

# EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT AND LEADER-MEMBER EXCHANGE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

NAZIM ALI

Lecturer

Department of Management Sciences, Abaseen University, Peshawar

## ABSTRACT

*The basic objective of this study was to identify the effects of Perceived Organizational Support and Leader-Member Exchange on Organizational Citizenship Behavior. Data was collected through questionnaire from three hundreds and twenty three medical representatives of national pharmaceuticals companies in NWFP province. SPSS 15 version was used for data operation. The results of Pearson Correlation and Multiple Regression showed that both Perceived Organizational Support and Leader-Member Exchange had significant positive effects on Organizational Citizenship Behavior. Altruism, conscientiousness and courtesy were also found to have a significant correlation with Organizational Citizenship Behavior.*

## INTRODUCTION

For an organization to prosper, and to effectively vie with other organizations, it is indispensable for its members to behave like good citizens. Organizational Citizenship Behavior has been defined by Organ (1988) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization." According to many researchers, Organizational Citizenship Behavior has been proved to enhance organizational performance because they lubricate the social machinery of the organization, reduce friction, and increase efficiency (Bateman and Organ, 1983; Smith, et al, 1983). Organ (1988) argued that Organizational Citizenship Behavior is vital for the survival of an organization. He further explained that OCB can enhance the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization. There is no study conducted to identify the factors affecting organizational citizenship behavior of national pharmaceuticals companies of Pakistan. This study will help find out what contribute to organizational citizenship behavior of national pharmaceuticals companies of Pakistan.

## LITERATURE REVIEW

Organ (1988) defines Organizational Citizenship Behavior as "individual behavior that is discre-

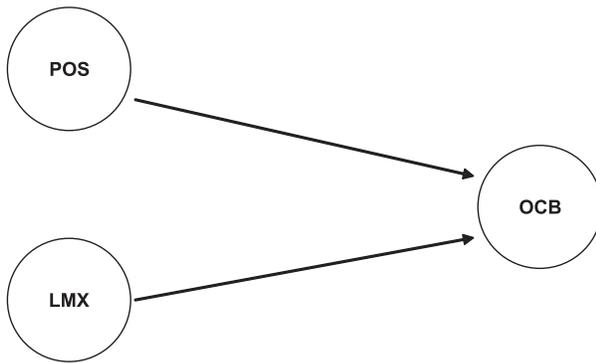
tionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization." Van Dyne et al. (1995) define Organizational Citizenship Behavior as "behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations". The quality of the relationship that exists between a subordinate and a leader is often termed as leader member exchange (LMX).

Studies previously conducted have proved that Leader-Member Exchange is a strong predictor of Organizational Citizenship Behavior (Settoon et al, 1996). Asgari and Samah (2008) in his paper "The relationship between leader-member exchange, organizational inflexibility, perceived organizational support, interactional justice and organizational citizenship behaviour" found that 56% increase in organizational support will result in 56% increase in organizational citizenship behavior. LMX studies prove that subordinates showing high level of LMX not only assume greater job responsibility but also play a greater role to contribute to other units of the organization (Liden and Graen, 1980). High quality of LMX has significant positive effects on OCB. High level of OCB motivates workers to express extra role behaviors even when there are no formal rewards from the organization.

H1: LMX and OCB have a significant positive correlation.

Many studies have found that perceived organizational support is positively associated with organizational citizenship behavior. Asgari and Samah (2008) in his paper “The relationship between leader-member exchange, organizational inflexibility, perceived organizational support, interactional justice and organizational citizenship behaviour” found that 35% increase in organizational support will result in 35% increase in organizational citizenship behavior.

H2: POS and OCB have a significant positive correlation.



**METHODOLOGY**

**Procedure**

Data was collected through questionnaires in October and November of 2009. Questionnaires were distributed to three hundreds and ninety five medical representatives of national pharmaceuticals companies in NWFP Province. Three hundred and forty eight questionnaires were completed and returned showing a return rate of 88.10%. Twenty five questionnaires were disposed of because they contained incomplete information. Statistical Package for Social Sciences (SPSS 15 version) was used for data operation.

**Measures**

**Perceived Organizational Support**

Perceived Organizational Support was measured by using the 8-item Survey of Perceived Organizational Support (Eisenberger et al., 1986). Sample items are “My organization really cares about my well being,” and “Help is available from my organization when I have a problem.” The responses were measured from 5 point likert scale from 1 = strongly disagree to 5 = strongly agree. Reliability for POS in this sample was 82 percent.

