

A STUDY ON THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS IN SOFTWARE INDUSTRY

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ABSTRACT

An employee's perception of how an organization values him may be crucial in determining his attitude towards the organization. By creating a sense of obligation within employees, perceived organizational support has proved to be having an indirect impact of employee attitudes and behaviors. Apart from perception of organizational support and external prestige, it was also found that quality of relationship between employees with their organization is crucial in influencing employee attitudes and behaviors. In the organizational effectiveness literature, it has been stated that organizational citizenship behaviors is a desirable employee behavior and is predictive of superior organizational performance. The researcher tries to find out the relationship between perceived organizational support and organizational citizenship behaviors. A sample of 300 employees was selected from 10 software companies and data collection was carried out using the help of structured questionnaires. Data analysis was done using multiple regression analysis with the help of SPSS software. Results showed that there is a strong positive relationship between perceived organizational support and organizational citizenship behaviors. Further analysis showed that there is a strong positive correlation between perceived organizational support and the altruism, courtesy and civic virtue dimensions of organizational citizenship behaviors.

Key words: *Perceived Organizational Support, Organizational Citizenship Behaviors, Software industry.*

I. INTRODUCTION

The main characteristics of a successful organization include the ability to adapt itself to the changing environment, create a stable management structure and build key competencies (Eisakhani, 2008). Out of the available resources such as money, material, man and machine, human resource forms the prime source of competitive advantage because of its uniqueness and inimitable nature. Having a resourceful and talented human capital gives organization the much needed cutting edge over its competitors (Singh & Singh, 2010). Even amidst the presence of skilled, educated and talented workforce, many firms are unable to attain anticipated success. Many studies tried to identify key factors leading to organizational success (Magd et al., 2007) and found that employee attitudes play a crucial role. The perception of individual towards his work environment

plays a significant role in the formation of his attitude compared to the real situation. Perceived organizational support is said to be one important factor that affect employee attitude. Therefore, it is imperative for organizations to study perceived organizational support to have a better understanding of the experience and reactions of the employees (James & Jones, 1974).

Organizational support theory gives the foundation for the exchange relationship between individuals and organization (Eisenberger et al., 1986). In the service sector, perceptions of organizational support are gaining prominence day by day (Mowday, 1998). Organizational support theory states that in order to meet socio-economic needs and to evaluate the benefits of escalated work effort, employees for a general perception regarding the extent to which the firm gives importance to their contributions and cares about their well being (Krishnan & Mary, 2012). The amount of organizational support perceived by employees is found to be directly proportional to positive work place attitudes like organizational citizenship behaviors displayed by them. In addition, Wayne et al. (2002) argued that perceived organizational support indicates the quality of the relationship between the organization and the employee (Konijnenburg, 2010). The current study tries to find out the relationship between perceived organizational support and organizational citizenship behaviors that exist among people working in software industry in India.

II. LITERATURE REVIEW

2.1 Perceived Organizational Support (POS)

Even though the concept of perceived organizational support was alien till early 1980s, the idea of organizational support has been occupying a prominent place in the management literature (Zagenczyk, 2001). Different researchers have given varying descriptions for the concept of perceived organizational support and attempts have been made to simplify the term. According to the definition given by Eisenberger et al., (1986), perceived organizational support is an individual's perception that the firm values his contribution and is concerned about his welfare (Ahmed et al., 2011). Erdogan & Enders (2007) stated that perceived organizational support refers to the extent to which an individual believes that the organizational cares about him, values his input and extends him with help and support. Three categories of favorable treatment such as organizational rewards, favorable job conditions and supervisor support is directly linked with the perceived organizational support and these relations are well complemented by institutional support theory (Rhoades & Eisenberger, 2002).

Usually, organizational support is studied as a concept that is perceived by an individual. This is an evaluation made by employee on the extent to which the firm supports him and is different from the similar terms like organizational politics and procedural justice (Andrews & Kacmar, 2001). A typology for perceived organizational support was introduced by Muse & Stamper (2007). Based on his research, he divided the concept into two: POS-J (care about employee's outcomes and performances) and POS-R (care about employee's wellbeing and respect). Studies have shown that both these constructs influence the perception of employees about the support they receive from the organization. Furthermore, it was found that the absence of any of these elements may lead to the drastic change in the overall perception of support extended by organization towards its employees.

