

## **The Relationship Between Perceived Organizational Support, Employee's Organizational Commitment and Employee Behavior. The Case of An Organization in Erbil City, Kurdistan Region.**

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### **Abstract**

Lately, Perceived Organizational Support, Organizational Commitment and Employee behavior have given much concentration. The aim of this paper is to analyze the relationship between Perceived Organizational Support, Organizational Commitment, and Employee Behavior. According to the prior research, there are contradicting findings regarding the relationship between the three variables mentioned. The strategy of this research is quantitative by using an online questionnaire consisted of three validated scales. The online questionnaire has been sent to employees emails of an organization in Erbil city. There are 64 filled online questionnaires have been received. The results indicate a positive relationship exists among the variables. Moreover, the findings also indicate a strong relationship exists specifically between Perceived Organizational Support and Organizational Commitment.

**Keywords:** Organizational commitment, Perceived Organizational Support, Employee behavior, Erbil

### **Introduction**

Organization commitment has been the subject of discussion through much of theoretical and empirical effort in the fields of organizational behavior, human resources management (Kont & Jantson, 2014; Allen & Meyer, 1990; Shore & Wayne, 1993; Slocombe & Dougherty, 1998). A great deal of attention is given to the relationship between Organizational Commitment with employee performance and job satisfaction (Adekola, 2012; Lee & Chen, 2013; AZ, 2017; Suffian et al, 2017). Few, have emphasized on the direct relationship between Perceived Organizational Support (POS), Employee's Organizational Commitment, and Employee's Behavior (Shore & Wayne, 1993). Thus, this paper aims to analyze relationship exists between POS, Organizational Commitment and Employee behavior. Commitment is a belief, which reflects the strength of a person's connection to an organization. Commitment is to have an active relationship with the organization in which you would be volunteering to exert extra considerable effort to help an organization rather a temporary passive loyalty to an organization (Mowday, Steers, & Sorter, 1979). Based on Evidence, an employee in an organization, the extent to which an organization supports and values his/her the contribution, such support reduce absenteeism and increase commitment (Eisenberger, Huntington, Hutchison, & Sowa 1986). Moreover, Employee behavior is a conduct that is required from employees to expose and recognized by a reward system" (Williams & Anderson, 1991).

### **Literature Review**

#### **2.1 Perceived Organization Support**

POS since its third decades ago, continues to contribute as a prominent concept and scale in understanding organizational behavior and it has been used specifically to understand the process of organizational commitment (Worley, Fuqua & Hellman, 2009). POS is defined as "Valuation of employee's contribution and care about employees' well-being" (Rhoades & Eisenberger, 2002). The idea of emerging the concept of POS, is when managers expect employees commitment to the organization, in return, the employee would also focus on the organization's commitment to them (Eisenberger, et al., 1986).

Based on earlier literature, the major antecedents of POS are the following:



Figure 1- Perceived Organizational Support

Source: (Jayasree and Sheela, 2012)

Based on the figure above, the antecedents of POS are the above concepts and scales, pay satisfaction, career development opportunities, work-family support, leader-member exchange, organizational reward and job conditions, organizational size, and procedural justice. In addition, when we review the items of longer version scale of POS, the above concepts can be perceived.

The theory of organization support conclude the extent to which the organization care about the well-being of the employees from the social organizational values, norms, beliefs, and practices at the workplace (Gyekye & Salminen, 2002).

## 2.2 Organizational Commitment

Organizational Commitment is defined as “An employee’s sense of attachment and loyalty to the work organization with which the employee is associated in terms of an attitude and intentions” (Kessler, 2013). Differently, defined with its connection with the turnover intension of employees as “employees who are strongly committed are those who are least likely to leave the organization” (Allen & Meyer, 1990). Moreover, findings of a research conducted by Antilla, 2014 has concluded that Organizational Commitment is a complicated matter and it majorly impacted by the organization culture, the work community, and the characteristics of one’s work (Antilla, 2014). A positive relationship exists between Organizational Commitment and POS (Jayasree and Sheela, 2012). Moreover, employee job satisfaction has been founded to be an antecedent of Organizational Commitment (Leite, Rodrigues & Albuquerque, 2014). Further, Previous researchers, whom investigated the relationship between POS and Organizational Commitment, have found positive relationship between the two variable (Aubé, Rousseau & Morin, 2007; Md. Sahidur & Karan, 2012;

Ekowati & Andini, 2008). In addition, findings suggest Organizational Commitment to be a way to reduce turnover, the committed employees may perform better than less committed one, and even it can be an indicator for the organization's effectiveness (Kont & Jantson, 2014).

