

The Role of Perceived Organisational Support in Predicting Organisational Commitment and Organizational Citizenship Behavior in Professional Organizations

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Abstract

The study examined the "role of perceived organisational support in predicting organisational commitment and organisational citizenship behaviour in professional organisations". The primary data was acquired through a questionnaire from 200 respondents (employees from the finance and technology sectors) via a stratified random sampling technique. Excel and SPSS 26 were utilised for data analysis, and Statistical tools such as Anova, regression and correlation were used. The results demonstrated that perceived organisational support (POS) positively influences organisational commitment. Moreover, it has been found that perceived organisational support (POS) and organisational citizenship behaviour (OCB) in professional organisations have a substantial correlation, and there are significant differences in the perception of organisational support, commitment, and OCB among professionals working in the technology and finance sectors. This study can assist decision-makers and managers in the finance and technology sector in creating a comprehensive plan for organisational support and development programs that effectively include employees in their job responsibilities. The study provides valuable insights into the importance of perceived organisational support in fostering organisational commitment and citizenship behaviour.

Keywords: *Organisational Commitment, Perceived Organisational Support, Organisational Citizenship Behavior, Organisational Performance, Job Satisfaction.*

Introduction

In the present era of progress and advancement, every organisation aims to achieve competitiveness by acquiring and offering top-notch human resources to its personnel (Burke & Ng, 2006). Organisations cannot foster collective intelligence's efficacy without their members' voluntary inclination to cooperate and contribute. The market landscape has seen fast transformations due to global economic pressures, technology advancements, and evolving client demands. The rising level of complexity in environmental changes and company performance requirements has intensified competitive stresses and survival concerns for organisations. Globalisation drives enterprises to become more responsive, agile, inventive, and competitive. They must be aware of suitable workplace Organisational Citizenship Behaviors (OCBs) and strategically implement and utilise these OCBs (Giancaspro, et al., 2022). Employees with high occupational efficacy (OE) exhibit increased engagement in voluntary actions, such as assisting co-workers with work-related issues. They exhibit proactive planning and organisation of their daily tasks, making accommodations as necessary (Reizer & Hetsroni, 2015).

Perceived organisational support (POS) refers to employees' overall level of trust and belief in their company. POS enhances employees' sense of duty to assist the firm in attaining its objectives, their emotional dedication, and their anticipation of being rewarded for enhanced performance (Arshadi, 2011).

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The social impacts of POS include enhanced performance within assigned roles and beyond and reduced absenteeism and turnover rates among staff members. The "theory of organisational support (OST)" theorises that workers form a comprehensive view of the degree to which the company prioritises their welfare and appreciates their contributions to achieving objectives (Kurtessis, et al., 2017). Human resources, which strongly believe in the organisation's support for their well-being and care, are more willing to exert additional effort to accomplish corporate goals. Literature has also shown the specific connection between Organizational Citizenship Behavior (OCB) and how employees view the assistance they receive from their employer (Alexandra Beauregard, 2012).

Work attitudes are regarded as a crucial and key element of employee conduct. They are important as they can forecast significant behaviours (Judge & Kammeyer-Mueller, 2012). Therefore, it is crucial to recognise the significance of HR's attitude towards their work. HR faces numerous challenges related to attitudes, such as management's incapacity to address these issues and their impact on employee behaviour and performance (Emami, et al., 2012). Thus, the study examined the "role of Perceived Organisational Support in Predicting Organisational Commitment and Organizational Citizenship Behavior in Professional Organizations".

After the introduction in Section 1, section 2 provides an overview of previous research that has examined the opinions of various authors about "perceived organisational support, organisational commitment, and organisational citizenship behaviour". Section 3 outlines the goals; section 4 offers an overview of the research methodologies employed in the study; and section 5 conveys the findings and their interpretation. Section 6 delves into the discussion and explanation of the results. Section 7 shows the conclusions, recommendations, limitations, implications, and suggestions for future studies. Finally, references are displayed.

