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# The Effect of Perceived Organizational Support on Conflict Resolution through Organizational Trust: The Moderating Role of Time Pressure

Hong Zhen<sup>1</sup>, Li Gao<sup>2\*</sup>

<sup>1,2</sup>SILC Business School, Shanghai University, Shanghai, China

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### \*Correspondence:

[gaoli@shu.edu.cn](mailto:gaoli@shu.edu.cn)

### ABSTRACT

This study explores the role of Perceived Organizational Support (POS) and Organizational Trust in conflict resolution, with a focus on how time pressure moderates these relationships, integrating perspectives from Social Exchange Theory and Job Demand-Resource (JD-R) Theory. Using a quantitative research design, data was collected via an online survey involving 612 employees from various organizations in China. Statistical analysis conducted with SPSS and AMOS yielded three significant findings. First, POS has a significant positive impact on conflict resolution by strengthening employees' perceptions of support and fostering a sense of reciprocity. Second, organizational trust emerged as a critical mediating factor in the relationship between POS and conflict resolution, highlighting its essential role in promoting collaborative behaviors and constructive interactions. Third, perceived time pressure was identified as a negative moderator, weakening the mediating effect of organizational trust by diminishing the benefits of POS in high-pressure scenarios. These findings underscore the necessity of fostering organizational trust and ensuring sufficient POS to effectively manage workplace conflicts. Moreover, the study emphasizes the dual effects of time pressure, which can impede trust development and reduce the efficacy of POS in conflict resolution processes. By addressing these dynamics, organizations can develop conflict management strategies that account for the interplay of POS and organizational trust, particularly in high-time pressure environments.

In today's modern and highly competitive business environments, internal organizational conflict has become a prevalent issue that can significantly disrupt organizational functioning and efficiency. Organizational conflict, which ranges from impaired teamwork to suboptimal decision-making, often results in resource wastage, low morale, and talent attrition, thereby posing substantial challenges for companies. Thus, conducting a comprehensive investigation into organizational conflict resolution is essential for ensuring stability and fostering sustainable development.

Organizational conflict is widely acknowledged as inevitable, often arising from factors such as resource competition, goal misalignment, or value differences. Recent research underscores the dual nature of conflict's impact on organizational effectiveness. On the one hand, moderate conflict can stimulate innovation, encourage critical thinking, and promote organizational learning and development (Guo et al., 2019). On the other hand, poorly managed conflict can result in team fragmentation, diminished employee satisfaction, and decreased performance (Steffensen Jr et al., 2022). Technological advancements, particularly the proliferation of remote work and virtual teams, have further complicated conflict resolution efforts. As a result, effective conflict mitigation has become a key focus of business management. Research suggests that effective communication is the cornerstone of resolving all types of conflict (Ilavarasi, 2024). In team settings, effectively managing relational conflicts among members is closely tied to improved team performance (Caesens et al., 2019). Additionally, the concept of Perceived Organizational Support (POS) has gained significant attention in the context of conflict resolution. High levels of POS encourage employees to engage actively in discussions and share information, ensuring that essential updates are communicated accurately and efficiently (Townsend, 2001). Organizations with stronger POS also tend to foster greater organizational trust, promoting open and transparent communication between employees and supervisors (Kim, 2020).

In the domain of organizational behavior, the concept of Perceived Organizational Support (POS) holds particular significance. It refers to employees' subjective assessment of whether their organization genuinely values their contributions and demonstrates a sincere concern for their well-being (Eisenberger et al., 2019). As Rhoades and Eisenberger (2002) indicated, POS is closely related to antecedents such as leadership support and human resource practices, which significantly enhance POS when these actions are perceived as voluntary organizational initiatives. POS aligns with Social Exchange Theory by fostering reciprocal norms among employees, motivating them to exert greater effort for the organization, and strengthening organizational identification and affective commitment by fulfilling employees' socio-emotional needs (Kurtessis et al., 2017). POS positively influences employees' work attitudes and behaviors, including increased work engagement, organizational commitment, trust, and job satisfaction, while reducing job stress and counterproductive behaviors (Zhang et al., 2016). Moreover, POS is positively associated with employee performance, creativity, safety behaviors, technology acceptance, and customer service quality, highlighting its multifaceted role in enhancing organizational effectiveness (Khazanchi & Masterson, 2011). Cultural differences also affect the impact of POS, with stronger effects observed in collectivist cultures, where it symbolizes group membership and recognition (Rockstuhl et al., 2012).

Perceived Organizational Support (POS) has been shown to positively influence work attitudes, such as engagement, commitment, trust, and satisfaction, while reducing stress and

counterproductive behaviors (Zhang et al., 2016). Additionally, POS fosters performance, creativity, safety compliance, technology adoption, and service quality (Khazanchi & Masterson, 2011). However, the mechanisms through which POS operates are culturally contingent (Rockstuhl et al., 2012). Eisenberger et al.'s (2019) U.S.-centric findings on the gradual growth of POS contrast sharply with the Chinese context, where (1) Cultural Embeddedness places a higher value on socio-emotional support (e.g., family welfare, leader benevolence) rather than instrumental rewards, reflecting the collectivist principle of reciprocity (Ling et al., 2006); (2) Institutional Dynamics, such as the impacts of COVID-19 and supply chain crises, increase reliance on POS to alleviate job insecurity, particularly under the paternalistic leadership of state-owned enterprises (SOEs) (Selvarajan et al., 2016); and (3) Procedural Fairness Sensitivity highlights the importance of transparency in maintaining collective harmony (Li, 2015). Therefore, culturally tailored interventions—such as family-oriented HR policies, visible leadership solidarity, and transparent governance—are crucial for enhancing POS in China.

To improve POS, organizations should focus on enhancing procedural fairness, leadership support, and human resource practices, thereby fostering better employee attitudes and behaviors and ultimately improving organizational performance. Future research should further explore the mechanisms underlying POS formation and its effects, particularly in varying cultural and organizational contexts (Baran et al., 2012).

