complete explanation of the event and your response. Other actions also may be required depending on the nature of the event.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval.

For additional information, please consult our web page <http://www.utc.edu/irb> or email instrb@utc.edu.

Best wishes for a successful research project.

APPENDIX B
INFORMED CONSENT FORM

INFORMED CONSENT

Perceived Subordinate Support and its Relationship with Leader-Member Exchange

You are invited to participate in a study to better understand the impact of supervisor perceptions of the support they receive from those who work for them. Previous studies have examined the impact of employee perceptions of support from above, including their organization and supervisor, on attitudes and behavior. However, little research has examined the impact of support from below, or supervisor perceptions of support from subordinates. The results of this study will add to our understanding of workplace support on individual attitudes and performance.

If you have any questions or concerns about this survey please contact Rachel Browder (ghb485@mocs.utc.edu) or Dr. Brian O’Leary (boleary@utc.edu) at the University of Tennessee at Chattanooga.

The questionnaire will take about 15 minutes to complete.

The data collected in this survey is confidential. Do not indicate your name or employee number on the survey. We will not collect IP addresses for this study. Any data we present will be reported in our results at the aggregate level. No one will be able to identify you or your answers, and no one will know whether you participated in the study. Participation – or lack of participation – will in no way impact your employment with your organization.

Your participation in this study is completely voluntary. By continuing with the survey, you are voluntarily agreeing to participate and you are acknowledging that you are **18 years of age or older**. If you are younger than 18, do not proceed. You may stop participating in the survey at any time or to decline to answer any question for any reason.

This study has been officially approved by the University of Tennessee at Chattanooga’s Institutional Review Board. If you have any concerns about this project, please see below.

Research at the University of Tennessee at Chattanooga involving human participants is carried out under the oversight of the Institutional Review Board. Address questions or problems regarding these activities to Dr. Amy Doolittle’s, UTC IRB Chair, email: amy-doolittle@utc.edu; phone: (423) 425-5563.

APPENDIX C

PERCEIVED SUBORDINATE SUPPORT MEASURE

Listed below are statements that represent possible opinions that YOU may have about working with your subordinates. Please indicate the degree of your agreement or disagreement with each statement by selecting the score which best represents your point of view about your subordinates.

Scale:

- 1 = Strongly Disagree
- 2 = Moderately Disagree
- 3 = Slightly Disagree
- 4 = Neither Disagree or Agree
- 5 = Slightly Agree
- 6 = Moderately Agree
- 7 = Strongly Agree

1. My subordinates trust my decision making ability.
2. My subordinates believe I treat them fairly.
3. My subordinates value me as a leader.
4. My subordinates trust me to do the right thing.
5. My subordinates care about my opinions.
6. My subordinates believe I'm a good manager.
7. If I make a mistake, my subordinates will easily forgive me.
8. My subordinates enjoy working for me.
9. If I make a mistake my subordinates will still value me as a leader.
10. My subordinates admire my leadership skills.
11. My subordinates want me to succeed.

APPENDIX D

PERCEIVED SUPERVISOR SUPPORT MEASURE

Scale:

1 = Strongly Disagree

2 = Disagree

3 = Somewhat Disagree

4 = Neither Disagree or Agree

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

- 1.) My immediate supervisor strongly considers my goals and values.
- 2.) Help is available from my immediate supervisor when I have a problem.
- 3.) My immediate supervisor really cares about my well-being.
- 4.) My immediate supervisor would forgive an honest mistake on my part.
- 5.) My immediate supervisor is willing to help me when I need a special favor.
- 6.) If given the opportunity, my immediate supervisor treats me unfairly. (R)
- 7.) My immediate supervisor shows very little concern for me. (R)
- 8.) My immediate supervisor cares about my opinions.

APPENDIX E
LEADER-MEMBER EXCHANGE 7 SURVEY

Instructions: This questionnaire contains items that ask you to describe your relationship with your leader. For each of the items, indicate the degree to which you think the item is true for you by selecting one of the responses that appear below the item.

1. Do you know where you stand with your leader?

Rarely Occasionally Sometimes Fairly Often Very Often

2. Do you usually know how satisfied your leader is with what you do?

Rarely Occasionally Sometimes Fairly Often Very Often

3. How well does your leader understand your job problems and needs?

Not a Bit A Little A Fair Amount Quite a Bit A Great Deal

4. How well does your leader recognize your potential?

Not at All A Little Moderately Mostly Fully

5. Regardless of how much formal authority your leader has built into his or her position, what are the chances that your leader would use his or her power to help you solve problems in your work?