Literature Review

The Role of Perceived Organisational Support in Organisational Commitment

Asbari et al. (2020) and Ahmadi et al. (2020) found that when employees feel supported by their organisations, whether it is through rewards, positive working conditions, or encouragement from higher-ups, they tend to be more likely to remain employed there. Similarly, Sumarsi (2019) discovered that employees' level of commitment was anticipated to be high and might increase if they observe support from the company in line with their standards, wants, and expectations (Sumarsi and Rizal, 2022). In this context, Capone et al. (2022) found that as workers could live comfortably and conveniently within the organisation, their commitment to staying was strengthened, and they also experienced a sense of harmony with the existing values in the organisation. Additionally, Supriadi et al. (2020) also mentioned that dedication to the organisation significantly and positively impacts "organisational support". Employees' dedication to the company's mission and values directly improved the quality and level of organisational support they received from management. Finally, Sa'adah and Rijanti (2022), Praditya (2020), and Prayuda (2019) asserted that there had been a favourable and statistically significant correlation between "perceived organisational support and organisational commitment".

The Role of Organizational Commitment in Organizational Citizenship Behavior

Desky et al. (2020) indicated that organisational commitment had significantly and positively affected the factors measuring organisational citizenship behaviour. It indicated that an employee's level of organisational citizenship conduct was directly proportional to their level of organisational commitment. Similarly, Indarti et al. (2017) reported that there had been a favourable and statistically significant correlation between corporate citizenship behaviour and organisational commitment. Another study by Supriadi et al. (2020) further highlighted the strong correlation between company dedication and civic engagement on the part of employees. According to Asbari et al. (2020), the organisational citizenship behaviour of workers exhibited an upward trajectory when individuals demonstrated a feeling of loyalty and belonging as a manifestation of "organisational commitment". It has been observed in the positive actions displayed by employees towards the organisation. Lastly, Park et al. (2021) suggested that

employees who have been satisfied with their work-life balance have either low levels of desire to quit the company or high levels of organisational citizenship behaviour.

The Role of Perceived Organisational Support in Organizational Citizenship Behavior

Wuttaphan (2022) stated that by demonstrating OCB, executives reassured employees that they would profit from their support inside the organisation and found that heightened perceived organisational support can foster a sense of obligation in workers to actively participate and prioritise the well-being of the company, thus aiding the business in attaining its objectives. As per Kotamena et al. (2020) and Nadeak et al. (2021), There has been a favourable correlation between the level of perceived organisational support experienced by workers and their willingness to go above and beyond their regular duties for the betterment of the business. Similarly, Firmansyah et al. (2022) indicated that the sense of "organisational support" has a favourable and substantial impact on "organisational citizenship behaviour". In this context, Supriadi et al. (2020) found that the level of "organisational citizenship behaviour" positively correlates with the perception of organisational support among employees. Further, Alshaabani et al. (2021) reported that certain job attributes, such as position and conscientiousness, have a positive correlation with employee civic behaviour, mediated by employee work engagement.

Methods

Objectives

Obj.1 To explore the impact of "POS (perceived organisational support) on organisational commitment" in professional organisations.

H0: "POS (Perceived organisational support) does not influence organisational commitment" within professional organisations.

H1: "POS (Perceived organisational support) positively influences organisational commitment" within professional organisations.

Obj.2 To investigate the relationship between "POS (perceived organisational support) and OCB (organisational citizenship behaviour)" in professional organisations.

H0: "POS (perceived organisational support) and OCB (organisational citizenship behaviour)" are not positively correlated in professional organisations.

H2: "POS (perceived organisational support) and OCB (organisational citizenship behaviour)" are positively correlated in professional organisations.

Obj.3 To analyse the differences in the "perception of organisational support, commitment, and OCB" among various professional sectors (finance and technology sectors).

H0: There are no significant differences in the perception of organisational support, commitment, and OCB among professionals working in the technology and finance sectors.