Recent empirical research has begun to explore the role of POS in conflict resolution, but some critical gaps remain. For example, Benson and Manu (2024) demonstrated the role of POS in facilitating collaborative conflict resolution in public organizations, but their study was limited to hierarchical environments and ignored situational stressors such as time pressure. Similarly, Achi and Ezekiel-Hart (2024) found that POS reduces relational conflict in the oil and gas industry, but their analysis conflated affective and cognitive conflict and failed to distinguish between mediating mechanisms in these processes. Notably, although Bjorvatn and Wald (2020) identify organizational trust as a mediator between POS and knowledge sharing, their framework does not consider how time pressure can weaken this pathway. These limitations highlight the need for a comprehensive model that integrates POS, organizational trust, and time pressure to explain the dynamics of conflict resolution.

Moreover, recent empirical research has advanced this study's understanding of POS in conflict resolution, but three limitations remain (Chen et al., 2022; Lee & Park, 2023). First, despite evidence that POS reduces affective conflict, its effects on cognitive conflict have been inconsistent (Chen et al., 2022), suggesting that situational moderators like time pressure need to be explored in greater depth. Second, while organizational trust has been theorized as a mediating factor (Kurtessis et al., 2017), few studies have empirically tested this path in high-pressure situations. Third, existing studies have focused on Western samples, which limits insight into collectivist cultures where the role of POS may differ (Garcia & Müller, 2023). By including time pressure as a moderator and testing the mediating role of organizational trust in a Chinese context, this study fills these gaps and extends job demand-resource theory (JD-R theory) to a dynamic organizational setting.

Through the synergistic integration of the Social Exchange Theory (SET) and Job Demand-Resource Theory (JD-R) frameworks, this study proposes a dual-process explanatory model that advances organizational theory. First, organizational trust acts as a key mediator in the SET

mechanism: the cultivation of POS stimulates norms of reciprocal obligations, which in turn prompts organizational trust-oriented behavioral patterns (Cropanzano & Mitchell, 2005), promotes transparent communication patterns, and reduces defensive conflict posturing (Davidson et al., 2004). Second, based on the premise of JD-R theory, time constraints act as a moderating factor that compromises the allocation of psychological resources under high job demands, thereby weakening the internalization process and trust maintenance capacity of POS (Li et al., 2023).

In summary, although recent empirical research has advanced our understanding of the role of POS in conflict resolution, three key gaps remain: (1) inconsistent results on the role of POS in cognitive conflict resolution; (2) insufficient empirical validation of the mediating role of trust under time pressure; and (3) Western-centered samples that ignore cultural nuances. By incorporating time pressure as a moderator and organizational trust as a mediator and testing them in a collectivist cultural context, this study not only resolves these inconsistencies, but also advances JD-R theory by incorporating relational dynamics into the traditional demand-resource paradigm.

## Literature Review

### **Theoretical Background and Hypotheses**

The Job Demands-Resources (JD-R) model, proposed by Demerouti et al. (2001), categorizes job context characteristics into two types: job demands and job resources. Job demands, such as high-intensity tasks, can deplete individuals' energy and psychological resources, leading to adverse outcomes. Job resources, such as organizational support, can help employees cope with stress, promote growth, and stimulate positive behaviors that enhance performance. The model introduces the concepts of gain and loss spirals and has been widely applied across various fields. Its core principle is that the balance between job demands and resources is crucial for employees' psychological experiences and behavioral performance. Sufficient resources can buffer the impact of high demands (Hakanen & Roodt, 2010).

Social exchange theory posits that interpersonal interactions are based on mutual exchange, which is used in the workplace to explain the interactive relationship between organizations and employees. Employees adjust their behavior and attitudes based on the support and resources provided by the organization. Organizational support can generate a willingness to reciprocate in employees, manifesting as higher trust, loyalty, and organizational commitment. Trust can drive employees' positive behaviors and high work performance and is central to maintaining good relationships between employees and the organization. It can enhance the willingness to cooperate and promote constructive conflict resolution. Relevant research has also confirmed that organizational support can enhance employees' sense of trust, which is beneficial for establishing harmonious relationships within the organization (Cropanzano & Mitchell, 2005).

### **POS and Employee Conflict Resolution**

Conflicts within an organization can be divided into two categories: emotional conflicts and cognitive conflicts. Emotional conflicts stem from inconsistencies in emotions or attitudes among team members, often leading to negative emotions that can undermine teamwork (Kozlik & Fischer, 2020). In contrast, cognitive conflicts revolve around disagreements on tasks

or goals, and a moderate level of cognitive conflict can stimulate team discussion and innovation, thereby enhancing team performance (Gheorghe et al., 2020). Firstly, POS alleviates work-related stress by providing psychological support and resources, enhancing employees' emotional regulation capabilities, and allowing them to manage emotions more calmly and effectively in emotionally charged conflict situations (Mauno & Ruokolainen, 2017). In a study on the banking industry in Vietnam, POS was found to mitigate emotional exhaustion and stress, thereby reducing employees' intention to leave (Giao et al., 2020). Secondly, POS can also enhance employees' emotional intelligence, encouraging them to adopt cooperative and constructive coping strategies during conflicts (Zia et al., 2018). In summary, POS plays a significant positive role in resolving emotional conflicts by improving emotional regulation capabilities, optimizing coping strategies, and increasing emotional energy.

Simultaneously, POS plays a crucial role in facilitating employees' handling of cognitive conflicts. Firstly, POS provides employees with the necessary information and resources, helping them better understand and deal with conflict situations. By reducing the cognitive load caused by insufficient information, POS enables employees to solve problems more effectively when facing conflicts (Mustafa & Siew Chen Sim, 2023). Additionally, POS promotes conflict resolution by enhancing employees' self-efficacy. When employees feel supported by the organization, they are more likely to believe in their ability to handle and resolve conflicts, thus acting with greater confidence and composure when confronted with conflicts (Benson & Manu, 2024). Lastly, the point is substantiated by the significant role that point-of-sale (POS) technology plays in promoting teamwork. It can strengthen trust and communication among team members, create a more harmonious work environment, reduce unnecessary conflicts, and improve overall team performance (Achi & Ezekiel-Hart, 2024). These findings collectively illustrate the pivotal role of POS in resolving cognitive conflicts. Therefore, the above explanations indicate that POS has a positive impact on conflict resolution.

