

Explain the Relationship Between Perceived Organizational Support, Working Enthusiasm and Organizational Citizenship Behavior (Case Study: Governorship Staff of Khorasan Razavi)

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Abstract: The aim of this study was to investigate the relationship between perceived organizational support, working enthusiasm and organizational citizenship behavior. The population in this study consisted of 615 employees of governorship staff of Khorasan Razavi. Sampling method of this study is simple randomly and by using Cochran formula the sample size is 69 people. In this study, perceived organizational support questionnaire with Cronbach's alpha coefficient of 0.89, citizenship behavior questionnaire with Cronbach's alpha coefficient of 0.86, working enthusiasm questionnaire with Cronbach's alpha coefficient 0.80 was used. That all the questions are in the form of the 5-item Likert. In this study, the structural relations model was used to analyze the data. For data analysis and hypothesis testing and other analyzes in this study, statistical Software LISREL was used. The results showed that there is a significant relationship between perceived organizational support, working enthusiasm and organizational citizenship behavior and in this regard, the role of mediator variable working enthusiasm in the relationship between perceived organizational support and organizational citizenship behavior also was approved.

Key words: Perceived organizational support, working enthusiasm organizational citizenship, behavior, work, Iran

INTRODUCTION

Employees of an organization always based on the value of the organization to promote their welfare, comfort and safety, believed and interest in the organization. This belief is perceived organizational support. In fact, perceived organizational support, reflects the quality of social exchange that happens between worker and employer (Eisenberger *et al.*, 2001). People like to have as they behave with others, others behave the same way toward them. If the supervisor's behavior is fair to employees, employees to compensate for this behavior, try to improve his/her performance (Duai and Mortazavi, 2010). Over time, the support of the organization causes feel the need to compensate for the support in employees. Based on an approach of social exchange, perceived organizational support increases productivity, performance, collaboration in the organization, development, affective organizational commitment and organizational citizenship behavior (LaMastro, 1999). So, the organizational citizenship behavior is seen as ideal situation, because that such behavior on the one hand increases the resources available and on the other hand reduces the need to mechanisms of formal control and

costly (Becton *et al.*, 2008). So, today organizations that need a major leap forward in efficiency should be provided in such a way that their employees and managers willingly operate all their experiences, abilities and capacities in order to promote the objectives of the organization. For this purpose, principles and rules related to organizational citizenship behavior should be identify the necessary conditions for the implementation of such behaviors should be provided. On the other hand organizations today require staff with the energy and enthusiastic. Those who have a passion than a job. In general, enthusiastic staff are completely engrossed in their job assignments, they are doing their job in a proper way (Bakker and Leiter, 2010). Therefore, in recent years much attention has been on the job enthusiasm. Enthusiasm to work is important because the job is a comprehensive and effective part of welfare that not only affects quality of people's life but also their mental and physical health as well. Most people have to work of earning a livelihood that makes this work is considered an obligation than a choice; However, despite this lack of apparent choice, experiences of people in the conjunction with work are very different and work is mentioned as a monotonous process to an expression of personal identity

(PoorAbbas, 2008). Willingness to work as one of the dimensions of well-being in the workplace, indicates positive and active emotions that is known with the high level of work with interest and pride in other words is concerned to a driving and humanistic psychology goal. Enthusiastic staff are fully become one with the organization and assumed the organization its own identity and consider the failure and success of organization as their failure and success. They are not motivated to do the job but take step in the path of impossible and impractical works and reinforce each other in hard and the critical times to once again apply their force. According to the usefulness of job enthusiasm among employees of an organization and by considering the fact that today in many organizations jobs enthusiasm level of employees is low, so, the aim of this study was to investigate the relationship between perceived organizational support, job enthusiasm and organizational citizenship behavior and in this regard, the role of mediator variable of job enthusiasm in the relationship between perceived organizational support and organizational citizenship behavior is also addressed.

Literature review: Perceived organizational support in an era when organizations and workplaces every day faced with the challenges and pressures and the staff of these organizations handle many workload and face problems organizational support may be a salve for these challenges and pressures. Perceived organizational support is the the importance of organizations for individual's efforts of and physical and mental health and help him/her in stressful and hard situations and in fact, the organization's commitment to its employees. Eisenberger and colleagues in 1986 believed that in implemented conceptualization on organizational commitment, perceived attachment of staff must also be noted. The researchers called this kind of commitment as perceived organizational support and define it as the belief of staff that the organization appreciates their presence and participation in the organization and watch out for their well-being and prosperity. According to the norm of reciprocity, perception of management support leads to a sense of duty about the position of the organization. Also, the perception of management support may be help by providing social and emotional needs such as belonging and emotional support to increase organizational commitment. Employees who are experiencing a lot of perceived organizational support, they feel should act with regard to the good behavior and attitudes in the the organization to act in line with the interests of the organization. And thereby compensate for the organization support (Eisenberger *et al.*, 1997). Now

perceived organizational support is used as an explanatory framework for understanding the relationship between employees and the organization.