H3: There are significant differences in the perception of organisational support, commitment, and OCB among professionals working in the technology and finance sectors.

Methodology

Primary and secondary sources of information have been utilised to determine "the role of perceived organisational support in predicting organisational commitment and organisational citizenship behaviour in professional organisations." Primary information was gathered through a structured questionnaire via stratified random sampling to select participants from different professional sectors. Delhi NCR has been

chosen as the study area. The questionnaire has been created based on demographic components (age, designation, income, education, location, etc.) and the variables of the study [i.e., "perceived organisational support (POS), organisational commitment, and organisational citizenship behaviour(OCB)"]. As the targeted population is undefined, the sample size has been calculated as 385 according to Cochran's formula; therefore, 385 questionnaires were issued to employees of the different professional organisations through the offline method, of whom 270 employees responded. Data from 200 respondents who completed the questionnaire has been considered. Mixed methods have been adopted for research design. The data was analysed using SPSS 26 and Excel software. Mean, standard deviation, ANOVA, correlation, and regression have been used to test the study's hypothesis.

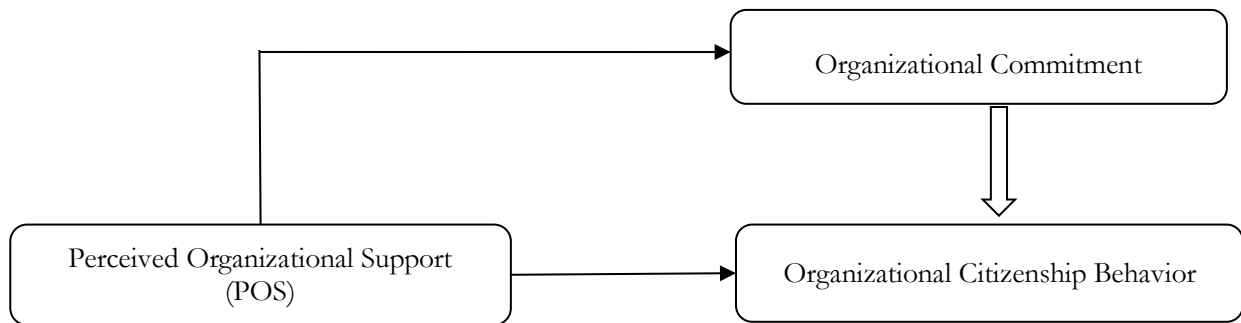


Figure 1. Research Model

Results and Discussion

The results and analysis of the data have been included in this section.

Table 1. The Respondents' Demographic Profile

Demographic Characteristics	Category	N	%
Gender	Male	149	74.5%
	Female	51	25.5%
Age (in years)	18-24 years	40	20.0%
	25-34 years	76	38.0%
	35-44 years	53	26.5%
	Above 45 years	31	15.5%
Marital Status	Married	107	53.5%
	Single	74	37.0%
	Other	19	9.5%
Education	Primary education	25	12.5%
	Secondary education	32	16.0%
	Bachelor's degree	85	42.5%
	Postgraduate degree	44	22.0%
	Other	14	7.0%
Job Position	Senior-level employee	29	14.5%
	Middle-level employee	26	13.0%
	Lower-level employee	105	52.5%
	Other	40	20.0%

Tenure with the Organization	Less than 1 year	61	30.5%
	1-5 years	85	42.5%
	More than 5 years	54	27.0%
Monthly Income	Below 20,000	40	20.0%
	20,000 - 40,000	89	44.5%
	40,001 - 60,000	37	18.5%
	60,001 - 80,000	22	11.0%
	Above 80,000	12	6.0%
Type of Sector	Technology	87	43.5%
	Finance	113	56.5%