None Small Moderate High Very High

6. Again, regardless of the amount of formal authority your leader has, what are the chances that he or she would “bail you out” at his or her expense?

None Small Moderate High Very High

7. I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so.

Strong Disagree Disagree Neutral Agree Strongly Agree

8. How would you characterize your working relationship with your leader?

Extremely Ineffective Worse than Average Average Better Than Average Extremely Effective

APPENDIX F
JOB SATISFACTION SCALE

The items are measured on a scale from 1 (*not at all satisfying/not at all important*) to 5 (*very satisfying/very important*). Participants with higher scores have higher feelings of job satisfaction.

Using the line below as a guide, please write an appropriate number from 1 to 5 to indicate your current: a) level of satisfaction, and b) your level of importance

a. 1 = Much less satisfying 2 = Less satisfying 3 = Neither more nor less satisfying
4 = More satisfying 5 = Much more satisfying

b. 1 = Not at all important 2 = Not very important 3 = Neutral 4 = Somewhat important
5 = Very important

1a) How does the type of work that you currently do compare to what you think it should be?

1b) How important to you is the type of work that you do?

2a) How does the amount of pay that you currently receive compare to what you think it should be?

2b) How important to you is the amount of pay you receive?

3a) How do the number of opportunities for promotion that you currently have compare to what you think they should be?

3b) How important to you are the opportunities for promotion?

4a) How does the quality of supervision that you currently receive compare to what you think it should be?

4b) How important to you is the kind of supervision you receive?

5a) How does the quality of colleagues and people you currently work with compare to what you think it should be?

5b) How important to you are the type of people you work with?

6a) How do the working conditions in your job compare to what you think they should be?

6b) How important to you are the working conditions in your job?

7a) How does the amount of autonomy or personal freedom that you have compare to what you think it should be?

7b) How important to you is the amount of autonomy or personal freedom you have in your job?

8a) How does your overall satisfaction with your current job compare to what you think it should be?

8b) How important to you is your overall satisfaction with your job?

APPENDIX G
ORGANIZATIONAL COMMITMENT QUESTIONNAIRE

- 1 = Not at all
- 2 = Slightly
- 3 = Moderately
- 4 = Quite a bit
- 5 = Extremely

1. How committed are you to your current organization?
2. To what extent do you care about your current organization?
3. How dedicated are you to your current organization?
4. To what extent have you chosen to be committed to your current organization?

APPENDIX H
AFFECTIVE COMMITMENT QUESTIONNAIRE

Scale:

- 1 = Strongly Disagree
- 2 = Moderately Disagree
- 3 = Slightly Disagree
- 4 = Neither Disagree or Agree
- 5 = Slightly Agree
- 6 = Moderately Agree
- 7 = Strongly Agree

1. Working at my current organization has a great deal of personal meaning to me.
2. I feel a strong sense of belonging to my current organization.
3. I am proud to tell others I work at my current organization.
4. I feel emotionally attached to my current organization.
5. I would be happy to work at my current organization until I retire.
6. I enjoy discussing my current organization with people who do not work here.

APPENDIX I

TURNOVER INTENTIONS QUESTIONNAIRE

The items are measured on a scale from 1 (strongly disagree) to 5 (strongly agree). Participants with higher scores have intentions to quit, this scale only measures voluntary turnover.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

1. I will probably look for a new job in the near future.
2. At the present time, I am actively searching for another job in a different organization.
3. I do not intend to quit my job. (RS)
4. It is unlikely that I will actively look for a different organization to work for in the next year. (RS)
5. I am not thinking about quitting my job at the present time. (RS)

APPENDIX J

SURVEY

Perceived Support

Q1 Hello!

You are invited to participate in a study that is designed to better understand the impact of supervisor perceptions of the support they receive from those who work for them. Previous studies have examined the impact of employee perceptions of support from above, including their organization and supervisor, on attitudes and behavior. However, little research has examined the impact of support from below, or supervisor perceptions of support from subordinates. The results of this study will add to our understanding of workplace support on individual attitudes and performance.

If you have any questions or concerns about this survey please contact Rachel Browder (ghb485@mocs.utc.edu) or Dr. Brian O'Leary (boleary@utc.edu) at the University of Tennessee at Chattanooga.

