Antecedents and Consequences of Peer Support

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ARTICLE INFORMATION

ABSTRACT

This article aims to build an understanding of antecedents and the consequences of peer support. This research examined 42 articles that analyze peer support consisting of nine journals that analyze concept, comments, and descriptive reviews, and 42 articles are analyzed empirically.. The findings show that individual perception is related to willingness to perform peer support. Peer support occurs when the relationship between others is based on belief, trust, attitude and interpersonal relationship mutually maintained.

Keywords: Attitude, Belief, Fairness, Peer Support, Trust

INTRODUCTION

Peer support is still a debate between collectivism and individualism, making it interesting to do research. Peer support is measured as a perception of social support or refers to social support theory. The researchers' opinions comprise Lilius (2006), Keup, Bruning and Seers (2004), Kim (2003), Sherony and Green (2002),Bacharach, Bamberger, & McKinney (2000), Cormick (2001); Glesspen (1997); Graen and Uhl-Bien (1995), Albrecht and Adelman (1987), Evoy and Buller (1987); House (1981,1985), Kram and Isabella (1985), Latané (1981), Wills (1981), Olson and Jacoby (1970), stating that support occurs if there is a dynamic interaction that benefits both parties influenced by attitudes, belief, emotions, and behaviors.

Peer support is a way of providing facilities related to work or task support and as a willingness to spend time and provide advice or guidance on problem-solving. It states that the higher the relationship between colleagues the higher it affects the support of colleagues both psychologically and non-psychologically and career development. Also, the closeness of relationships between colleagues provides meaningfulness for both parties. It will even encourage the success of both careers.

This is against previous research Latane, William, and Harkins (1979) finding that the group's performance continues to decrease with the increasing number of group members. A study conducted by Bruning and Seers (2004) and Miller (2005) stated that diversity in organizations has a negative influence on job satisfaction. Meanwhile, Inman (2001) stated that diversities do not affect job satisfaction.

Some of these statements suggest that peer support behavior occurs as a perception of each individual based on the attachment of personal relationships or due to emotional closeness between colleagues, regardless of physical appearance (Egdof, 1996; and Randell, 1998). Various studies that have been done show that there is still a debate about behaviors that affect the occurrence of peer support in the workplace. The approach is mostly about 83% referring to quantitative approaches the 17% is a using qualitative approach. Whereas if viewed from the existing context, this research will gain more meaning if conducted by qualitative or mixed approaches, considering the unique human nature is more meaningful if approached using qualitative approaches. From some research that has been done can be explained the relationship between antecedents and the consequences of peer support.

LITERATURE REVIEW

Associate Support Antecedents
Colleagues in the workplace stated that the reduced complexity of work affects the low self-esteem of colleagues and affects values and norms in organizational behavior. Their intrapersonal relationship is important as it determines their mood (Irdina et al., 2020). As for social care in the workplace, there are three important things. First, its a source of information related to the function of supervision (personal control) and fostering positive feelings that specifically reduce stress. Second, communication will contribute to social support in the workplace. Third, interactions between colleagues, either related to a task or not, based on trust and openness, affect social support.

The researchers also found that social support and closeness of relationships are the basic concepts of interpersonal relationships with warmth, trust, and openness, all of

which are the main concepts of the formation of the communication climate and organizational climate, impacting organizational outcomes that include job satisfaction and performance. Measurement of variables about performance characteristics consists of cognitive ability, conscientiousness, and job experience. The peer attribution comprises the locus of causality, controllability, and stability.

Based on attribution theory, the research results explain that the willingness of colleagues to help is based on three main factors. The first factor is that the characteristics of peer behavior to cooperate in groups affect the willingness to provide mutual support between balanced colleagues and affect outcomes. The second factor is the organizational condition that encourages employees to cooperate or altruism. The third factor is the responsive behavior to help arise, and variations in outcomes in the organization affect relationships between colleagues. Furthermore, there is a link between the perceived motive of reward in moderated political climate and fairness judgment and mediated employee likeability (distribution justice) influence towards support colleagues.

