

A Foresight on Perceived Supervisor Support, Job Conditions, Gender Differences and Perceived Organizational Support

Ghadeer Mohamed Badr EIDin Aboul-Ela

Future University in Egypt

Faculty of Commerce and Business Administration. Egypt

ABSTRACT

The purpose of this research is to analyse the effect of perceived supervisor support, job conditions and gender differences on perceived organization support. Previous literature was explored, and accordingly research hypotheses were posed. Employees working in the call centres of the multinational mobile communication organizations were selected as the sample of the study. Interviews with Key personnel along with experts Human Resources professors were held prior to distributing the questionnaires with the objective of exploring the selected domain characteristics. Research questionnaire was developed using previously published, sound and reliable scales to measure the selected constructs. A total number of 700 self-administered questionnaires were distributed in Cairo and Giza governorates. Statistical analysis was conducted and the results showed a positive relationship between perceived supervisor support and perceived organization support, job conditions and perceived organization support and that females possessed higher levels of felt organization support compared to males. The discussion of results, managerial implications, and research limitations were explored based on the research findings.

Key Words: perceived supervisor support, job conditions, perceived organization support, gender differences

INTRODUCTION

EMPLOYEE – EMPLOYER relationship is the cornerstone of success. Employers strive to create, develop and maintain empowered human resources. Conveying a sense of appreciation and gestures of valuing employees is the magic spell that fosters the readiness towards improved relationships inside the workplace. Signals of respect conveyed to employees, pay and promotion help to support the idea of lifting up employees' spirit and momentum towards the organization. Efficient utilization of human resources potentials and capabilities is the path to competitive advantage [1]. The norm of reciprocity as addressed by [2] creates a sense of obligation, as employees feel the urge to return back support. Levinson [3] mentioned that employees who are the agents of the organization must feel the sense of legal, emotional, moral and financial obligations from their organizations. The treatment that the employee receives is the carving of his willingness to reciprocate his efforts with the workplace. Social exchange theory as addressed by Blau [4] explained that individuals get into relationships that are beneficial to their success. Moreover, Blau [4] further emphasized the significance of employees' motivation to promote mutual obligations. According to organization support theories, employees' readiness to exert additional contributions is derived by the organizational ability to recognize performance as well as the consideration of the socio-emotional needs [5]. The judgement of support is likely to be affected by the repetition and trueness of praise offerings and approval [4].

The origin of perceived organization support stems from the idea of social relationships. Employees become willing to exchange based on a set of offerings granted by the organization. Such offerings are both tangible/intangible, which could be expressed through monetary and

symbolic forms. Eisenberger, *the father of perceived organization support*, emphasized that there are a variety of obligations that should be fulfilled from an organization to assure proper communication of support to employees. These obligations include organization reaction to employees' sickness, future mistakes, the support granted by superiors to direct reporters [5]; rewards, pay, rank and job enrichment [6]. The support offerings to employees require continuous review to secure sustainable favourable outcomes [7].

Perceived organization support is a research interest to organizational behaviour scholars. In spite of, the extensive literature and the various claims to endorse perceived organization support significance, there is still limited research among its antecedents specifically in Egyptian domain. Up to the best knowledge of the researcher few studies looked at the direct relationship with perceived organization support and its antecedents. Moreover, most of the previous research considered the mediating role of the perceived organization support with a little attention to the direct relationships among antecedents and outcomes. Thus, the objective of this research is to contribute to the growing stream of perceived organization support literature and to expand the comprehension of how the selected antecedents namely; perceived supervisor support, job conditions and gender differences affect it directly in the Egyptian context.

Perceived Organization Support

Organization support theory is the root base that perceived organization support flourished from as explained by [5, 8, and 9]; who further emphasized that social exchange theory as explained by [4] is the building base of employer-employee reciprocal relationship. In his original conceptualization [5] explained perceived organization support as the perceptual impression that is formulated in the mind-sets' of employees about their organizations' care and support. This perspective infers a set of employees' feelings of perception about the organizational care, help, respect, cooperation and recognition of contribution. Gouldner [2] endorses the idea of employees' returning (UN) favourable treatment with the organization based on the norm of reciprocity. Gouldner [2] further mentioned that the increased feelings of organization support generate a set of inner positive motivational readiness towards the organization. Cropanzo and Mitchell [10] discussed perceived organization support as the quality of exchange between the organization and its' employees. Erdogan and Enders [11] expressed perceived organization support as the extent to which an employee would believe that the organization is willing to support and value his contribution.

