The Effect of Perceived Organizational Support on Employee's Organizational Commitment and Employee Behavior. The case of a Construction Company 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 effect of Perceived Organizational Support on Organizational Commitment, and Employee Behavior. According to the prior research, there are contradicting findings regarding the relationship and significant effect 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 a constructioncompany in Erbil city. There are 64 properly filled online questionnaires have been received. The author has used Reliability test to determine the Cronbach Alpha of the scales, the Pearson correlations to measure the relationship and Linear Regression analysis to measure the effect of independent variable on the dependent variables. The results indicate that Perceived Organizational Support has a significant effecton Employee Behavior and Organizational Commitment. Moreover, the findings also indicate a strong relationship exists between Perceived Organizational Support and Organizational Commitment.

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

I. 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 directeffect of Perceived Organizational Support (POS),on Employee's Organizational Commitment, and Employee's Behavior (Shore & Wayne, 1993). Thus, this paper aims to analyze significant effect of POS,on 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 isa conduct that is required from employees to expose and recognized by a reward system"(Williams & Anderson, 1991).

II. 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 aboveconcepts 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 attitudes 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 Commitmentto 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).

1. 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. The aim of the study is to analyze the effect of POS on Organizational commitment and Employee behavior.
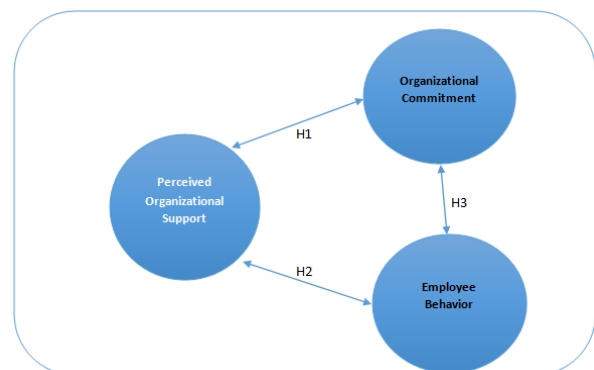
1.1 Research Model

Figure 3- 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

Figure 3- Research Model

commitment and Employee Behavior.

1.2 Hypothesis

1. H0a – There is no significant effect of Perceived Organizational Support on Employee Behavior.
2. H0b – There is no significant effect of Perceived Organizational Support on Organizational Commitment.
3. H1 –Perceived Organizational Support has positive and significant effect on employee's Organizational Commitment.
4. H2–Perceived Organizational Support has no effect on Employee Behavior.

1.3 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 whether POS is capable of influencing 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 improvedby (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.Tevichaponghas 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).

2. Data Analysis

2.1 Reliability test

Table 1- 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.

2.2 Mean, Standard deviation and Correlation Analysis

Table 2- Mean, Std. Deviation

Descriptive Statistics

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

4.3 Correlations

Table 3- Correlations Matrix

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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

As exhibits 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=0.48. 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 notices, which is consistent with the findings of some previous studies (Jayasree and Sheela, 2012variable; Aubé, Rousseau & Morin, 2007; Md. Sahidur& Karan, 2012).

4.4 Regression Analysis

Table 4- Model Summary 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.248[a]	.062	.047	.67061

a. Predictors: (Constant), POS

As it shows in Table (4) the $R^2 = 0.47$, which indicates that the model explained 0.47% of the variables.

Table 5- ANOVA 1

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.834	1	1.834	4.079	.048[b]
	Residual	27.882	62	.450		
	Total	29.717	63			

a. Dependent Variable: EB
b. Predictors: (Constant), POS

As it can be seen in Table (5) the value of F value of predictor Perceived Organizational Support is 4.079 and itssignificant with (P= .048) which shows there is a significant relationship between predictor and dependent variable Employee Behavior.

Table 6- Coefficients 1

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.299	.406		5.659	.000
POS	.216	.107	.248	2.020	.048

a. Dependent Variable: EB

The value of B for Perceived Organizational Support is .216 statistically significant with (P= 000), which means every unit increase in Perceived Organizational

Support, .216 unit increase in Employee Behavior is expected and t value is an indication of linear relationship

exists between the dependent and independent variables.

Table 7- Model Summary 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674[a]	.454	.445	.33006

a. Predictors: (Constant), POS

As it is shown in Table (7), The R^2 is = .454, which indicates that the model explained 45.5 % of the variables and according to the results it shows POS seems to be a

stronger predictor of Organizational commitment than for employee behavior.

Table 8- ANOVA 2

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	5.428	1	5.428	49.823	.000[b]
1	Residual	6.536	60	.109		
	Total	11.964	61			

a. Dependent Variable: OC
b. Predictors: (Constant), POS

As in Table (8) the value F of predictor Perceived Organizational Support is 49.823 and significant with (P= .000) which asserts that there is a significant relationship

between predictor Perceived Organizational Justice and Organizational Commitment and that the model is statistically significant.

Table 9- Coefficients 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.747	.203		13.532	.000
	POS	.375	.053	.674	7.059	.000

a. Dependent Variable: OC

The value of B for Perceived Organizational Support is .374 statistically significant with (P= .000) which means every unit increase in independent variable Perceived Organizational Support, .374 unit increase in Organizational Commitment is expected.

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, As result of regression analysis, it shows POS is significantly effects organizational commitment and employee behavior. In addition, results show that POS is a stronger

predictor Organizational Commitment than for Employee behavior. Therefore, it can 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.

As result of the research, the hypotheses can be justified:

1- H0a – There is no significant effect of Perceived Organizational Support on Employee Behavior.
- The null hypothesis H0a is rejected as the findings show Perceived Organizational Support has a significant effect on Employee Behavior and Organizational commitment as it shows in Table 6.

2- H0b – There is no significant effect of Perceived Organizational Support on Organizational Commitment.
- The null hypothesis H0b can be rejected as the

findings show Perceived Organizational Support has a significant effect on Organizational commitment it can be seen in Table 9.

3- H1 –Perceived Organizational Support has positive and significant effect onEmployee Behavior.

- The H1 can be accepted, as it can be seen in Table 6, the (P= .000) and the B Value = 2.299.

4- H2–Perceived Organizational Support has no effect on Organizational Commitment.

- The H 2- can be accepted, as it can be seen in Table 9, the (P= .000) and the B value= 2.747.

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