Subsequent antecedents are included in the leadership behavior characteristics, focusing on empirical analysis that discusses the behavior of leaders in organizations. There are three important things, first, as a source of information that is related to the function of supervision (personal control) and foster positive feelings that can specifically reduce stress (Fisher, 1984). Second, the communication relationship can be vertical and horizontal, contributing to social support in the workplace. Third, the interaction between superior and subordinate that is based on trust and openness affects social support. Based on the theory of attribution, friendship in peer support is a source of power. It is very strong that can cause a person to feel a power that arises from within or strong affection.

Thus, previous empirical studies can better explain the consequences of peer support for outcomes. From the description of leadership behavior characteristics, focusing on empirical analysis that discusses the leader behavior in organizations, in theory there are five typologies of power: authority, expertise, reward, coercive, and referent power.

Kloeppel (2006) analyzed the relationship between mood and motivation variables moderated by information on the colleague support. The results show that the higher individual effort, achievement motivation, and peer support, the higher the expectations in the future to increase the achievement of the high-value outcome. Compared to individuals with low achievement motivation, the absence of peer support, even though they also have the same expectations in the future, cannot provide a high value of the outcome.

Further research is a more integrated approach to make conditions that continually complement each other from the previous researcher to the next researcher. Egdof (1996) conducted research with a complete triangulation method by data retrieval interview, survey, and experiment. The results indicate that more conducive interpersonal communication and temporary income support significantly affect peer support. Even when the company is doing employee reduction or organizational downsizing, peer support is beneficial in providing information to colleagues to get another job. Similarly, Randell's study (1998) investigating the influence between physical ability and interpersonal behavior on the willingness to cooperate between colleagues found that physical ability and interpersonal behavior do not affect the willingness of coworkers. The phenomenon that arises from research has been done by

Egdof (1996) and Randell (1998) is peer support based on personal/interpersonal communication closeness or emotional closeness affects the increase in the presence of members/individuals in the group. At the same time, physical appearance does not give willingness to the support of colleagues.

Subsequent findings of benefits gained by mutual support improve individual performance and group or organizational performance (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), and help provide consumer satisfaction, operating efficiency, quality performance, and respect. Social relationships and friends can occur if both parties have mutual trust and respect, and mutually maintaining the norms of the relationship facilitates the information and knowledge to maintain exchange between the two (Uzzi, 1996).

Furthermore, Schaubroeck and Lam (2002) are based on individualism, the results of research stated that personality and communication between colleagues affect peer support. Burnett (2005) found that personality affects peer support among colleagues and peer support increases outcomes. Bacharach and Bamberger (2005) contended that no difference in supportive relationships between white colleagues (USA) and black (African). Support relations between members of organizations in the USA is high if members of the organization have the knowledge and have the willingness to share information even though they have heterogeneous ethnicities.

Thus the research has been done by Bacharach and Bamberger (2005) supports previous findings (e.g., Baum, Frese, & Baron 1991; Thomas, 1993; Fried & Tiegs, 1993; Walz & Niehoff, 1996; Uzzi,1996; Blau, 1977; Ibarra, 1997; Schaubroeck & Lam, 2002; and Burnett, 2005) that peer support leads to closer relationships between peers. Peer support is not fundamental to demographics but emphasizes interpersonal relationships between peers strongly characterized by the high intensity of information sharing; this has an impact on increasing trust among them. Interaction between members will be useful in decision making, including promotional decisions. From some research findings, the antecedents of peer support are presented in Table 1, and the consequences of peer support are presented in Table 2.

Table 1. Associate Support Antecedents

No	Antecedents	Description	Method	Reference
1.	Task Complexity	Increasingly complex work can increase peer engagement and efforts between colleagues, positively affect self-esteem, and positively impact morale and communication.	S	Balk (1969)
2.	Power	Informal power based on trust, warm, openness influences formal power (decision making), especially expertise power, reward power, and conversive power	S	Cobb (1980)