Exchange of resources within work has been classified into two categories. Firstly, economic resources which are tangible in nature such as salaries, rewards, and bonus. Secondly, socio-emotional resources like; recognition, encouragement, motivation, and empowerment [12]. Muse and Stamper [13] pointed out two distinct sub-dimensions of perceived organization support; caring about employees' performance and caring about employees' well-being. They argued that failure to fulfil both sub-dimensions may lead to misperception of perceived organization support. Woo [14] thinks that perceived organization support encompass three sub-dimensions; support from the organization, support from the supervisor, and support from co-workers. Similarly, Ning [15] proposed two main sub-dimensions of perceived organization support namely; perceived job support (all job related support aspects) and perceived life support (organizational support to employees' personal life issues and interaction).

Extending the approach of social exchange theory among employee-employer relationship is the base idea of perceived organization support. Employees do not see reality; rather they tend

to see their own explanation of reality. This entails extra-steps towards improved increased set of offerings. The researcher argues that organizations are bounded by sets of limited resources to utilize and offer when it comes to monetary offerings like pay raise, and fringe benefits. On the other hand, the intangible set of socio-emotional offerings rely basically on the empathy of the relationship between the employee and his/her direct supervisor in addition to, organization culture and the likeliness to create a bond of care across the board. The controversial dilemma is the ability to maintain such exchange offerings during challenges such as downsizing activities, and work redesign [16] from the organization and to sustain them [17].

Several antecedents have been explored in relation to perceived organization support. Perceived supervisor support was identified as one of the significant constructs that affect the level of felt support [18, 8, and 19]. Other scholars found that perceived organization support mediates the relationship between perceived supervisor support and work outcomes like organization commitment [20] as well as supportive leadership behaviour [21]. Organizational rewards contribute positively to fostering perceived organization support as it helps to increase the level of felt support [9]. Stajkovic and Luthans [22] endorsed the idea that a blended mix of recognition with organizational rewards is likely to generate strong levels of felt perceived organization support. Human resources practices support the creation of pleasant working conditions and environment which in return elevate the sense of support [23, 24]. Job conditions were found to have a positive relation with perceived organization support [25, 24]. Additionally, autonomy and freedom to act and take decisions are positively related to perceived organization support [17]. Moreover, organizational tenure, promotions and employee developmental practices had a positive effect on perceived organization support [26].

Perceived organization support is expected to generate desired job attitudes and behaviours among employees as explained in [5] who discussed several benefits of perceived organization support as; increased esteem, social identity and extra-role behaviour. Previous studies endorsed that perceived organization support is positively related to procedural justice regarding the fairness of enforcing procedures and the usage of resources [27], organization affective commitment, effort – reward expectancies [28], employee engagement [29], job performance [30, 23], felt obligations and in-role performance [31] organization based self-esteem [32] and intrinsic tasks [33]. Furthermore, Lamm, Tosti-Kharas and King [34] reported perceived organization support to be positively related to corporate social responsibility and sustainability. Conversely, perceived organization support was found to be negatively related to absenteeism [28, 5], intention to leave [31, 35, 36 and 26], tardiness [37], job stress, burnout, work-family conflict and emotional exhaustion [23, 38]. Organization size has been investigated in relationship to perceived organization support. Dekker and Barling [39] argued that employees tend to feel low levels of appreciation and support in large sized organizations compared to small sized organizations. This was attributed to the lack of personalized interaction between the organization and the employees as a result of the increased headcount.

