

Influence of Perceived Organizational Support, Organizational Commitment on Organizational Citizenship Behavior among Marketing Executives

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ABSTRACT

Organizational citizenship behavior is considered as one of the vital element needed in the organizational to increase organizational effectiveness and productivity. The present study aims to study the influence of organizational commitment and perceived organizational support on organizational citizenship behavior among marketing executives. The study is Ex post facto in nature and the sample consists of 113 Male marketing executives from the sales and Marketing department in a Retail Organization with more than one year experience. The age group ranges from 19-32. The tools used in study include Organizational Commitment Questionnaire (Mowday, Porter & Steers, 1979), Perceived Organizational Support Questionnaire (Rhoades & Eisenberger, 2002) and Organizational Citizenship Behavior Questionnaire (Karunanidhi & Manimala, 2009). The statistical method used for the present study is Pearson's Product Moment Correlation to find out the relationship among variables. Results of the study indicate that there is significant relationship between organizational commitment and organizational citizenship behavior; there is no significant relationship between perceived organizational support and organizational citizenship behavior and there is no significant relationship between perceived organizational support and organizational commitment. From the present study it is concluded that organizational commitment influence organizational citizenship behavior among marketing executives.

Keywords: *Perceived Organizational Support, Organizational Commitment And Organizational Citizenship Behavior.*

Organizational citizenship behavior (OCB) is a unique aspect of individual activity at work, first mentioned in the early 1980s. Organ (1988) of Indiana University is widely credited with introducing OCB in academic literature. In the last three decades, it has grown and become a prominent stream of research.

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Organ (1988) defined OCB as, “any acts that are discretionary and non-explicitly or directly recognized by the formal system of performance management that tends to enhance the functioning and performance of the organization”. However, Organ (1997) redefined this definition, conceptualizing organizational citizenship behavior as, “any form of performance that supports the social or psychological environment in which the work tasks are embedded”. Similarly, Lambert (2006) defined OCB as, “behavior that goes beyond the basic requirements of the job and to a large extent discretionary if of benefit to the organization”. OCB include helping co-workers, who are behind in their work, showing pride when representing the organization in public, volunteering for overtime work when needed and not complaining about minor inconveniences that ate normal part of organization life.

Successful organizations need employees who will do more than their usual job duties-who will provide performance that is beyond expectations. In today’s dynamic work place where tasks are increasingly done in teams and where flexibility is critical organizations need employees who will engage in “good citizenship” behaviors such as helping their team, volunteering for extra work, avoiding unnecessary conflicts, respecting the spirit as well as the letter of rules and regulations, and gracefully tolerating occasional work-related impositions and nuisances. Organizations want and need employees who will do those things that aren’t in any job description. The current study is focused on the influence of Organizational commitment and perceived organizational support on Organizational citizenship behavior.

Perceived organizational support (POS) refers to employee’s perception concerning the extent to which the organization values their contribution and cares about their well being. The concept of POS proposes that employees personify the organizations they work for and form global beliefs about the extent to which the organization values their contributions and cares about their wellbeing (Eisenberger, Huntington, Hutchinson & Sowa, 1986).

Organizational commitment is stated as the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. Organizational commitment has been defined as the relative strength of an individual’s identification with and involvement in a particular organization (Mowday, 1977) mention three characteristics of organizational commitment: (1) a strong belief in and acceptance of the organization goals and values, (2) a willingness to exert a considerable effort on behalf of the organization, and (3) a strong intent or desire to remain with the organization.

Need for the study

OCB is a recent phenomena introduced in organizations. It is reported that OCB can improve efficiency, reduce friction and improve coordination. So it is extremely important to explore how the employees perceive the organization and how their perception influences their extra-role

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behavior i.e. organizational citizenship behavior. It is also necessary for the organizations to identify its member's level of commitment towards it. By understanding the employee's commitment, perception will pave way to identify the key areas which are hindering performance, reducing effectiveness and factors which might influence the employee's behavior. As a result of understanding, steps can be taken to improve the perception and commitment which in turn will positively influence organizational citizenship behavior ultimately resulting in organizational development.