**H1:** POS has a positive impact on conflict resolution.

### ***The Mediating Role of Organizational Trust***

Organizational trust refers to what is also seen as a multidimensional construct that includes trust at different levels within the organization, such as management, colleagues, and the organizational structure as a whole (Vanhala et al., 2016). Social Exchange Theory is a theory that is widely used in POS in organizational behavior, and it explains how people build and support relationships in organizations through mutual benefits. According to this theory, employees' sense of POS is based on their perception of whether the organization cares about their well-being and needs. The presence of POS among employees has been demonstrated to be associated with heightened levels of job satisfaction, loyalty, and organizational commitment. Furthermore, this sentiment has been shown to foster the development of trust in the organization among its constituents (Schoenherr et al., 2015). On the one hand, by providing resource support and emotional care, POS enables employees to feel recognized and supported by the organization, reduces their stress at work, and enhances emotional stability and regulation (Davidson et al., 2004). In such supportive environments, employees develop higher levels of trust as an emotional reward for caring about the organization and, as a result, become more dependent on and trusting of the team climate and organizational relationships (Ng, 2016).

This trust further enhances employees' ability to cope positively with emotional conflicts, enabling them to face conflicts more calmly and solve problems cooperatively, thus reducing the hostility and misunderstanding brought about by emotional conflicts.

Organizational Trust, as a buffering mechanism, builds an indirect path between POS and emotional conflict resolution. Trust not only facilitates open communication but also prevents conflict from escalating by enhancing the emotional connection between team members and making them more willing to adopt an open expression and listening approach during conflict (Achi & Ezekiel-Hart, 2024). In addition, trust reduces the interference of negative emotions in the conflict resolution process and enables employees to resolve conflicts more effectively by being more rational and calmer in the face of emotional conflicts. Thus, trust mediates the relationship between POS and emotional conflict resolution, allowing the positive effects of organizational support to be better translated into constructive behaviors of employees in emotional conflicts (Abdi & Rahman, 2024).

POS establishes a higher level of organizational trust by providing resource support and emotional care that enables employees to feel valued and supported by the organization. This trust promotes employees' willingness to cooperate in cognitive conflict situations and encourages them to be more open to communicating and listening during disagreements over tasks or perspectives, which enhances the effectiveness of problem-solving (Davidson et al., 2004). Specifically, trust makes team members more inclined to adopt a constructive and cooperative approach rather than confrontation when dealing with cognitive conflict, avoids antagonism in conflict, and increases understanding and willingness to collaborate among members (Amiri et al., 2022). Research has pointed out that when members of a team develop trust in each other and the organization, they are more confident in expressing their views and actively seeking common solutions in the face of cognitive conflict, resulting in a positive effect of cognitive conflict (Tomkova & Čigarská, 2022). Thus, trust plays a key mediating role between POS and cognitive conflict resolution, allowing the positive effects of organizational support to be better translated into constructive team behaviors in cognitive conflict.

In summary, POS indirectly improves employees' coping abilities in conflict by enhancing their trust in the organization. Therefore, based on the discussion that has been had, the following hypotheses are hereby proposed:

**H2:** Trust mediates the relationship between POS and conflict resolution.

### ***The Moderating Role of Time Pressure***

Time pressure is defined as an individual's subjective experience of insufficient time to complete desired or required activities (Szollos, 2009). In contrast, time affluence refers to having sufficient time to engage in activities characterized by a relaxed and unhurried pace of life (Schaupp & Geiger, 2022).

Time pressure may negatively affect employees' emotional states and behaviors, including reducing their problem-solving skills and ability to cope with conflict. Time pressure can diminish the positive effects of POS on employee trust, as employees' emotions and resources are more likely to be negatively affected in high time pressure situations (Inam et al., 2021). It has been found that the mediating role of trust in knowledge transfer becomes fragile in teams with high time pressure, and team members' cooperation and trust are significantly weakened

(Binte Rezwan et al., 2021; Bjorvatn & Wald, 2020). In addition, high time pressure and workload reduce employees' positive responses to POS, weaken trust relationships, and decrease employees' willingness to cooperate. In summary, time pressure weakens the positive relationship between POS and trust by increasing employee fatigue and decreasing positive responses to POS, thus acting as a negative moderator in this relationship (Wallace et al., 2009).

A study has shown that high time pressure diminishes the critical role of trust in the relationship between POS and emotional conflict resolution (Li et al., 2023). Specifically, when employees face high time pressure, despite the POS provided by the POS and resources, this support is difficult to effectively translate into positive emotional conflict resolution strategies through trust. Employees' psychological resources are more easily depleted under high time pressure, and trust becomes fragile in such environments, thus reducing its positive role in mitigating emotional conflict (Santos & Cunha, 2021). In addition, time pressure exacerbates employees' anxiety and emotional exhaustion, making them more inclined to resort to avoidance or suppression to deal with emotional conflicts rather than cooperative coping strategies supported through trust. At the same time, time pressure diminishes the positive impact of POS on employees to a certain extent, making their sense of trust unstable and their ability to regulate their emotions correspondingly weaker. In this case, even if POS is provided, it is difficult for employees to effectively alleviate emotional conflicts through trust mechanisms, which leads to poor conflict resolution (Bjorvatn & Wald, 2020). For this reason, managers need to be fully aware of the profound impact of time pressure on employees' emotions, trust, and behaviors, reduce employees' time pressure, and enhance the effectiveness of POS by rationally arranging tasks, providing psychological support, and conducting stress management training. Such management strategies help maintain employees' trust and enable them to seek solutions to emotional conflicts more actively and calmly (Kalkman & de Waard, 2017).

