

Perceived Organizational Support and Job Performance: Mediating Role of Organizational Citizenship Behavior

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Abstract

Introduction: With the ever-increasing competition in the changing business environment, it is imperative for organizations to focus on improving employees' job performance. Organizations must comprehend the critical relevance of favourable workplace interactions. People must be acknowledged as intrinsic reservoirs of human capital as it improves focus on organizational objectives and performance while reducing absenteeism and attrition.

Objectives: The present study explores the Organization Support theory (OST) which analyses how Perceived Organizational Support (POS) affects performance while considering the role of organizational citizenship behaviour (OCB) in the IT industry. As nowadays IT industry faces a dual challenge: limited resources on the one hand, and a need for highly skilled people on the other along with external ambiguity exacerbating the problems. This cumulates the need for effective HR practices to become a competitive force in the IT industry.

Methods: A descriptive research study is conducted to apply univariate and bivariate statistical analysis techniques to validate research objectives. A modified version of the standardised scales for POS, OCB and job performance was adopted for data collection of 380 IT employees. Responses were collected on 5-point Likert scale. SPSS and AMOS were the tools employed for the course of the evaluation.

Results: A significant correlation exists between POS and job performance. Results reveal that OCB partially mediates between variables. It was observed that workplace productivity is linked to POS, but it is significantly diminished in the presence of OCB. The findings provide evidence that by optimising POS, which fosters civic engagement among employees, job performance can be boosted.

Conclusions: The current research validates that job performance of the employees reinforced through perceived organizational support and organizational citizenship behavior has mediating impact on this relationship. It is found that employee friendly organizational strategies necessitate a paradigm shift by transforming the organizational environment which encourages employees to display optimistic and assertive behavior towards their workmates and management beyond their current employment responsibilities. HR professionals, supervisors and managers are required to follow employee friendly organizational strategies to optimise perceived organizational support to upsurge citizenship behavior, consequently enhancing employee performance.

Keywords: Perceived Organizational Support (POS); Organization Support theory (OST); Organizational Citizenship Behavior (OCB); IT industry; Job Performance

1. Introduction

In order to sustain with the new challenges of changing business environments, people must be acknowledged as intrinsic reservoirs of human capital. Organisations must grasp the significance of constructive interactions between staff members for reducing absenteeism and improving focus on organizational objectives and performance. This has still not been fully understood by employers. Employers are obligated to foster a culture where workers feel appreciated and cared for by praising their accomplishments. This perception of employees that the employer recognizes their contribution and cares about their welfare can motivate them to perform better. Such belief for organizational support by employees is known as Perceived Organizational Support (Eisenberger

et al., 1986). Employees form a generalised view of how much the organisation recognises their efforts and regards their well-being, based on the "Organisational Support Theory" ((Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011; Kurtessis et al., 2017; Shore & Shore, 1995). POS may benefit the employers by increasing the favourable convictions and attitudes of employees about the organization. As a consequence, "employees that are emotionally invested in the company perform better, have lower absenteeism, and are less likely to quit" (Mowday et al., 1982; Meyer & Allen, 1997; Mathieu & Zajac, 1990; Rhoades et al., 2002). POS also adds to the psychological welfare of its employees, including improved enjoyment and reduced stress (Eisenberger et al., 2016). The feeling of being valued by the employers and organization might lead to improved job performance. Employees and employers can reconcile their divergent perspectives attributable to the reciprocity rule. Employee friendly organizational strategies necessitate a paradigm shift by transforming the organizational environment which encourages employees to show optimistic and proactive behavior towards their co-workers and management outside their regular employment tasks. Such voluntary initiatives to create right environment for achieving organizational goals by reinforcing employee engagement, employee commitment, job involvement and job performance is known as Organizational Citizenship Behavior (OCB). OCB is considered as instrumental in influencing individual and organizational performance. With OCB acting as a mediator between the variables, this study strives to validate that employees' job performance increases when POS is optimised. This study attempts to validate the unexplored concept of how organizational citizenship behavior and job performance improve by optimizing perceived organizational support. It also explains the relevance of such a phenomenon in the IT sector, which has not been covered so far, as now-a-days this industry faces a dual challenge: limited resources on the one hand, and a need for highly skilled people on the other. External ambiguity exacerbates the problems. This cumulates the need for effective HR practices to become a competitive force in the IT industry. Four hypotheses were proposed and validated using structural equation modelling (SEM) in this study. Results were further analyzed using SPSS23 and AMOS 23 versions. The literature review follows, which served as a foundation for the conceptual framework and hypotheses. The approach was then followed by the outcomes. This was further highlighted with its implications and scope for future research.