Studies related to Perceived organizational support, organizational commitment and organizational citizenship behavior:

The authors Shanock and Eisenberger (2006), surveyed full-time retail employees and their supervisors to investigate the relationships perceived organization support (POS) with subordinates' perceptions of support from their supervisors (perceived supervisor support-PSS), POS and in-role and extra role performance. The data were drawn from 231 full time employees of a chain of large discount electronics and appliance stores located in the northeastern United States. The results indicated that supervisors POS was positively related to their subordinates PSS. Subordinates PSS was positively associated with their POS, in-role performance and extra-role performance. Beyond these simple associations subordinates perception of support from the supervisor mediated positive relationships of supervisors POS with subordinates POS and performance. Thus the organization's supportive treatment of supervisors may have value for increasing the POS and performance of subordinates.

A study was conducted by Freund and Carmeli (2003) examines OCB of lawyers employed in the Private sector in Israel. Data was collected from 183 lawyers working in private firms in Israel. The aim of the study was to examine the relation between employee's positive attitudes towards work, their organization oriented commitments and citizenship behavior in the organization. Findings support the assumption that workers positive attitude to the organization and belief in the values and goals that the organization represents are directly related to his or her desired citizenship behavior. Results indicated that three commitments (continuance, affective and career commitment) directly influence OCB. Of these three commitments affective and career commitments had significant influence on OCB. The findings states that high level of organizational commitment influences OCB in employees.

A study was conducted by Kamp (2010) to explain the relationship between POS and proactive behavior. The construct affective commitment was expected to mediate the relationship between POS and Proactive behavior, due to reciprocity between employee and Organization. The study will be an exploratory research. Only secondary sources will be used for the study. Findings suggest that there is a positive relationship between affective commitment and proactive behavior. The relationship between different forms of organizational support and proactive

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behavior haven't been researched yet, we can only agree with that there is a lack of understanding of what is the right organizational support to enhance proactive behavior.

Research problem

Does Perceived organizational support and organizational commitment influence organizational citizenship behavior in marketing executives?

Objectives of the study

1. To study the relationship between perceived organizational support and organizational citizenship behavior among marketing executives.
2. To study the relationship between organizational commitment and organizational citizenship behavior among marketing executives.
3. To study the relationship between perceived organizational support and organizational commitment among marketing executives.

In order to fulfill the above objectives, the following hypotheses were formulated based on the earlier research findings,

Hypotheses

1. There would be a relationship between perceived organizational support and organizational citizenship behavior.
2. There would be a relationship between organizational commitment and organizational citizenship behavior.
3. There would be a relationship between perceived organizational support and organizational commitment.

Research design

The present study is ex-post facto in nature where the researcher examined the operation of variables without actually manipulating them.

Sampling procedure

Sample of 113 people were selected by using convenient sampling technique from the retail organization in Chennai city. All of them were males. The sample was selected from the people working in the marketing department on the basis of their availability.

Description of the sample

The sample consists of 113 marketing executives working in marketing department in a retail organization. The age group of sample ranges from 19.32 and the mean age was found to be 24. The years of experiences ranges from more than one year.

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Variables selected for the study

Independent variables- perceived organizational support and organizational commitment

Dependent variable- organizational citizenship behavior

Description of the tools

1. **Perceived organizational support Questionnaire** (Rhoades and Eisenberger, 2002). The original scale consists of 36 items and the shorter scale used for the current study consists of 8 items. Respondents indicate their level of agreement with each of the items using 5 point Likert scale (1-strongly disagree to 5- strongly agree). Split-half reliability was established and the reliability coefficient was found to be 0.95. The total perceived support score is the sum of the scores for all 8 items. A Score of 5- Strongly agree, 4-agree, 3-neutral, 2- disagree, 1- strongly disagree. The items 2, 3,5 and 7 are reverse scored. For reverse scoring 1-strongly agree, 2-agree, 3-neutral, 4-disagree and 5-strongly disagree. High score indicates that the employees perceive the organization more favorably.