Eisenberger *et al.* (1986) suggested that perceived organizational support is affected by the different aspects of how the organization treated with its employees. These include the frequency, severity and evaluation focused on bonuses and confirmation, pay, rank and status, job enrichment and participation in decision making. Also, perceived organizational support itself affecting all policies the organization. According to Rhoades and Eisenberge (2002), increased organizational support causes, people belong to the organization more and increases satisfaction with their jobs and thus more willing to stay in the organization and will be less inclined to leave. Organizational support is emotions and beliefs of people in the this regard that the organization values the cooperation and support its members and distressed their future happiness (Zaki, 2006). When employees understand this feeling that the organization is concerned about their happiness assist and support their forces, know themselves a part of the the organization and know the organization as their introducer and adhere to the organization. The purpose of the organizational support is emotions and beliefs of people In the this regard thatthe organization values to the cooperation and support of its members and distressed their future and happiness (Eisenberger *et al.*, 1986). It should be noted that the human resources who are supported by the organization have more coordination with the values and goals of organization. These employees by having a strong motivation to serve, lead to productivity and improve organizational performance and facilitate organizational goals.

Working enthusiasm: Today, working enthusiasm is of the main challenges of organization managers. Working enthusiasm is a important and positive component in the health of workers. The important issue of organization development is how to increase employee's level of enthusiasm. In most of research, introduce working enthusiasm as a sample of the positive aspects of workand today organizations owners are expecting form staffwill be very active and be creative in their work and to progress their professional be responsible and they attempt to make high quality performance. So, they need to employees who feel the energy and dedication and attract their job, this means that they will be eager to work (Arab, 2010). Working enthusiasm is defined as a positive state of mind toward jobs that having described by the characteristics of the working enthusiasm, dedication and charisma do the job. Rather than a special and temporary

state, working enthusiasm refers to a psychological state of comprehensive and fixed (Schaufeli *et al.*, 2001). The first ideas regarding working enthusiasm have raised by Schaufeli *et al.* (2001). He defines working enthusiasm as a mentally positive and satisfactory conditions of work that determined with three component of professional energy, professional dedication and professional fascination. Professional energy is identified with a high level of energy and mental flexibility at work is identified with tend to try and resist the problems. Sacrifice is engage fully in the research and experience of a feeling of being important, desire, pride and challenges at work and the third dimension of working enthusiasm is professional enthusiasm that is determined with drowning in work with full concentration so that the time passes quickly at work and it is difficult for a person to be separated from his/her job. What is necessary to create Enthusiasm, begin and maintain cycles of organizational profit. These cycles are the cycles that progress by job and individual resources and can cause various positive results from their working enthusiasm (Bandura, 2001). Most of the research that has been done in the field of working enthusiasm demonstrates the benefits of it. Enthusiastic staff, have the psychological capacity who seem creating their resources by it and ultimately they are happier and have higher energy and self-efficacy. Enthusiastic staff have higher commitment towards work and organization as well as a positive correlation has been found between the enthusiasm the staff and their performance (Arab, 2010). Working enthusiasm as a positive and growing energy, strengthen emotional bond of person with his/her job. And knowledge sharing behavior somehow expresses interest in the the organization and the its success. Working enthusiasm is a new concept in the field of human resources in case of realization has a significant impact on the effectiveness of organizations. Working enthusiasm is a combination of job satisfaction organizational commitment, job involvement and a sense of empowerment. But because of the synergies existing between these factors, working enthusiasm is more than the sum of each of these factors (Mirzadarani, 2012).

Organizational citizenship behavior: Today promotion and development of organizational citizenship behavior as one of the main components of management infrastructure is considered and emphasized. Interest in the subject of organizational citizenship behavior and related concepts such as Meta role behavior, pre-social organizational behavior and organizational spontaneity in the the past few years significantly increased. In addition, interest in civil-like behaviors increased from the field of organizational behavior to various subjects such as human resource management, marketing, hospital administration and health, psychology of communication,

professional and industrial law, strategic management, international management, psychology, military, economic and leadership (Sayahi, 2006).

