Does Organizational Support Enhance the Organizational Citizenship Behavior in Service Industry with Moderating Role of Service Climate?

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Abstract

This study shows that the organizational support and altruism play vital role in increasing the organizational citizenship behavior. In the service industry, service climate play moderator role where the individuals of the organization feel the high intensity of obligation to perform their duties. Employees contact directly with their customers and it is necessary for employees to perform the supportive and helping behavior to achieve the effectiveness of organization while delivering services. Results of this study are based on the conceptual theory. It indicates that the organizational support and altruism have positive impact on the citizenship behavior. In other words perceived organizational support and altruism increases the OCB in the moderating effect of service climate. This study also indicates that the intensity of the OCB depends on the service climate if it will be weak the OCB will be low and if it is high the OCB will be high. Its importance has increased in the service industries. Managerial implications are also discussed in this study.

Keywords: Organizational support, altruism, organizational citizenship behavior, service climate.

Introduction

Today providing the services to individuals has become the industry. Service providing organizations are now doing their business successfully in the competitive global environment. Employees of service organizations interact directly with their customer. Due to the tangibility of the service, customer satisfaction depend on the behavior of the employee.(Clark, 1997). Brady and Cronin describe in 2001 that providing competitive customer services is the main role of managers in the service industries where there is direct interaction between the customer and the employees occurred. The quality of service is measured by the customers with the behavior of the employees (Saxe & Weitz 1982). Hofmann and Ingham (1992) say that employees in the service industry try to provide the services in a better manner. Employee's behavior and attitude are more important as we know that in service industry services are provided intangibly (Barroso et al., 2004). Four gaps are discussed by Parasurman et al. (1985) about service providing industries and customer services. He describes about the first gap as organizations are unable to understand the customer expectation about the services. Second thing is that service providers are unable to design the service pattern of services which is required by their customers. The third gap he describes is that delivered service does not meet the service standard and the fourth gap is about the services provided by the organization does not meet the promotion and promise of the organization. Altruism is a feeling of the individuals to think, help, welfare the other individuals (Penner & Finkelstein 1998). It is a most valuable resource that is related to individual performance which engages in helping the other (Carlo, 1991). It is a resource that provide the sense to help other for the benefit of the own (Pivilian and charng, 1990). Most of the studies show that altruism inspires the person to help the others and these people always wishes to help the others (Farmer & Fedor 2001). Study shows that it is prosocial behavior that inspire the employee to help the other voluntarily, ready for the welfare of the others (Middi & Penner 1995). It gives the individual an opportunity to think about the values of human concern about the others. Organizational citizenship behaviors are those kinds of behaviors which are most beneficial for the organizations. When employee delivers a service to its customer, his/her behavior causes the customer satisfaction and also causes the organization's effectiveness. The employee should focus on those behaviors that are most beneficial for the organization. Organizational citizenship behavior (OCB) tells us the responsiveness of the employee with the organization (Zhao & Bravo, 2007. Role definition is very important to describe the OCB. OCB increase when the employee feels their sense of role obligation (Kamdar & Turban 2006). Organizational citizenship behavior inspires the employees in an organization to perform the helping and supportive attitude at his/her workplace. Morrison and Phelp 1999 point

out that which things inspire the individuals to perform the organizational citizenship behavior in the organization. We see that during the delivering of service some employees are performing more work which is not required in their duty. Level of OCB is different in different employees. Role and extra role behavior are different in many employees (Lam & Lau, 2008). Cogliser says in 2000 that to find out the relations of the social exchange and with its moderating effect. With the help of role and social exchange theory we will try to find out the way how perceived organizational support affect the organization citizenship behavior with the moderating role of service environment in china. In 1988 Rousseau describes that organizational environment effect the work out comes and the environment is the difference between the employees perceptions about the environment and the actual environment occur in the organization. Studies show that positive relations have been found between the perceived organization support, social exchange and OCB (Coyle & Conway, 2005).Relations of the organization with its employees depends on the intensity of the organization perceived support and the social oriented citizenship behavior (Coyle- Shapiro & Conway, 2005). While delivering of service to the customers it should be careful about the quality as the employee is the representative of the organization (Battencourt, 2001). We know that to meet the unconditional demand of the customer the work environment of the workplace effects the expectation of the employees while performing their job. When we are examining the intensity of relations between the perceived organizational support and social oriented organizational citizenship behavior we have to focus on the environment of the workplace which is more important. We also know that service organization the effective delivery of service depends on the employee of the organization and in this we will try to find out the employee can be motivated to perform the role and helping behavior in his/ her organization. There is no research found about the relation of perceived organizational support and service oriented OCB with role definition. In this research we will try to find out the relation with the moderating variable of service environment.