The questionnaire will take about 15 minutes to complete.

The data collected in this survey is confidential. Do not indicate your name or employee number on the survey. We will not collect IP addresses for this study. Any data we present will be reported in our results at the aggregate level. No one will be able to identify you or your answers, and no one will know whether you participated in the study. Participation – or lack of participation – will in no way impact your employment with your organization.

Your participation in this study is completely voluntary. By continuing with the survey, you are voluntarily agreeing to participate and you are acknowledging that you are 18 years of age or older. If you are younger than 18, do not proceed. You may stop participating in the survey at any time or to decline to answer any question for any reason.

This study has been officially approved by the University of Tennessee at Chattanooga's Institutional Review Board. If you have any concerns about this project, please see below.

Research at the University of Tennessee at Chattanooga involving human participants is carried out under the oversight of the Institutional Review Board. Address questions or problems regarding these activities to Dr. Amy Doolittle's, UTC IRB Chair, email: amy-doolittle@utc.edu; phone: (423) 425-5563.

Q75 Are you a Supervisor?

- Yes (1)
- No (2)

Skip To: End of Survey If Are you a Supervisor? = No

Q11 Listed below are statements that represent possible opinions that YOU may have about working with your subordinates. Please indicate the degree of your agreement or disagreement with each statement by selecting the score which best represents your point of view about your subordinates.

Q12 My subordinates trust my decision making ability.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q13 My subordinates believe I treat them fairly.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q14 My subordinates value me as a leader.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q15 My subordinates trust me to do the right thing.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q16 My subordinates care about my opinions.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q17 My subordinates believe I am a good manager.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q18 If I make a mistake, my subordinates will easily forgive me.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q19 My subordinates enjoy working for me.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q20 If I make a mistake, my subordinates will still value me as a leader.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q21 My subordinates admire my leadership skills.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q22 My subordinates want me to succeed.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither agree nor disagree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q23 This questionnaire contains items that ask you to describe your relationship with your immediate supervisor. For each of the items, indicate the degree to which you think the item is true for you.

Q24 My immediate supervisor strongly considers my goals and values.

- Strongly disagree (1)
- Disagree (2)
- Somewhat disagree (3)
- Neither agree nor disagree (4)
- Somewhat agree (5)
- Agree (6)
- Strongly agree (7)

Q25 Help is available from my immediate supervisor when I have a problem.

- Strongly disagree (1)
- Disagree (2)
- Somewhat disagree (3)
- Neither agree nor disagree (4)
- Somewhat agree (5)
- Agree (6)
- Strongly agree (7)

Q26 My immediate supervisor really cares about my well-being.

- Strongly disagree (1)
- Disagree (2)
- Somewhat disagree (3)
- Neither agree nor disagree (4)
- Somewhat agree (5)
- Agree (6)
- Strongly agree (7)

Q27 My immediate supervisor would forgive an honest mistake on my part.

- Strongly disagree (1)
- Disagree (2)
- Somewhat disagree (3)
- Neither agree nor disagree (4)
- Somewhat agree (5)
- Agree (6)
- Strongly agree (7)

Q28 My immediate supervisor is willing to help me when I need a special favor.

- Strongly disagree (1)
- Disagree (2)
- Somewhat disagree (3)
- Neither agree nor disagree (4)
- Somewhat agree (5)
- Agree (6)
- Strongly agree (7)

Q29 If given the opportunity, my immediate supervisor treats me unfairly.

- Strongly disagree (1)
- Disagree (2)
- Somewhat disagree (3)
- Neither agree nor disagree (4)
- Somewhat agree (5)
- Agree (6)
- Strongly agree (7)

30 My immediate supervisor shows very little concern for me.

- Strongly disagree (1)
- Disagree (2)
- Somewhat disagree (3)
- Neither agree nor disagree (4)
- Somewhat agree (5)
- Agree (6)
- Strongly agree (7)

Q31 My immediate supervisor cares about my opinions.

- Strongly disagree (1)
- Disagree (2)
- Somewhat disagree (3)
- Neither agree nor disagree (4)
- Somewhat agree (5)
- Agree (6)
- Strongly agree (7)

Q73 Do you know where you stand with your immediate supervisor?

