

Impact of Perceived Organizational Support on Organizational Citizenship Behavior: Empirical Evidence from Pakistan

Qasim Ali Nisar¹, Anam Marwa², Umair Ahmad¹, Sajjad Ahmad¹

Abstract:

Perceived organizational support is playing a crucial role in management to boost up employees' confidence and it's a motivational mechanism to make your employees loyal with organization. This study investigated the influence of Perceived Organizational Support on Organizational Citizenship Behavior in banking and education sector of Pakistan. For data collection, questionnaire survey used. Sample of 250 respondents received by using non probability convenient sampling technique within a period of two months. Results illustrate that perceived organizational support has positive and strong influence and positive correlation with Organizational Citizenship Behavior. Moreover, this research bestow the just round the corner and guidance to the management of education and banking sector that by providing rational and moderately good organizational support to employees, the competence of these sectors can be improved. At the last of this article, limitations of research, implications and suggestions for further research have also been included.

For Reference:

Nisar, Q.A., Marwa, A., Ahmad, S., Ahmad, U. (2014), Impact of Perceived Organizational Support on Organizational Citizenship Behavior: Empirical Evidence from Pakistan, *International Journal of Research*, Vol-1, Issue-5.

Keywords:

Perceived Organizational Support, Organizational Citizenship Behavior

1. MS Scholars, Department of Management Sciences COMSATS Institute of Information Technology (CIIT)Lahore Pakistan
2. Bachelor of Business Administration, Department of Business Administration, Punjab University Gujranwala Campus, Pakistan

INTRODUCTION

POS and OCB are the emerging concepts in management world and they can lead the organizations towards success. Perceived Organizational Support is the theory which was developed by Eisenberger et al. (1986) and it means the perception of employees that the organization should support the employees and value their efforts & opinions. OCB is the measure developed by Podsakoff et al. (1990). It means the employees' (individual, group or structure) behavior towards the organization as a consequence of POS. In this study we discussed the five dimensions of organizational citizenship behavior such as; altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism means helping the other workers of the organization in the hour of need and sharing the work load of the employees who have been absent. Conscientiousness is abiding by the rules of the organization all the time and not wasting time by taking extra breaks. Sportsmanship is the level of tolerance of the employee, without making undue complaints. Courtesy is the well conduct and to avoid creating problems for others. Civic virtue is unrestricted behavior which indicates that the employee contributes responsibly towards the political life and development of the organization. Moreover these dimensions can be pooled as a single measure of OCB.

In Global scenario organizations are facing number of challenges regarding employees' retention, satisfaction & efficient performance. To tackle the critical situations and to survive in the competitive environment, the

organizations adopt different measures such as POS and OCB with a view to enhance the employees' performance and to provide them relaxed working atmosphere.

In local scenario organizations also giving respect to their employees' behavior as they know that POS & OCB act as lubricant for the social machinery of organization because it leads towards the efficient functioning and accomplishment of organizational goals. Previously conducted researches throw light on the fact that POS and OCB have strong positive relationship. Those studies of researchers are evidence of aforesaid claims. Previous studies proved that when organizations give the value to employees' efforts according to their perception, then employees will be more loyal and confident and in results the organizational performance will be improved.

The growing importance of POS and OCB motivated us to conduct the study on these two variables .As these practices are playing a key role in effective management of organization therefore the core objective behind this study is to scrutinize the impression of POS on OCB. The proposed area of this particular study is Banking & Educations sector. Section two will present a picture of literature and hypotheses development. Section three and four will show the research methodology and findings of this study respectively. Section five comprises on practical implication, conclusion, limitations in research and further suggestions and opportunities for this research.

