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Study on Perceived Organizational Support and Organizational Citizenship Behaviour among the Higher Educational Professionals in Coimbatore District

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Abstract

In the context of rapid transformation in higher education driven by globalization and technological advancements, the role of educational professionals has become increasingly dynamic and demanding. This study examines the relationship between perceived organizational support (POS) and organizational citizenship behaviour (OCB) among higher education professionals in Coimbatore. Adopting a descriptive research design, data were collected from 150 respondents using a structured questionnaire comprising standardized scales for POS and OCB. Statistical tools such as mean, standard deviation, correlation, and regression analysis were employed to analyze the data. The findings reveal that the majority of respondents exhibit a moderate level of both perceived organizational support and organizational citizenship behaviour. A significant positive relationship was identified between POS and OCB ($r = 0.610$, $p < 0.001$), indicating that higher levels of organizational support lead to increased voluntary and extra-role behaviours among employees. Further, regression analysis confirmed that perceived organizational support significantly predicts organizational citizenship behaviour, explaining 37.2% of the variance. The study highlights the critical role of supportive organizational practices, leadership, and employee-focused policies in enhancing citizenship behaviour among academic professionals. Strengthening organizational support systems can foster a positive work environment, improve engagement, and encourage professionals to contribute beyond their formal responsibilities. The findings provide valuable insights for educational institutions aiming to enhance institutional effectiveness through employee support and engagement.

Keywords: Perceived organizational support, organizational citizenship behaviour, higher education professionals, employee engagement, organizational behaviour, leadership support, academic institutions, extra-role behaviour.

Introduction

Higher educational institutions are undergoing a rapid transformation in the present era due to the influence of globalization. The rising demands have increased the need for shifting the traditional teaching learning process to a technological driven, outcome and innovation-based teaching and learning process. The educational professional is the backbone of any educational institutions as they take the mission, vision and process of the organization to the student's community. The growing need to adapt to the changes are increasing predominately and it's a challenge for the professionals to adapt to it. Thus, today's higher educational institution expects professional exhibiting higher performance with adequate technological skills and methodological diversity to address the needs of the student's community. On the other side, these cannot be done without involving themselves in additional responsibilities and extend time spent on it. Thus, having a concern and we-feeling towards the organization becomes essential for them.

Organizational citizenship behaviour means the ability of the

employee to voluntarily participate and engage in activities beyond their expected roles and responsibilities. These behaviours are exhibited through supporting colleagues, being positive, proactive and more participative. OCB is reflected in the higher educational institutions like supporting the students after class hours, discussing with parents during holidays, dealing with students' personal problems, etc. When employees engage in organization citizenship behaviour it enhances the cooperative spirit, team work, improves the communication and enhances the overall culture of the organization.

In this context, the need for adequate support from the organization becomes crucial for the effective functioning of any organization. Organization support not only improves the performance of the employees but also builds a sense of citizenship among the employees. Employees who receive support from organization tend to exhibit a positive behaviour towards the organization like spending more time for the organization, voluntary participation in activities, helping the colleagues, etc. On the other side, those employees who do

not receive organization support tend to be stressful, non-participation in activities, disengagement, etc. Thus, organizational support becomes a crucial factor in any organization for its effective functioning and development.

The lack of adequate studies related to the relationship between the organizational support and organizational citizenship behaviour in the context of higher educational institution paved the way for the present study. Thus, this study focused on the relationship between organizational support and organizational citizenship behaviour.

Review of Literature

Kao, Cho and Kao (2023) their study on the relationship between perceived support and organizational citizenship behaviour found that, perceived organization support and organizational citizenship behaviour are significantly and positively related. This study concluded that when employees are supported, they tend to exhibit a extra role behaviour. Bayram (2026) their study reveals that perceived organizational support increases the satisfaction level of the employees by reducing the stress and improves the wiliness to engage in additional roles more than the formal expectations. Singh *et al* (2024) have studied the relationship between perceived organizational support and organizational citizenship behaviour. Their results revealed that, perceived organizational support is positively and significantly correlated with the organizational citizenship behaviour.

