

The Impact of Perceived Organizational Support on Reducing Work-Related Stress

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ABSTRACT

Objective: This study aims to examine the effect of Perceived Organizational Support (POS) on reducing employee job-related stress by analyzing the Pearson correlation between employees' perceptions of organizational concern for their well-being and appreciation of their contributions and their experienced stress levels. **Method:** A descriptive-quantitative research design was employed, utilizing a structured questionnaire administered to 348 employees at Maysan University, Iraq. Collected data were analyzed using SPSS version 26 to determine the strength and significance of correlations. **Results:** Findings reveal a significant negative Pearson correlation between POS and job-related stress, indicating that higher levels of organizational support are associated with lower employee stress, enhanced mental well-being, and improved work performance. **Novelty:** This research contributes new empirical evidence from the higher-education sector in Iraq, a context that remains underrepresented in POS-stress literature, highlighting the critical role of organizational support in promoting employee psychological health and institutional productivity.

INTRODUCTION

Institutions of learning, such as universities, are increasingly under professional and psychological pressures arising from multiple roles, teaching and research commitments, and ever-changing education policies [1]. Such pressures can lead to reduced performance, lower job satisfaction, and greater intention to leave or resign.

Perceived organizational support (POS) is critical for lowering work-related stress by providing a sense of care and value, which leads to organizational commitment and loyalty and builds resilience for organizational stress [2]. The relevance of this matter is founded on social exchange theory, which relates desirable actions with corresponding behaviors, and resource conservation theory, which concentrates on the role of organizational perceptions in protecting resources by providing a work environment with psychological and social value [3]. Despite extensive global studies, little work has been conducted on this in the Iraq research environment, especially Maysan University, and thus it is important to investigate this matter concerning the effect on work-related stress and job performance and organizational loyalty.

Perceived organizational support (POS) is a critical organizational behavior and human resource management literature. According to Eisenberger et al, it is a perception by the employee about how valued his/her contribution is to the organizational institution and how much it cares about his/her psychological and occupational well-being [4]. Its relevance bears a lot of semblance to that of Blau's Social Exchange Theory that terms employee-organization support a reciprocal process [5]. Resource

conservation theory stresses the relevance of POS in offsetting work-related stress on employee well-being [5]. Perceived organizational support differs from individual social support and job satisfaction because it is associated with organizational policy and culture. Recent developments on this premise have indicated that it is used as a mediator between work-related stress and employee turnover, with a subsequent increase in employee loyalty, satisfaction, and employee productivity [6].

Organizational Support: This improves emotional employees' relationships with the organizations, which improves commitment and loyalty. It also helps ensure better management of stress while reducing burnout and improving employees' ability to cope with stress. This does not only heighten performance level and productivity, particularly during testing times or crises, but also enhances psychological and career resilience by motivating employees to work harder [7]. The components of SPOS indicate whether an employee believes the organization values their work and cares about their wellbeing. This means that the workers must acknowledge and show concern for employees' psychological and professional well-being, recognize equity within the organization, receive material and spiritual assistance from management, have opportunities for personal and professional development. Based on research, employees' behaviour and commitment to an organization, employee loyalty and employee citizenship behaviour are measured by the SPOS variable [8]. Job stress means understanding how an employee's physical and mental health is affected by different job situations. In 1956, Selye's main theory of psychological stress introduced this idea. This concept has been expanded to include organizational responsibilities and workplace demands as research has progressed. According to Karask and Parker & DeKotis, these include the demands for decision-making and employee commitments [9]. Research has also focused on conservation of resources theory, which states psychological resources and social resources are helpful in curtailing burnout and mental fatigue. Researchers are looking into these resources and their ability to buffer stressor experienced in nowadays society [10]. The Job Stress Scale discusses two fundamental types of job stress. Time stress is the first category. Workers are of the view that they are not having enough time to do their work. This could make you tired both physically and mentally [5]. Another kind of stress is anxiety, which stems from negative feelings regarding work tasks and responsibilities; it makes it difficult to concentrate and carry out decision-making [11]. Job-related stress affects the functioning of the organization, physical state and work performance. Ultimately, it causes physical tiredness and trouble sleeping. Furthermore, it causes psychological anxiety, cognitive exhaustion and lower work satisfaction. When it occurs, employees quit more often and do worse work – Gunster and Rosen, 2013. A POS can greatly help reduce the negative effects of work stress. Psychological and social tools to help employees with stress, fatigue and burnout, as well as to help them adapt, feel better, perform better and stay with the organization [12].