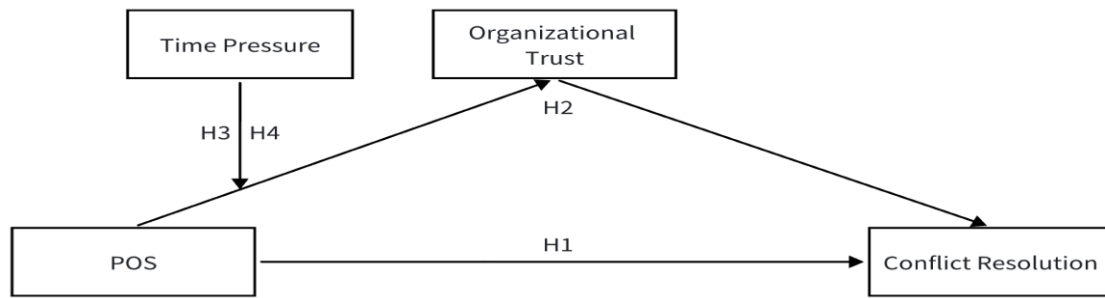
In summary, time pressure significantly affects the relationship between POS and trust and negatively moderates the mediating role of trust in emotional and cognitive conflict resolution. In high time-pressure environments, employees' emotional and cognitive resources are limited, leading to diminished trust, which weakens the effectiveness of POS and affects conflict resolution. Research has shown that time pressure not only reduces employees' willingness to cooperate and their sense of trust, but also makes it more difficult for them to effectively respond to conflict through trust mechanisms. Therefore, based on the above discussion, the following hypothesis is proposed:

**H3:** Time pressure negatively moderates the relationship between POS and trust. (The higher the level of time pressure, the weaker the positive relationship between POS and trust.)

**H4:** Time pressure negatively moderates the mediating role of trust in the relationship between POS and conflict resolution. (The higher the level of pressure, the less trust has a mediating role in organizational support and conflict resolution.)

Based on the above hypothesis, we created the research conceptual framework model illustrated in [Figure 1](#).

**Figure 1**  
Conceptual Research Framework



## Method

### Sample

This study collected survey data from employees of manufacturing and service companies in the Yangtze River Delta region of China from October 20, 2024 to November 14, 2024 through the Credamo platform using a random sampling method. A total of 612 employees from companies of different sizes participated in the study.

### Instruments

The present study constructs measurement tools based on extant literature to ensure the scientific rigor, reliability, and applicability of the scales. The research encompasses four main variables: POS, organizational trust, time pressure, and conflict resolution. To enhance clarity and transparency, we explicitly specify the number of items for each construct and provide a detailed description of the measurement scale used. Each variable is measured using a seven-point Likert scale (1 = Strongly Disagree, 7 = Strongly Agree), allowing for finer differentiation in respondents' perceptions. Additionally, we elaborate on the constructs and their theoretical foundations to justify the item selection and scale design. These refinements align with best practices in the field, ensuring the validity and reliability of the measurement instruments.

**POS.** Perceived Organizational Support (POS) scale is derived from the research proposed by Liu et al. (2008). The present study will concentrate on the employees' perception of the company's supportive actions, with a particular emphasis on communication, feedback, and employee development.

**Organizational Trust.** The trust scale is based on the organizational trust climate scale developed by Li and Yan (2007), which emphasizes the assessment of the level of trust among team members

**Time Pressure.** The measurement of time pressure employs the scale by Maruping et al. (2015), examining the time urgency and stress levels that employees face in task execution.

**Conflict Resolution.** The conflict resolution scale refers to the research scale developed by Wang et al. (2007), evaluating the team's approach and effectiveness in handling emotional and cognitive conflicts. These items focus on the team's emotional management and relationship recovery capabilities, measuring the team's positive response to emotional conflicts.

**Control Variables.** To eliminate the influence of demographic characteristics, this study selects control variables such as gender, age, education level, occupational level, and years of work



experience, ensuring that the impact of core variables such as organizational support, trust, and conflict resolution can be more accurately presented. [Table 1](#) lists the variable scale summary.

**Table 1**

*Variable Scale Summary*

POS	Liu et al. (2008)	<p>A1 Company encourages employees to express their opinions and suggestions freely.</p> <p>A2 The company responds to my feedback and questions in a timely manner with appropriate attention and consideration of my interests.</p> <p>A3 The company respects and values its employees' goals and values.</p> <p>A4 The company is always willing to help if I make a reasonable request.</p> <p>A5 The company is happy to provide the necessary communication support and help when employees need it (e.g., reunions, training, etc.).</p> <p>A6 The company provides clear and effective communication channels for employees to express their personal needs and opinions.</p>
Organizational trust	Li & Yan (2007)	<p>B1 I can communicate my thoughts, feelings with my coworker/leader without any constraints during the contact with him.</p> <p>B2 I will talk to my coworkers/leaders about the difficulties I encounter at work without fear.</p> <p>B3 If for some reason I can't work with my coworker/leader, I would feel a great loss.</p> <p>B4 I always talk to my coworker/leader when I have trouble at work and trust him/her to give me constructive advice.</p> <p>B5 I know we value each other's friendship.</p> <p>B6 Colleagues/leaders demonstrate a high level of professionalism and work ethic at work.</p> <p>B7 Based on my experience with my coworker/leader, the coworker/leader is fully qualified for his/her current job.</p> <p>B8 I am confident that the coworker/leader will not interfere with my work by neglecting his/her duties or by being careless.</p> <p>B9 Most people, even if they don't have a close relationship with a coworker/leader, trust and respect him.</p> <p>B10 People around me who have had contact with coworkers/leaders think that coworkers/leaders are trustworthy.</p>
Time pressure	Maruping et al. (2015)	<p>C1 We are often under a lot of pressure to complete tasks on time.</p> <p>C2 We don't have much time to complete our tasks.</p> <p>C3 Time to complete tasks is short.</p> <p>C4 Task durations are usually short.</p>
Conflict resolution	Wang et al. (2007)	<p>D1 The team is able to identify and express the emotional roots of the conflict in a timely manner.</p> <p>D2 The team took a positive communication approach to defuse the emotional conflict.</p> <p>D3 Relationships and cooperation between team members were restored after the conflict.</p> <p>D4 The team atmosphere improved significantly after the emotional conflict was resolved.</p> <p>D5 Because of the emotional conflict, team members' trust and understanding were enhanced.</p> <p>D6 When there is disagreement, the team is able to effectively resolve the conflict and reach consensus through discussion.</p> <p>D7 When discussing development strategies, the team is able to take a constructive approach to resolving differences of opinion so that the views of all members are respected.</p> <p>D8 When there are differences in the content of decisions, the team is able to find solutions that balance the needs of all parties through consultation.</p>