Liu *et al* (2024) his study findings revealed that perceived organizational support indirectly influence the organizational citizenship through hope and affective commitment. He concluded that employees with higher organizational support tend to be motivated and emotionally connected with the organization which in turn increases the citizenship behaviour of the employees. O'Connor *et al* (2025) their study found that perceived organizational support and organizational citizenship behaviour are indirectly related. The relationship between the two are mediated by the employee engagement. The employees who get support are more engaged in their work which in turn leads to organizational citizenship behaviour. Van Den Broeck *et al* (2024) reveals that, there is a significant relationship found between the psychological need's satisfaction and organizational citizenship behaviour.

Osman and Yatam (2024) their study found that, organizational citizenship behaviour is positively influenced by the perceived organization support which is enhanced through quality of work life and leadership. Rhoades and Eisenberger (2017) their study findings show that those employees who had higher organization support had higher level of citizenship behaviour. Ahmed *et al* (2020) their study findings show that, those employees who received support from their coworkers and supervisors had a higher level of organizational citizenship behaviour compared to others who do not get the support and the same is mediated through the job satisfaction of the respondents.

Objectives

- i). To study the perceived organizational support and organizational citizenship behaviour of the respondents.
- ii). To find out the relationship between perceived organizational support and organizational citizenship behaviour.
- iii). To predict organizational behaviour based on perceived organizational support.

Hypothesis

- H₁:** To measure the level of Perceived organizational support and organizational citizenship behaviour.
- H₂:** Perceived organizational support and organizational citizenship behaviour are significantly related.
- H₃:** Perceived organizational support is a significant predictor of organizational citizenship behaviour.

Methodology

The study adopted a descriptive research design. This design helps to describe the workforce agility and organizational citizenship behaviour of the respondents. The universe of the study is the higher educational professional includes Assistant professors, Associate Professors and Professors working in the higher education institutions in Coimbatore. Multi-stage sampling method was used to collect sample for the study. The institutions were selected based on few criteria like NAAC accredited and years of establishment. A sample of 150 was included for the study through multistage sampling. A structured questionnaire was used to collect the data from the respondents. The questionnaire includes demographic profile, perceived organizational support scale and organizational citizenship scale. The reliability and validity of the scales was tested and these scales met the required thresholds. Mean, SD, T-test, ANOVA, correlation and regression analysis were done to test the hypothesis.

Analysis and Interpretation

Table 1: Frequencies of Perceived Organizational Support

Perceived Org. Support	Counts	% of Total
High	21	14.0%
Moderate	114	76.0%
Low	15	10.0%

The table depicts that, of the total respondents, 76 percent of the respondents had moderate level of perceived organizational support, 14 percent of them have high level of perceived organizational support and 10 percent of them have low level of perceived organizational support.

Table 2: Frequencies of Organizational Citizenship Behaviour

Organization Citizen Behaviour	Counts	% of Total
High	19	12.7%
Moderate	106	70.7%
Low	25	16.7%

The table shows that, 70.7 percent of the respondents have moderate level of organizational citizenship behaviour, 16.7 percent of them have low level of organizational citizenship behaviour and 12.7 percent of them have high level of organizational citizenship behaviour.

Table 3: Relationship between Perceived organizational Support and Organizational Citizenship Behaviour

		Organization Citizen Behaviour
Perceived Organizational Support	Pearson's r	0.610**
	df	148
	p-value	0.000

The coefficient of correlation value reveals that; perceived organizational support and organizational citizenship behaviour are positively related with each other. It is inferred that, higher the level of perceived organizational support, higher is the organizational citizenship behaviour and vice versa.

Table 4: Predicting Organizational Citizenship Behaviour based on Perceived Social Support

Model Fit Measures						
			Overall Model Test			
Model	R	R ²	F	df1	df2	p
1	0.610	0.372	87.5	1	148	0.001

Table 5: Model Coefficients - Organization Citizen Behaviour

Predictor	Estimate	SE	t	p	Stand. Estimate
Intercept	15.867	2.2384	7.09	<.001	
Workforce Agility	0.719	0.0769	9.35	>.001	0.610

The table reveals that, 37.2 percent of the variance in organizational citizenship behaviour is extracted by perceived organizational support. The ANOVA value depicts that; the data is adequate for further analysis. The coefficient table reveals that, workforce agility is a significant predictor of organizational citizenship behaviour. It is inferred that, one unit increase in workforce agility leads to 0.610 units increase in organizational citizenship behaviour.