2.2 Organizational Citizenship Behaviors (OCB)

According to the definition given by Organ (1988), organizational citizenship behaviors (OCB) refers to the behavior displayed by an individual that is voluntary, no directly or indirectly recognized by the formal reward system, and that in the aggregate is helpful for the effective functioning of the organisation. The main characteristic of these kinds of behavior is that it is not laid down in the job description of the individual. In role behaviors are those that are part of the employee's formal job requirement and extra role behaviors go beyond the normal job behaviors. OCB comes under the umbrella term extra role behavior which includes pro social actions such as helping newly inducted employees, helping coworkers on the job, avoiding unnecessary breaks and volunteering to do things not required by a job description. Organ (1988) argued that when employees display organizational citizenship behaviors, the firm is benefited by higher levels of efficiency, effectiveness, innovation and adaptability.

The five categories of OCB identified by Organ (1988) include Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue. All voluntary behaviors which are targeted at helping specific individuals with organizationally relevant tasks can be defined as Altruism. Conscientiousness can be defined as the willingness of an employee to go beyond minimal requirements in carrying out their work. Sportsmanship refers to activities that individuals avoid from being involved such as complaining and filing petty grievances. Actions such as providing coworkers with advance notice, giving reminders to others, checking with others before taking action and sharing information can be referred to as courtesy dimension of OCB. Graham (1988) defined Civic virtue as the responsible participation in the political life on the organization.

2.3 Research Methodology

An exploratory framework was adopted by researcher to carry out the study. The present study tries to explore the association between perceived organizational support and organizational citizenship behaviors displayed by employees. A 4 item shortened version of 36 item scale developed by Eisenberger et al., (1986) was employed to measure perceived organizational support. Organizational citizenship behaviors were measured using the tool developed Podsakoff et al, (1993). Responses were collected from 300 software professionals working in their respective firms for more than one year. Data was collected in them time period spanning from July 2015 and November 2015. The study was carried out at two Techparks belonging to the state of Kerala. Multiple regression was employed with the help of SPSS software to carry out data analysis.

III. DATA ANALYSIS

Impact of perceived organizational support on altruism dimension of organizational citizenship behaviors

Multiple regression analysis was used to find out the positive impact that perceived organizational support has on altruism dimension of organizational citizenship behaviors.

H1 –Perceived organizational support has a positive impact on altruism dimension of organizational citizenship behaviors.

The null hypothesis that perceived organizational support has no positive impact on altruism dimension of organizational citizenship behaviors was statistically tested.

Table 1 Multiple regression analysis results for between perceived organizational support with altruism dimension of organizational citizenship behaviors

Variable	Beta value	Std Error	P value	Average Full Collinearity VIF	R ²
Perceived Organizational Support	0.399	0.049	0.001*	1.136	0.432

(* indicates items significant at 5% significance level)

It is evident from the analysis that perceived organizational support has a positive impact on altruism dimension of organizational citizenship behaviors of the employee working in software industry with a beta value of 0.399 and R² value of 0.432. From the table, it is also noted that value of Average Full Collinearity VIF (Variance Inflation factor) is less than 5, suggesting the absence of high multicollinearity. Therefore, all the values obtained from the analysis support the hypothesis that perceived organizational support has a positive impact on altruism dimension of organizational citizenship behaviors of employees working in software industry. Hence H 1 is accepted.

Impact of perceived organizational support on Conscientiousness dimension of Organizational Citizenship Behaviors

Multiple regression analysis was used to find out the positive impact of perceived organizational support on Conscientiousness dimension of organizational citizenship behaviors.

H2 – Perceived organizational support has a positive impact on Conscientiousness dimension of organizational citizenship behaviors.

The null hypothesis that perceived organizational support has no positive impact on Conscientiousness dimension of organizational citizenship behaviors was statistically tested.

Table 2 Multiple regression analysis results for between perceived organizational support with Conscientiousness dimension of organizational citizenship behaviors

Variable	Beta value	Std Error	P value	Average Full Collinearity VIF	R ²
Perceived Organizational Support	0.237	0.052	0.072	1.194	0.210

(* indicates items significant at 5% significance level)

It is evident from the analysis that perceived organizational support has no impact on Conscientiousness dimension of organizational citizenship behaviors of the employee working in software industry with a beta value of 0.237 and R² value of 0.210. Hence H 2 is rejected.

Impact of perceived organizational support on sportsmanship dimension of Organizational Citizenship Behaviors

Multiple regression analysis was used to find out the positive impact of perceived organizational support on sportsmanship dimension of organizational citizenship behaviors.

H3 – Perceived organizational support has a positive impact on sportsmanship dimension of organizational citizenship behaviors.

The null hypothesis that perceived organizational support has no positive impact on sportsmanship dimension of organizational citizenship behaviors was statistically tested.