Table 1 presents the demographic features of the participants in the study that specifically examined "organisational citizenship behaviour (OCB), perceived organisational support (POS), and organisational commitment (POS)" in professional organisations operating in the technology and finance industries. The data indicates that most of the respondents are primarily composed of males (74.5%) and are relatively young, with the majority of members aged 25-34 (38.0%). Furthermore, a considerable percentage of participants indicate that they are married (53.5%), possess bachelor's degrees (42.5%), and are employed at lower-level positions (52.5%). The respondents' tenure with the organisation is distributed fairly, with significant proportions (42.5%) having been with their respective organisations for a period ranging from 1 to 5 years. Regarding income, a significant proportion (44.5%) falls within the bracket of 20,000 to 40,000. Furthermore, the sample is nearly evenly distributed between individuals employed in the finance and technology industries. Overall, the data provides insights into the composition of the surveyed population across various demographic factors for examining the role of "perceived organisational support in predicting organisational commitment and organisational citizenship behaviour".

Objective 1: To explore the impact of "POS (perceived organisational support) on organisational commitment" in professional organisations.

H0: "POS (Perceived organisational support) does not influence organisational commitment" within professional organisations.

H1: "POS (Perceived organisational support) positively influences organisational commitment" within professional organisations.

Table. 2 Regression Analysis

Hypothesis	Variables	Beta Coefficient	R2	R	F-Value	p-value	t-value	Outcome
H1	Perceived organisational support (POS) - > organisational commitment	0.395	0.156	0.395	36.577	0.000	6.048	Supported

Table 2 shows the regression analysis for the hypothesis analyses to examine if "perceived organisational support (POS) significantly influences organisational commitment". The "dependent variable, organisational commitment", was regressed on the predictive variables of POS to test the hypothesis. $F = 36.577$, $p < 0.05$, demonstrating that POS significantly influences "organisational commitment" ($b = 0.395$,

and $p = 0.000$, highly significant). Moreover, the $R^2 = 0.156$ implies that the model demonstrates a 15.6% variation in organisational commitment; an alternate hypothesis is accepted.

Objective 2: To investigate the relationship between "POS (perceived organisational support) and OCB (organisational citizenship behaviour)" in professional organisations.

H0: "POS (perceived organisational support) and OCB (organisational citizenship behaviour)" are not positively correlated in professional organisations.

H2: "POS (perceived organisational support) and OCB (organisational citizenship behaviour)" are positively correlated in professional organisations.

Table 3. Descriptive Statistics

	N	Mean	Std. Deviation
Perceived organisational support (POS)	200	10.8050	2.54546
Organisational citizenship behaviour (OCB)	200	9.3650	2.97591

Table 3 shows the descriptive statistics of "perceived organisational support (POS) and organisational citizenship behaviour (OCB)". Descriptive statistics represent the standard deviation and mean values of the variables. According to Table 3, the mean score for perceived organisational support is 10.805, with a standard deviation of 2.545, indicating a moderate level of perceived support among the participants. In contrast, "the mean score for organisational citizenship behaviour is 9.365, with a higher standard deviation of 2.976", suggesting greater variability in OCB scores among respondents. The statistics offer valuable insights into the degree to which employees perceive the organisation as supportive and the extent to which they participate in activities that surpass their official job duties, thereby making positive contributions to the organisation.

Table 4. Correlations

		Perceived organisational support (POS)	Organisational citizenship behaviour (OCB)
Perceived organisational support (POS)	Pearson Correlation	1	.154
	Sig. (2-tailed)		.029
	N	200	200
Organisational citizenship behaviour (OCB)	Pearson Correlation	.154	1
	Sig. (2-tailed)	.029	
	N	200	200

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

Table 4 is the correlations table, which shows the correlation between POS and OCB. As per Table 4, the correlation analysis reveals a "positive and statistically significant relationship between perceived organisational support and organisational citizenship behaviour ($r = 0.154$, $p = 0.029$, which is smaller than 0.05). The data highlights a statistically significant correlation between perceived organisational support and organisational citizenship behaviour".

Objective 3: To analyse the differences in the "perception of organisational support, commitment, and OCB" among various professional sectors (finance and technology sectors).

