

Traditional Attitudinal Variables matters for Organizational Citizenship Behaviour among Middle Level Managers

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The study examines the joint and relative effects of Job satisfaction and organizational commitment upon organizational citizenship behaviour of middle-level manager. The basic postulate of our research is that, traditional attitudinal factor (Job Satisfaction and Organizational Commitment) will surpass the effects of the personal factor (i.e., Age & Length of service) as they jointly influence OCBs. The purposive sampling has been carried out. 60 middle level managers selected randomly from different organization in Allahabad. Middle-level manager filled out questionnaire intended to gather information about when people show citizenship behaviour in organization. The results of hierarchical regression analysis provide strong support for main objectives – among the two major antecedents, managers organizational commitment is found to exert the strongest effect on OCBs of the middle-level manager in our sample. Factors hypothesized to be significant predictors of OCBs, age and length of service did not turn out to be significant at all. Based on these results, implication of study will discuss in detail.

Keywords: Organizational commitment, Job satisfaction, Organizational Citizenship Behaviour, Antecedents.

Any organization's cooperative behaviour is an important and unique aspect of individual activities which affects organizational outcome and employee's satisfaction. Since the introduction of the concept of organizational citizenship behaviour in the early 1980, (e.g., Bateman & Organ, 1983; Smith, Organ, & Near, 1983), research in this area received substantial attention in the field of organizational behaviour and social psychology. (e.g., Moorman, 1991 and 1993; Niehoff & Moorman, 1993; Organ & Lingle, 1995; Organ & Ryan, 1995; Schappe, 1998; Podsakof, MacKenzie, Paine & Bachrach, 2000). A review of OCBs literature from 1983-2000 found over 312 articles on the topic (Podsakoff et al., 2000).

OCB is a very most popular and frequently studied form of cooperative behaviour. It consists of employee behaviour

that has an overall positive effect on the functioning of the organization but cannot be enforced by employment contract (Koster, 2005, Koster & Sanders, 2006). The contents, causes and possible effects of OCBs are still a topic of hot debate (Podsakoff et al., 2000). OCBs research focuses mainly on cooperative behaviour as an individual characteristic of the employee and tries to explain why some employees behave more cooperatively than others. OCB is conceptualized as a part of overall employee's performance (Rotundo & Sackett, 2002). OCBs are generally conceptualized comprising a large set of pro-social employee contributions that i) are thought to enhance organizational effectiveness, and ii) transcend beyond those recognized by the organizations formal incentive system (Organ & Konovsky, 1989). Organ (1998) defines OCBs as : "Individual

behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or job description that is the clearly specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that the omission is not generally understood as punishable"

Empirical studies generally support positive relationships between OCB and individual-level performance (MacKenzie et al., 1991, 1993; Werner, 1994). Among the most prominent factors identified as determinants OCBs are job satisfaction (Organ & Konovsky, 1989; Organ & Lingle, 1995; Bateman & Organ, 1983; Pond III, Nacoste, Mohr, & Rodrigues, 1997) and organizational commitment. (Carson & Carson, 1998; Morrison, 1994; Munene, 1995; O'Reilly & Chatman, 1986; Schappe, 1998; Pond III et al., 1997). In Meta analytic review Organ and Ryan (1995) find that job satisfaction, organizational commitment and fairness perceptions as the sole correlates of OCBs among a large number of potential antecedents. Avid and Tang (2008) find that the relationship between job satisfaction and OCB was shown to be significant, as was the relationship between team commitment and OCB. Most importantly, the relationship between job satisfaction and organizational citizenship behaviour was moderated by team commitment, such that the relationship was stronger when team commitment was high. In contrast to previous studies, Moorman (1991) argues that job satisfaction is not related to OCB. Schappe (1998) examined the effects of job satisfaction, perceptions of fairness, and organizational commitment on OCB. Results indicated that only organizational commitment is a significant predictor of OCB. Al-Ahmadi (2009) finds that job performance is positively correlated with