The term of organizational citizenship behavior first time adopted by Oregon and his colleagues in 1983, Although before that people like Katz and Kahn by differentiate between the performance of role and behavior of innovative and spontaneous in the seventies and eighties decades and before that Chester Bernard by explains the meaning of willingness to cooperate in 1938 consider this issue (Podsakoff *et al.*, 2000). Organ believes that organizational citizenship behavior is individual and voluntary behavior that is not designed directly by the formal reward systems. In the the organization but despite, improved effectiveness and efficiency of organizational performance (Appelbaum *et al.*, 2004). Proposed definition suggests that organizational citizenship behavior must be a kind of voluntary behavior rather than a preset task and not part of the official duties of the individual and behavior that can not be directly rewarded or through formal organizational structure will not be honored. It is a type of behavior beyond what the organization is officially prescribed for staff that it is important for the success and performance of the organization.

Organizational citizenship behavior represents work-related and voluntary activities and indirectly and implicitly organized through a formal descriptions of job and reward systems and finally, promote the organization efficiency and effectiveness of tasks. Graham believes that organizational citizenship behavior in the organization appears in three forms.

Organizational obedience: Recognition of the importance and necessity of rules and regulations that shape and organize the organizational structure. This word describes behaviors that their necessity is identified and are accepted in rational structure of discipline. Indicators of organizational obedience are behaviors such as respect for the organizational rules, doing the tasks with regard to human interests.

Organizational loyalty: Obedience to the leaders of the organization and duties by partnering with people to earn a good reputation for the organization. This from of loyalty to organizations is different from loyalty to other individuals and units and institutional sectors and express the degree of dedication of staff for organizational interests and advocate of the organization.

Organization participation: Active and compassionate participation in the the affairs of the organization and accepting opposing views. This word has emerged with engaged in administration of organization including

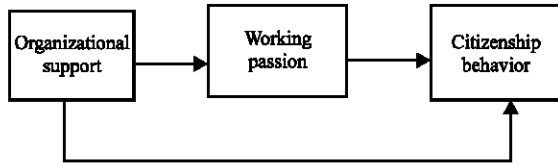


Fig. 1: A conceptual model

attend meetings, share ideas with others and an awareness of current issues of organization (Bienstock *et al.*, 2003). Some of the areas that OCB contributes to organizational success can be summarized according to studies as follows:

- Increase management and staff efficiency
- Free organization resources that can be used for more productive purposes
- Reducing the need to allocate scarce resources to tasks that are merely keep
- Assist coordinators activities both within and among working groups
- Strengthen the institutional capacities to attract and retain qualified personnel
- Increase the stability of the organizations performance
- Impower organizations to effectively compliance to environmental changes

To the interests of the organization, OCB's behavior causes having a group of employees that are committed to the organization. The mere existence of organizational citizenship behavior (especially dedication, conscientiousness and patience) reduces employee absenteeism and turnover and result (Bahari and Javaheri, 2010) (Fig. 1).

Research hypothesis:

- There is a significant relationship between perceived organizational support and working enthusiasm
- There is a significant relationship between perceived organizational support and organizational citizenship behavior
- There is a significant relationship between working enthusiasm and organizational citizenship behavior
- There is a significant relationship between perceived organizational support and organizational citizenship behavior by working enthusiasm

MATERIALS AND METHODS

Data for the study have been collected from a questionnaire that its reliability was tested. The researcher

has used a questionnaire consisting of 32 questions that all questions are in the form of the whole 5-item Likert to collect data. This data is analyzed by LISREL Software. Statistical population in this study is 615 employees of government employees of Khorasan Razavi. In this study, using simple random sampling, 69 employees were selected. In this study, perceived organizational support questionnaire of Eisenberger with Cronbach's alpha coefficient of 0.89, Padsakf's citizenship behavior questionnaire with Cronbach's alpha coefficient of 0.86 and working enthusiasm questionnaire with Cronbach's alpha coefficient of 0.80 were used. In this study, after drawing analytical model based on data by the program path diagram with the implementation of program Perlis from LISREL Software, measurement model is obtained. In this model using the coefficients B and t-test hypotheses have been tested. Meanwhile, fitting indexes of model with Perlis are also automatically calculated for the model.

RESULTS AND DISCUSSION

As shown in Table 1, compliance indicators or goodness of fitting are in a relatively acceptable level.