2. **Organization commitment questionnaire** (Mowday, Porter and Steers, 1979). The questionnaire consists of 15 items measuring the commitment of employees towards their organization. The items are scored by adding the responses given by the individuals for all the 15-items. The items 3,7,9,11,12 and 15 were reversely scored items. For direct items a score of 5-strongly agree, 4- agree, 3- neutral, 2- disagree and 1- strongly disagree. For reverse scoring the score of 1- strongly agree, 2- agree, 3- neutral, 4- disagree and 5- strongly disagree.

3. **Organizational citizenship behavior scale** used for the current study was adapted by Dr.Karunanidhi and Manimala (2009) in Indian context. The original scale was developed by Podsakoff (1990) and it consists of 24 items. The scale used for the present study consists of 17 items. Items are measured using 5 point Likert scale from strongly agree to strongly disagree. The test-retest reliability coefficient found to be 0.96.

Statistical analysis used

The data collected was subjected to analysis using statistical package for social sciences (SPSS) version 17.0 for windows. The statistical methods used for the present study are Pearson's Product Moment Correlation.

RESULTS AND DISCUSSION

Table 1 Relationship between perceived organizational support and organizational citizenship behavior among marketing executives

Variable	N	Mean	SD	r
Perceived organizational support	113	32.62	2.14	0.032 NS
Organizational citizenship behavior	113	75.54	2.82	

NS- Not Significant

Two tailed test

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Table 1 indicates that there is no significant relation between perceived organizational support and organizational citizenship behavior. From this it is observed that perceived organizational support did not influence organizational citizenship behavior in this study. Hence the hypotheses stated that perceived organizational support is related to organizational citizenship behavior among marketing executives is not accepted.

Table 2 Relationship between organizational commitment and organizational citizenship behavior among marketing executives

Variable	N	Mean	SD	r
Organizational commitment	113	66.37	3.13	
Organizational citizenship behavior	113	75.54	2.82	0.383**

**significant at 0.01 level Two tailed test

Table 2 indicates that there is a significant relationship between organizational commitment and organizational citizenship behavior. From this it is clear that organizational commitment has definite influence on organizational citizenship behavior. Hence the hypotheses stated organizational commitment is related to organizational citizenship behavior among marketing executives is accepted.

Table 3 Relationship between perceived organizational support and organizational commitment among marketing executives

Variable	N	Mean	SD	r
Perceived organizational support	113	32.62	2.14	0.050
Organizational commitment	113	66.37	3.13	NS

NS- Not Significant Two tailed test

Table 4.3 indicates that there is no significant relation between perceived organizational support and organizational commitment. From this it is observed that perceived organizational support did not influence organizational commitment in this study. Hence the hypotheses stated that perceived organizational support is related to organizational commitment among marketing executives is not accepted.

DISCUSSION

The present study indicates that there is no significant relationship between perceived organizational support and organizational citizenship behavior. For the employees the organization serves as an important source of socio-emotional resources. The positive valuation by the organization provides an indication that increased effort will be noted and rewarded. The findings indicate that employee's perception towards organizational support is not related to

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organizational citizenship behavior. While analyzing the relationship between organizational commitment and organizational citizenship behavior it is found that there is a significant relationship between them. This shows that worker's positive attitude to the organization and belief in the values and goals that the organization represents are directly related to his or her desired citizenship behavior. This shows that organizational commitment and organizational citizenship behavior are related to each other. The present study also indicated that there is no significant relationship between perceived organizational support and organizational commitment. This shows that employee's perception towards organization and their commitment, values and belief are not related to each other.

CONCLUSION

1. Perceived organizational support does not seem to influence organizational citizenship behavior and organizational commitment.
2. Organizational commitment has definite influence on organizational citizenship behavior.

LIMITATIONS

1. The sample size was small
2. The study was restricted to single organization
3. The study was restricted to single department
4. Organizational citizenship behavior is a wide area so there is a need to explore more variables like organizational culture, organizational climate etc.,

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Conflict of Interests

The author declared no conflict of interests.

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