Literature Review

According to Rhoades and Eisenberger (2002) perceived organization support includes the different dimensions of beneficial treatments which can lead to employee's loyalty. Rewards, better working conditions, supervisor support and fairness are purely associated with POS. Employees believe that their organizations will appreciate their work and contribute to their wellbeing. Employees' positive citizenship behavior, satisfaction & organizational performance are related and affected by perceived organizational support. These relations depend on organizational support theory. Furthermore Eisenberger et al. (2002) examined that there is a positive association between perceived supervisor support and temporary change in perceived organizational support. Perceived Supervisor status in the organization can increase the POS & PSS relationship. There is a negative relationship between employee turnover and perceived supervisor support. Supervisors can play a crucial role in perceived organization support & in job retention of employees.

Similarly Rhoades et al. (2001) expressed that effective commitment is influenced and positively associated with supervisor support, procedural justice and rewards. Temporal changes in effective commitment are due to perceived organization support. There is a negative association between POS and employee turnover. Organizations can create an effective & favorable working environment by Perceived organizational support, due to which employees' commitment is increased and their

turnover ratio is decreased. Similarly Shore & Wayne (1993) said that Perceived organizational support created a sense of responsibility in employees due to which employees' work behavior becomes better. Affective commitment & perceived organization support both positively relate to organizational citizenship behavior and management behavior whereas continuance commitment negatively associates with organization citizenship. Moreover Eisenberger et al. (2001) summed up that due to perceived organizational support employees feel the responsibilities to care about the welfare of organization with a perspective to achieve its objectives. This sense of responsibility develops a relationship between POS and organizational spontaneity, affective commitment and performance of employees. Positive mood of employees also creates a link of POS with spontaneity and commitment.

Furthermore Fasolo et al. (1990) summed up that perception of employees regarding organizational support positively relates and associates with job responsibilities, organizational involvement, organizational citizenship behavior and with innovative work for organization. There is a positive relation between POS, job regularity and performance. In manufacturing & managerial employees perceived support also positively relates with performance outcome, OCB and affective attachments of employees with work. Mentioned by Hofmann & Morgeson (1999) that Perceived organizational support significantly affiliates with safety communication in organization and leader-member exchange significantly with safety commitment, safety communication organizational

citizenship behavior. In addition Allen et al. (2002) described that employees' participation in decision making, rewards fairness and opportunities for growth and other encouraging human resource practices develop the perceived organizational support. All these supportive human resource activities have association with commitment and job satisfaction. Perceived organizational support and employees' withdrawal behavior has negative association with each other. As mentioned by Wayne et al. (1997) that due to perceived organizational support employees develop the relationship with the organization whereas leader member exchange can become a cause of relationship among employees, supervisors & management. Perceived organizational support related to affective commitment, intention to quit and performance rating whereas leader member exchange also related to favour doing, OCB and performance rating. According to Wong et al. (2004) procedural justice, distributive justice and interactional justice affect employees' organizational citizenship behavior. Distributive justice affects stronger to organizational trust in state owned enterprises than joint ventures. Procedural justice affects stronger to organizational trust in joint ventures than state owned enterprises. Moorman & Niehoff (1998) summed up that procedural justice has influence and affects the organization citizenship behavior and this behavior is influenced by perceived organizational support. There also exist a strong relationship among different dimensions of organizational citizenship behavior with perceived organizational support. Boomer et al. (2007) described that group level organizational citizenship behavior moderates a significant

relationship between individual level organizational citizenship behavior and job performance of employees. Organizational behavior at individual level has greater significance and relation with job performance when group level OCB is uncommon. According to Yu & Chu (2007) with respect to OCB, virtual community concept became more popular to share the expertise and knowledge. Groups' attraction for individual, similar attributes of people & leader-member relationship play a crucial role to create virtual atmosphere in which individuals can share and explore their experiences. Organizational citizenship behavior can be enhanced by leader-member relationship, positive affection & care for virtual team. Furthermore Gadot & Angert (2007) expressed that goal setting includes the goal specification, goal difficulty and knowledge regarding goal setting, which can be useful to understand the organizational citizenship behavior other than formal performance of employees. Work attitudes also positively affect performance of organization. There exist positive association between formal performance, goal setting and OCB. Formal performance & feedback related to each other. Similarly Dyne et al. (2007) expressed that face time of employees in working environment should be flexible and convenient to improve the team work and group organizational behavior. Employees' collaboration, time management, contribution towards work, work efficiency, strategic self presentation and other effective work practices & flexibility enhance the care about the group goals & organizational citizenship behavior at group level Kim & Gong (2009) explained that organizations became very conscious about the team