3.	Informal Power	The results stated that 61% of peer interactions/relationships outside of work have a positive and significant effect on the intensity of communication among colleagues/peer support that impacts work success.	O	Kirmeyer & Lin (1987)
4.	Social context: attitude, belief, and behavior	Ratings from which ethical has a positive and significant correlation with the perception of individualism providing support to colleagues	E	Trevino and Victor (1992)
5.	Coworker Ethics	Ratings from ethical managers will give more meaning than ratings given by colleagues and subordinates. Self-rating is strongly and positively correlated with self-perceptions by leaders. Ratings from ethical managers have a positive and significant correlation with individual perceptions of leaders and can provide support to colleagues.	S	Morgan (1993)
6.	- Cognitive ability, job experience - Mediated peer attribution	The willingness of colleagues to help is based on three main factors: 1. Behavioral characteristics of willingness to help. 2. Altruism is willing to work together. 3. Responsive behavior It is predicted that all three factors affect outcomes.	L	Lepine and Dyne (2001)
7.	Motivation Perspective	It was obtained that social support from colleagues (ability, effort and attribution) negatively affects interactions between colleagues.	E	Struthers, Miller, Boudens, and Briggs (2001)
8.	Supportive Relationships among White and	Intergroup knowledge and information sharing influence the support of	S	Bacharach and Bamberger (2005)

	African-American Peers	colleagues even though they have heterogeneous ethnicities.		
9.	Physical ability and Interpersonal Behavior	Physical ability and interpersonal behavior do not affect coworker willingness.	S	Randell (1998)
10.	- Interpersonal communication - Var. Moderation - Temporary Income and Self-Benefits	Interpersonal communication based on emotional relationships between colleagues affects the increase in the presence of members/individuals in a group. Variable temporary income and self-benefit can increase the presence of members/individuals in the group or further improve peer support services.	T (I, S, and E)	Egdof (1996)
11.	Perceived Motive of Reward	Perceptions of fair rewards positively affect peer support. Reward giving that is not based on the association with the task is perceived as unfair and negatively affects peer support, even negatively impacting individual performance.	S	Farrel (2005)
12.	Achievement Motivation	It is predicted that individuals with high motivational achievement, effort and friend support, and the existence of expectancy in the future have a positive effect on the value of outcomes.	E	Hart (1999)
13.	Personality	Personality affects peer support and has the effect of improving performance.	S, O	Burnett (2005)
14.	Effort, Job Knowledge, Quality, and Leadership	Administrative competency, interpersonal competence, compliance or acceptance of authority dominates the support of colleagues, even if a colleague with a supervisor has different benchmarks	L	Viswesvaran Schmidt, and Ones (2002)

No.		Result		Reference
		in the performance dimension.		
15.	Cognitive Ability, Conscientiousness, Job Experience	It is predicted that training and providing assistance or providing balanced support affect outcomes.	L	Lepine and Dyne (2001)
16.	Roles Surface Acting Mediated Emotional Exhaustion/Stress	Positive expression in service delivery is very helpful for peer support and positively affects consumer satisfaction. Although the rules set for positive expression in the delivery of services are not always responded to positively, the rules are just a rule; the inner feeling is weak, so it has an appositive effect on stress.	S	Grandey (2003)
17.	Mood and motivation are moderated by information.	Positive information between colleagues moderated by trusted speakers provides mood and motivation for employees. Conversely, the negative information will increase the workload.	E	Kloeppel (2006)
18.	Sharing information	The length of interaction and intensity of collaboration have a positive and significant effect on peer support.	S	Blau (1977), Crary (1987), Make (1994)

Note: S =Survey; O = Observation; E = Experiment; L = Literature Study; T = Triangulation

Table 2. Consequences of Peer Support

No.	Consequences	Result	Method	Reference
1.	Objective Judgment "Task"	The success of the study is strongly influenced by character outside the academic, including the support of colleagues in the form of the closeness of personality relationships.	S	Hicks (1967)
2.	Quality of Decision Making	When submitted to supervisors, information from colleagues becomes a consideration in decision making, which affects the quality of decision making.	S	O'Reilly III (1977)