Perceived Supervisor Support

Organization support theory considers perceived supervisor support as an integrative dimension of perceived organization support [40]. Perceived supervisor support has been explored as one of the significant constructs that affect the level of felt perceived organization support [18, 8]. It is the representation of organizational care and value of employees' contributions [18]. Levinson [3] suggested that employees see the reciprocal exchange relationship through their supervisors who are considered as organization's agents. Supervisors are the organizational interface of the organization as they are a symbol of

personification of organizational support [8]. Employees tend to see their supervisors as the agents who act on behalf of the organization. Perceived supervisor support is a mirror reflection and clue of how employees view their organizational support and recognition [41, 40]. Kurtessis and colleagues [23] explained that employees form a complex set of human attributes, traits, emotions and intentions towards non-human entities through the interpretation of their supervisor acts and behavioural patterns. Previous literature revealed that direct supervisors possess a strong influence on employees' viewpoint about the organization [42, 43]. Nevertheless, the quality of offerings and granted support remain reluctant on the level of trust between employees and supervisors [44]. The researcher defines perceived supervisor support as the dynamic, interactive emotional bond that reflects to the employee the organizational support care and momentum.

Job Conditions

Job conditions comprise a variety of sub-dimensions; actions and influential variables that affect the employee [45]. Brenner [46] disputed that job conditions are usually among the driving force of empowering and motivating employees towards improved performance and work practices. The researcher defines job conditions as an interrelated set of offerings granted from the organization to the employee. Furthermore, Opperman [47] expresses the working environment and conditions from three different perspectives. Firstly, the technical environment which includes the infrastructure and, the technological job requirements. Secondly, the human environment which comprises co-workers, supervisors and, relational interactions of the job. Third, the organizational environment that encompasses all the practices related to the facilitation and encouragement of knowledge sharing practices. Besides, Eisenberger and his colleagues [24] suggested several factors that constitute the job conditions construct including; pay, training, promotions, task variety, stress, workloads, and schedules. Furthermore, Armeli and fellows [48] added that the organization usually hold the controlling ropes on how to create and promote a set of favourable job conditions across the board.

RESEARCH METHODOLOGY

This section of the paper will address the study sector, procedure, common method bias, research objectives and the development research hypotheses.

The study Sector

The selected sector is the mobile industry in Egypt. There are three multinational organizations operating with relatively common business processes and operations. Multinational organizations were selected because they tend to practice contemporary management approaches and they care about the well-being of their employees. The selected sample for the research was the employees working in the call centres of these organizations. Employees working in the call centres relatively share common educational background, and demographic characteristics. Through the review of the business processes within the selected organizations it was noted that they have adopted several practices to support their employees for example; flexible work schedules, company nurseries for the children, team building sessions, vacation plan and supportive feedback sessions. According, to the secondary data obtained from the selected organizations the total number of employees working for the call centres is 4600 employees.

Procedure

A self-administered questionnaire was developed based on the previously published and reliable scales. Due to the inability to reach all the population; 700 questionnaires were

distributed among the call centre employees on the basis of random sampling technique. A total of 600 questionnaires were returned complete and valid with a response rate of 85.7%. This was adopted via emails through the Human Resources departments of the selected organizations. Informative meetings with the Human Resources designated parties were conducted to explain the purpose of the research as well as to gain a better insight about the working conditions, salary schemes, career path, and compensation offerings. Procedural remedies as explained by Podsakoff, Mackenzie, & Podsakoff [49] and Podsakoff, MacKenzie, Lee & Podsakoff [50] stating on the questionnaire the purpose of the survey, improving item wording, assuring the anonymity of the participants and that all the gathered data will be treated confidentially were followed in an attempt to reduce common bias.

Research Measures

The researcher relied on valid and sound published scales in measuring the research constructs. Perceived organization support was assessed by [5] original scale, with Cronbach Alpha 0.970, which encompassed a set of 36-items. The reason for choosing this scale is that it is a composite scale and would serve the purpose of the research. Sample items "The organization values my contribution to its well-being/The organization fails to notice my little performance". Reverse scoring items were kept without any changes in an attempt to reduce *Extreme Response Bias*. Most of the previous research studies [51, 18] measure perceived supervisor support using 3-item scale that was addressed by [8]. This is a common practice of researchers where the perceived organization support scale is used replacing the word organization with the word supervisor for these three selected items. The researcher used a set of 15-items that were derived from the original 36-item perceived organization support scale developed by [5]. The 15 selected items were chosen after semi-structured interviews with the human resources departments' heads of the selected organizations as well as formal interviews with three Human Resources Professors in Cairo University. In order to reduce apprehension all the items were positively stated. A list of the 15 selected questions is attached at the end of the research. Job conditions were measured by [24] 18-items scale. In the original conceptualization of Eisenberger and his colleagues [24] focused on two broad categories namely; organization highly controlled job conditions and organization low controlled job conditions. Sample items comprised "Work schedule / Low stress and pressure". All the constructs were addressed on 7-point likert scale.