work structures to compete in emerging business world. Group based pay system is positively associated with organizational citizenship behavior and due to this system employees can create & share the tacit knowledge. Due to tacit knowledge sharing and OCB the performance of organization is improved. Group based pay system is also positively associated with the organizational performance and employees' citizenship behavior can affect this relationship. According to Allen et al. (2004) structured interviews for employees are also the best option to judge the employees' behavior in organizational working environment. Scores on interview, positive behavior and employees understanding have significance relationship. Ratings of interviews regarding OCB are significantly related to co-workers ratings regarding OCB. Salomon & Deutsch (2006) summed up that a good way to describe the perceived organizational support is to adopt psychosomatic progression perspective with a view to interpreting the behaviors of employees. Handicap principal in organizational citizenship behavior can be effective. So attention should be paid towards the cost incurred on OCB while adopting handicap principle agenda. In addition Gadot (2006) said that sometimes management imposes the duties on employees exploitatively. After imposing the duties, employees' behavior become different from original meanings of OCB, as this is so called extra role employees' behavior which leads to compulsory citizenship behavior. Employees blame that they work under the pressure of management due to compulsory work mechanism in their working environment. Sometimes employees' show extra role behavior due to the

influence of other forces at workplace. Previous research proposed a significant relationship between perceived organizational support and organizational citizenship behavior. Eisenberger et al., 2002; Shore & Wayne, 1993; Eisenberger et al., 2001)

H1: There is strong positive association of Perceived Organizational Support with Organizational Citizenship Behavior.

Hypothetical Model

The research and beforehand posed hypotheses escort researchers to construct Figure 1.0 which represented relationship between POS and OCB.

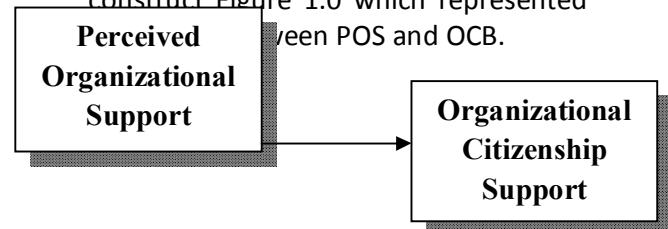


Fig. 1.0

Source: Made by researcher on the basis of proposed hypotheses.

Material and Methods

To analyze and conclude the impact of POS on OCB, questionnaire survey method used. The questionnaire consist two major sections. First section included the personal profile of the respondents namely gender, age, occupation, qualification, position and job tenure by using nominal scale. Second section included the questions related study variables namely POS and OCB by using 5-point Likert scale. By using non probability convenient sampling 250 questionnaires were distributed to educational and banking sector to

analyze the data. The questionnaires distributed among randomly selected public and private banks and educational institutes of Gujranwala and Wazirabad, Pakistan.

Demographic section of this questionnaire depicts information about the employee's Gender, Age, Occupation, Qualification, Position and Job tenure in education and banking sector of Pakistan (Punjab). Total respondents were 250, out of that 158 or 63.2 % were male and 92 or 36.8% were female. Mostly respondents were of age 31 to 35 years old representing 37.6% of the total sample. Following to this 27.2 % were of age 36 to 40, 26.4% were the age group of 26 to 30 and 6 % were having the age of 21 to 25 years. Only 2.8 % of the respondents were of the age above 40 years.

