

Shared Perceptions of Supervisor Support: What Processes Make Supervisors and Employees See Eye to Eye?

Review of Public Personnel Administration

1–25

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DOI: 10.1177/003433712020942814

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Abstract

This paper aims to find out what processes contribute to horizontal (between employees) and vertical (between employees and their supervisor) shared perceptions of supervisor support by public frontline supervisors. Informed by a multilevel qualitative study among supervisors and teachers in public secondary schools, we develop theoretical propositions regarding these processes. We propose that employees' expectations based on experiences with previous supervisors can decrease horizontal shared perceptions. Subsequently, a contingent or consistent approach to supporting employees contribute to the development of horizontal and vertical shared perceptions, depending on the legitimacy attributed by employees to the reason behind this approach. Over time, supervisor support experienced by employees at meaningful work-life events contributes to the emergence of horizontal and vertical shared perceptions. This research shows that instead of merely looking for correlates of shared perceptions, scrutinizing the processes that contribute to horizontal and vertical shared perceptions increases our understanding of this complex phenomenon.

Keywords

supervisor support, frontline supervisors, shared perceptions, qualitative research, employees' perceptions

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Shared Perceptions

Kathleen Stassen Berger



Shared Perceptions:

Shared Perceptions Nick Murray, 1986

Phenomenology and the Norms of Perception Maxime Doyon, 2024-06-26

In the philosophical literature it is customary to think of perception as being assessable with respect to epistemic norms. The whole discussion around disjunctivism which is now often considered to be the dominant if not the default position in philosophy of perception is by and large framed and motivated by epistemological concerns about truth and falsity. This book argues that perception is normative in another more fundamental sense. Perception is governed by norms that Doyon calls perceptual that is immanent to its own structure. This does not mean that perceptual norms are cut off from external facts; it rather means that they are constitutive moments of our experience of these facts. Perceptual norms are in that sense constitutive or enabling norms in that they establish what perception is. To articulate this view he draws in the repertoire of the phenomenological tradition in the work of Edmund Husserl and Maurice Merleau-Ponty in particular. Like Kant both phenomenologists were concerned with the question of the unity of experience and sought to identify the conditions of possibility for having a perception which they conceive not as a mere sensible experience of the outer world but as a continuous and meaningful experience of reality. Unlike Kant however neither phenomenologist immediately identified these conditions with cognition or epistemic criteria. For both phenomenologists perception has its own standards, its own conditions of possibility. Perception obtains when it unfolds concordantly or coherently and when the perceptual progression corresponds to or is in harmony with one's goal or interest; perception can also be said to be optimal. From the phenomenological point of view concordance (*Einstimmigkeit*) and optimality (*Optimalität*) are the two basic perceptual norms governing over perceptual experience and much of the book is devoted to clarifying their meaning and to address the philosophical consequences that follow from this insight.

Analysing Political Discourse Paul Anthony Chilton, 2004

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