Research Objectives

The literature review was explored and the research objectives were developed as follows:

1. Analysing the effect of perceived supervisor support on perceived organization support.
2. Analysing the effect of job conditions on perceived organization support.
3. Analysing the differences held among males and females with respect to perceived organization support.

Research Hypotheses

Eisenberger and his fellows [5] asserted that employees relate and integrate the conduct practices received from their supervisors to formulate the general perception about the organization. Up to the best knowledge of the researcher few studies focused on the direct relationship between perceived supervisor support and perceived organization support specifically in the Egyptian context. Organization support theory revealed a positive relation whereby; perceived supervisor support was identified as an antecedent of perceived organization support [52, 53, 54, and 19]. Based on these findings; the first hypothesis is posed as:

H1: It is expected that perceived supervisor support will have a positive effect on perceived organization support.

Job conditions are viewed as one of the significant antecedents in relation to perceived organization support. There is a controversial view about its' impact on perceived organization support. Eisenberger and colleagues [24] argued that job conditions should have the weakest effect among all the perceived organization support antecedents. They further explained their viewpoint to the fact that job conditions are always governed by general organizational policies, and regulations. Accordingly, minimum involvement of implementation would affect the level of perceived organizational support. On the other side, other scholars reported that job conditions contribute significantly and positively to the level of perceived organization support [55, 9, and 25].The researcher agrees with the view point of the positive effect among the variables. In view of that, the second hypothesis is developed as:

H2: It is expected that job conditions will have a positive effect on perceived organization support.

Gender differences were also studied by several scholars to identify the differences in the level of perceived organization support among females and males. Most of the studies up to the best knowledge of the researcher showed no relation or a low significant difference among females and males [56, 36, 57, and 58]. Accordingly, the third hypothesis is addressed as:

H3: It is expected that there will be no differences among females and males with regard to the level of perceived organization support.

STATISTICAL ANALYSIS AND RESULTS

The following section will present the statistical analysis of the research hypotheses.

The researcher conducted a pilot study on a number of 50 employees to check the validity and reliability of the research measures. The following Table (1) shows the results of the reliability and validity for the research variables

Table (1): Reliability and Validity for Research Variables

Variable	Cronbach Alpha Coefficient
Perceived Supervisor Support	0.973
Job Conditions	0.978
Perceived Organization Support	0.99

The above results show that all the research measures are valid and could be used for the purpose of the study.

Demographic Characteristics of the Sample

As presented in Table (2), the demographic characteristics; most of the participants are males, aged 20 till 30 represent (47.7%) of the sample size, the majority of the participants are single (46.7%), and 94.2% are university graduates.

Table (2): The demographic characteristics of the selected sample

Demographic Variables	Frequency	%
Gender		
Male	394	65.7
Female	206	34.3
Age Groups		
20-	286	47.7
30-	215	35.8
40-48	99	16.5
Marital Status		
Single	280	46.7
Married	219	36.5
Divorced	52	8.7
Widow	49	8.2
Education Level		
University Graduate	565	94.2
Post Graduate Studies	35	5.8

Factor Analysis Results - Perceived Supervisor Support

As identified within the research scales that perceived supervisor support construct was developed based on interviews with key human resources personnel as well as university professor. In order to comply with ex-post procedural remedies; confirmatory factor analysis was conducted. The following table shows the results of the factor analysis for the fifteen items.