Among these respondents 92% were doing job in public and private sector of banks and educational institutions and remaining 8 % were doing their own business. In addition 69.2 % respondents were post graduate, 29.6% were graduate and only 1.2% were undergraduate. Mostly the respondents were non managers i.e. 57.6%, whereas the managers were 42.4%.

Last question of the first section (Personal Profile) was related to the work experience of the respondents in their respective institutions. From 250 respondents, 110 respondents have the work experience within 4 to 6 years representing 44% of the sample. Next to these 69 respondents (27.6%) with work experience within 7 to 10 years, 66 respondents (26.4%) with work experience of 1to 3 years and only 5 respondents (2%) were with work experience of above 10 years.

Table 4-1 Pearson's Moment Correlation N=250

Table 1.1

Correlations			
		POS	OCB
POS	Pearson Correlation	1	.72**
	Sig. (2-tailed)		.000
	N	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1.2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.80 ^a	.64	.60	.37014

a. Predictors: (Constant), POS

Table 1.3

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.170	1	6.170	45.038	.000 ^a
	Residual	33.976	248	.137		
	Total	40.146	249			

a. Predictors: (Constant), POS

b. Dependent Variable: OCB

Table 1.4

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	2.685	.172		15.584	.000		
	POS	.324	.048	.392	6.711	.000	1.000	1.000

a. Dependent Variable: OCB

Analysis, Findings and Discussions of Results

To observe the influence of POS on OCB linear regression analysis was utilized and Pearson correlation was applied to ensure the link between study variables. To test the reliability of the analysis Cronbach's Alpha is also brought into play. The variables like Altruism, conscientiousness, sportsmanship, courtesy and civic virtue are deemed to measure the influence of POS on OCB.

Cronbach's Alpha is .837 that shows 83.7% reliability of the survey about adaptability of the respondents. Table 4-1 describes that POS is highly optimistically significant correlated with OCB at value .392**.

Table 1.1 indicating that the POS correlated with OCB with 0.72. It means that POS and OCB highly correlated with each other.

Table 1.2 illustrated the summary of results. Where R=.80 shows 64% variation in POS and OCB. R square is the coefficient of determination which shows that .64 or 64% total variation with its linear relationship of POS and OCB. It is dissected that the value of R square is squat but it is permissible.

Table1.3 shows the level of significance whether it is accepted or not, as result of ANOVA shows level of significance is .001 since the value of "P" is less than .05 so it is accepted that POS has strong impression on OCB.

Table 1.4 showing the beta values of study variables which illustrate the individual influence of independent variable on dependent variable. Results depicted that POS has strong influence on OCB with a beta value .392. It can be explained 39.2% variation in OCB due to POS in institutions which is significant at .000. Thus H1 is supported. $A = 2.685$ is the average of OCB when POS is zero whereas .324 is the value of "beta" that shows one unit increase in POS will bring .324 unit increase in OCB. Moreover Collinearity was also checked whether it exist in data or not. If tolerance value exceeds than 5 and VIF exceeds 10 it means Collinearity in data exist. Tolerance value and VIF are 1.000 and 1.000 respectively that shows there is no Collinearity existence. Finally its concluded that POS has strong influence on OCB.

Conclusion, Limitations and Further Research

Main objective of this particular study is to analyze the effect of POS on OCB in educational & banking sector of Pakistan (Punjab). Cross sectional data was collected by using non probability convenient sampling technique from randomly selected various schools, colleges, universities and banks.

Findings asserted that POS has potency to persuade the OCB of employees in their relevant institutions. Linear regression analysis showed that POS is exceedingly optimistically significant correlated with OCB. Study results revealed that POS significantly related to OCB and these finding strongly supported by previous research studies (Eisenberger, 2002; Rhoades et al.,2001; Shore & Wayne, 1993; Eisenberger et al., 2001; Fasolo et al., 1990; Hofmann &

Morgeson, 1999; Allen et al.,2002; Wayne et al.,1997; Dyne et al.,2007;Kim & Gong, 2009; Deutsch, 2006)

Furthermore, it can be said that if evenhanded and impartial environment is provided in the organization then the employees (Lecturers, Professors, Managers and Non-Managers) will have positive behavior and they will contribute well towards the enhancement of their institutions. Hence it is concluded that POS and OCB are directly related to each other. POS provides the base for OCB.