3.	Performance Leader	The higher the LPC (Least Preferred Coworker) value means that the concerned can establish interpersonal relationships to achieve optimal performance.	L	Rice (1978)
4.	Peer Assessment	Peer assessment is very useful in performance assessment or as a potential source of assessment as information material for supervisors.	L	Kane & Lawler III (1978)
5.	Commitment	The smaller the bias of judgment or mistakes made by supervisors, colleagues and themselves affects high commitment.	S	Holzbach (1978)
6.	Group Performance	The higher the knowledge possessed by colleagues, the higher the results that provide job satisfaction to the group based on perception and reality in the task.	S	DeNisi, Randolph & Blencoe (1983)
7.	Performance Appraisal	There are differences in value given by colleagues, supervisors and yourself. However, the assessment by colleagues and yourself have almost the same score. This indicates the support of colleagues.	L	Doyle and Crichton (1978)
8.	Performance	Peer ratings have a more stable rating over a long period of time. Colleagues know each other better to provide more valid information.	S	DeNisi and Mitchell (1978)
9	Decision	Variance analysis results show that 46% of informal power in the form of support from colleagues from across units has a positive effect on decision-making. Peer support in informal power between colleagues in one work unit or one work chain affects decision making.	S	Cobb (1980)
10.	Performance	Peer assessment is expressed as a less fair and	S	Love (1981)

		less accurate technique for decision-making, especially as information about job promotion.		
11.	Group Satisfaction	The higher the knowledge possessed by colleagues, the higher the results provide job satisfaction.	S	DeNisi, Randolph and Blencoe (1983)
12.	Group Performance	The higher the knowledge of colleagues, the higher the performance of the group both based on perception and reality in the task.	S	DeNisi, Randolph & Blencoe (1983)
13.	Career Development	The higher the peer relationship, the more it provides support both psychologically and non-psychology for career development.	S	Kramps and Isabella (1985)
14.	Appraisal Satisfaction	There are differences in assessments by colleagues that aim for employee development with peer assessments that are used for salary purposes.	S	Mc. Evoy & Buller (1987)
15.	Performance	Overall feedback supported by clear rules is useful for increased togetherness and as a motivator in improving performance.	S	Kohli, Ajay & and Jaworski (1994)
16.	Performance	Communication variables (non-job-related content) have a positive influence on performance.,	S	Beehr, Jex, Stacy, and Murray et al. (2000)
17.	Satisfaction	It is predicted that the amount of diversity between colleagues has a positive relationship with job satisfaction. Work attitudes tend to be positive when CWX relationships are high and diversity in CWX relationships is low.	S	Sherony and Green (2002)
18.	Organizational commitment	It is predicted that the magnitude of diversities between peers has a	S	Sherony Green (2002)

		negative relationship with commitment.		
19.	Job Satisfaction, Organizational Commitment, Perceived Group Effectiveness, Perceived Group of Performance, Perceived Group of Cohesiveness	The quality of LMX, MMXCo, and TMX relationships each influence positively individual and group performance perceptions.	S	Keup et al., Bruning & Seers (2004)
20.	Performance	Peer monitoring has a positive influence on performance.	S	Loughry (2002)
21.	Group Discussion and Performance	Group work contributes to the success of discussions and the success of task performance achievement.	E	Kim (2003)
22.	Collective task Performance	Significantly between work condition vs coworker ability; work condition vs cohesiveness; work condition vs cohesiveness, there is no link. However, all three have an influence on collective task performance.	E	Mc. Cormick (2001)
23.	Outcome (Job Satisfaction)	The higher the help by from the supervisor affects the outcome of the employee.	S	Miller (2005)
24.	Stressors and Strains	Stress and inhibitions are increased when the value determined by the supervisor is higher than that pursued by colleagues. Partially the value given will be volatile.	S	Pickworth (2005)
25.	Job Satisfaction	The closer interpersonal relationships affect job satisfaction, especially with regard to compensation and promotion.	S	Inman (2001)
26.	Effectiveness Employee Outcome	It is perceived that the procedure can be fair when the tactics carried out are positive compared to using negative tactics. Positive	E	Bradway (2002)