Results

The results of the study are presented below

- Moderate level of perceived organizational support and organizational citizenship behaviour are found among the higher education professionals.
- Perceived organizational support and organizational citizenship behaviour are positively related,
- Perceived organizational support is a significant predictor of organizational citizenship behaviour.

Discussion

Moderate level of perceived organizational support and organizational citizenship behaviour among the professionals which indicated that the professional is getting adequate support from their institutions and that makes them to contribute more to the institution more than their expected roles. The findings are in consistent with the findings of Eisenberger *et al* (2026) their study revealed that, employee's perception towards organizational support differs in accordance with the institutional contexts and it also influences the employees' extra roles in the organizations.

The findings reveal a significant positive relationship between perceived organizational support and organizational citizenship behaviour which indicates that employees receive adequate support from their organization which made them to feel valued and this enhance their involvement in extra roles and engage more in additional works more than expected. This finding is consistent with the findings of Eisenberger *et al* (2001) their study indicates that favourable treatment from the organization enhances the voluntary engagement and additional works greater than the expected. It is also supported by the findings of Kurtessis *et al* 2017, which revealed that perceived organizational support significantly influences organizational citizenship behaviour through trust, satisfaction and commitment.

The findings revealed that perceived organization support is a significant predictor of organizational citizenship behaviour. This finding is consistent with the findings of Kurtessis *et al* (2017) which indicates that employees who receive adequate support tend to reciprocate it back to the organization by engaging in extra role and spending more time to the organizational activities away from their regular expectations. The finding is also supported by Rhoades and Eisenberger, 2002, indicated that support received from the organization influence the employees' sense of belonging which in turn increases their involvement in extra roles and thereby promotes the organizational citizenship behaviour. The overall findings of the study revealed that, enhancing and strengthening the organizational support by means of adequate recognition for the work, supportive employee policies and nurturing leadership can positively and significantly improve the employee's organizational behaviour.

Suggestion

- To enhance the perceived organizational support and organizational citizenship behaviour the follows suggestions are recommended by the researcher
- The institution has to strengthen the recognition system by means of offering recognition certificate and appreciation for good performers. Both formal and informal recognition systems should be implemented in the organization. This makes the employees to feel valued and increases the perceived organizational support thereby enhances their voluntary engagement in extra roles.
- Leadership is another important aspect in employees support system. The leaders should be empathetic, supportive and approachable which will bring trust, we felling and belongingness towards the organization.
- Democratic means of decision making is another important aspect which influences the perceived organization support among the employees. When employees are given the opportunity to participate in the organizational decision-making process, they feel a sense of importance and valued.
- Professional development activities increase the value of the employees. Thus, when organization invest in professional development activities the employees get a sense of feeling that the organization is concerned about them and hence, they have to be committed and contribute more to the organization.
- Creating a conducive culture wherein employees have to be voluntary in taking up additional roles and responsibilities. They should not feel pressured or burden of spending their time and energy more than their expected roles for the benefit of the organization.
- Grievance mechanism is importance for any organization to make their employees feel satisfied and valued. The organization has to come with an effective and quick responding mechanism to address the grievance of the employees and thus will enhance their we-felling and involvement in extra role and responsivities.

Conclusion

The study concludes that perceived organizational support and organizational citizenship behaviour are found to be moderate among the higher educational professionals which shows that these professional receive a adequate support from their organization and posses a balanced citizenship

behaviour. Perceived organizational support and organizational citizenship behaviour are positively related which indicates the importance of supportive measures in the organization. Thus, employees who get support feel cared and values and hence tend to exhibit a voluntary extra engagement. Thus, the study recommends for a supportive polices, supportive leadership and employee focused imitative enhances the organizational citizenship behaviour of the higher educational professionals.

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