2. Literature Review

The following paragraphs examines the available studies on perceived organizational support (POS), organizational citizenship behavior (OCB) and job performance (JP), emphasising diverse conceptual and pragmatic perspectives for the variables.

2.1 POS and its relevance in IT sector

The idea of POS bloomed from "organizational support theory" of Eisenberger and Rhoades. They defined Perceived Organizational Support (POS) as "Employees' perceptions of how much the organization values their contributions and cares about their well-being". As per organizational support theory of Rhoades and Eisenberg (2002), it is considered that when employees are incentivized with rewards and favourable treatment, they tend to perform better. It reflects the employees' perspective for employee-organizational relationship (Aggarwal, U., & Bhargava, S., 2010). Employees with strong exchange ideologies adjusted their efforts to achieve corporate targets, resulting in decreased unavailability, improved cognitive commitment to the organisation, and improved teamwork, in response to assistance from the organisation (Eisenberg et al, 2016; Rhoades and Eisenberg, 2002). Even POS is associated with employees' happiness (Kurtessi et al., 2015); job satisfaction (McCarthy et al., 2013); employee performance (Shoss et al., 2013) and organizational performance (Eisenberger & Stinglhamber, 2011). POS helps to have a healthy employee-organization relationships, enhances an atmosphere of responsibility among employees to support the organization's objectives and encourages them to evaluate their expectations with the hope that better performance will be rewarded. Improved "in-role" and "extra-role" performance, as well as decreased "withdrawal behaviors" like skiving and attrition rates, are some of the behavioral benefits of POS (Shore & Shore, 1995).

The concept of POS has found acceptance in a wide range of sectors such as public sector (Jin & McDonald, 2017), telecom sector (Hussain & Asif, 2012), IT sector and many others. Since the IT sector faces acute workforce challenges considering its rapid expansion and position at the forefront of digital technologies The sector is arguably at the vanguard of 21st-century's human capital concerns such as shrinking workforce, mismatches of skill-sets, as well as enticing and engaging highly trained people in a highly competitive

marketplace. As a result, developing a highly competent and productive workforce is critical for leveraging the IT sector's efficiency development potential and maintaining the country's worldwide market edge. According to Lynch et al. (1999), personnel are more driven to make a difference in the organization's aspirations when they distinguish high levels of POS.

2.2 OCB and its importance in IT sector

By coining the term OCB in the 1980s, Denis Organ has provided a fresh perspective on employees' elusive contributions, which cannot be quantifiably measured (Organ, 1988). This work has been cited over 5300 times in other research publications, and the topic of organizational citizenship behaviors has been the focus of over 216,000 research papers. It is characterised as "positive and productive contribution of the employees that they do on their own preference to help contemporaries and benefit the company" (Sikand, R., & Saxena, S., 2022; Srivastava, S., & Pathak, D., 2020; Zhang, 2011). It can be recognized as non-rewardable pro-organizational behavior that is distinguishable from "in-role" behavior determined by a job description (Borman & Motowidlo, 2009; Mahipalan, M., & Muhammed, S., 2019; Podsakoff et al., 1990) Employees may partake in OCB as a kind of repaying their organization's positive handling and stimulus (Deckop et al., 2003; Konovsky & Pugh, 1994; Koo & Lee, 2021).

