

Abstract

Organizational Citizenship Behaviour (OCB) has drawn significant scholarly interest due to widespread belief and empirical evidence that OCB improves the efficiency and effectiveness of organizations. Many previous researchers have identified Perceived Organizational Support (POS) to be a strong antecedent of OCB. Despite POS being a strong predictor of OCB, variations in the POS-OCB link among different individuals are yet to be explained. Authors of this research hypothesized that individual differences in terms of their values may contribute to such variations in POS-OCB link owing to the fact that values determine the way individuals perceive ‘things’ and select actions in their personal and professional lives.

Congruent with several previous studies, authors anticipated the social exchange (SE) and economic exchange (EE) to mediate the POS-OCB relationship. Bipolar value dimensions self-transcendence and self-enhancement introduced by Schwartz (1992), were hypothesized to moderate the aforementioned relationships. A survey was conducted among employees with at least diploma qualification from private and public enterprises of Sri Lanka using a structured questionnaire derived from validated measures. Responses from 262 individuals were analysed using two stepped structural equation modelling (SEM) technique.

Authors found evidence confirming a strong positive relationship between POS and SE and also SE being a mediator to POS-OCB relationship. Even though a negative relationship between POS and EE was found, evidence didn't confirm a mediating role of EE to the POS-OCB relationship. Main purpose of the study being analysing the impact of individual values on the relationship, authors found conclusive evidence for self-transcendence moderating the POS-SE relationship and self-enhancement moderating the POS-EE relationship.

This study being one of the very few studies examining the impact of individual values on organizational relationships leading to useful organizational outcomes such as OCB, proved that individual values play an important role in conditioning such relationships. Consequent to this finding, authors believe that managers could improve their effectiveness by applying subtle variations to their management style corresponding with the value orientation of the subordinates.