organizational commitment, job satisfaction and personal and professional variables. Both job satisfaction and organizational commitment are strong predictors of nurses' performance. Job performance is positively related to some personal factors, including years. Farh, Organ, & Podsakof (1990) maintain that their findings do not show that satisfaction accounts for unique variance either in altruism or the compliance dimensions of OCB. However, despite the strong relationship between organizational commitment and OCB, Williams and Anderson (1991) found that organizational commitment is not related to any form of OCB. Moreover, no significant relationship exists between organizational commitment and the five dimensions of OCB (Tansky, 1993). Neither organizational commitment nor job satisfaction was found to be related to OCB (Moorman, Niehoff, & Organ, 1993). In addition, demographic Variable such as age, gender and organizational tenure, have been suggested as affecting OCBs (Farh et al., 1990; Moorman, 1991; Niehof & Moorman, 1993).

Although perceived fairness and job satisfaction predict organizational citizenship behaviours (OCB), researchers have pondered the conceptual relationships among these constructs. Fassina, Jones & Uggerslev (2008) using path analysis on meta-analytically derived coefficients, they compared four models: full mediation (job satisfaction mediates fairness-OCB relationships), partial mediation, independent effects, and a spurious effects model (the job satisfaction—OCB relationship is spurious because perceived fairness is a common cause). They found greatest support for the independent effects model: Job satisfaction and different types of perceived fairness accounted for unique variance in OCB dimensions. Zagenczyk, Gibney, Murrell and Boss (2008) explored that whether employees' willingness to perform organization citizenship behaviour (OCB), or go "above and beyond" what is required by

their jobs, is affected by social influence. Finding reveals that strong advice ties between employees are positively and significantly related to similarity in OCB, whereas strong friendship ties and weak ties are not.

Review of OCBs research conducted in differing organizational setting would reveal that no single antecedent factor has consistently been found to significantly influence OCBs. Even the widely accepted attitudinal factors such as organizational commitment (William & Anderson, 1991). Job satisfaction (Schappe, 1998; Alotaibi, 2001) have some times been found to be unrelated to OCBs. Importantly, works attempting to incorporate multiple antecedent factors in their empirical models and investigate the relative effects of each have also yielded mixed result. After review, the first expectation is that attitudinal factors (organisational commitment and Job satisfaction) and demographic variables (Age and Length of service) will be positively related to OCBs and second is which factor is better predictor of OCBs in Indian Middle level managers (traditional attitudinal or personal). The basic postulate of this research is that, traditional factors will surpass the effects of the personal factor, as they jointly influence OCBs.

Today our society has changed in all respect primarily because of the change in social and cultural environment. The National character has also been affected by these changes. We are shifting from cooperation towards a competitive behaviour. The helping attitude amongst managers and followers has also been influenced by these changes. In this scenario OCBs (extra role behaviour) is very important for any organization. More importantly, a majority of the existing work on the determinants of OCBs has been conducted in the United States and/ or Western Europe (Erturk, Yilmaz, & Ceylan, 2004) and the thrust area of sampling is either baseline managers or upper level managers. It is therefore essential to explore the relative effects of the

various potential antecedents of OCBs under different economic, cultural context and middle level managers who are the backbone of an organization. They are mediating between lower level and upper level management. Although there have been different approaches and different findings on OC and OCB, it is more likely for the individuals who have a commitment for their organizations to perform OCBs because individuals attitudes affect their behaviours. Thus positive attitudes are expected to result in positive behaviours. OCBs affect organizational effectiveness (Katz, 1964; Organ, 1988) efficiency, productivity and overall performance. Therefore, it is quite important for an organization to be aware of the factors that will affect its managers' OCBs.