Since its inception in 1983, various scholars have defined diverse facets of OCB. Initially, it was subdivided as "altruism and compliance" (Bateman & Organ, 1983). Later on, "compliance" was renamed "conscientiousness". Graham proposes three categories of organizational citizenship behavior (OCB): organizational obedience, organizational loyalty, and organizational participation. Podsakoff (1997) and his litterateurs subsequently outlined thirty organizational citizenship behaviors, which were being sorted into seven factors: "helping, participation, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue" (Graham, 1986; Podsakoff & MacKenzie, 1997). In this study, researchers considered Organ's version of OCB model: "altruism, courtesy, conscientiousness, civic virtue, and sportsmanship." These dimensions were further categorised by Williams & Anderson by grouping "altruism and courtesy" into "individual-directed behavior (OCB-I)", while "conscientiousness, civic virtue and sportsmanship" into "organization-directed behavior (OCB-O)" (Chun-Chen Huang, 2011; Williams & Anderson, 1991).

2.3 POS and Job Performance

POS can instil a sense of duty to consider the organization's welfare and help it reach its objectives (Eisenberger et al. 2001). Personnels' socioemotional needs can be identified by POS, which incorporates motivations and job rank onto their social individualities and supports their belief that superior performance is acknowledged at work. Employers are looking for individuals who are dedicated to their employment and loyal to them. When employers provide their employees with great assistance based on the reciprocity standard, they are more inclined to passionately dedicate themselves to their employers, resulting in a low attrition rate and great work performance (Allen et al. 2003; Hui et al. 2007; Miao 2011). Rhoades et al. (2002) discovered in a meta-analysis of 70 studies that personnel POS could enhance work efficiency.. Nevertheless, the outcomes of certain past investigations have been inconclusive. According to Stamper et al. (2003), POS had no influence on salespeople's work performance. Additionally, prior research indicates that POS may not be correlated with job accomplishments and instead intervenes with a number of organisational skills attributes. In a way, it becomes questionable whether variables are connected (Guan et al, 2014) considering the concept of Organizational Support Theory (OST), it is proposed that personnel with strong perceptions of organizational support, as opposed to low views, are driven to reciprocate by displaying more workplace engagement (Jin & McDonald, 2017). Thus, the first hypothesis is proposed as:

H1: There exists a relation between POS and job performance.

2.4 POS AND OCB

Employees' perception for organizational support represents their innermost sentiments regarding the organization's priority and attention. Employees that embrace POS believe that if they require assistance at work or in their personal lives, the organization will be eager to accommodate. This develops the sense of being valued and as a result, workers exhibit greater cooperation, recognition, tenacious performance, acknowledgement, and reciprocity. Such employees not only support their teammates, but they also boost their own professional

contentment and organizational loyalty, lowering resignations and absenteeism, and so boosting execution of one's work (Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003). According to the research, POS has a substantial relationship with OCB. POS in social exchange awakens employees' responsibility to act in accordance with company standards. When employees believe their personal opinions are valued highly by their employer, they reciprocate them with extra performance, namely, OCB (Eisenberger et al., 1990; Shore and Wayne, 1993; Podsakoff, 2000; Wayne et al., 1997, 2002). Thus, this study proposed the second hypothesis as follows:

H2: There exists a relation between POS and OCB

2.5 OCB and Job Performance

In the hard-hitting competitive arena, organizations need to compete for achieving excellence by enhancing their employees' performance. Job performance can prove to be a building block for improving overall performance and growth of employees. Earlier studies asserted that OCB enhances comrades' and managers' potential for work efficiency through successful organising, calendaring, and troubleshooting (Podsakoff & MacKenzie, 1997) and raises the standard of services (Hui et al., 2007). Though OCB is not the formal part of performance appraisal and other organizational policies, it seems to influence managerial perceptions for evaluation and appraisal of employees (Whiting et al., 2008). Employees indulged in OCB tends to be inclined towards realising organizational requirements and empathetic towards co-workers. Organizations that promote OCB tends to attract and retain the best talent and are considered more attractive places to work (George & Bettenhausen, 1990). The individual job performance has threefold effects. Firstly, employees who participate in OCB typically receive more favourable scores from bosses; secondly the superior performance is linked to gaining better rewards like bonus, increments, promotions, etc.; and thirdly such employees have lesser chances of being redundant during recession period. Thus, at individual level, OCB is linked to reduced employee attrition and skiving; and at organizational level, it leads to improved efficiency, competence and customer satisfaction as well as limited wastages and costs (Podsakoff et al, 2009). As per one of the studies, about 20% of the variation in-store profitability was addressed by OCB. (Ehrhart, 2004). Voluntary participation of personnel can be perceived as a sign of employees' dedication towards organization which may result in improving overall job performance. Thus, the third hypothesis can be proposed as:

H3: There exists a relation between OCB and job performance

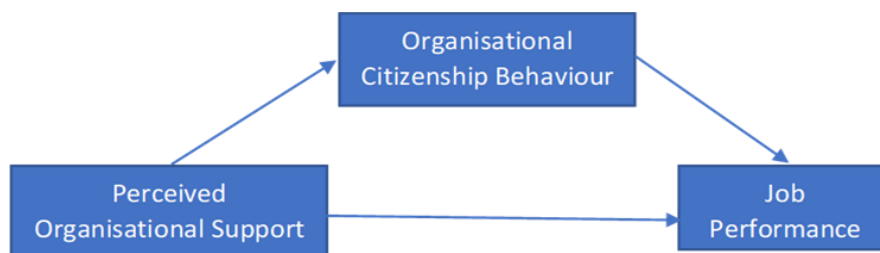
2.6 POS, OCB and Job Performance

It has been demonstrated in prior researches that personnel with high POS are more likely to be emotionally committed to their companies, resulting in fewer layoffs and improved job outcomes. Similarly, OCB has been demonstrated to improve organizational effectiveness by improving job performance and facilitating smooth organizational functioning. As a result, this association of variables might be thought of as incidental. When employees are certain that their personal beliefs are valued highly by their employer, they reciprocate them with extra performance, namely, OCB (Eisenberger et al., 1990; Shore and Wayne, 1993; Podsakoff, 2000; Wayne et al., 1997, 2002). As a result, OCB mediates the association between POS and job performance. Thus, one theory holds that OCB may act as a mediator in the link between POS and work productivity.

H4: OCB mediates the relationship between POS and job performance

3. Conceptual Model and Objectives

In order to validate the conceptual model, an empirical study has been carried out (Figure 1).



Source: Authors' contribution

Figure 1: Proposed conceptual model

This study aims at fulfilling following objectives:

- i. To assess the role of Perceived Organizational Support on Job Performance of IT employees
- ii. To identify the effect of Perceived Organizational Support on Organizational Citizenship Behavior of IT employees
- iii. To identify the role of Organizational Citizenship Behavior on Job Performance of IT employees
- iv. To assess how organisational citizenship behaviour affects the link between perceived organisational support and job performance.

4. Methodology

A descriptive research is conducted to explore the role of OCB and the extent to which job performance is reinforced through POS. The information was gathered from a sample of 380 respondents with the help of a standardised questionnaire having acceptable levels of reliability and validity. Univariate and bivariate statistical analysis techniques are applied to establish research objectives.

4.1 Sample and Data Collection

The sample for the study was obtained from middle level employees of the IT sector which is the hub of the Indian economy. Research work is based on 380 participants from the mentioned sector. The sample consisted of profiles of middle level professionals from different companies of the IT sector such as computer scientists, software engineers, technical lead, project lead and project manager. All respondents were possessing experience ranging from 1 to 25 years in the age band of 18-60 years, with 52.4 percent being males and 45.7 percent females. The respondents were chosen based on simple random selection criteria with no intended bias. Average of 440 questionnaires were distributed, with 380 responses found to be valid for data analysis (Table 1).

Table 1: Demographic details of respondents

Gender		Age		Job experience	
Description	Percentage (%)	Description (Yrs)	Percentage (%)	Description (Yrs)	Percentage (%)
Male	54.3	18-24	14.29	≤ 1	4.1
Female	45.7	25-34	36.51	1-5	19
		35-44	19.68	6-10	22.2
		45-54	24.76	11-15	23.2
		55-65	4.76	16-20	17.1
				21-25	6.3
				≤ 26	7.9

Source: Authors' compilation

4.2 Measures

A modified version of the standardised scales was adopted for data collection of POS, OCB and job performance. Responses ranged from “strongly disagree” (1) to “strongly agree” (5) on Likert scale. The analysis was done using SPSS 23 and AMOS 23 versions.