Test the structural model: In this study, a confirmatory factor analysis was used to test the measurement model and path analysis to confirm the structural model of research. The following figures show the overall output models of LISREL Software that at the same time involving the structural model and the measurement model that continues, they will be examined in detail (Fig. 2 and 3).

In the structural model, beta coefficients that represent the correlation between latent variables appeared on the charts that related the latent variables to each other.

Findings and analysis of results:

- H₁: There is a significant relationship between perceived organizational support and working enthusiasm

Based on the results shown in Table 2, the influence of the independent variable on the dependent is supported by data and the way that these two variables is related is positive and significant (In the level of error 5% is significance) (t = 6.76, β₂₂ = 0.82) As a result it can be said with 95% confidence, there is a significant relationship between perceived organizational support and working enthusiasm.

- H₂: There is a significant relationship between perceived organizational support and organizational citizenship behavior

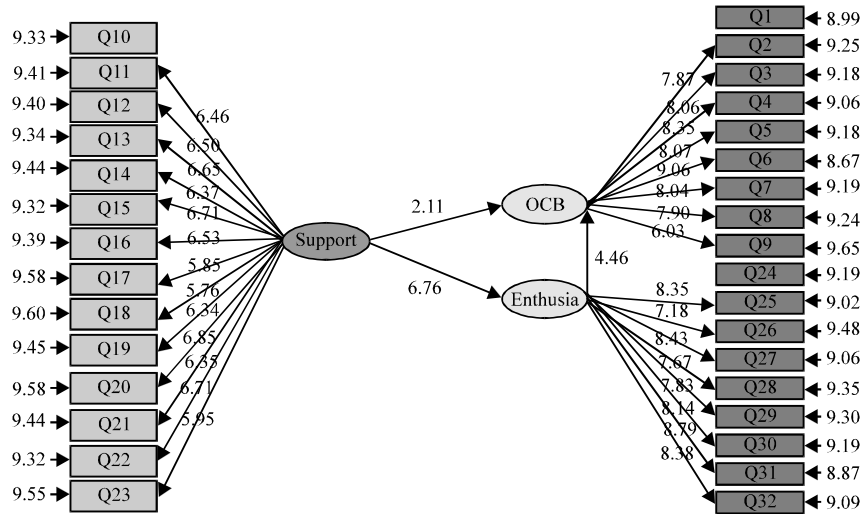


Fig. 2: The base model with t-values

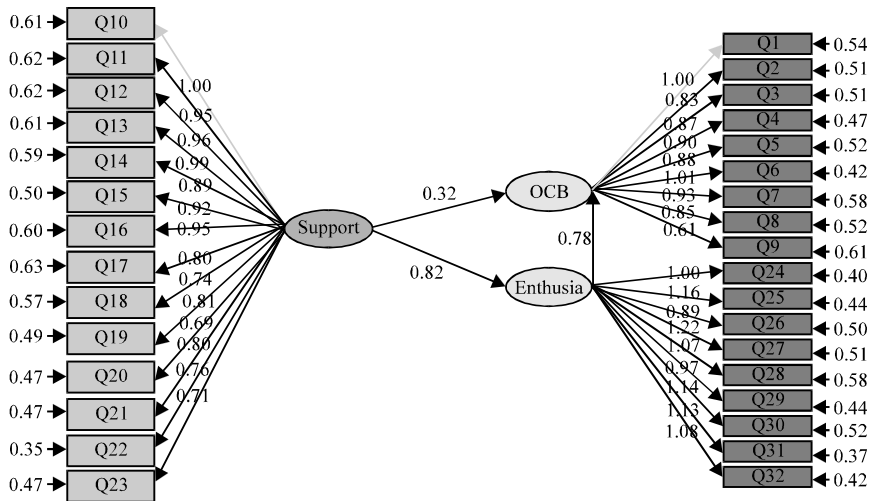


Fig. 3: The base model with path coefficients

Based on the results shown in Table 3, the effect of the independent variable on the dependent is supported by data and the way that these two variables is related is positive and significant (in the level of error 5% is significance) ($t = 2.11, \beta_{22} = 0.32$). As a resultit can be said with 95% confidence, there is a significant relationship between perceived organizational support and organizational citizenship behavior.

- H_3 : There is a significant relationship between working enthusiasm and organizational citizenship behavior

Based on the results shown in Table 4, the effect of the independent variable on the dependent is supported

by data and the way that these two variables is related is positive and significant (In the level of error 5% is significance) ($t = 4.46, \beta_{22} = 0.78$). As a resultit can be said with 95% confidence, there is a significant relationship between job enthusiasm and organizational citizenship behavior.