H0: There are no significant differences in the "perception of organisational support, commitment, and OCB" among professionals working in the technology and finance sectors.

H3: There are significant differences in the perception of organisational support, commitment, and OCB among professionals working in the technology and finance sectors.

Table 5. Descriptive Statistics

		Mean	Std. Deviation	N	Std. Error	95% Confidence Interval for Mean		maximum	Minimum
						Upper Bound	Lower Bound		
Perceived organisational support (POS)	Technology	11.2414	2.51953	87	.27012	11.7784	10.7044	15.00	4.00
	Finance	10.4690	2.52513	113	.23754	10.9397	9.9984	15.00	3.00
	Total	10.8050	2.54546	200	.17999	11.1599	10.4501	15.00	3.00
Organisational commitment	Technology	10.6322	2.47365	87	.26520	11.1594	10.1050	15.00	5.00
	Finance	9.9115	2.41113	113	.22682	10.3609	9.4621	15.00	4.00
	Total	10.2250	2.45858	200	.17385	10.5678	9.8822	15.00	4.00
Organisational citizenship behavior (OCB)	Technology	9.8506	2.89156	87	.31001	10.4669	9.2343	15.00	3.00
	Finance	8.9912	2.99850	113	.28207	9.5500	8.4323	15.00	3.00
	Total	9.3650	2.97591	200	.21043	9.7800	8.9500	15.00	3.00

Table 5 shows the descriptive statistics for "perceived organisational support (POS), organisational commitment, and organisational citizenship behaviour (OCB)". The study used 200 employees in the technology and finance industries.

The average score for perceived organisational support (POS) in the technology sector is 11.241, and 10.469 in the finance sector. The standard deviations for these scores are 2.520 for the technology sector and 2.525 for the finance sector. This means that people who work in technology think their companies offer more support than people who work in finance.

The average score for professionals in the technology field is 10.632, while the average score for professionals in the finance field is 9.912. The standard deviations for technology are 2.474, and for finance, 2.411. This means that professionals in the technology sector may have slightly more variable commitment scores.

The technology sector has an average score of 9.851 for organisational citizenship behaviour (OCB), while the finance sector has an average score of 8.991. The standard deviations for these scores are 2.892 for the technology sector and 2.999 for the finance sector. The results show that people who work in technology have slightly higher levels of OCB than people who work in finance.

Table 6. ANOVA

		df	Sum of Squares	Mean Square	F	Sig.
Perceived organisational support (POS)	Between Groups	1	29.322	29.322	4.608	.033
	Within Groups	198	1260.073	6.364	-	-
	Total	199	1289.395	-	-	-
Organisational commitment	Between Groups	1	25.530	25.530	4.294	.040
	Within Groups	198	1177.345	5.946	-	-
	Total	199	1202.875	-	-	-

Organisational citizenship behaviour (OCB)	Between Groups	1	36.306	36.306	4.165	.043
	Within Groups	198	1726.049	8.717	-	-
	Total	199	1762.355	-	-	-

The above ANOVA (Analysis of Variance) Table 6 provides information about the statistical analysis conducted to compare the differences in "perceived organisational support (POS), organisational commitment, and organisational citizenship behaviour (OCB)" between finance and technology sector employees. The ANOVA table 6 suggests statistically significant differences in "perceived organisational support, organisational commitment, and organisational citizenship behaviour" between professionals working in the technology and finance sectors (i.e., p-value = 0.033, 0.040 and 0.043, respectively, which is smaller than 0.05).

Discussion

Employees who have a favourable perception of organisational support feel obligated to work well, which in turn fosters pleasant emotions among them (Kurtessis, et al., 2017; Jehanzeb, 2020). Considering this, the study evaluated the "role of perceived organisational support in predicting organisational commitment and organisational citizenship behaviour in professional organisations". The study's significant findings were identified through careful data acquisition and analysis, employing several tools (MS Excel and SPSS 26) and techniques like ANOVA, correlation and regression analysis.