Table (3): Results of Factor Analysis - Perceived Supervisor Support

#	Item	Factor Loading
1	My supervisor always appreciates my extra efforts	0.801
2	My supervisor would understand a long absence due to my illness	0.87
3	My supervisor never ignores my complaints	0.865
4	Help is available from my supervisor when I have problems	0.881
5	My supervisor cares about my well-being	0.837
6	My supervisor always understands my absence due to a personal problem	0.871
7	My supervisor would forgive an honest mistake on my part	0.866
8	My supervisor never fails to notice my little performance	0.874
9	My supervisor cares about my general satisfaction at work	0.868
10	My supervisor shows strong concern for me	0.904
11	If I decided to quit, my supervisor would try to persuade me to stay	0.868
12	My supervisor cares about my opinions	0.856
13	My supervisor takes pride in my accomplishments at work	0.924
14	My supervisor would understand if I were unable to finish a task on time	0.852
15	My supervisor tries to make my job as interesting as possible	0.879
Eigen Value		11.306
% of Variance		75.38

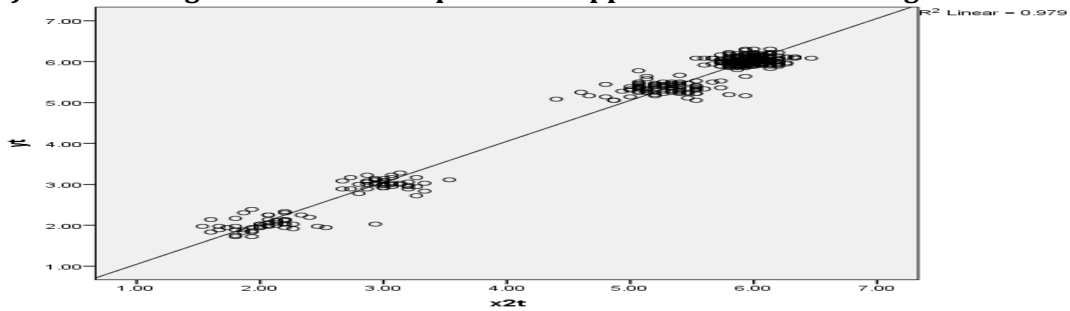
The results as shown in Table (3) using Orthogonal Rotation indicate that the statements are valid and reliable to be used for the study with 75.38 percentage of variance.

Hypothesis Number One:

H1: It is expected that perceived supervisor support will have a positive effect on perceived organization support.

Simple linear regression was used and the following Scatter diagram shows the mathematical relationship

Figure (1): Scatter Diagram Perceived Supervisor Support and Perceived Organization Support



X2t: Perceived Supervisor Support

Yt: Perceived Organization Support

The previous figure (1) shows a positive, linear relation between perceived supervisor support and perceived organization support.

Model Test

Table (4): Results of Simple Linear Regression

Estimated Parameters	Model Test for perceived supervisor support (X2t) and Perceived Organization Support (Yt)
	$Y_t = 0.045 + 1.002X_{2t}$ (1.380) (165.694**)
	F-Ratio = 27454.414** , D.f=(1,598)
	R² = 97.9%, S.E = 0.188

** : Denote the values of F-ratio and T-Test significant at 0.01 level of significance

The results as presented in Table (4) indicate a strong, significant and positive relationship between perceived supervisor support and perceived organization support with R²=97.9%

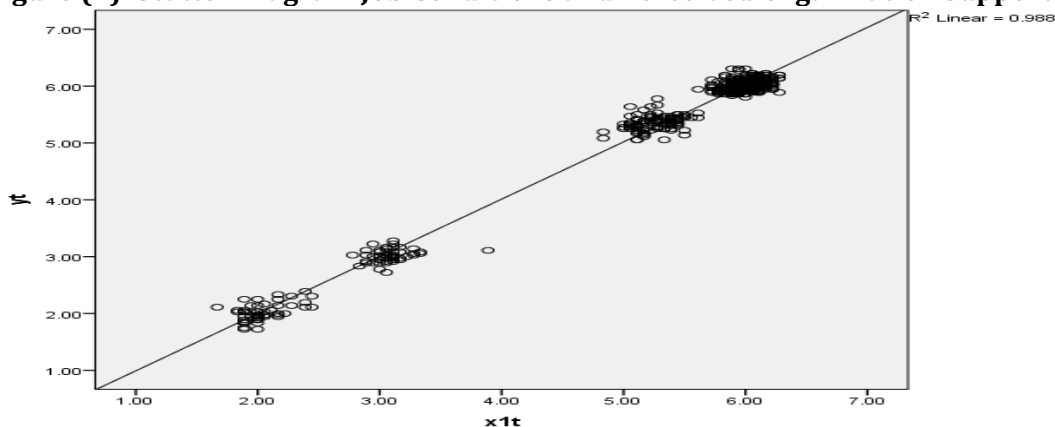
According to the above analysis, hypothesis number one can be accepted

Hypothesis Number Two:

H2: It is expected that job conditions will have a positive effect on perceived organization support.