Table 3 Multiple regression analysis results for between perceived organizational support with Conscientiousness dimension of organizational citizenship behaviors

Variable	Beta value	Std Error	P value	Average Full Collinearity VIF	R ²
Perceived Organizational Support	0.201	0.053	0.065	1.152	0.197

(* indicates items significant at 5% significance level)

It is evident from the analysis that perceived organizational support has no impact on sportsmanship dimension of organizational citizenship behaviors of the employee working in software industry with a beta value of 0.201 and R² value of 0.197. Hence H 3 is rejected.

Impact of perceived organizational support on Courtesy dimension of organizational citizenship behaviors

Multiple regression analysis was used to find out the positive impact that perceived organizational support has on Courtesy dimension of organizational citizenship behaviors.

H4 –Perceived organizational support has a positive impact on Courtesy dimension of organizational citizenship behaviors.

The null hypothesis that perceived organizational support has no positive impact on Courtesy dimension of organizational citizenship behaviors was statistically tested.

Table 4 Multiple regression analysis results for between perceived organizational support with Courtesy dimension of organizational citizenship behaviors

Variable	Beta value	Std Error	P value	Average Full Collinearity VIF	R ²
Perceived Organizational Support	0.432	0.062	0.001*	1.254	0.478

(* indicates items significant at 5% significance level)

It is evident from the analysis that perceived organizational support has a positive impact on Courtesy dimension of organizational citizenship behaviors of the employee working in software industry with a beta value of 0.432 and R² value of 0.448. From the table, it is also noted that value of Average Full Collinearity VIF

(Variance Inflation factor) is less than 5, suggesting the absence of high multicollinearity. Therefore, all the values obtained from the analysis support the hypothesis that perceived organizational support has a positive impact on Courtesy dimension of organizational citizenship behaviors of employees working in software industry. Hence H 4 is accepted.

Impact of perceived organizational support on Civic Virtue dimension of organizational citizenship behaviors

Multiple regression analysis was used to find out the positive impact that perceived organizational support has on Civic Virtue dimension of organizational citizenship behaviors.

H5 –Perceived organizational support has a positive impact on Civic Virtue dimension of organizational citizenship behaviors.

The null hypothesis that perceived organizational support has no positive impact on Civic Virtue dimension of organizational citizenship behaviors was statistically tested.

Table 5 Multiple regression analysis results for between perceived organizational support with Civic Virtue dimension of organizational citizenship behaviors

Variable	Beta value	Std Error	P value	Average Full Collinearity VIF	R ²
Perceived Organizational Support	0.387	0.043	0.001*	1.541	0.437

(* indicates items significant at 5% significance level)

It is evident from the analysis that perceived organizational support has a positive impact on Civic Virtue dimension of organizational citizenship behaviors of the employee working in software industry with a beta value of 0.387 and R² value of 0.437. From the table, it is also noted that value of Average Full Collinearity VIF (Variance Inflation factor) is less than 5, suggesting the absence of high multicollinearity. Therefore, all the values obtained from the analysis support the hypothesis that perceived organizational support has a positive impact on Civic Virtue dimension of organizational citizenship behaviors of employees working in software industry. Hence H 5 is accepted.

IV. FINDINGS AND DISCUSSION

From the results, it is clear that perceived organizational support is having a positive impact on organizational citizenship behavior displayed by employees working in software industry. Separate in-depth analyses have shown that the altruism, courtesy and civic virtue dimensions of organizational citizenship behavior is positively impacted by perceived organizational support. The sportsmanship and conscientiousness dimension of organizational citizenship behavior were found to be not affected by perceived organizational support. The data analysis has well supported the hypothesized relationship between dependant and independent variables. Therefore, the main hypothesis set by the researcher claiming the strong impact that perceived organizational support has on organizational citizenship behavior as a whole was proved statistically.

There is enough literature support confirming the positive impact that perceived organizational support has on dimensions of organizational citizenship behaviors. Social exchange theory (Blau, 1964) has provided a great framework for explain the purported relationship between POS and OCB. Literature shows that employee-organization exchange tends to better employee's attitudes and behaviors toward the organization (Aryee et al., 2002). Studies suggest that social support in the organization can lead to employees performing organizational citizenship behaviors (Moorman et al, 1998; Smith et al., 1983). Further studies have shown that specific support coming from supervisors has an added impact on OCB displayed by employees (Masterson et al., 2000). This line of research has offered more intricate understanding of OCB through analyzing various partners interacting with employees.

V. CONCLUSION

Using the concept of perceived organizational support, factors contributing to organizational core competency can be identified and provides a future model of reevaluation the quality of employee – employer relationships. The current study provided a review and reexamination of the relationship between perceived organizational support and organizational citizenship behaviors. By linking the two concepts, the study tries to merge the human resource management and organizational behavior literature and provides guidance on how firms can promote higher levels of perceived support through implementation of appropriate HR practices.

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