## Analysis Method

The objective of this study is to evaluate the validity and stability of the formal scale questionnaire. Initially, a descriptive analysis of the sample will be conducted using SPSS 23.0 software. To this end, a reliability analysis will be performed, principally by calculating Cronbach's Alpha coefficient and test-retest reliability, in order to verify the internal consistency and stability of the questionnaire. To further examine the validity of the formal

scale questionnaire, we will use AMOS 26.0 software to assess convergent validity and discriminant validity. Convergent validity refers to the extent to which a measurement instrument accurately gauges the variable it aims to measure, while discriminant validity pertains to the measurement instrument's ability to differentiate between distinct variables or concepts. The main effects will be verified through SPSS 23.0, and the Process macro within SPSS 23.0 will be used to validate mediating effects, moderating effects, and moderated mediating effects, respectively.

## Results

### Descriptive Statistics

As presented in Table 2, the sample size of this study was  $N = 612$ , with a relatively balanced gender ratio of 320 males (52.3%) and 292 females (47.7%). The age groups were mainly 26-30 years old (37.7%) and 31-40 years old (28.4%), which accounted for 66.1% of the sample, and most of them were young and middle-aged. The education level is concentrated in junior college (30.6%) and bachelor degree (40.6%), totaling 71.2%, with a higher overall education level. The number of years of working experience is mostly in the range of 1-3 years (35.5%) and 3-5 years (34.2%), accounting for 69.7% of the total, and most of them are newcomers to the workplace or employees at the early stage of their careers. Income is concentrated in the ranges of RMB 5,000 - 7,000 (41.8%) and RMB 7,000 - 10,000 (25.8%), accounting for 67.6%, which is in the middle to upper range. In terms of career level, 61.6% of employees are at the basic level, mainly at the grassroots level. Table 2 lists the demographic data of respondent.

**Table 2**

*Demographic Data of Respondent*

Sample Statistical Variables	Category	Number	Percentage (%)
Gender	Male	320	52.3
	Female	292	47.7
Age	< 25 years old	108	17.6
	25-30 years old	231	37.7
	31-40 years old	174	28.4
	41-50 years old	77	12.6
	>50 years old	22	3.6
	Education	Primary school and below	8
	Junior high school	21	3.4
	High School	65	10.6
	Specialized	187	30.6
	Bachelor's Degree	249	40.7
	Master's Degree	66	10.8
	Doctoral Degree	16	2.6
Work experience	Less than 1 year	113	18.5
	1-3 years	217	35.5
	3-5 years	209	34.2
	5-10 years	55	9
	More than 10 years	18	2.9
Income	Below 3000 RMB	37	6
	3000-5000 RMB	90	14.7
	5000-7000 RMB	256	41.8
	7000-10000 RMB	158	25.8
	10000-15000 RMB	52	8.5
	More than 15000 RMB	19	3.1
Occupational level	Basic staff	377	61.6
	Department head	125	20.4
	Company middle level	92	15
	Company senior	18	2.9

First, this study used Pearson correlation analysis to explore descriptive statistics and variable correlations for POS, organizational trust, time pressure, and conflict resolution, with conflict resolution having the highest mean response value of 5.11 and Organizational Trust having the highest standard deviation of 1.65. As shown in Table 2, the findings of the study demonstrated a significant positive correlation between POS and organizational trust ( $r = .44, p < .01$ ). Time pressure was also weakly positively correlated with both organizational trust ( $r = .26, p < .01$ ) and conflict resolution ( $r = .27, p < .01$ ). A strong positive correlation was found between conflict resolution and trust ( $r = .56, p < .01$ ). Overall, the study found significant positive correlations between the variables, providing data support for the practice of enhancing POS, organizational trust, and employee conflict resolution. Table 3 lists the descriptive statistics and correlations.

**Table 3***Descriptive Statistics and Correlations*

	<i>M</i>	<i>SD</i>	1	2	3	4
1 POS	4.97	1.64	1			
2 Organizational Trust	4.92	1.65	0.44**	1		
3 Time Pressure	4.73	1.59	0.27**	.26**	1	
4 conflict resolution	5.11	1.57	0.44**	.56**	.27**	1

Note. N = 612. \* Means  $p < .05$ , and \*\* means  $p < .01$ .

### Reliability Analysis

The present study utilized the Cronbach's alpha coefficient to assess the reliability of the scale. It is widely accepted that when the alpha value exceeds .60, the scale's reliability is deemed acceptable. When the alpha value surpasses .70, the scale's reliability is considered good. As the alpha value approaches 1, the scale's reliability and internal consistency increase in strength. The results of the reliability test through SPSS 26.0 show that the  $\alpha$  values of all variables are above .90, indicating a high level of reliability. Specifically, the alpha values for POS were .95 (no. of items = 6), Trust was .97 (no. of items = 10), Time Pressure was .93 (no. of items = 4), and Conflict Resolution was .94 (no. of items = 8). These results indicate that the reliability of each scale is at a very high level, the items of the scales are able to measure the corresponding variables stably, and the reliability of the data is guaranteed, providing a solid foundation for the subsequent statistical analysis.

### Validity Analysis

As shown in Table 4, the validity of a measurement reflects its accuracy in assessing the intended variable. This study employed confirmatory factor analysis (CFA) using AMOS software to evaluate model fit, with results confirming adequate validity ( $\chi^2/df = 2.30 < 3$ , CFI = .91 > .90, TLI = .90 > .90, RMSEA = .07 < .08). Table 4 lists the measurement model.

**Table 4***Measurement Model*

Model	$\chi^2/df(df)$	CFI	TLI	RMSEA
Four-factor model	2.30 (220)	0.91	0.90	0.07

As presented in Table 5, discriminant validity was assessed using the Fornell-Larcker criterion and the HTMT ratio. The AVE square roots exceeded inter-construct correlations, and the HTMT value (.43) was well below the .85 threshold, confirming that the constructs are distinct. These results ensure strong convergent and discriminant validity, supporting the robustness of the measurement model (Henseler et al., 2015).