- Rarely (1)
- Occasionally (2)
- Sometimes (3)
- Fairly Often (4)
- Very Often (5)

Q32 Do you usually know how satisfied your immediate supervisor is with what you do?

- Rarely (1)
- Occasionally (2)
- Sometimes (3)
- Fairly often (4)
- Very often (5)

Q33 How well does your immediate supervisor understand your job problems and needs?

- Not a bit (1)
- A little (2)
- A fair amount (3)
- Quite a bit (4)
- A great deal (5)

Q34 How well does your immediate supervisor recognize your potential?

- Not at all (1)
- A little (2)
- Moderately (3)
- Mostly (4)
- Fully (5)

Q35 Regardless of how much formal authority your immediate supervisor has built into his or her position, what are the chances that he or she would use their power to help you solve problems in your work?

- None (1)
- Small (2)
- Moderate (3)
- High (4)
- Very High (5)

Q36 Again, regardless of the amount of formal authority your immediate supervisor has, what are the chances that he or she would “bail you out” at their expense?

- None (1)
- Small (2)
- Moderate (3)
- High (4)
- Very high (5)

Q37 I have enough confidence in my immediate supervisor that I would defend and justify his or her decision if he or she were not present to do so.

- Strongly disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Q38 How would you characterize your working relationship with your immediate supervisor?

- Extremely ineffective (1)
- Worse than average (2)
- Average (3)
- Better than average (4)
- Extremely effective (5)

Q39 Read the following questions to identify your current level of satisfaction.

Q40 How does the type of work that you currently do compare to what you think it should be?

- Much less satisfying (1)
- Less satisfying (2)
- Neither more nor less satisfying (3)
- More satisfying (4)
- Much more satisfying (5)

Q41 How important to you is the type of work that you do?

- Not at all important (1)
- Not very important (2)
- Neutral (3)
- Somewhat important (4)
- Very important (5)

Q42 How does the amount of pay that you currently receive compare to what you think it should be?

- Much less satisfying (1)
- Less satisfying (2)
- Neither more nor less satisfying (3)
- More satisfying (4)
- Much more satisfying (5)

Q43 How important to you is the amount of pay you receive?

- Not at all important (1)
- Not very important (2)
- Neutral (3)
- Somewhat important (4)
- Very important (5)

Q44 How do the number of opportunities for promotion that you currently have compare to what you think they should be?

- Much less satisfying (1)
- Less satisfying (2)
- Neither more nor less satisfying (3)
- More satisfying (4)
- Much more satisfying (5)

Q45 How important to you are the opportunities for promotion?

- Not at all important (1)
- Not very important (2)
- Neutral (3)
- Somewhat important (4)
- Very important (5)

Q46 How does the quality of supervision that you currently receive compare to what you think it should be?

- Much less satisfying (1)
- Less satisfying (2)
- Neither more nor less satisfying (3)
- More satisfying (4)
- Much more satisfying (5)

Q47 How important to you is the kind of supervision you receive?

- Not at all important (1)
- Not very important (2)
- Neutral (3)
- Somewhat important (4)
- Very important (5)

Q48 How does the quality of colleagues and people you currently work with compare to what you think it should be?

- Much less satisfying (1)
- Less satisfying (2)
- Neither more nor less satisfying (3)
- More satisfying (4)
- Much more satisfying (5)

Q49 How important to you are the type of people you work with?

- Not at all important (1)
- Not very important (2)
- Neutral (3)
- Somewhat important (4)
- Very important (5)

Q50 How do the working conditions in your job compare to what you think they should be?

- Much less satisfying (1)
- Less satisfying (2)
- Neither more nor less satisfying (3)
- More satisfying (4)
- Much more satisfying (5)

Q51 How important to you are the working conditions in your job?

- Not at all important (1)
- Not very important (2)
- Neutral (3)
- Somewhat important (4)
- Very important (5)

Q52 How does the amount of autonomy or personal freedom that you have compare to what you think it should be?

- Much less satisfying (1)
- Less satisfying (2)
- Neither more nor less satisfying (3)
- More satisfying (4)
- Much more satisfying (5)

Q53 How important to you is the amount of autonomy or personal freedom you have in your job?

- Not at all important (1)
- Not very important (2)
- Neutral (3)
- Somewhat important (4)
- Very important (5)

Q54 How does your overall satisfaction with your current job compare to what you think it should be?