Simple linear regression was used and the following Scatter diagram shows the mathematical relationship

Figure (2): Scatter Diagram Job Conditions and Perceived Organization Support



X1t: Job Conditions

Yt: Perceived Organization Support

The previous figure (1) shows a positive, linear relation between job conditions and perceived organization support.

Model Test

Table (5): Results of Simple Linear Regression Test

Estimated Parameters	Model Test for Job Conditions (X1t) and Perceived Organization Support (Yt)
	Yt = -0.015 + 1.007X1t (-0.599) (219.811**)
	F-Ratio = 48316.751** , D.f=(1,598)
	R² = 98.8%, S.E = 0.142

** : Denote the values of F-ratio and T-Test significant at 0.01 level of significance

The results as presented in Table (5) suggest a strong, significant and positive relationship between job conditions and perceived organization support with R²=98.8%

Based on the above analysis, hypothesis number two can be accepted

Summary of Spearman Correlation between perceived supervisor support and perceived organization support

Results of the spearman correlation between the perceived supervisor support and perceived organization support are presented in the following table (6) as shown below. The items indicated in numbers are available in the Annex of this research for both variables.

Table (6) Spearman Correlation

Perceived Organization Support Items	1		2		3	
	Perceived Supervisor Support Items	Correlation Coefficient	Perceived Supervisor Support Items	Correlation Coefficient	Perceived Supervisor Support Items	Correlation Coefficient
1	1	0.703	12	0.647		
2	1	0.643	2	0.581		
3	3	0.634	14	0.596		
4	13	0.598				
7	7	0.582	14	0.606		
9	12	0.598				
14	13	0.58				
18	4	0.86				
26	13	0.592				
28	1	0.646	12	0.76	13	0.581
29	13	0.692	14	0.602		
30	14	0.651				

Results as presented in Table (6) show that the fifteen proposed items for perceived supervisor support as per the factor analysis results can be used to measure the construct. Conversely, the items numbered (1, 2, 3, 4, 7, 12, 13, and 14) are the items that appeared to be highly correlated to perceived organization support.

Hypothesis Number Three

H3: It is expected that there will be no differences among females and males with regard to the level of perceived organization support.

Table (7): Gender differences and Perceived Organization Support

Gender	Mean	Standard Error	Confidence Interval for mean with 95%
Males	5.261	0.073	(5.118, 5.404)
Females	5.503	0.062	(5.379, 5.627)
T-Val=2.526, d.f= (578), Sig=0.012, p<0.05			

The results as shown in Table (7) indicate that there is a difference in the level of perceived organization support in favour of females. The mean value of females is 5.503 compared to only 5.261 for males.

DISCUSSION

Perceived organization support is merely dependent on the employee’s perception of the organizational socio-emotional support. Employees who possess high level of perceived organization support view the organization as a care provider and become willing to engage deliberately into extra-role behaviour.

The aim of this research was to analyse the effect of perceived supervisor support and job conditions on perceived organization support. It also investigated the gender differences with regard to the level of felt support. Through the review of literature, research hypotheses were

posed. Valid and sound research measures were used to measure the research variables. Questionnaires were distributed among the call centre employees working in the multi-national mobile organizations in Cairo, Egypt.

Results revealed a strong, positive significant effect of perceived supervisor support on perceived organization support. This finding is in alignment with [52, 53, 54, and 19]. Employees need to feel confident enough about the organization support offerings to them as well as to their inner aspirations. The only direct interface that disseminates the organization corporate support strategy is the employee's direct supervisor. A supportive supervisor grants employees the necessary extrinsic motivation to perform more efficiently. Besides, a supportive supervisor is usually aware of the power of praise, care and encouragement practices which create a mutual affectionate bond. Employees need to trust their supervisors, feel that they are backed up by the supervisors' acts of kindness and support. Respect, showing empathy, and offering supportive feedback can only be personalized in the identity of the supervisor. The organization might have the optimal supportive plans nevertheless, lacks the appropriate supervisor support. This leads to drastic failure as the implementation of the supportive strategies is reluctant on the supervisor's ability to do so. Hence, supervisors remain the support givers on behalf of the organization across the path.