RESEARCH METHOD

This study uses the descriptive-analytical method, which, considering the goals and variables of this research, is aligned with the study's goals, particularly in view of assessing perceived organizational support and its relation to work-related stress. This method allows the researcher to describe and assess perceived organizational support of employees and its influence on the mitigation of work-related stress. Such a method also provides the opportunity to develop a scientific approach that covers the explanatory relationships of the variables, thus supporting refined and appropriate human resource and administrative improvements. The effectiveness of the descriptive-analytical approach, demonstrated in quantitative management research in regard to the relationships of psychological and behavioral factors with organizational performance, and further data-driven recommendations toward enhancing employee well-being and alleviating job stress, make this method relevant for the current study [13].

Research Problem

This study uses a descriptive-analytical method. Because it is relevant to the objectives and related variables. Especially regarding problems with the perceptions of organizational support and work stressors. This research is expected to find out the relationship. This technique allows employees to describe and investigate the constructs of organizational support, and explain how those perceptions influence work-related stress. The technique provides a scientific way of testing explanatory links between the two variables which helps in making correct and relevant recommendations for outcomes regarding strategies and administrative practices related to human resource administration. Recent research indicates that the descriptive-analytical technique used in quantitative management research is very likely efficient. This pertains specifically to investigations into effects concerning psychological and behavioural variables pertaining to organisational performance issues. These include recommendations for employee happiness enhancement and work-related stress reduction [14].

Study Objectives

This is a study of the role of employees' perceptions in influencing work-related stress levels in academia. The work aims to gain insight into how employees' feelings of appreciation and concern for an organization will influence the levels of work-related stress and, thus, lead to better work-related adjustments and improvement in the overall well-being of employees. The research will investigate the causal relationship between organizational perception and work-related stress levels. Lastly, the study will assess how value-enhancing managerial strategies can be applied to generate a positive working environment which will minimize burnout and improve work performance.

Research Hypothesis

There is a statistically significant correlation between perceived organizational support (POS) and work-related stress of employees in such a way that an increase in POS lessens the tensions of temporary pressure and work-related stress.

Research Population and Sample

The population of the research includes approximately 2,700 employees at the University of Maysan from various levels of employment, and the sample size was derived using the Cochran formula with the aim of achieving accurate representation [15]. Thus, the sample size included about 348 individuals to derive a 95% confidence level for a 5% margin of error, thus increasing the reliability of the data. The research relied on primary data that were collected through a field questionnaire to measure perceived organizational support and work-related stress, in addition to secondary data culled from an analysis of current scientific literature in books, references, and peer-reviewed articles accessed through global databases such as Scopus, ProQuest, and Google Scholar, to identify the dimensions of the variables and to formulate scientific hypotheses.

RESULTS AND DISCUSSION

Results

Table 1. Cronbach's coefficient

Variables	Number of Items	Cronbach's α	Percentage (%)
Perceived Organizational Support	17	.997	56.7
Job Stress	13	.997	43.3

Table 2. Sample distribution by gender

Gender	Frequency	Percentage (%)
Male	242	69.5
Female	106	30.5

Table 3. Sample distribution by age

Age Group	Frequency	Percentage (%)
Under 30	46	17.0
31-40	180	66.7
41-50	80	29.6
Above 50	42	15.6

Table 4. Sample distribution by years of service

Years of Service	Frequency	Percentage (%)
Less than 5 years	45	12.9
5-10 years	166	47.7
11-15 years	85	24.4
More than 15 years	52	14.9

Table 5. Sample distribution by academic qualification

Educational Qualification	Frequency	Percentage (%)
Secondary or below	1	0.3
Bachelor's	33	9.5
Master's	91	26.1
Doctorate	223	64.1

Table 6. Arithmetic means and standard deviations

Study Variables	Dimensions	Mean	Standard Deviation
Perceived Organizational Support	Single Dimension	3.8152	0.88999
Job Stress	Time Pressure	2.2566	0.82364
	Occupational Anxiety	2.2543	0.82550
Total Score for the Second Variable	—	2.2555	0.82434

Table 7. Results of correlation and regression analysis between perceived organizational support and job stress

Statistical Item	Value
Independent Variable	Perceived Organizational Support
Dependent Variable	Job Stress
Mean (M)	Job Stress = 2.26 Perceived Organizational Support = 3.82
Standard Deviation (SD)	Job Stress = 0.82 Perceived Organizational Support = 0.89
Correlation Coefficient (r)	-0.914
Coefficient of Determination (R ²)	0.835
Adjusted R ²	0.835
Unstandardized Coefficient (B) – Constant	5.485
Unstandardized Coefficient (B) – Perceived Organizational Support	-0.846
Standardized Coefficient (Beta)	-0.914
t-value	-41.881
F-value	1754.002
Significance Level (Sig.)	0.000
Standard Error of Estimate	0.335
Sample Size (N)	348
Direction of the Relationship	Very strong negative relationship