**Table 5**  
*Correlations, Reliability, and Validity Measurements*

Variables	CR	AVE	$\alpha$	1	2	3	4
POS	.96	.78	.96	<b>.82</b>			
Organizational trust	.97	.79	.97	.78	<b>.78</b>		
Time pressure	.74	.69	.93	.59	.58	<b>.62</b>	
Conflict resolution	.96	.77	.94	.60	.56	.56	<b>.74</b>

Note. N = 612, CR = composite reliability,  $\alpha$  = Cronbach's alpha, AVE = average variance extracted. Diagonal bold numbers are the square root of the AVE. The remaining figures are the correlation coefficients.

## Hypotheses Testing

### Main effects test

Initially, a main effects regression analysis was performed using SPSS 26.0 to examine the significance of the regression coefficients between the independent variable (POS) and the dependent variable (Conflict Resolution) (Model M1). As can be seen from Table 6, the analysis revealed that POS had a significant positive impact on conflict resolution ( $\beta = .42$ ,  $p < .001$ , Model M1), accounting for 20.5% of the total variance ( $R^2 = .20$ ). Additionally, none of the control variables (gender, age, education, years of experience, income, and rank) showed a significant influence on conflict resolution.

In summary, the study's findings support the hypotheses, confirming a significant positive effect of POS on conflict resolution, thereby validating hypothesis H1. Table 4 lists the main effects of POS and conflict resolution.

**Table 6**  
*Main effects of POS and Conflict Resolution*

Dependent Variable	Conflict Resolution	
Model	M1	
	Unstandardized $\beta$	$p$
<i>Independent Variables</i>		
POS	.42***	0.00
<i>Control Variables</i>		
(Constant)	3.61	0.01
Gender	-0.02	0.82
Age	-0.06	0.26
Education	-0.05	0.30
Working Experience	0.03	0.59
Income	-0.07	0.12
Grade	0.00	0.98
R2	0.20	
F	22.19***	

Note. \*\*\* denotes  $p < .001$ ; \*\*,  $p < .01$ ; and \*,  $p < .05$ .

## The Mediating Effect of Organizational Trust

Based on the correlations among the variables, this study constructed mediation models and tested mediation effects for each variable. After standardizing the variable scores, mediation effect analysis was performed using Model 4 in PROCESS for SPSS. Given the significant influence of demographic factors such as gender, age, educational background, years of experience, income, and rank on the mediation effect, these variables were included as control variables in the analysis.

The mediation effect analysis in this study used POS as a predictor variable (X), conflict resolution as an outcome variable (Y), and trust as a mediator variable (M). The results indicated that POS significantly and positively predicted trust ( $\beta = .45 = 0.04$ ,  $t = 12.34$ ,  $p < .001$ ) and that both organizational support ( $\beta = .24$ ,  $SE = .03$ ,  $t = 6.85$ ,  $p < .001$ ) and trust ( $\beta = .44$ ,  $SE = .03$ ,  $t = 12.61$ ,  $p < .001$ ) had a conflict resolution significant positive predictive effect (see Table 7).

The mediating effect was tested using the bias-corrected Bootstrap method, revealing an indirect effect (IE) value of .12,  $SE = .02$ , with a 95% confidence interval [.15, .25] (as the confidence interval does not include zero, the effect is significant; see Table 8. These results indicate a significant mediating effect of trust in the relationship between POS and conflict resolution.

**Table 7**

*Mediating Effects of Organizational Trust in the POS and Conflict Resolution*

Predictive Variables	Dependent (Organizational Trust)					Dependent (Conflict Resolution)				
	$\beta$	SE	t	p	95% CI	$\beta$	SE	t	p	95% CI
POS	.45	.04	12.34	.00	[.38, .52]	.24	.03	6.85	.00	[.17, .31]
Trust						.44	.03	12.61	.00	[.37, .50]
Gender	.04	.12	0.36	.72	[-.19, .28]	-.05	.10	-.49	.62	[-.25, .15]
Age	.00	.06	0.02	.98	[-.12, .12]	-.03	.05	-.54	.59	[-.13, .08]
Education	-.07	.06	-1.25	.21	[-.18, .04]	-.04	.05	-.75	.45	[-.13, .06]
Experience experience	-.06	.07	-0.91	.36	[-.19, .07]	-.06	.06	-1.07	.29	[-.17, .05]
Income	.04	.05	0.69	.49	[-.07, .14]	-.01	.05	-.11	.91	[-.10, .09]
Grade	-.05	.07	-0.77	.44	[-.19, .08]	.02	.06	.32	.75	[-.10, .14]
R2	.21					.37				
F	22.48***					44.85***				

Note. \*\*\* denotes  $p < .001$ ; \*\*,  $p < .01$ ; and \*,  $p < .05$ .

**Table 8**

*Mediating Effect of Organizational Trust, Bootstrapping Result*

	Effect	se	t	p	LLCI	ULCI
Total Effect	.43	.03	12.46	.00	.37	.50
Direct Effect	.23	.03	6.85	.00	.17	.31
Indirect Effect	.12	.02	/	/	.15	.25

## The Moderating Effect of Time Pressure

In this study, POS was designated as the predictor variable (X), Trust as the mediator (M), Cognitive Conflict Resolution as the outcome variable (Y), and Time Pressure as the moderating variable (W) to test moderating effects using Model 1 in PROCESS for SPSS. Relevant demographic variables, including gender, age, and educational attainment, were included as control variables.

**The moderating effect of Time Pressure between POS and Organizational Trust.** The results showed that the interaction term between POS and Time Pressure significantly and negatively predicted trust ( $\beta = -.15$ ,  $SE = .02$ ,  $t = -7.11$ ,  $p < .001$ ), with a bootstrap 95% CI of  $[-.20, -.11]$  (confidence intervals that do not contain a zero indicate a significant effect). These findings indicate that time pressure significantly moderates the first half of the mediation model, meaning it influences the relationship between POS and Organizational Trust as a moderating variable.