LITERATURE REVIEW
Organizational Support
It is the exchange of expectation between the organization and its employees. In other words what kind of values and behaviors the organization is expecting from employees and what kind of outcomes employee is expecting from the organization. If both meet the expectation of each other there would be strong relationship and this relationship increase the effectiveness of the organization (Blau, 1964; Gouldner, 1960; Eisenerger & Huntington, 1986). The employees of the organization judge the support of the organization in term of their importance and benefits. When the organization increases the reward, the employees feel more comfortable in the presence of perceived organizational support (Rhoades & Eisenberger, 2002). Perceived organizational support will be high when employee feel that he is rewarding more than his expectations (Wayne, 1997).

Organizational citizenship behavior in service industry
Today organizations are paying more attention on the development of organizational citizenship behavior. We can define the OCB as a behavior of discretionary, extra role behavior that performs the individual at their work place (Organ, 1988). Organizations can get the more competitive edge without the special types of behaviors of their employees. Most of the scholars are paying attention to improve these behaviors. The impact of OCB on service industry is very important as in this industry employee has close relation with the customer (Moorman, 1991). Social oriented OCB is more important than the other production industries because the employees are directly affected and involve with the customer (Podsakoff, 1997). Contentiousness dimension involves in the SOCB because it offers the best level of customer satisfaction. Manager should improve the OCB as it plays a vital role and affect the organization performance (Gonza Lez & Garazo, 2005). In the last ten years research and discussion among the scholars and managers is OCB (Cohen & Kol 2004). The behaviors that increase the teaching quality and beneficial for the higher educational institutions are the satisfaction of teacher's services which are influenced beyond non task behaviors (Lara, 2008). OCB describes the cooperation of the employee for the production, quality of goods, satisfaction of the employee and customer. Effectiveness causes the successful change and implementation of the strategy (Junng & Hon, 2008). Now the organizations have realized that without OCB behaviors of the employee they can not survive in the competitive scenario of the globalization of business (Garg & Rastogi, 2006). We will examine in this study how OCB can be increased in service industry.

Social Exchange and SOCB role definition
There is direct relation between the perceived organization support and OCB (Fasolo Davis, 1990). Now the importance of role definition has been increased. Obligations are created by the social exchange (Coyle, 2006). Individuals who wants to strengthens the relation between their self and organization focus on the completion of obligation. The organizations that cares their employees values and norms get more out comes. High quality relationships enhance the SOCB role definition. Due to the high quality relation employee never think about

formal obligations. They perform beyond the expectation. Creation of sense of feeling that inspires the person to perform extra obligation consist of many interactions (Coyle- Shapiro, 2006). It is important for employees to meet the expectation of the organization if they want to maintain their strong relation. If the organizations wants to get the loyalty of their employee should provide the resources that are required for strong relationships (Aselage & Eisenberger, 2003). This shows that both behave in a good manner to meet the expectation (Kamdar, 2006). Role definition plays a vital role for the creation of obligation sense (Tetrick, 2003). We can say that the social support of the organization creates a sense of obligation in the employees mind to perform the organizational citizenship behavior (Penner & Midili 1997). When the empowerment and the job role of the employee increase it also increases the effectiveness of the organization of the organization Marinova, 2006). When the sense of obligation increase in the employee increase their engagement in OCB definitely increase and the employee feel a sense of ownership. Finally we can say that if the relations of employee and employer are high then the performance of the employee will also high. High relations inspired the individuals to perform the SOCB happily.

H 1: Perceived organizational support has positive impact on the social oriented citizenship behavior.

Altruism

Altruism is the main dimension of the organizational citizenship behaviors. It is a helping behavior that inspires the individuals to help the other with out any obligations and reward but also plays a vital role in effectiveness of the organizations (Organ, 1989). Altruism is a feeling of the individuals to think, help, welfare the other individuals (Penner & Finkelstein, 1998). It is a most valuable resource that is related individual performance which engages in helping the other (Carlo 1991). It is a resources that provide the sense to help other for the benefit of the own (Pivilian and charng, 1990). Most of the studies show that altruism inspires the person to help the others and these people always wishes to help the others (Farmer & Fedor, 2001). Study shows that it is prosocial behavior that inspires the employee to help the other voluntarily, ready for the welfare of the others (Middi & Penner, 1995). It gives the individual an opportunity to think about the values of human concern about the others. They help their coworker during their difficulties (Clary, 1998). Previous studies show that the altruism is the main dimension of the organizational citizenship behavior and play important role in the service industry for the effectiveness of the organization.