Discussion

According to the results of study, when employees believe that their organisation is supportive, they experience lower workplace stress. The correlation coefficient ($r = -0.914$) value shows that strong support from the organization reduces work stress. Organizational support is observed to explain the work related occupational stresses with an R^2 of 0.835. It's a large enough percentage that shows this is a meaningful part

of the model that proves its efficiency and accuracy. The analysis of the regression coefficient indicated that the unstandardized regression coefficient for organizational support ($B = -0.846$) implies that for every an increase in one unit of organizational support work stress will decrease by 0.846 unit. The number 5.485 is the level of stress for which an employee will work in the absence of the organisation. The beta coefficient was -0.914, suggesting that organizational support negatively influences job stress. This proved that it serves as a meaningful motivational driver of employees. The t-value is -41.881 and significant. $p = 0.000$ showed significant significance. Hence, it clearly improved the reliability of the data. The model and overall significance were confirmed by F value 1754.002. The model works well with the relationship and the inter-variable which affirms the same. With standard error estimate at 0.335, shows that there is no bias in the regression. This statistic proves that the model is accurate, valid, and reliable. Because of the large sample ($N=348$), these levels of accuracy persist. Companies that provide better support at work give employees a stronger sense of belonging, as well as greater confidence in the functioning of the business. Consequently, it reduces anxiety at the workplace, job stress, and work stress (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). These findings supported the social exchange theory. As per social exchange theory, employees are likely to react positively when they feel appreciated by their organization. Job stresses may injure organizations. But these actions can inhibit this.

According to a study, an organizational employee's perception of organizational support is very significant for work related stress. There exists a considerable negative relationship between perceptions of organizational support and work-related stress. In other words, as workers perceive more organizational values and organizational concern for their welfare, work – related stress also rises. Results from regression analysis indicate that perceptions of organizational support accounted for 83.5.% variability in work-related stress ($R^2=0.835$), thus confirming its predictive power.

When organizations offer support, it decreases work stress. When it is increased by one unit it will result in decreased 846. Organizational support systems are very important for improving psychological well-being and work role-related well-being. These findings suggest that organizations must have a healthy work environment as a directive. The climate of the organization and workgroup consists of trust, respect, and fairness. Moreover, organizations should enact organizational policies for better employee wellness. Employees can have their psychological and social needs tackled to ensure this. We should create empathetic reward systems and develop leaders and HR practices.

This will add to psychological safety and belongingness. When organizations do these actions, they are able to reduce employees' work-related stress, increase levels of job satisfaction, and enhance performance and retention. The current study employed a cross-sectional design with a limited sample size and only involved a public sector employee ($N=348$). Therefore, the findings may not apply to individuals working in other organizational settings. The correlation of regression is only applies to perceptions of organizational support on work stress and does not conceptualize any mediators nor

moderators including not limited to job satisfaction, resilience, leadership styles. This study inadvertently indicates the need for longitudinal studies to understand the long term effects of organizational support on work related job stress levels. It may also explore whether emotional intelligence, climate of trust, and alternate methods given to organizational leadership may have some mediating or interacting influences in more explanatory factors. The human resource management suggests use of digital transformation tools along with applications of artificial intelligence.

AI could help understand how technological advancements can provide organizational assistance without causing disturbance and can lead to better work-related quality.

CONCLUSION

Fundamental Finding : The study demonstrates a very strong and significant negative relationship between Perceived Organizational Support (POS) and job-related stress among employees, confirming that higher levels of organizational appreciation, fairness, and concern substantially reduce occupational anxiety and time-related work pressures. **Implication :** These results underscore the strategic importance of building supportive organizational climates, strengthening HR practices, and cultivating managerial behaviors that enhance employee psychological safety, well-being, and overall performance. Organizations that invest in structured support systems – such as fair policies, responsive leadership, and wellness initiatives – can expect reduced stress, improved job satisfaction, and higher retention. **Limitation :** The study is limited by its cross-sectional design, single institutional context, and exclusive reliance on self-reported perceptions, which restrict generalizability and do not account for potential mediating or moderating variables. **Future Research :** Subsequent studies should employ longitudinal or mixed-method designs, expand samples across sectors, and incorporate moderators such as leadership style, resilience, emotional intelligence, and organizational climate to provide a more comprehensive understanding of how POS shapes employee stress dynamics over time.

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