		tactics are very helpful to supervisors in achieving effective outcomes.		
27.	Performance	The main components that affect work behavior are persistence, flexibility, communication openness and cooperative performance.	S	Lilius (2006)
28.	Continuous Improvement	The results of this study state that the relationship of informal relationship learning is very important in supporting continuous learning and improvement in organization.	S	Glesspen (1997)
29.	Performance and Cheating	The results indicated that conscientiousness, and agreeableness is able to improve performance and cheating. Direct relationship between personality has a fit relationship with deviant behavior compared to the theory of planned behavior.	E	Mitchel (1997)
30.	Job Opportunities	Obtained the result that the existence of peer support both in the form of instrumental and emotional support, makes the employee concerned more easily get a new job.	T	Egdorf (1996)
31.	Organizational innovation	It is indicated that employees behave radically if they have high innovations that have an impact on the high ability to solve problems.	O	Cumming (1997)
32.	Task Performance	High levels of help by supervisors have a negative influence on employee outcomes	. E	Miller (2002)
33.	Collective Task Performance	Ability and cohesiveness influence negative against collective task performance.	E	McCormick (2001)
34.	Leadership and salary Var. Mediated ethically	Self-rating based on ethics will give more meaning to the individual than judgment by others. There is a lower correlation between the assessments made by the leadership and the	S	Morgan (1993),

		correlation achieved by the results of assessments by themselves and others. Ratings from ethical managers will give more meaning than ratings that given by colleagues and subordinates. Self-ratings correlate strongly and positively with self-perception leaders. Ratings from ethical managers have a positive and significant correlation with individual perceptions of leaders and can provide support to colleagues.		
35.	The closeness of relationship	The closeness of the relationship between colleagues who are a mutual friends and able to give the meaning of to both parties has a positive effect on the success of both careers. Equality and mutual support affect the improvement of confidence and professionalism (Thomas, 1993).	S	Bacharach et al. (2000)
36.	Consumer Satisfaction	Peer support will have an effect on consumer satisfaction, operating efficiency, quality performance, and respect.	S	Walz and Niehoff (1996)
37.	Social Relationships	Moderated social relationships have mutual trust, mutual respect, and mutual relationship norm supported by information and knowledge facilities that affect individual performance, and group performance, and even improve organizational performance.	S	Uzzi (1996)
38.	Employee health Var. Moderation: Trust and Professionalism	The increasing relationship between colleagues is based on trust and professionalism will negatively affect work stress and positively affect employee health.	S	Fried and Tiegs (1993)

Note: S =Survey; O = Observation; E = Experiment; L = Literature Study; T = Triangulation

RESEARCH METHOD

A total of nine journals analyzed concepts, comments, and descriptive reviews, and 42 articles were analyzed empirically. Furthermore, each article was described into eight criteria: primary location of data collection; the level of analysis; sample characteristic (sample size and type of sample; primary mean of data collection; type of dependent variable and number of dependent variables; time frame of study; nature of results verification; and nature of construct validation procedure.

In psychological research, cases related to research methods and in sampling are often found; for example, research by Latané (1981) and Hart (1999) shows differences in results or conclusions. This is perceived because the sample is taken in students, where its existence as a student is certainly different from the sample or actual population, for example, in terms of motivation. Students have a higher motivation than samples taken from the general population or employees. In addition, the hope to do support between students and employees certainly has different efforts (Atkinson, 1974). For this reason, the selection or use of increasingly complete methods, as an example with triangulation methods, will provide more meaningful answers because each method control or complement each other.

The research mostly (70%) used the survey method, and only 5% employed the mixture or triangulation method. Table 3 presents the detail.

Table 3. Data Collection (%)

Research Methods	Sum	Percentage
Survey	28	70%
Laboratory	6	13%
Field	5	12%
Mixed	3	5%
Total	42	100 %

The difference between research conducted by Latane et al. (1972), Latané (1981) and Hart (1999) is that the background of the research discipline allows researchers to direct their research questions on different things. Such cases are often found in psychological studies, that considering the type of antecedent personality is important to complete the understanding of peer support. Similarly, the difference with research by Latané (1981) and Hart (1999) is that sample is taken from students who have a higher motivation than the general population or employees.

Table 4. Level of Analysis

Level of analysis (%)				
Level of Analysis	**Setting of study**			
	Survey	**Laboratory**	**Field**	**Mixed**
Individual	15	2	2	2
Organization	3	-	-	-
Group	10	4	3	1
Total	28	6	5	3

Table 4 shows the level of analysis of research conducted in the overall organizational study. It shows that survey 15 (51%) at most levels of analysis are individual. Likewise, the group analysis level is also carried out for the setting of study surveys as many as 10 studies (45%), while in the study experiment level analysis, more group 4 (65%). The most field reset is also a group 3 (65%), while for mixed study settings 2 (65%).