- POS: The 8-item scale of Survey of Perceived Organizational Support (SPOS) for POS was used for this study. This is a shorter version of 36-item SPOS developed by Rhoades and Eisenberger. (Eisenberger et al. 1986).
- OCB: The modified version of the Organizational Citizenship Behavior checklist adopted for OCB (Fox et al., 2012) which was further split into five constructs i.e., “Altruism, Conscientiousness, Courtesy, Sportsmanship, and Civic virtue.” The altruism dimension of OCB is measured by items 1 to 4, which indicates selflessly helping team members in the organization. The conscientiousness dimension of making extra efforts for doing something is measured by items 5 to 8. Items 9 through 12 make up the courtesy dimension which is required to avoid situations of conflict. Items 13 to 16 assess OCB's sportsmanship which

indicates tolerance of nuisances on the job, whereas items 17 to 20 assess civic virtue which focuses on employees' involvement for organizational policies and practices.

- **Job Performance:** The scale developed by Ruth Sabina based on The Individual Work Performance Scale (Koopmans, Bernaards & Hildebrandt, 2012) was adopted for job performance. It was further split into three constructs of Efficiency, Effectiveness and Quality, which were used to gauge the research objective. Item 1 to 5 covered the dimension of 'Efficiency'; item 6 to 10 indicates 'Effectiveness' and item 11 to 15 measures 'Quality.'

5. Data analyses and findings

The data were analysed by using SPSS 23 and AMOS 23. In order to test the hypothesis, Structural Equation Modelling and multiple regression analysis were adopted for validating the hypothesis. The descriptive statistics of measurement items were interpreted using 5-point Likert scale.

5.1 Preliminary analysis

It is suggested by researchers that, prior to evaluating the proposed hypothesis, the preliminary analysis must be conducted to check the reliability and normality of the data (Hair et al, 2006; Pallant, 2011). To satisfy these criteria, reliability and descriptive statistics were checked. The reliability of the data was evaluated by Cronbach alpha (α), which is a measure of testing internal consistency of the items. Alpha coefficient values between 0.80-0.89 are described as good and above 0.90 as excellent (Cortina, J.M., 1993). No reliability issues were found as alpha values are above the recommended threshold limit. Further to test the descriptive statistics, measures of central tendency, i.e., mean, standard deviation; skewness and kurtosis were gauged to test normality of data distribution. As per the recommendations of researchers, the skewness and kurtosis were within the acceptable limits of ± 2 (Table 2).

Table 2: Reliability & Descriptive Statistics

Variables	N	No. of items	Cronbach α	Mean	SD	Skewness	Kurtosis
POS	380	8	0.937	2.4153	0.382	- 0.589	0.883
JP	380	15	0.842	4.3958	0.206	+ 0.247	-0.414
OCB	380	20	0.861	3.6507	0.195	- 0.143	0.071

Source: Authors' compilation from outcome of data analysis using SPSS

5.2 Results of Pearson's correlation coefficient

Prior to factor analysis, the results of Pearson's correlation coefficients were gauged to measure the strength of linear correlation among variables. The results were well within the acceptable range of ± 1 and significant at 0.01 level (two-tailed). Correlations were performed to determine whether the relationship existed between POS and JP ($r=0.815$, $p=0.01$); POS and OCB ($r=0.772$, $p=0.01$); and OCB and JP ($r=0.744$, $p=0.01$). The results were presented in the following table (Table 3):

Table 3: Correlations

		POS	JP	OCB
POS	Pearson Correlation	1	.815**	.772
	Sig. (2-tailed)		.000	.160
	N	380	380	380
JP	Pearson Correlation	.815**	1	.744**
	Sig. (2-tailed)	.000		.005
	N	380	380	380
OCB	Pearson Correlation	.772	.744**	1
	Sig. (2-tailed)	.160	.005	
	N	380	380	380

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

Source: Outcome of data analysis using SPSS 23

5.3 Exploratory Factor Analysis (EFA)

In order to fulfil the objective of the study and validate the modified scales, exploratory factor analyses (EFA) were performed on the data. Sampling adequacy was established by using Kaiser-Meyer-Olkin (KMO=0.915) which was best satisfying the threshold limit of 0.60. Even Bartlett's test of sphericity ($p < 0.05$) was significant indicating that the correlation between variables was adequate. Eigenvalues of all constructs were 1 or more with the total variance explained of 75.073% (Table 4).