In toting up, more banks and educational institutions can be included in the study sample for more accurate and attentive to detail results. As this study was financially repressed which was only restricted to Punjab, so the results may vary if other provinces are also taken into account.

Practical Implications

This research bestow the just round the corner to the management of education and banking sector in Pakistan (Punjab) that by providing fair organizational support and value to employees, the efficiency of these sectors can be improved. It will not only increase the efficiency of their institutions but will also result in optimistic thinking and well behavior of the employees. So the organizations would lead to the path of development and success. Organizational citizenship behavior can be positively developed by accomplishing perceived organizational support within organizational environment. Organizations can apply the perceived organization support theory with a view to enhance the employees' performance,

confidence, loyalty and positive attitude towards organization.

REFERENCES

1. Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of POS and supportive human resource practices in the turnover process. *Journal of management*, 29(1), 99-118.
2. Allen, T. D., Fecteau, J. D., & Fecteau, C. L. (2004). Structured interviewing for OCB: Construct validity, faking, and the effects of question type. *Human Performance*, 17(1), 1-24.
3. Bommer, W. H., Dierdorff, E. C., & Rubin, R. S. (2007). Does prevalence mitigate relevance? The moderating effect of group-level OCB on employee performance. *Academy of Management Journal*, 50(6), 1481-1494.
4. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived Supervisor Support: Contributions to Perceived Organizational. *Journal of Applied Psychology*, 87 (3), 565-573.
5. Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of POS. *Journal of Applied Psychology*, 86(1), 42-51.
6. Eisenberg, R., Fasolo, P., & Davis-LaMastro, V. (1990). POS and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59.
7. Hofmann, D. A., & Morgeson, F. P. (1999). Safety-related behavior as a social exchange: The role of POS and leader-member exchange. *Journal of applied psychology*, 84(2), 286-296.
8. Kim, H., & Gong, Y. (2009). The roles of tacit knowledge and OCB in the relationship between group-based pay and firm performance. *Human Resource Management Journal*, 19(2), 120-139.
9. Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of management journal*, 41 (3), 351-357.
10. Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87 (4), 698-714.
11. Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, 86 (5), 825-836.

12. Salamon, S. D., & Deutsch, Y. (2006). OCB as a handicap: An evolutionary psychological perspective. *Journal of Organizational Behavior*, 27(2), 185-199.
13. Shore, L. M., & Wayne, S. J. (1993). Commitment and employee behavior: Comparison of affective commitment and continuance commitment with POS. *Journal of Applied Psychology*, 78(5), 774-780.
14. Van Dyne, L., Kossek, E., & Lobel, S. (2007). Less need to be there: Cross-level effects of work practices that support work-life flexibility and enhance group processes and group-level OCB. *Human Relations*, 60(8), 1123-1154.
15. Vigoda-Gadot, E. (2007). Redrawing the boundaries of OCB? An empirical examination of compulsory extra-role behavior in the workplace. *Journal of Business and Psychology*, 21(3), 377-405
16. Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). POS and leader-member exchange: A social exchange perspective. *Academy of Management journal*, 82-111.
17. Wong, Y.T, Ngo, H.Y & Wong, C.S (2004). Perceived Organizational Justice, Trust, and OCB: A Study of Chinese Workers in Joint Ventures and State-owned Enterprises. *Department of Management, Lingnan University*.
18. Yu, C. P., & Chu, T. H. (2007). Exploring knowledge contribution from an OCB perspective. *Information & Management*, 44(3), 321-331.