H 2: Altruism has positive relation with the organizational citizenship behavior

**Role of Service Climate as Moderator**

Role theory shows that roles are the expectations which are shows by the individuals of the organization (Subramony, 2004). Roles are relates to the social environment (Van Dyne & Parks, 1995). It shows that how individuals perform in the social situation of the organizations where the expectations and information are shared (Biddle 1979). These roles are playing very important role as compared to the formal job duties and with in the organization these are influenced by the social and behavioral instructions (Welbourne & Johnson, 1998). Organizations are tried to give the high quality of service to meet the customer expectation (Zeithaml & Berry, 1990). The organization always tries to introduce the policies and make strategies to increase the behavior of employee for the satisfaction. If the value is provided at the work palace, it reinforces the employee to perform the more. The environment of the organization provides the opportunity to employee to perform the expected role in a social cue. Employee perceived from the organization to set a environment which consist of strategies, planning and reward system for the performing expected behavior (Schneider, 1990). More than one climate exists in a organization but for the specific requirement it should be specific like service climate and safety environment. We can define the service climate is the perception and the policies of the management reward and support for the expected behavior (Schneider, 1998). The relation of the employee and customer are getting more close due to the face to face interaction while delivering of service (Bowen, 1988). In the service industry the employee contacted with the customer directly. It is important for an organization to make such policies and strategies which meet the customer demands while the delivering of service, for avoiding any misunderstanding between the customer and the employee (Bowen & Ford, 2004). If the employees are provided service climate the individuals can easily meet the demand of customer expectations. And this is the way to achieve the organizations goals (Bowen, 1985). It is therefore, organization try to provide the best service climate for the satisfaction of customers (Fronroos, 1990). Due the direct interaction of the employee and customer in the service industry it is difficult for individuals to meet the customer demand; so therefore, a strong climate is needed to meet the demand, while in the manufacturing industry the situation is rather different (Jackson & Schuler 1992). The employees also face the difficulty in the service industry due to the demand of customer (Zeithaml, 1988). The organizations which are not meeting the customer expectation are also face the conflict in performing role of the employee. The importance of role theory in the service industry is very high, for this purpose the individuals are provided training to meet the customer demand (Gronroos, 1990).

The service providing industries should provide the service oriented environment where the role of the employee should be clear. So that employee would be able to meet the expectation of the customer efficiently by enhancing the SOCB role definition and employee feels the sense of obligation to perform the role. From the

above discussion we hypothesize that;

H3: Service climate strengthen the perceived organizational support and social oriented organizational citizenship behavior as moderating variable.

