Organizational Support and Organizational Performance: Contributions of High-Performance Work Practices, Resource Scarcity, and CEO Leadership

By

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Abstract

Despite the many studies that have established a positive relationship between perceived organizational support and employee performance, research is lacking concerning the relationship of organizational-level POS (OPOS) with organizational performance as influenced by organization-wide and industry-level moderating factors. With a sample of 109 small-to-medium sized South Korean firms, we found that when high performance work practices (HPWPs) were in place or when resources in a given industry were scarce, OPOS was strongly positively related to organizational financial performance. In contrast, we found no relationship between OPOS and organizational performance when HPWPs were low or industry resource scarcity was low. Further, employees' OPOS mediated the relationship of CEO's relational leadership with organizational performance, as moderated by HPWPs and industry resource scarcity.

Dr Kyoung Yong Kim is an Assistant Professor at the Department of Management, City University of Hong Kong. He received his Ph.D. in Management from the C.T. Bauer College of Business, University of Houston. His research interests include employee-organization relationships, strategic human resources management, leadership, and multilevel theory. His academic research has appeared in the Journal of Applied Psychology, Journal of International Business Studies, Journal of Retailing, and Journal of Organizational Behavior, among other scientific outlets. He is currently serving as a board member to Korean Academy of Leadership. His work has been recognized with some awards and honors. For example, one of his publications was selected among the top 10 studies having important practical implications for the world of work in 2016 by industrial and organizational psychologists.

All interested are welcome.