Table 4: KMO, Bartlett's Test and Total Variance

Kaiser-Maeyer-Olkin Measure of Sampling Adequacy		.862
Bartlett's Test of Sphericity	χ^2 df Sig.	12596.852 903 .000
Total Variance		75.073%

Source: Outcome of data analysis using SPSS 23

Indicators with communalities lesser than 0.50 were removed. Attributes with factor loadings, measuring the correlation between items and factor, of more than 0.5 were retained for analysis. The factor loading for POS, OCB and Job performance are above the minimum threshold limit of 0.5 (Table 5).

Table 5: Factor Loadings

POS	JP			OCB				
	Efficiency	Effectiveness	Quality	Altruism	Conscientiousness	Courtesy	Sportsmanship	Civic Virtue
POS1=0.813								
POS2=0.843	EFF1=0.851	EFC1=0.828	QLT1=0.833	ALT1=0.797	CON1=0.856	COR1=0.803	SP1=0.832	CV1=0.876
POS3=0.792	EFF2=0.821	EFC2=0.825	QLT2=0.828	ALT2=0.879	CON2=0.816	COR2=0.842	SP2=0.749	CV2=0.848
POS4=0.770	EFF3=0.847	EFC3=0.817	QLT3=0.844	ALT3=0.767	CON3=0.795	COR3=0.865	SP3=0.855	CV3=0.775
POS5=0.762	EFF4=0.838	EFC4=0.840	QLT4=0.823	ALT4=0.838	CON4=0.806	COR4=0.829	SP4=0.815	CV4=0.823
POS6=0.862	EFF5=0.852	EFC5=0.803	QLT5=0.779					
POS7=0.887								
POS8=0.841								

Source: Outcome of data analysis using SPSS 23

5.4 Structural Equation Modelling (SEM)

SEM is "a statistical approach for analysing the causal relationships among numerous predictor and criterion variables that incorporates a measurement model (CFA) and a structural model (regression or path analysis) into a single statistical test" (Byrne, 2010). SEM gives precise estimations of these error variance parameters, which traditional multivariate techniques are inept to examine or rectify. This research took a two-pronged strategy, as proposed by Anderson and Gerbing (1988), to check the validity of the measurement model before estimating the structural model. This approach reduces the risk of analysis being unreliable.

5.5 Measurement Model (CFA)

CFA was steered on all research constructs (Table 6). To test validity of the construct, both convergent and discriminant validity was analysed. In conjunction with the three phases of the study measurement scale, $CR > 0.7$; $AVE > 0.5$; and $CR > AVE$. (Karatepe, 2006). The results of the study satisfied these conditions. The measurement scale had discriminant validity as AVE was greater than MSV (maximum shared variance). Thus, no validity concerns found for the model.

Table 6: Measures of Model Validity: CR, AVE, MSV, Intercorrelations among study variables

	CR	AVE	MSV	MaxR(H)	POS	EFC	ECY	QLT	COR	CON	ALT	SP	CV
POS	0.937	0.651	0.200	0.945	0.807								
EFC	0.930	0.726	0.179	0.933	-0.054	0.852							
ECY	0.905	0.657	0.175	0.911	0.030	0.360***	0.810						
QLT	0.913	0.676	0.200	0.914	0.447***	0.013	0.025	0.822					
COR	0.919	0.739	0.175	0.923	-0.044	0.395***	0.418***	0.000	0.860				
CON	0.888	0.666	0.195	0.909	0.011	0.293***	0.313***	0.083	0.369***	0.816			
ALT	0.893	0.679	0.195	0.917	-0.047	0.365***	0.300***	0.003	0.371***	0.442***	0.824		
SP	0.888	0.666	0.179	0.899	-0.083	0.423***	0.271***	-0.109†	0.389***	0.391***	0.291***	0.816	
CV	0.874	0.635	0.133	0.885	0.166**	0.102†	0.101†	0.364***	-0.002	0.003	-0.050	-0.036	0.797