### 2.3 Employee behavior

Employee behavior, defined as "set of desired behaviors are activities such as completing tasks that are officially the responsibility of another employee as needed, being adaptive and willing to learn and change as needed, and generally behaving in ways consistent with the organization's stated goals and values (Kessler, 2013). Moreover, Employee behavior, according to Tahlil Azim, 2016, in most of the studies, has been referred to organizational citizenship behavior and on job performance (Tahlil Azim, 2016). Organizational citizenship behavior is activities not prescribed in job description but expected from employee to expose and task or job performance is defined as duties the employee is responsible for executing (Aguinis, 2013). The Findings of a research, has asserted that a positive relationship between Employee behavior and Organizational Commitment exists (Tahlil Azim, 2016). Similarly, according to another research, which analyzed the effect of POS on Employee behavior, has found a positive relationship between Employee behavior and POS (Ali, 2009).

### Methodology

The strategy taken for this study is quantitative by using a structured online questionnaire and the approach is deductive in nature by testing a theory.

### Research Model

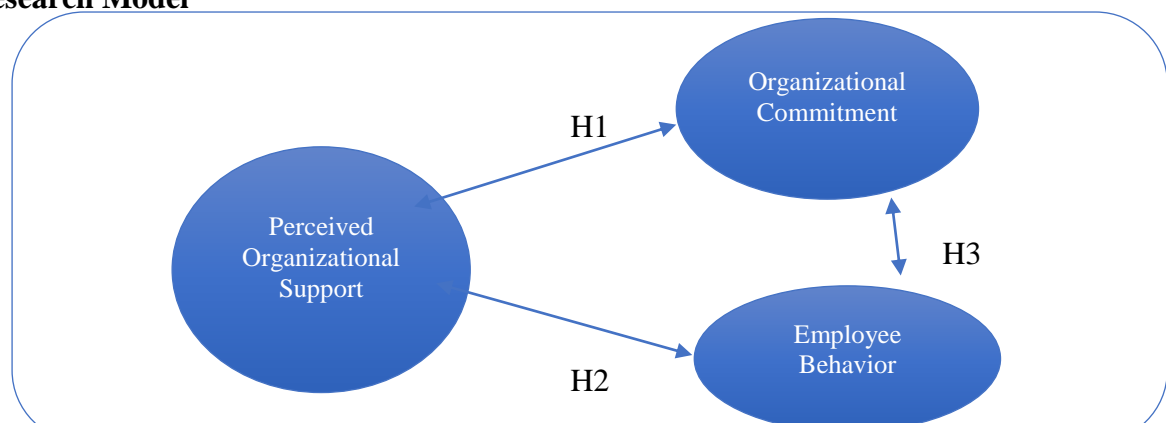


Figure 2- Research Model

As seen in figure 2, there are three variables in the study, this study aims to analyze the relationship exists between POS, Organizational commitment and Employee Behavior.

### Hypothesis

H1 – There is a positive relationship between Perceived Organizational Support and employee's Organizational Commitment.

H2 – There is a positive relationship between Perceived Organizational Support and Employee Behavior.

H3 – There is a positive relationship between Employee behavior and employee's Organizational Commitment.

### Participants

The number of participants included in this study was 64 employees of an organization in the field of construction and building. The average age of the respondents was mostly between 26-35 and average work experience of 10 years. Moreover, most of the respondents were bachelor holders, of which

23.4% of them are female and 76.6% are male. The reason for the lower number of female is that the company is constructional in which they have more male employees due to the nature of their jobs.

### 3.4 Procedure

The questionnaire of the study was administrated by uploading it online using (Google forms), and the link of the questionnaire was sent to every employee's email address to respond to the questionnaire voluntarily. The participants were informed about the objective and aim of the questionnaire and their answers will be kept confidential and anonymous. After receiving the results of the questionnaire, SPSS Ver. 23 has been used to analyze the data to analyze the effect of POS on Organizational Commitment and Employee Behavior.