First, concerning the moderating effect of time pressure on the relationship between POS and trust, the results indicate that time pressure significantly moderates this relationship negatively. Specifically, the positive impact of POS on organizational trust weakens as time pressure increases. POS had a stronger facilitating effect on organizational trust in low time pressure situations ( $\beta = .35$ ,  $SE = .03$ ,  $p < .001$ ), which implies that employees are better able to perceive support from the organization and build trust in less time pressure situations. However, with the increase of time pressure, the coefficient of the interaction term was  $-.15$  ( $SE = .02$ ,  $p < .001$ ), indicating that the positive effect of POS on trust gradually weakened under high time pressure, and employees' perception of POS became weaker, and the enhancement of trust was inhibited, and hypothesis H3 was established (see Table 9).

**Table 9**

*Moderating Effect of Time Pressure in the Relationship between POS and Organizational Trust*

	$\beta$	SE	t	p	LLCI	ULCI
POS	.35	.03	9.63	.00	.28	.42
Time Pressure	.11	.03	2.92	.00	.03	.18
POS * Time Pressure	-.15	.02	-7.11	.00	-.20	-.11
Gender	.09	.11	0.79	.42	-.13	.31
Age	.01	.05	0.25	.80	-.10	.13
Education	-.07	.05	-1.34	.17	-.17	.03
Working Experience	-.03	.06	-0.56	.56	-.15	.08
Income	.033	.05	0.626	.531	-.069	.134
Grade	-.041	.06	-0.610	.542	-.173	.091
R <sup>2</sup>	0.28					
F	26.78***					

Note. \*\*\* denotes  $p < .001$ ; \*\*,  $p < .01$ ; and \*,  $p < .05$ .

**The moderating role of Time Pressure between POS, Organizational Trust and Conflict Resolution.** The analysis of the moderated mediation effect reveals that the mediating role of organizational trust in the relationship between POS and Conflict Resolution varies significantly across different levels of time pressure. As presented in Table 10, specific data showed that the mediating effect of organizational trust was stronger at low levels of time pressure ( $-1.590$ ) (Effect =  $.26$ , BootSE =  $.03$ , 95% CI  $[.20, .33]$ ) and that the mediating effect weakened at moderate time pressure ( $.000$ ) as time pressure increased (Effect =  $.15$ , BootSE =  $.02$ , 95% CI  $[.11, .19]$ ), and the mediating effect was further attenuated to a minimum at high time stress levels ( $1.51$ ) (Effect =  $.05$ , BootSE =  $.02$ , 95% CI  $[.01, .09]$ ). In addition, the coefficient of the “moderated mediation” term was  $-0.06$  (BootSE =  $.01$ , 95% CI  $[-.09, -.04]$ ), with a confidence interval that did not include zero, which tested Hypothesis H4, that is, the mediating effect of POS and Conflict Resolution is significantly weakened as the level of time pressure increases. The mediating role of organizational trust in the relationship between

organizational support and conflict resolution is significantly weakened under certain conditions (see Table 10).

**Table 10**

*Moderating Effect of Time Pressure in the Relationship between POS and Organizational Trust*

Time Pressure	Effect	BootSE	BootLLCI	BootULCI
-1.590	.26	.03	.20	.33
0.000	.15	.02	.11	.19
1.518	.05	.02	.01	.09
Moderated Mediation	-.06	.01	-.09	-.04

## Discussion

### **Implications for Theory and Research**

(1) *First, this study demonstrates the important role of POS in the field of conflict management and provides a new research perspective on the factors influencing organizational conflict resolution.*

The present study lends further credence to the notion that POS has a positive effect on conflict resolution. This suggests that factors such as training, communication climate, and other forms of POS towards employees are conducive to enhancing employees' propensity to resolve conflict in a positive manner when confronted with it. These findings corroborate extant studies demonstrating that POS exerts a significant influence on the nature of workplace conflicts (e.g., relationship and task conflict) and functions as a vital mechanism for conflict mitigation (Caesens et al., 2019). Furthermore, prior research has explored the relationship between POS and conflict management styles, finding that higher levels of POS may motivate a more collaborative approach to conflict management. This collaborative approach not only improves caregivers' work morale and reduces burnout but also enhances their job satisfaction (Oktay, 2016). We propose that within companies, both emotional and skill-based POS given to employees can alleviate emotional and cognitive conflicts. The present study posits that employees' perception of organizational support plays a significant positive role in emotional conflict resolution by enhancing their emotional regulation, optimizing their coping strategies, and increasing their emotional energy. Meanwhile, the perception of technical support (e.g., information and resources) provided by the organization helps employees better understand and cope with the conflict situation, which in turn facilitates cognitive conflict resolution.

(2) *Second, this study reveals the mediating role of organizational trust between POS and conflict resolution, which provides a new theoretical framework for understanding the dynamics of conflict within organizations.*

Based on social exchange theory (Cook et al., 2013), this paper validates the mediating role of trust in POS and conflict resolution. It was found that trust can effectively connect POS and conflict resolution, as evidenced by facilitating the alleviation of emotional conflict and the collaborative resolution of cognitive conflict by enhancing the sense of trust among employees. As previously indicated by several studies, POS has been identified as a significant contributing factor to the development of trust. A study conducted among nurses revealed that higher levels of POS were associated with increased propensity for knowledge-sharing behaviors, thereby suggesting that greater exposure to POS fosters the establishment of trust between employees and the organization (Shateri & Hayat, 2020). Moreover, it has been observed that POS exerts

a direct influence on the development of trust, and concomitantly, it may also exert an indirect influence on trust through the mediation of other variables. For instance, in a separate study, affective commitment was identified as a mediating variable that significantly influenced the relationship between person-organizational fit and innovative work behaviors. Additionally, POS was found to enhance employees' trust through this pathway (Akhtar et al., 2019). Trust's impact on conflict management has been demonstrated by previous research exploring the role of trust, informational support, and integrative behaviors in workplace peer conflict. This research demonstrated that trust facilitates the effective exchange of information and enhances people's willingness to collaborate in conflict situations, thereby increasing the success of conflict resolution (Benson & Manu, 2024). The findings of this study not only deepen the theoretical position of trust in the study of POS and Employee Behavior, but also clarify for the first time the differential path of trust's role in emotional and cognitive conflict, expanding the boundaries of research on trust in the field of conflict management.