- H_3 : There is a significant relationship between perceived organizational support and organizational citizenship behavior by job enthusiasm

Results of testing fourth hypothesis examined according to Table 5. Investigate mediating effect of job enthusiasm between perceived organizational support and organizational citizenship behavior is that if the direct

Table 1: Fit indexes of the research sample

Fitting index	Standard values	Estimated values
Degrees of freedom	-----	461.00
χ^2	Due to the dependence to the sample size it is not a suitable criterion	1129.48
RMSEA	0.05	0.085
NFI	0.90	0.910
NNFI	0.90	0.940
CFI	0.90	0.950
RMR	0.90	0.061
GFI	0.90	0.740
AGFI	0.90	0.700

Table 2: Test results of the 1st hypothesis

H ₁	Coefficient	t-statistics	Result
There is significant relation between organizational support and enthusiansm	0.82	6.76	Acceptance

Table 3: Testing results of 2nd hypothesis

H ₂	Coefficient	t-statistics	Result
There is significant relation between perceived organizational support and organizational citizenship behavior	0.32	2.11	Acceptance

Table 4: Test results of 3rd hypothesis

H ₃	Coefficient	t-statistics	Result
There is significant relation between enthusiasm and organizational citizenship behavior	0.74	5.01	Acceptance

Table 5: Test results of 4rd hypothesis

H ₄	Coefficient	t-statistics	Result
There is significant relation between perceived organizational support and organizational citizenship behavior by working enthusiasm	0.74	5.01	Acceptance

impact of perceived organizational support variable confirmed on working enthusiasm as well as a direct impact of working enthusiasm on organizational citizenship behavior confirmed, mediating effect of working enthusiasm between the perceived organizational support and organizational citizenship behavior is confirmed. The coefficient of exogenous variable path of perceived organizational support on endogenous latent variable of working enthusiasm is 0.82 and with the value of t equals to 6.76 at the level of error 0.05 by ensuring 0.95, the statistics is significant and the coefficient of endogenous variable path of working enthusiasm on exogenous latent variable of organizational citizenship behavior is 0.78 and with the value of t equals to 4.46 at the level of error 0.05 by ensuring 0.95, the statistics is significant, as a result, the influence of the mediating role of working enthusiasm between perceived organizational support and organizational citizenship behavior is equal to $0.82 \times 0.78 = 0.63$ and researcher claim is confirmed.

CONCLUSION

Results of the first hypothesis showed that the path coefficient between perceived organizational support and

job enthusiasm equals to 0.82 and the relevant t-value is $1.96 < 6.76$ that according to t test with critical value 0.05 at confidence level of 95% of the null hypothesis can be rejected. As a result, the first claim of researcher has been confirmed and it can be said with 95% confidence, there is a significant relationship between perceived organizational support and working enthusiasm.

Results of the second hypothesis showed that the correlation between perceived organizational support and organizational citizenship behavior is 0.32 and the corresponding amount of t is $1.96 < 2.11$ that according to t test with critical value 0.05 with 95% of confidence, the null hypothesis can be rejected. As a result, the second claim of researcher has been confirmed and it can be said with 95% confidence, there is a significant relationship between perceived organizational support and organizational citizenship behavior. The results of the third hypothesis indicated that the path coefficient between working enthusiasm and organizational citizenship behavior is 0.78 and the amount corresponding of t is $1.96 > 4.46$ that according to t test with critical value 0.05 at confidence level of 95%, the null hypothesis can be rejected. Therefore, the third claim of researcher was confirmed and it can be said with 95% confidence, there is a significant relationship between working enthusiasm and organizational citizenship behavior.

Results of testing hypothesis 4 examined according to the data in Table 4. The path coefficient of exogenous latent variable of perceived organizational support on endogenous variable of working enthusiasm is equal to 0.82 and with t-value equals to 6.76 at error level of 0.05 with 0/95 confidence the statistics is meaningful and the path coefficient of endogenous variable of working enthusiasm on exogenous latent variable of organizational citizenship behavior is 0.78 and with t-value equals to 4.46 at error level of 0.05 with 0.95 confidence the statistics is meaningful.

As a result, the impact of mediator role of the working enthusiasm between perceived organizational support and organizational citizenship behavior is equal to $0.82 \times 0.78 = 0.63$ and the researcher's claim is confirmed. So, there is a significant relationship between perceived organizational support and organizational citizenship behavior by working enthusiasm.

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