According to the current study, it has been found that "perceived organisational support (POS) positively influences organisational commitment" within professional organisations ($r = 0.395$, $p = 0.000$, which is smaller than 0.05), as shown in Table 2. In examining previous studies, it has been found that plenty of studies have examined the "effect of perceived organisational support on organisational commitment" in different professional sectors (Zheng & Wu, 2018; Nazir et al., 2018; Zagenczyk et al., 2021; Yan & Zhou, 2022). However, no study has covered both the finance and technology professional sectors.

Furthermore, POS and OCB in professional organisations have a substantial correlation [$r = 0.154$ (showing positive relation), and $p = 0.029$ (showing significant relation as it is below 0.05)], as shown in Table 4. The results correspond with Kao et al. (2023), who found that employees' perception of their organisation's support positively influenced their Organizational Citizenship Behavior. Additionally, the motive behind their engagement in volunteer activities had a moderating role in the correlations between these factors. Many studies have assessed the relationship between POS and OCB in professional organisations (Ridwan, et al., 2020; Thompson, et al., 2020), but there is a lack of studies that have considered both the finance and technology sectors.

Lastly, the finding of the study disclosed significant differences in the perception of organisational support, commitment, and OCB among professionals working in the technology and finance sectors (i.e., p-value = 0.033, 0.040 and 0.043, respectively, which is smaller than 0.05, showing a significant relation), as shown in Table 6. This finding is unique as very few studies or no studies have compared the role of "perceived organisational support in predicting organisational commitment and organisational citizenship behaviour" among the working professionals of the finance and technology sectors. Most studies have only examined these three variables in different professional sectors without comparing their outcomes in different sectors (Wahyuningrat, et al., 2022; Jehanzeb, 2020).

On comparing the current studies with past studies, it has been found that past studies have investigated the role of "perceived organisational support in predicting organisational commitment and organisational citizenship behaviour" in professional organisations. However, no previous study has examined all three variables from the perspective of employees of both the finance and technology sectors. Thus, the current study adds significantly to the literature.

Conclusion

"Organisational citizenship behaviour" is influenced by factors such as "perceived organisational support and organisational commitment". Employees have more faith in the organisation and greater enthusiasm for their jobs with organisations that consistently back them up. When employees have faith in their employer, they are more likely to be loyal to that company. Thus, the study examined "the role of perceived organisational support in predicting organisational commitment and organisational citizenship behaviour in professional organisations", and the findings discovered that POS influences organisational commitment positively. Moreover, it has been found that POS and OCB in professional organisations have a substantial correlation, and there are significant differences in the "perception of organisational support, commitment, and OCB" among professionals working in the technology and finance sectors.

It has been determined that "perceived organisational support" is a significant predictor of "organisational commitment and citizenship behaviour" in professional organisations, according to substantial evidence. Organisations that prioritise and focus on cultivating a supportive workplace atmosphere that inspires employees to feel appreciated and esteemed are more inclined to cultivate increased levels of dedication, involvement, and discretionary actions that positively impact the overall success of the organisation. Considering the industry-specific variations, it may be imperative to develop customised approaches and interventions to optimise the favourable effects of perceived organisational support across distinct professional spheres. Thus, management is supposed to prioritise employee involvement and meet their expectations through various means such as salary increases, advancement possibilities, recognition of outstanding nurses, and input into organisational policymaking.

Limitations, Implications, and Suggestions for Future Studies

The study can potentially assist decision-makers and managers in the finance and technology sector in creating a comprehensive plan for organisational support and development programs that effectively include employees in their job responsibilities. Implementing organisational support programs would strengthen employees' dedication and foster their engagement in positive citizenship behaviour.

The study is limited to employees' perspectives in the finance and technology sectors. Therefore, in future studies, more groups of respondents could be included from different professional sectors such as the health and hospitality sectors.

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