Judging from the analysis level of 21% individually (21% of study survey settings, and 2% of study laboratory, field and mixed settings, respectively), the group is in the second choice, which is a total of 18% (10% of study survey settings, 4% study laboratories, 3% field studies, and 1% for study settings). However, of all the articles that have been discussed, only 3% analyzed the organic level of breast milk through the setting study survey.

The level of analysis in peer support studies is according to Pfeffer's opinion. Support between colleagues will give very broad meaning if it occurs at the level of individual analysis, middle management, or between supervisors, as this is an intermediary level between the implementation unit and the policy-setting unit. Mutually supportive cooperation at this level will impact the broad application of the implementation of top manager policies with continued supervision directly by the middle level so that optimization occurs on all fronts.

Sample Size
The sample size that has been observed the largest mean is, in the setting study survey of 200 respondents with a range between 50-1428, in the setting of the laboratory study of 100 respondents with a range between 69 - 276 samples, in the field study setting of 150 respondents with a range between 60 - 600 samples, and mixed study settings of 100 respondents with a range between 100 - 150 samples (see Table 5).

Table 6. Sample Size

Sample Size				
Characteristic	**Setting of Study**			
	Survey	**Laboratory**	**Field**	**Mixed**
Mean	200	100	150	100
Range	50 - 1428	69 – 276	60 - 600	100-150

The number of samples gives an effective meaning if it represents the existing sample size. For example, taking data from the number of nurses in the hospital indicates that there is already data about the total number of nurses in the health service.

RESULTS

Nature of Verification Results
The results of the research were mostly analyzed by ANOVA measurements (28%), multiple regression measurements (20%), and product-moment, correlation, and Structural Equation Model (SEM).

As presented in Table 1, each dimension has no noncorrelation pattern to form a construct. This means that both the antecedents and consequences of each peer support stand-alone, which is the dimension of peer support. It is formative and belongs to the unidimensional category.

The main objective of the research that has been carried out is to build an understanding of the theory of how peer support contributes to employee competence at the unit level performance related to resource-based mechanisms. Relationships between colleagues or peer support are a source of strength/power if it is in the middle manager/lateral influence (Kaplan, 1984; Kotter, 1982; Yukl & Kanter, 1982).

This will certainly increase outcomes. As Payne (1980) argued, reference support is a support in the form of a willingness to provide mutual support that is more meaningful and is always ready to help other parties, either by an emotional support or positive affirmations (House, 1981), for increasing status or status support (Wills, 1981), willingness to provide support in the form of relationships to increase existence, in the form of a willingness to provide facilities of tools or task support (House, 1981), or willingness to provide advice or guidance to resolve problems, or information support (Wills & Cohen, 1985). Lilius (2006) stated that social support is a psychological perspective of perceptions of the support type and its relationship to the ability to produce outcomes.

Social support provides three main issues. The first issue is related to the antecedents of peer support which discuss a lot about individual characteristics as the cause of peer support, the voluntary behavior of employees to be willing to participate and spontaneous in supporting colleagues. The second issue deals with how peer support potentially explains the relationship between peer support and performance or consequences. The third issue is about how peer support can be a mediator or moderator between the antecedent and the consequence. Perceptions of peer support behavior related to individual conditions (including self-efficacy, gratitude, trust, and belief) certainly have a very large diversity for each individual and are not easy to understand in a short time. However, there is not much research discussing peer support as a mediating or moderating variable.

Behavioral diversity requires a sample representing each work unit or group, and the number is in accordance with the existing sample size. However, in reality, most of the research take data randomly. This has not been able to provide a more optimal picture of the expected results. Besides, the number of samples taken was not in accordance with the existing sample size. As 57% of the research only took 5% of the sample size, the respondents' answers failed to provide more sensitive results.

DISCUSSION

The type of the bound variable from the study of peer support mostly discusses performance (30%), both at the individual level and the organizational level. The type *ovaria el bound* studied in organizational analysis, which discusses peer support with a group performance, has been carried out by Beehr et al. (2000); and Lilius (2006). DeNisi, Randolph, and Blencoe (1983) conducted a study on collective task performance, and Cormick (2001) and Miller (2002) discussed group discussion and performance. Kram and Isabella (1985) and Bradway (2002) discussed the effectiveness of employee outcomes.