This research proposed based on previous literature findings as well as direct one to one interviews with Human Resources Experts and Human Resources professors a set of fifteen-items to measure the perceived supervisor support construct. This is contrary to all the previous studies that focused on a three-item scale [59, 18]. The findings inferred that the proposed scale is valid and reliable to measure perceived supervisor support. Conversely, only eight items reported a significant relationship with perceived organization support. These set of eight- items address supervisor's appreciation of extra efforts, understanding of absence due to illness, considering employees' complains, helping employees throughout problems, forgiving honest mistakes, caring about opinions, praising accomplishments, and understanding delays in meeting deadlines. An insight on these set of items suggest that perceived supervisor support is the interface of the organization support. Moreover, these items integrate exchange of care, offering support during problems, as well as understanding employees' needs. Furthermore, the significant items address the main notion of offering supervisor support to be reluctant on showing empathy and sharing care with direct reporters/subordinates.

Research results also suggested a positive effect of job conditions in relation to perceived organization support. This result agrees with the findings of [55, 9, and 25]. Although job conditions are tied to previously identified rules and organizational policies prior to employability nevertheless, they tend to influence employees to a great extent. Job conditions represent the essential hygiene factors for performing tasks with ease. They act as the fundamental ground that forester employee's ability within the organization. The work-conditions factors create a sense of tangible care and support in the minds of employees. Additionally, employees interpret the physical setup as well as the conditions they operate and the flexibility as a form of disseminated support possessed from the organization. Job conditions are the symbolic notion of granted support to employees. They identify, integrate and attribute the organizational attempts to recognize work - life satisfaction. Moreover, this conveys all the acts of support offerings with regard to respect, open communication, and well-being.

Furthermore, results suggested a significant difference among males and females in the level of perceived organization support. Females possessed a higher level of felt support compared to

males. This result contradicts with [56, 36, 57, and 58] who found weak differences among males and females. This could be explained by the emotional culture of the Egyptian community where females are more emotionally affected by support offerings compared to males. Females tend to be more inspired by the idea of support especially in the Eastern communities like, Egypt. Support, gestures of appreciation and encouragement all compose the emotional support attributes that females seek within the workplace. Conversely, males tend to seek instrumental and materialistic support. This kind of support is usually expressed in monetary and tangible forms which is not the notion of organizational support in most of the cases. As such females are likely to enjoy the level of socio-emotional support and to acknowledge in its various forms compared to males who seek instrumental, measurable support offerings.

MANAGERIAL IMPLICATIONS

Based on the interviews held with Human Resources Experts in the three organizations, the one-to-one meeting with the Human Resources professors as well as the statistical analysis of the gathered data; the following implications are posed:

1. Developing a corporate organization support strategy in accordance with the organizational vision, mission and corporate strategy.
2. Senior management and key decision makers' involvement in the development and execution of the organizational support strategy is a crucial for the success of the strategy.
3. Promoting a culture of self-worth and emotional symbolism. This endorses the potential willingness of employees to perform better.
4. Adopting quality time, one-to-one support sessions would facilitate the dissemination of the socio-emotional care.
5. Joint support from the organization and the supervisor is critical. This conveys collective supportive acts and improves the employees' readiness towards positive job attitudes.
6. Training supervisors on acquiring the essential skills related to better ways of offering feedback and corrective actions as well as showing care and support to their direct reporters.
7. Following open communication policy with employees in an attempt to lessen their concerns and worries.
8. Concise job conditions are one of the cornerstones that show materialistic and tangible support offerings.
9. Fostering a positive work environment provides a sense of empowerment and helps employees to sustain an ongoing vision of corporate support.
10. Support the employees' well-being through creating a work-life balance perspective. This transforms their views into more spiritual pursuit of confidence and enhances their feelings of organizational support.
11. Adopt positive reinforcement acts would help in creating a supportive notion across the board.
12. Act of kindness, simple verbal recognition, and rewards will help in spurring a natural feeling of valuable support to employees.
13. Consider various support forms taking into account gender differences. Males tend to seek instrumental/materialistic support while, females will be more in favour of socio-emotional support.