**Leader-member Exchange**

The quality of Leader-Member Exchange was measured on seven point likert scale from 1 “strongly disagree” to 7 “strongly agree”. Leader-Member Exchange Questionnaire was adapted from Scandura and Graen (1984). The questionnaire contains 7 items. Sample include “ My supervisor understands my job problems and needs”, and “I have an effective working relationship with my supervisor.” Reliability for LMX in this sample was 91 percent.

**Organizational Citizenship Behavior**

Altruism (4 items), courtesy (4 items) and courtesy (3 items) items were adapted from Podsakoff et al.’s (1990) Organizational Citizenship Behavior Questionnaire. Sample items include “Helps others who have been absent” (altruism), “Obeys company rules and regulations even when no one is watching” (conscientiousness), and “Takes steps to try to prevent problems with other workers” (courtesy). The responses were measured on 7 point likert scale from 1 = disagree very much to 7 = agree very much. Reliability for Altruism, conscientiousness and courtesy in this sample was 84%, 87% and 77% respectively.

**Table 1: Mean and Standard Deviation**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
Perceived Organizational Support	1.5542	.93550	323
Leader-Member Exchange	2.1981	1.81036	323
Courtesy	2.5418	2.17851	323
Conscientiousness	1.9598	1.25416	323
Altruism	1.6223	1.18992	323
Organizational Citizenship Behavior	2.0413	1.15187	323

**Table 2: Correlation**

		<b>POS</b>	<b>LMX</b>	<b>Altruism</b>	<b>Cons</b>	<b>Courtesy</b>	<b>OCB</b>
POS	PC	1					
LMX	PC	.192**	1				
Altruism	PC	.392**	.378**	1			
Cons	PC	.355**	.240**	.352**	1		
Courtesy	PC	.343**	.193**	.300**	.293**	1	
OCB	PC	.480**	.339**	.661**	.669**	.840 **	1

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

OCB = Organizational citizenship behavior, POS = Perceived organizational support, cons = conscientiousness.

**Table 3: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.542a	.294	.290	.97091

a Predictors: Constant, LMX, POS

**Table 4: ANOVA b**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	125.577	2	62.789	66.608	.000a
	Residual	301.650	320	.943		
	Total	427.227	322			

a. Predictors: Constant, LMX, POS

b. Dependent Variable: OCB

**Table 5: Coefficients a**

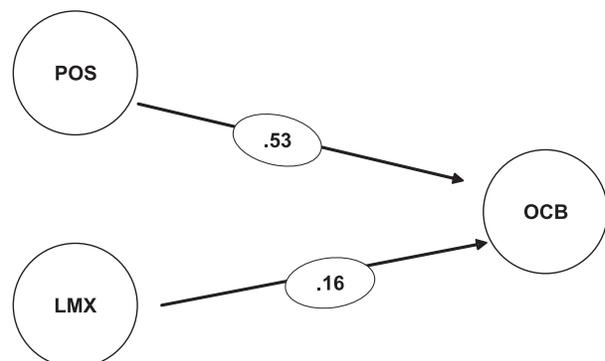
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	Constant	.858	.116		7.400	.000
	POS	.531	.059	.431	9.006	.000
	LMX	.163	.030	.256	5.359	.000

a. Dependent Variable: OCB

**RESULTS**

The mean of perceived organizational support shows that no organizational support is available to medical representatives of national pharmaceuticals companies. The mean of LMX indicates that the working relationship between medical representatives and their managers is not good. Similarly OCB amongst the medical representatives of national pharmaceuticals companies was found low.

Results of table 2 indicated that there was a significant positive correlation between Organiza-



tional Citizenship behavior and Perceived Organizational Support ( $r = 0.480, p < 0.000$ ), Organizational Citizenship Behavior and Leader-Member Exchange ( $r = 0.339, p < 0.000$ ), Organizational Citizenship Behavior and Altruism ( $r = 0.661, p < 0.000$ ), Organizational Citizenship behavior and Conscientiousness ( $r = 0.669, p < 0.000$ ) and Organizational Citizenship behavior and courtesy ( $r = 0.840, p < 0.000$ ). The regression analysis also proved that POS and LMX had a significant correlation with OCB. So both H1 and H2 are accepted.

## CONCLUSIONS

The results indicate that there is no support available to medical representatives from their organization. They don't have a very poor relationship with their managers. The behavior they have in the organization is very poor. Perceived Organizational Support and LMX were found to have a significant positive relationship with Organizational Citizenship Behavior. The management must provide the medical representatives with organizational support. They should solve their problems should give them help when they are in need of it so as to motivate them to behave in their organization as a good citizen.

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