Keeping above things in mind we thought that if we are able to know the antecedent of OCBs in Indian context than we can plan a sketch to improve organizational effectiveness and productivity. So the aim of this study is to know which factors are important for promoting organizational citizenship behaviour and secondly in Indian context which factor are being affects the OCBs of middle level's of managers in organization

Method

Sample:

60 middle level managers (male 44 and 16 female) were selected randomly from different organizations in Allahabad. Age ranging from 30 to 40 years (Mean = 35.77; SD= 2.4) and average length of service 3 to 18 years of service (mean = 13.84; SD =2.92).

Tools:

Organizational Commitment scale: Based on Mowday, Steers and Porter (1979) Organizational commitment is conceptualised as "the relative strength of an individual's identification with and involvement in a particular organization" and is measured using the organizational questionnaire. Cronbach alpha of the 15 items scale is calculated as .93

Job Satisfaction: An 18-item scale adopted from Brayfield and Rothe (1951) was used to measure job satisfaction. Cronbach alpha reliability for scale is .95.

OCBs: It was developed by Smith, Organ and Near (1983). The selected five items were subjected to an exploratory factor analysis and single factor was extracted using an eigen value of 1 as the cut off point. Cronbach alpha reliability for its scale is .68

Results

Table 1. Means, SD and Correlation

| Variable | Mean | SD | OCB | JS | OC | Age |
|----------|-------|-------|-------|-------|-------|-------|
| OCB | 11.64 | 4.09 | .78 | | | |
| JS | 49.45 | 13.05 | .52** | .67 | | |
| OC | 44.16 | 9.79 | .57** | .54** | .85 | |
| Age | 35.77 | 2.47 | -.17 | -.08 | -.18 | |
| LS | 13.83 | 2.93 | -.18 | -.10 | -.29* | .52** |

*p<0.05, **p<0.01

Table 1 shows that correlation among all variables reveal that job satisfaction and organizational commitment are significantly positively related to OCBs (r=.52, .57 respectively, p<.01) and the other two variables show a non significant negative correlation with OCBs. Table 1 also reveals that job satisfaction is significantly positively related to organizational commitment (r = .54, p<.01). The correlation between age, length of service and OCB was found to be -.17 and -.18 although it was non significant, indicating that age and length of service is negatively related to OCBs.

Table 2. Multiple Regression for four variables and OCB

| | | |
|-------------------|----------|-----|
| Multiple R | 0.63 | |
| R Square | 0.39 | |
| Adjusted R Square | 0.35 | |
| Standard error | 3.31 | |
| df Regression | Residual | 457 |
| F | 9.13 | |
| Sign F | 0.001 | |

| Variable | Beta | T | Sig T |
|-------------------|-------|------|-------|
| Job Satisfaction | .30 | 2.45 | .01 |
| Org Commt | .39 | 3.05 | .001 |
| Age | -.08 | -.65 | .51 |
| Length of service | -.002 | -.01 | .99 |

Table 2, indicates that the regression analysis among the four variables and OCBs is 0.63, as indicated by Multiple R. Furthermore, given the R Square value of 0.39, it may be deduced that only 39% of the variance in OCBs can be accounted for by these four variables. The F-statistic of 9.13 at 4 and 47 degrees of freedom is statistically significant at the 0.001 levels. On this basis it may be concluded that the four variables of Job satisfaction, organizational commitment, age, and length of service, together significantly explains 39% of the variance in citizenship behaviours in middle level managers. It should be noted, however, that the variance accounted for by these five variables is average, with the remaining 61% of the variance being explained by factors other than those considered.

Table 3. Hierarchical Regression of Job Satisfaction, Organizational Commitment on OCB.

| Independent Variable | Dependent Variable (OCBs) | | | |
|----------------------|---------------------------|-----|------|-----------------|
| | b | SE | β | ΔR ² |
| Step1: | | | | |
| Age | -.18 | .25 | .11 | .04 |
| Length of service | -.18 | .21 | -.13 | |
| Step 2 : | | | | |
| Age | -.14 | .21 | -.08 | |
| Length of Service | .03 | .18 | .02 | .29** |
| OC | .23 | .04 | .56 | |
| Step 3: | | | | |
| Age | -.13 | .20 | .08 | |
| Length of service | -.00 | .17 | -.00 | .35** |
| Org Commit | .16 | .05 | .39 | |
| Job satisfaction | .10 | .04 | .30 | |