RESEARCH LIMITATIONS AND FUTURE STUDIES

Due to the time and cost constraints; the researcher focused on Cairo and Giza governorates. It is recommended that other geographical district as well as other industry sectors with the Egyptian domain to help in the generalization of the current results. Future research should extend to measure the validity and reliability of the proposed perceived supervisor support scale. Moreover, other antecedent variables in relation to perceived organizations could be considered. Longitudinal studies could also be conducted as they support analysing the support pattern over time.

CONCLUSION

This research study analysed the effect of perceived supervisor support, job conditions and gender differences on perceived organization support. Through the review of literature the research gap was identified as well as the hypotheses of the research. Self-administered questionnaires were developed and distributed among the employees working in the call centres of the multinational mobile industry in Egypt. Results, revealed a positive effect of perceived support and job conditions on perceived organization support. While, gender reported significant differences showing females to enjoy a higher level of felt support compared to males. Discussion of the results as well as managerial implications was addressed.

ANNEX

Perceived Supervisor Support

#	Item
1	My supervisor always appreciates my extra efforts
2	My supervisor would understand a long absence due to my illness
3	My supervisor never ignores my complaints
4	Help is available from my supervisor when I have problems
5	My supervisor cares about my well-being
6	My supervisor always understands my absence due to a personal problem
7	My supervisor would forgive an honest mistake on my part
8	My supervisor never fails to notice my little performance
9	My supervisor cares about my general satisfaction at work
10	My supervisor shows strong concern for me
11	If I decided to quit, my supervisor would try to persuade me to stay
12	My supervisor cares about my opinions
13	My supervisor takes pride in my accomplishments at work
14	My supervisor would understand if I were unable to finish a task on time
15	My supervisor tries to make my job as interesting as possible

Job Conditions

1	Time for personal life
2	Opportunity for challenging tasks
3	Training opportunities
4	Physical working conditions
5	Relationship with supervisors
6	Job security
7	Freedom to adopt own approach to job
8	Relationship with coworkers
9	Fringe benefits
10	Opportunity to make contribution to organization's success
11	Opportunity for high earnings
12	Recognition for good work
13	Work schedule
14	Opportunity for advancement
15	Variety and adventure
16	Opportunity to work in prestigious organization
17	Opportunity to help others
18	Low stress and pressure

Perceived Organization Support

1	The organization values my contribution to its well-being
2	If the organization could hire someone to replace me at a lower salary it would do so
3	The organization fails to appreciate any extra efforts from me
4	The organization strongly considers my goals and values
5	The organization would understand a long absence due to my illness
6	The organization would ignore any complaint from me
7	The organization disregards my best interests when it makes decisions that affect me
8	Help is available from the organization when I have problems
9	The organization cares about my well-being
10	The organization is willing to extend itself to help me to perform to the best of my ability
11	The organization would fail to understand my absence due to a personal problem
12	If the organization found a more efficient way to get my job done they would replace me
13	The organization would forgive an honest mistake on my part
14	It would only take a small decrease in my performance for the organization to want to replace me
15	The organization feels that there is little to be gained for employing me till the rest of my career
16	The organization provides me little opportunity to move up the rank
17	Even if I did the best possible, the organization would fail to notice
18	The organization would grant a reasonable request for a change in my working conditions
19	If I were laid off, the organization would prefer to hire someone rather than take me back
20	The organization is willing to help me when I need a special favour
21	The organization cares about my general satisfaction at work
22	If given the opportunity, the organization would take advantage of me
23	The organization shows very little concern for me
24	If I decided to quit the organization would try to persuade me to stay
25	The organization cares about my opinions
26	The organization feels that hiring me was a definite mistake
27	The organization takes pride in my accomplishments at work
28	The organization cares more about making a profit than about me
29	The organization would understand if I were unable to finish a task on time
30	If the organization earned a greater profit it would consider increasing my salary
31	The organization feels that anyone could perform my job as well as I do
32	The organization is unconcerned about paying me what I deserve
33	The organization wishes to give me the best possible job for which I am qualified
34	If my job were eliminated, the organization would prefer to lay me off rather than transferring me to a new job
35	The organization tries to make my job as interesting as possible
36	My supervisors are proud that I am part of this organization

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