Significance of Correlations: † $p < 0.100$, * $p < 0.050$, ** $p < 0.010$, *** $p < 0.001$

Source: Outcome of data analysis using AMOS 23

With some model re-specifications, satisfactory levels of fit were obtained for all constructs. The model fit metrics for the indices satisfy the permissible/excellent standards (Table 7). The outcomes of the adaptation test was $\chi^2 = 1956.579$, $df = 783$ and $\chi^2/df = 2.499$. CFI (comparative fit index) = 0.901, SRMR (standardised root mean squared residual) = 0.043 and RMSEA (root mean square error of approximation) = 0.063 achieved acceptable/excellent standards suggested by experts.

Table 7: Model Fit Test

Measure	Estimation	Interpretation
$\chi^2/df (<3)$	2.499	Excellent
CFI (>0.95)	0.901	Excellent
SRMR (<0.08)	0.043	Excellent
RMSEA (<0.06)	0.063	Acceptable

Source: Output of results from AMOS 23

5.6 Hypothesis testing

On the basis of the model, hypothesis testing was carried out. After evaluating the applicability of each hypothesised path in the research model, an examination of the type and amplitude of the correlations among the variables based on theoretical expectations was carried out. AMOS output included standardised parameter estimates for all given pathways, as well as standard errors and critical ratios. The hypotheses were evaluated using the level of significance, signs, size of the estimated coefficient and standardised regression weights (β). T-values or critical ratio values allied with path coefficients amongst variables were used to explore correlations between constructs. Each of the hypotheses listed below was assessed in conjunction with the findings (Table 8).

Table 8: Results of Path Estimates

Hypothesised Path	Direction	Estimate	SE	CR/t-value	B	p (0.01)	Result
POS→JP	+	.659	.058	11.604	.516	***	Supported
POS→OCB	+	.689	.054	12.917	.544	***	Supported
OCB→JP	+	.232	.046	5.171	.233	***	Supported

Source: Outcome of data analysis using AMOS 23

Standardised path coefficients were used to enhance the examination of estimation of fit parameters. The path coefficients indicated that POS exerted significant positive impact ($p < 0.01$) on Job performance ($\beta = 0.516$), thus significantly supporting the H1. This approved hypothesis implies that the effect of POS reinforces job performance. Additionally, it was hypothesised that POS and OCB are positively related. The results of the study accept H2 ($\beta = 0.689$, $SE = 0.054$, $p < 0.01$) that predicts that POS will positively result in OCB. Similarly, the results of the study confirm H3 which indicates that OCB improves job performance. This study confirms the validity of H3 which shows that OCB positively influences job performance ($\beta = .232$, $SE = .046$, $p < 0.01$). As this study examines the impact of POS on job performance as mediated by OCB, the direct, indirect and total effects are analysed. The results (Table 9) reveal that OCB partially mediates the path. It was observed that POS is associated with job performance, but it is significantly diminished in the presence of OCB. A reduction in the value of β from 0.641 to 0.516 was observed. Finally, these findings provide evidence that work productivity can be raised by POS optimisation which develops the organizational citizenship behavior among employees.

Table 9: Results of Mediation Estimates

<i>Effect</i>	<i>Estimate</i>	<i>SE</i>	<i>CR/t-value</i>	<i>β</i>	<i>p (0.01)</i>	<i>Result</i>
Indirect	0.158	.045	3.52	.125	***	Supported
Direct	.659	.058	11.604	.516	***	Supported
Total	.817	.048	16.627	.641	***	Supported

Source: Outcome of data analysis using AMOS 23

6. Limitations of the study

The research does have some constraints. Primarily with the mediating impact of OCB, only the inductive association between the variables was established, ignoring other mediators/moderators. Even more independent variables can be considered for the study. In addition, the small sample size made it difficult to detect multiple relationship effects. Moreover, we limited our sample to just IT workers. This can further be extended to other sectors not only in India