Types of bound variables that discuss perceptual are group satisfaction by DeNisi, Randolph, and Blencoe (1983), job satisfaction observed by Inman (2001) and Miller (2005), individual job satisfaction by Keup et al. (2004), organizational commitment by Sherony and Green (2002), appraisal satisfaction by McEvoy and Buller (1987), and peer assessment by Kane, and Lawler III (1978).

The type of bound variable that focuses on discussing improvements are continuous improvement by Glesspen (1997), employment opportunities by Egdorf (1996), organizational innovation by Cumming (1997), and stressors and strains by Pickworth (2005). The type of bound variable that emphasizes the discussion of outcomes has been set particularly about objective judgment task by Hicks (1967), quality of decision-making by O'Reilly III (1977), and effectiveness of employee outcome by Bradway (2002).

Social support in the workplace is a source of information related to the supervisory function (personal control) and fosters positive feelings that can specifically reduce stress. This communication network will contribute to social support in the workplace.

Variables associated with research on peer support are 30% discussing performance at the individual and organizational levels. Research conducted by Rice (1978) is related to leader performance and continued with research on performance appraisal discussed by Doyle and Crichton (1978) and DeNisi and Mitchell (1978) discussing performance in particular. Meanwhile, a study on performance and cheating at the level of individual analysis has been carried out by Mitchel (1997) and Loughry (2002).

We found that social support and closeness of relationships are the basic concepts of warm interpersonal relationships, trust, and openness. They are the main dimensions of the formation of communication and organizational climate, affecting job satisfaction and performance. In the end, it can be concluded that peer support can mediate various antecedents (e.g., individual characteristics, beliefs, trust, and attitude) and the consequences related to individual performance. It also affects organizational performance.

CONCLUSION

From various studies that have been done, many results have been found. Individual perception is related to willingness to do peer support. Peer support occurs if the relationship among other people is based on belief, trust, attitude, and interpersonal relationship mutually maintained by members and supervisors, and fair organizational structure. Willingness to provide mutual support between colleagues positively affects individual performance, which has an impact on job satisfaction and employee commitment.

Peer support is a treatment between various antecedents (e.g., individual characteristics, belief, trust, and attitude) to the consequences related to individual performance, which has an impact on organizational performance.

Previous research show some weaknesses. The methods will give more meaning by triangulation. The sampling technique follows the selected method with a more precise longitudinal dimension time (cause and effect). All of them will be used as a revamp in future research. In summary, Figure 1 illustrates the antecedent and the consequences of the peer support model chart.

Figure 1. The Model of Peer Support Antecedents and Consequences
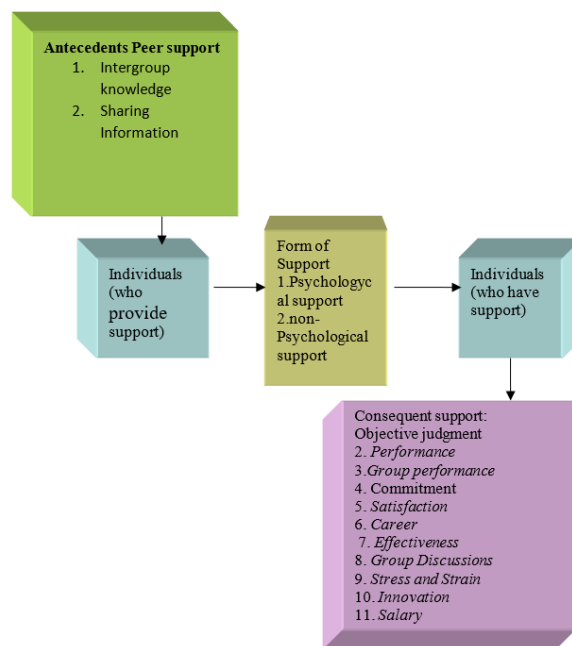
Source: Previous Research Modification

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DECLARATION OF CONFLICTING INTERESTS

We declare no potential conflicts of interest concerning the study, authorship, and/or publication of this article.

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