The Effects of Perceived Organizational Support and Organizational Citizenship Behaviors on Continuance Intention of Enterprise Resource Planning

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ABSTRACT

Although perceived organizational support (POS) and organizational citizenship behaviors (OCBs) have long received research attention, little is known of the effects of POS and OCBs in the IS usage context, specifically in the context of enterprise resource planning (ERP) continuance. In this study, the authors integrate three research streams, including POS, OCBs, and ERP continuance intention into one model in order to investigate whether POS and OCBs: altruism, conscientiousness, courtesy, civic virtue, and sportsmanship affect ERP users’ continuance intention. Grounded on social exchange theory (SET), this study examined the influence of POS on OCBs, satisfaction, and continuance. In addition, the authors also assessed the mediating effects of OCBs between POS and continuance. A survey utilizing a questionnaire was used to collect data and a total of 250 usable responses were analyzed by using partial least squares (PLS). The authors found that POS indirectly influence continuance intention through satisfaction and OCBs. Conscientiousness, civic virtue, and sportsmanship mediated the relationship between POS and continuance intention, but altruism and courtesy do not. Also, a number of implications for both researchers and managers are proposed.

Keywords: Continuance Intention, Enterprise Resource Planning (ERP), Organizational Citizenship Behaviors (OCBs), Perceived Organizational Support (POS), Satisfaction, Usage

DOI: 10.4018/ijeis.2014040105
INTRODUCTION

Use of information system (IS) systems has become pervasive in organizations, as it enables them to manage their business operations, increase productivity and service quality, enhance their competitive advantage and decrease costs (Lu et al., 2011; Soltani et al., 2013). Enterprise Resource Planning (ERP) systems are defined as powerful IT systems that provide information integration processes across functional areas within an organization (Davenport, 1998; Mouakket, 2010). Quite a few organizations across various industries around the world use ERP systems to improve both business efficacy and operational efficiency (Chou & Chang, 2008; Pham & Teich, 2011). ERP improves business efficacy by providing best practices that can be integrated into the business processes (Chou & Chen, 2009), while enhancing operational efficiency by integrating business processes and providing access to integrated data across the entire organization (Chou & Chang, 2008; Ifinedo, 2011). Many organizations have identified ERPs as strategic resource for survival and enhancing competitive advantage (Yen & Sheu, 2004; Yoon, 2009). This identification has consequently led ERP systems to become the typical IS in most organizations (Yoon, 2009).

However, the expected benefits of ERP cannot be garnered if it is not used continuously (Venkatesh et al., 2008). Continued use of ERPs is of vital importance to ERP adopting organizations because the benefits and impact of IT (e.g., ERP systems) are contingent upon the extent to which users use these (Saleem et al., 2011) and Long term viability of an ERP system and its eventual success depend on its continued use (Liang et al., 2007; Venkatesh et al., 2008). Chou and Chen (2009) stated that ERP users’ intention to continue ERP usage play a crucial role in a company’s effectiveness and the reaction of ERP users are dissimilar from other types of IT users due to ERP’s complexity. Moreover, users’ decisions on whether they continue using ERP are not always mandatory (Chou & Chen, 2009). Thus, the identification of the factors that enhance users’ willingness to continue use of an ERP is a worthwhile endeavor. Since ERP refers to important investment in IT, our aim is to broaden our knowledge of ERP continuance intention through the lens of POS and OCBs theory.

This study considered Organizational Citizenship Behaviors (OCBs) as the factors deserving more attention in this area of research. OCBs are discretionary and extra-role behaviors of employees, which go above and beyond their formal role descriptions (Organ, 1988). OCBs have been an important subject in organizational research due to their association to both individual and organizational level effectiveness (Harrison et al., 2006; Podsakoff & MacKenzie, 1997; Podsakoff et al., 2000; Podsakoff et al., 2009). Therefore, understanding the antecedents and outcomes of citizenship behaviors can help promote individual and organizational functioning in ERP adopting organizations.

A growing body of study is analyzing the impact of OCBs on employees’ retention (e.g., intention to leave, intention to search for a new job, actual turn over). Evidence (Harrison et al., 2006; Lam et al., 2009; MacKenzie et al., 1998; Paille, 2013; Paille & Grima, 2011) shows that OCBs significantly influence employee retention. Moreover, Yoon (2009) showed that OCBs enhance IT innovation intention (e.g., use of IT to achieve business innovation) of ERP users either directly or indirectly. Therefore, it can be deduced that OCBs can promote use of ERP to achieve business innovation. Thus, it is reasonable to assume that OCBs can contribute to ERP users’ retention (continuance intention) and ignoring performance of OCBs from ERP users can have disastrous consequences for their retention. Surprisingly, notwithstanding the fact that ERP success is a consequence of OCB performance from its users (Yoon, 2009), there is a void in our knowledge about the roles of these behaviors in ERP continuance usage. Moreover, what is still remained unexplored in OCBs literature is about probable consequences of OCBs (Yoon & Suh, 2003). Particularly, no consideration has been devoted to exploring the effects of these behaviors in ERP usage.
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