It may also be seen from Table 2 that when the other variables are controlled, two

of the variables are significant. With a Beta-value of .30 for Job satisfaction and 0.39 for organizational commitment reaches statistical significance at the 0.01 and are the best significant predictors of OCBs. The results of multiple regression analysis provide strong support for main objectives, among the two major antecedents, manager's OC is found to exert the strongest effect on OCBs of the middle-level officer. Furthermore out of both attitudinal variable of OC is best predictor of OCBs (more Beta weights value than Job satisfaction). Data shows that neither age, nor lengths of service were found to be statistically significant. Moreover, it appears as though length of service, with an obtained Beta-value of only -0.002, is the poorest predictor of OCBs. When a stepwise regression was carried out using OCBs as a dependent variable, in the first model, age and length of service were included as a independent variable, the equation failed to cause a significant change in r square ($R^2=.04$).

The hypothesis that personal variable will explain variance in OCB, was not supported. In the second model OC was included, in which R^2 was found to be of significant at .01 level ($R^2=.29$). In the final model job satisfaction was included and the amount of explained variance increased to 0.35 ($p<.01$). The addition of job satisfaction in the final model equation yielded a significant change in R^2 and, thus, the hypothesis that organizational commitment and job satisfaction will explain variance in OCB, was also supported.

Discussion

The purpose of this study was to test the predictive power of four variables as important antecedents of OCB. The findings of this study suggest that Job satisfaction and OC toward explaining variance in OCB, with the strongest correlation associated with organizational commitment. This finding confirms the results of previous research (Organ & Lingle, 1995; Bateman & Organ, 1983). Study findings

stabilized that managers who are satisfied and committed towards organization tend to be more displayed OCB than with those they less satisfied and committed. Co-relational research finding suggest that organizational commitment is significantly related to OCBs which is similar to previous studies (Carson & Carson, 1998; Morrison, 1994; Munene, 1995; O'Reilly & Chatman, 1986; Schappe, 1998) but in some previous studies researchers have found no significant relationship between organizational commitment and OCB (Williams & Anderson, 1991). Personal variable is negatively related to OCBs. The possibility of a curvilinear relationship between age and OCBs was tested; however, no such relationship was found. But length of service was found to be significantly negatively correlated with organizational commitment. Therefore, it has been concluded that length of service affects the attachment of managers with their organization. When length of service increases, managers became less attached with their organizations and may be due to this reason they are prone to leave their organization for other one. A small sample size and less variability of sample a probable cause fir this finding. On the basis of above finding, we can safely conclude that, while Organizational commitment and Job satisfaction are significant predictors of organizational citizenship behaviours, age, and length of service do not predict OCBs of middle level managers in India based on the sample of Managers. This study will contribute in OCBs literature more in Eastern culture where less study has been carried out. It provides confirming evidence that both job satisfaction and organizational commitment are antecedents of OCB in Indian organizational culture. The study has some limitation but despite the small sample size in the current study, the findings may prove useful for guiding future research. A good knowledge for understanding determinants of OCBs among middle level managers' requires

a broader study with relatively large sample, having adequate representation and using different methods of data collection. Some researchers are still skeptical of the relationship between these two variables and consider such a relationship spurious. They believe that any divergences may be due to the nature of job satisfaction measures, which include perceptions of fairness. Thus, Organ claims that when job satisfaction and perceptions of fairness are measured together, the latter explains an increase in variance in OCB (Organ, 1988).

Attitudinal variables (JS & OC) are significant predictors of Organizational Citizenship Behaviour, while Personal variables do not predict OCBs of middle level Managers. Study findings stabilized that people who are satisfied and committed towards organization tend to be more displayed OCB than with those who are less satisfied and committed.

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