7. Conclusion and Implications

In conclusion, this study attempts to validate the unexplored concept of how organizational citizenship behavior and job performance improve by optimizing perceived organizational support. It also explains the relevance of such a phenomenon in the IT sector, which has not been covered so far. The current research validates that job performance of the employees reinforced through perceived organizational support and organizational citizenship behavior has mediating impact on this relationship. As employees build a generalised opinion of the importance the organisation takes on its involvement and well-being, they develop favourable convictions and attitudes towards their management and this leads to improved job performance. It is believed that employee friendly organizational strategies necessitate a paradigm shift by transforming the organizational environment which encourages employees to display optimistic and assertive behavior towards their workmates and management beyond their current employment responsibilities. Such voluntary initiatives, known as Organizational Citizenship Behavior (OCB), creates the right environment for achieving organizational goals by reinforcing employee devotion, involvement in their jobs, and accomplishments. The Organizational Support Theory (OST) proposes that reciprocating rewards and favourable treatment results in better productivity among workers. Consequently, in a study of employee behaviors, employees with strong exchange ideologies demonstrated an increased commitment to the organization by reducing absenteeism, increasing emotional attachment, and putting forth more effort in the workplace.

A descriptive research study is conducted to apply univariate and bivariate statistical analysis techniques to validate research objectives. A modified version of the standardised scales for POS, OCB and job performance was adopted for data collection of 380 IT employees. Responses were collected on 5-point Likert scale. Preliminary analysis verified the reliability and normality of the data. The reliability of the data was evaluated by Cronbach alpha (α), which is a measure of testing internal consistency of the items. No reliability issues were found as alpha values are greater than the suggested limit. Further to test the descriptive statistics, measures of central tendency, i.e., mean, standard deviation; skewness and kurtosis were gauged to test normality of data

distribution. As per the recommendations of researchers, the skewness and kurtosis were within the acceptable limits of ± 2 . The results of Pearson's correlation coefficients were within the acceptable range of ± 1 and significant at 0.01 level (two-tailed) to gauge the strength of linear correlation among variables. While validating the modified scales, exploratory factor analyses (EFA) showed satisfactory results of sampling adequacy and correlation among variables using KMO and Bartlett's test of sphericity respectively. Indicators with communalities lesser than 0.50 were removed. Attributes with factor loadings, measuring the correlation between items and factor, of more than 0.5 were retained for analysis. The factor loading for POS, OCB and Job performance are above the minimum threshold limit of 0.5. Confirmatory factor analyses (CFA) were used to corroborate the design of all scales. With some model re-specifications, an acceptable level of fit was found for all constructions. Based on theoretical predictions, the form and amplitude of the correlations between the variables were examined after the relevance of each hypothesised path in the study model was analysed. AMOS output included standardised parameter estimates for all given pathways, as well as standard errors and critical ratios for each. Hypotheses were evaluated using the level of significance, signs, size of the estimated coefficient and standardised regression weights (β). T-values or critical ratio values allied with path coefficients amongst variables were used to explore correlations between constructs. The results confirm the validity of H1, H2 and H3. It was observed that workplace productivity is linked to POS, but it is significantly diminished in the presence of OCB. It was established that OCB partially mediates POS and job performance. Thus, OCB and job performance improve by optimising POS. This develops the organizational citizenship behavior among employees. These observations may help executives and supervisors comprehend how employees behave on the job can be improved by increasing the favourable convictions and attitudes of employees about the organization. As a consequence, "employees that are emotionally invested in the company perform better, have lower absenteeism, and are less likely to quit." HR professionals, supervisors and managers are required to follow employee friendly organizational strategies to optimise perceived organizational support to improve employee productivity and psychological health. Several human capital challenges affect the IT sector, including shrinking workforce, mismatches of skill-sets, as well as enticing and engaging highly trained people in a highly competitive marketplace. To maximize the IT sector's efficiency, possibilities for expansion, and to maintain the nation's global competitive edge, it is essential to build a highly productive and contributing workforce.

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