- Much less satisfying (1)
- Less satisfying (2)
- Neither more nor less satisfying (3)
- More satisfying (4)
- Much more satisfying (5)

Q55 How important to you is your overall satisfaction with your job?

- Not at all important (1)
- Not very important (2)
- Neutral (3)
- Somewhat important (4)
- Very important (5)

End of Block: Block 4

Start of Block: Block 5

Q56 Listed below are statements that represent possible opinions that you have about your current organization. Please indicate the degree of your agreement or disagreement with each statement by selecting the score which best represents your opinion.

Q57 How committed are you to your current organization?

- Not at all (1)
- Slightly (2)
- Moderately (3)
- Quite a bit (4)
- Extremely (5)

Q58 To what extent do you care about your current organization?

- Not at all (1)
- Slightly (2)
- Moderately (3)
- Quite a bit (4)
- Extremely (5)

Q59 To what extent have you chosen to be committed to your current organization?

- Not at all (1)
- Slightly (2)
- Moderately (3)
- Quite a bit (4)
- Extremely (5)

Q60 How dedicated are you to your current organization?

- Not at all (1)
- Slightly (2)
- Moderately (3)
- Quite a bit (4)
- Extremely (5)

Q61 Working at my current organization has a great deal of personal meaning to me.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither disagree nor agree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q62 I feel a strong sense of belonging to my current organization.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither disagree nor agree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q63 I am proud to tell others I work at my current organization.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither disagree nor agree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q64 I feel emotionally attached to my current organization.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither disagree nor agree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q65 I would be happy to work at my current organization until I retire.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither disagree nor agree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q66 I enjoy discussing my current organization with people who do not work there.

- Strongly disagree (1)
- Moderately disagree (2)
- Slightly disagree (3)
- Neither disagree nor agree (4)
- Slightly agree (5)
- Moderately agree (6)
- Strongly agree (7)

Q67 Please answer the following questions honestly.

Q68 I will probably look for a new job in the near future.

- Strongly disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Q69 At the present time, I am actively searching for another job in a different organization.

- Strongly disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Q70 I do not intend to quit my job.

- Strongly disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Q71 It is unlikely that I will actively look for a different organization to work for in the next year.

- Strongly disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Q72 I am not thinking about quitting my job at the present time.

- Strongly disagree (1)
- Disagree (2)
- Neutral (3)
- Agree (4)
- Strongly agree (5)

Q2 Age:

18 (1) ... 76+ (59)

Q3 Sex:

- Male (1)
- Female (2)

Q4 Identified Gender:

- Man (1)
- Woman (2)
- Transgender Man to Woman (3)
- Transgender Woman to Man (4)
- Do not identify on gender binary (5)
- Gender fluid (6)
- Other (7) _____

Q5 Ethnicity:

- Hispanic or Latino (1)
- American Indian or Alaska Native (2)
- Asian (3)
- Black or African American (4)
- Native Hawaiian or Other Pacific Islander (5)
- Caucasian or White (6)
- Multiracial (7)
- Other (8) _____
- Prefer not to say (9)

Q79 How long have you worked at your current organization? (Round up or down to nearest range)

0 to 6 months (1) ... 31 or more years (10)

Q78 How long have you been a supervisor at your current organization? (Round up or down to nearest range)

0 to 6 months (1) ... 31 or more years (10)

Q8 How many direct subordinates report to you?

1 to 5 (1) ... More than 100 (13)

Q9 Which of the following best describes your role in the industry?

Upper Management (1) ... Other (13)

Q79 Which of the following categories best describes the industry you primarily work in (regardless of your actual position)?

Agriculture, Forestry, Fishing and Hunting (1) ... Other Industry (30)

VITA

Rachel Browder was born in Killen, AL, to Robert and Nancy Browder. She has one older sibling. She attended Brooks Elementary and continued to Brooks High School in Killen, AL. After graduation, she attended Troy University where she majored in Psychology and minored in Leadership. Rachel completed research while at Troy University which further solidified her vigor to pursue a master's degree. After graduating from Troy University with honors in May 2018, she pursued a Master's in Industrial-Organizational Psychology at the University of Tennessee at Chattanooga. She accepted a graduate assistantship at the Office of Research Integrity while pursuing her degree. Rachel graduated with a Master of Science degree in Psychology with a concentration in Industrial Organizational Psychology in May 2020.