*(3) This study reveals the negative moderating effect of Time Pressure on the relationship between POS and Organizational Trust, expanding the boundaries of Time Pressure research in the field of POS.*

This study finds that time pressure plays a significant negative moderating role in the relationship between POS and trust, which is manifested in the fact that the positive effect of POS on trust is weakened under high time pressure, which in turn weakens the effect of conflict resolution. In particular, in emotional conflict situations, high time pressure may lead to the depletion of employees' emotional resources, making it difficult for POS to be effective; while in cognitive conflict, high time pressure reduces the efficiency of information sharing and affects the resolution effect. It is worth noting that this finding is inconsistent with previous research findings. Some studies have proposed that POS is critical for maintaining or enhancing employees' trust in the organization when faced with higher levels of time pressure. Specifically, it not only directly reduces negative emotions associated with time pressure, but also indirectly promotes positive work attitudes and behaviors (Jain et al., 2013). At the same time, trust, as a form of social capital, also plays an important role in mitigating the negative effects of time pressure (Wang et al., 2020). The inconsistency of findings exists, which this study attributes to the double-edged effect of time pressure, which has been shown to also have a dual effect on the trust relationship between employees or between employees and management. On the one hand, appropriate time pressure can motivate team members to work more closely together in order to accomplish tasks, which in turn enhances trust among them; on the other hand, excessive time pressure may cause employees to feel anxious and doubt the level of support from coworkers or supervisors, which ultimately undermines the internal climate of trust (Li et al., 2023). Therefore, this paper also validates the negative moderating influence of the double-edged effect of time pressure and expands the boundaries of time pressure research in the field of POS.

## **Implications for Practice**

### ***Strengthening the Foundation of POS for Effective Conflict Resolution***

Under the research perspective of organizational behavior, POS of employees is the core causal variable affecting the effectiveness of conflict resolution. Managers should be committed to optimizing the POS system to enhance employees' POS by accurately allocating resources,



establishing an efficient feedback mechanism, and ensuring the actual implementation of rights and benefits. The results of empirical studies show that there is a significant positive association between POS and conflict resolution. Therefore, POS can create a psychological environment for employees to feel at ease in conflict management, reduce the negative effects of conflict, and enhance organizational cohesion. For example, technical and emotional support can help employees increase their sense of organizational support to resolve potential conflicts.

### *Fostering Trust to Smooth the Conflict Resolution Chain*

Organizational trust plays a key role as a mediating conductor in the chain of relationships between POS and conflict resolution, a finding that has far-reaching practical implications for organizational behavior research. Organizations need to carefully cultivate a culture of trust, increase the frequency and depth of interactions among members through cross-departmental collaborative projects and team sharing sessions, break down information barriers, and consolidate the foundation of trust. Fairness and consistency in management decision-making are key to fostering trust and helping employees build a strong belief in the organization. When there is a strong atmosphere of trust in the organization, the conflict resolution process will be smoother, and it will be easier for all parties to reach a consensus and promote the benign development of the organization.

### *Carefully Regulating Time Pressure to Maintain Organizational Relationship Homeostasis*

This study found that time pressure can weaken the positive effect of POS on trust, thus affecting the effectiveness of conflict resolution. Especially in joint ventures, time pressure may further amplify the difficulty of conflict management due to the complexity of cross-cultural environments and the demands of high-intensity work. Managers need to take more direct and timely support measures in high time pressure situations. For example, they can reduce the psychological burden on employees by reasonably assigning tasks and clarifying priorities; and provide additional resources to support employees in key positions, such as flexible working hours and stress relief training. At the same time, companies can optimize the task process through technical means to reduce the interference of time pressure on the effectiveness of POS.

### *Limitations and Future Research Directions*

**In terms of research content:** this study does not explore the differential impact of POS within the cultural contexts of different countries. In today's diverse corporate environment, significant cultural differences among employees may influence their perceptions of and reactions to POS, trust, and conflict management. Therefore, future research should further examine the dynamic role of POS in cross-cultural management, especially the differences in employees' needs and responses to organizational support and trust building across cultures. Meanwhile, the findings in this study regarding the negative moderating effect of time pressure on POS and trust relationships revealed some challenges in management but did not delve into how to effectively manage time pressure to mitigate its negative effects. Therefore, future research should focus on management strategies under high time pressure to help firms maintain the positive effects of POS as much as possible when facing high-pressure situations.

**Second, in terms of research methodology:** this study has several limitations regarding sample measurement methods. Due to various constraints, all questionnaires relied on employee self-assessment, which may introduce bias and impact the accuracy of the results (Podsakoff et al., 2003). Although no severe homoscedasticity issue was identified, future research should increase the diversity of sample sources and incorporate third-party assessments to enhance data reliability and validity, thereby improving the comprehensiveness of sample measurements.

Additionally, the study employed PROCESS in SPSS for mediation and moderation analysis and AMOS for path analysis. While these methods effectively validated the research hypotheses, they did not incorporate more advanced research designs, such as multi-temporal tracking data collection or cross-sectional model analysis. Utilizing such approaches in future studies could provide deeper insights into the dynamic mechanisms underlying the relationship between POS and conflict resolution.

## Conclusion

This study examines the influence of Perceived Organizational Support (POS) on conflict resolution within organizations, offering a novel framework that integrates POS, conflict resolution, and organizational trust through the perspectives of Social Exchange Theory and the Job-Demand-Resources (JD-R) model. The findings reveal that POS has a direct and positive impact on conflict resolution, while organizational trust plays a pivotal mediating role in this relationship. However, the effect of POS on organizational trust diminishes under high time pressure, highlighting the negative moderating influence of time constraints. These results provide a nuanced understanding of how POS influences conflict resolution within organizations.

## Declarations

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