Proposed Research Model:
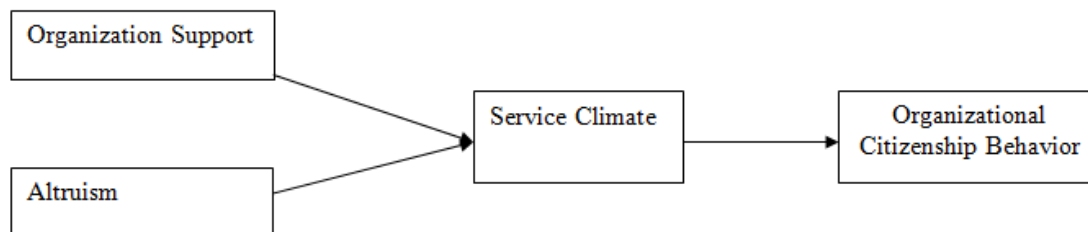
Discussion

Most studies show that in the service industry contact employees play a vital role in the effectiveness of the organization because the in service industry there is no tangible component involves with the customer except the employee. Many efforts are being made for the enhancement of employee belief and expectation for their roles. Service climate of organization is also very important. In this study the theoretical evidence shows that the impact of service climate on the perceived organizational support, altruism service oriented citizenship behavior. Purpose hypothesis shows the positive relation and shows that for the service industry it is very important for organization to increase the social exchange behavior of the employee. The results of the study shows that the social exchange behavior plays as marketing for the service organization (Bowen, 1996; Gronroos, 1990). For delivering the excellent customer service, the organizational citizenship behavior is must required. Our findings in this study show that in the presence of perceived organizational support, altruism and social oriented citizenship behavior the relation of organization with the customer increase as there are strong relation between the individual and the organization. Another important thing that service climate strengthens the relation of perceived organizational support, altruism and social oriented citizenship behavior. In this study the service climate plays a moderator between the perceived organizational support, altruism and social oriented citizenship behavior. If the there is strong service climate the SOCB in the employee is very high and if the service climate is weak then SOCB will also be weak. Service climate is different from country to country and region to region. For example, if the strong climate exists in the china, the intensity of the service climate would be different in the India, Pakistan and other country. A study which was conducted by the MEI-LING WANG in 2009 shows that there is strong service climate exists in the Taiwan. Service climate establishes an atmosphere where employee feels their obligation to perform the role behavior. Our research is closed with the research on the individual that impact on the organizational citizenship behavior role definition (Morrison, 19994; Tepper, 2001). There is need to increase the social exchange behavior in the service industry. In 1997, Battencourt & Brown describe in their study that perceived organizational support and altruism creates a sense of obligation which is beneficial for the achievement of the organizational goal. In our research we find out that organization which delivered the service to their customer should make strategies and police which leads their employee for the SOCB. Coyle (2004) describes that the individual act in a reciprocal way. It increases their job obligation empowerment. In 1990 the Organ shows the positive impact of perceived organizational support and altruism on the organizational citizenship behavior. There is clear difference between the role and extra role behaviors (Lau & Lam, 2008). The individuals who are involved in more citizenship behavior perform role behavior well (Morrison, 1994). The Role theory suggests that should clear that what kind of role they are expecting from their employee. Organization environment also affect the organizational citizenship behavior (Hoffmann, 2003). From the role theory point of view perceived organizational support, altruism and social oriented citizenship behavior become stronger in the presence of service climate (Phelps, 1999). Our findings suggest that in the in the presence of strong service climate employee play extra role behavior in the presence of perceived organizational support and altruism.

Managerial Implication

This research helps the manager for developing the social exchange relation between the employee and the customer to increase the SOCB. Management policies should be made in a way that enhances the SOCB among their employees to perform discretionary, extra and helping behaviors. Scandura & Graen in 1984 describe that for the development of the SOCB in the contact employee managers should provide proper training and development programs to their supervisor so that their skill can be improved specially their communication. Management style of Taiwan helps the manager to improve the close relation between the individual and the supevisor(Hwang 1999). Managers should be more conscious for the well being of their employee. Managers

should communicate their subordinates in a friendly environment so that the individual can learn more from their senior to perform well to satisfy their customer (Gronroos, 1990). It very important from management point of view that suggestion from received from subordinates should be given importance. The organizations that are more concern with the organizational citizenship behavior get more success than others (Vigoda, 2007). Managers should improve their service environment so that more extra role and helping behaviors can be performed by the employees (Schneider et al., 1998). Organizations should boost the service climate to enhance the social exchange relations. They should provide the training sessions for the development of service climate and proper reward system is also important for the enhance of SOCB (Schneider & Bowen, 1993). In the service organization, individuals should provide environment where perception about organization's support of the increase that also increase the social oriented organizational citizenship behavior. One thing is more important that managers should arrange customer relation works shops which creates the sense in employees that they are more important in delivering the service which lead the individuals to provide the effective delivery of service to their customer (Gronroos, 1990).

CONCLUSION AND FUTURE RESEARCH DIRECTION

This research is based on the theoretical evidences and the preliminary data is not considered. The results of this study can be varied in different environment and different region as well as. To avoid this error work should be done on longitudinal basis. It describes that socially desire are different in different aspect and their levels are also different. Some Precautions should be adopted while getting the preliminary data collection from respondent.

Despite the limitations this research has many areas for future researcher to conduct research. We can also take the research on the relationships which influence the social oriented citizenship behavior and service environment. Human resource plays a key role in the organization during the relationship building. Human resource practices which enhance or relate to the customer services can be studied as a moderating variable in this model. In the service industry the employee of the organization directly interact with customer while delivering of service, so the relations of the individual and its supervisor are very important, In future research can be made on the perceive organizational support and job responsibilities of the employee and the relations of the supervisor and his sub ordinates. Paulin (2006) describes in their research that perceived organizational support and service climate improve the organizational citizenship behavior in western regions. The future study can be made in a specific region like China, Japan, India, and Pakistan where the service climate is different as compare to western. Suppose that if we conduct the research in china where the service climate and the perceived support is different from other country our result will be different as it is also important to note that Chinese organizations are well known about their customer relations. This research plays a significant role in the development of social exchange role theory. It relates the relationship of social exchange and SOCB (Tepper, 2002). This study can play a vital role for development of SOCB and implication for managers and service researcher and other concerned person. They can take part in the organizational effectiveness by enhancing the contribution of social exchange relation between the employee and the customers of the organization.

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