### 3.5 Measures

The questionnaire was included three scales of POS and Organizational Commitment and Employee Behavior. The participants indicated their responses based on 5 points Likert-Scale, starting from the first anchor (Strongly Disagree) to the last anchor (Strongly Agree). All the scales have been taken from the prior research studies, and they have been validated by authors.

*Perceived organizational support* is measured with 9 items scale of Survey of Perceived organizational support SPOS-short version which was developed by (Eisenberger, et al., 1986), The scale is a very well established measure and it has been used in many studies. The short version, research findings have found it more effective than the longer version (Worley, Fuqua & Hellman, 2009). POS is chosen to be one of the best predictors of Organizational Commitment and Employee behavior (Shore & Wayne, 1993).

*Organizational Commitment* is measured with 8 items scale developed by (Slocombe & Dougherty, 1998) since 7 negative items have been removed. The scale consists of three subscales of organizational commitment includes Desire to remain a member of the organization, Acceptance of organizational goals, and Willingness to exert effort on behalf of the organization. For this study, the three subscales have been compiled to one dimension.

*Employee Behavior* is measured with 13 items scale which has been improved by (Tevichapong, 2012) but originally developed by (Williams & Anderson, 1991) the scale is that is improved by Tevichapong is 18 items but 5 negative items have been removed. Tevichapong has used Structural Equation Modeling (SEM) to validate the scale. The scale consists of two subscales, includes In-job performance and Organizational Citizenship Behavior. The scale with 21 items is originally developed by (Williams & Anderson, 1991).

### Data Analysis

Reliability test

Table 3- Reliability Test of the scales

Scale	Items	Cronbach's Alpha
EB	13	.868
OC	8	.601
POS	9	.932

The scale of Employee behavior, Organizational Commitment, and POS have been tested and the Cronbach Alpha or the internal consistency of all the scales were acceptable, Employee Behavior=.868; Organizational Commitment=.601; POS=.932.

Mean, Standard deviation and Correlation Analysis

Table 4- Mean, Std. Deviation

Descriptive Statistics

	Mean	Std. Deviation	N
OC	4.1492	.44286	64
POS	3.7170	.78989	64
EB	3.1022	.68680	64

**The mean**

Table 3- Correlations Matrix

**Correlations Matrix**

		OC	POS	EB
OC	Pearson Correlation	1	.674**	.335**
	Sig. (2-tailed)		.000	.008
	N	64	64	64
POS	Pearson Correlation	.674**	1	.248*
	Sig. (2-tailed)	.000		.048
	N	64	64	64
EB	Pearson Correlation	.335**	.248*	1
	Sig. (2-tailed)	.008	.048	
	N	64	64	64

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

\* . Correlation is significant at the 0.05 level (2-tailed).

As seen in Table 3, a positive correlation exists between Organizational Commitment and POS with Pearson  $r=.674^{**}$  and significant with  $P=.000$ . Moreover, There is a positive relationship between Organizational commitment and Employee Behavior with  $r=.335^{**}$  and significant with  $P=.008$ , also between Employee Behavior and POS with  $r=.248^{*}$  and significant with  $P=.048$ . Based on the findings of the study, the hypotheses H1, H2, and H3 are supported and accepted. In addition, comparing the Pearson  $r$  values of the correlations exist between the variables, a stronger correlation between Organizational Commitment and POS can be noticed, which is consistent with the findings of some previous studies (Jayasree and Sheela, 2012 variable; Aubé, Rousseau & Morin, 2007; Md. Sahidur & Karan, 2012).

**Conclusion**

The study aimed to analyze the correlation between POS, Organizational commitment and Employee behavior. An online questionnaire has been compiled out of three scales related and adopted to each variable of the study and has been sent to employees of an organization. The findings of the research indicate a positive relationship exists between the variables of the study. Moreover, the positive relationship between POS and Organizational commitment was stronger than the relationship exist between the other variables of the study. Therefore, it can be concluded that the more organization supports employees and value their opinion and goals, the more employees are committed and loyal to the organization and more likely want to remain in the organization.

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