

**Determinants And Consequences Of Organizational Citizenship
Behavior: Impact Of OCB Dimensions On Job Satisfaction,
Organizational Commitment In Telecom Sector of Pakistan**



By

Khansa Malik

NUST201361845MNBS75013F

Supervised By: Sir Faqir Taj

Department Of Human Resource Management

NUST BUSINESS SCHOOL

NATIONAL UNIVERSITY OF SCIENCES AND TECHNOLOGY

ISLAMABAD, PAKISTAN

ACKNOWLEDGEMENT

I am grateful to Allah, the most High, for the strength He granted me to complete this overwhelming task. I would like to express my gratitude and appreciation to my supervisor, **Mr. Faqir Taj** for his encouragement, constant support. Sincerest thanks to **Dr. Faisal Asghar Imam** who has been a great source of learning throughout these years and whose guidance proved to be the most instrumental in the completion of this thesis. A final note of thanks is also due to my seniors at work, for their patience and tremendous support in the execution of my thesis.

Dedicated to my parents for their countless prayers and unflinching support, to my siblings and friends for their tremendous encouragement throughout these years.

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ABSTRACT

Over the last few decades, organizational citizenship behavior arose as a powerful concept and has been found to be closely linked with organization's competitiveness, growth and performance as reported by numerous studies and researchers. The Organizational Citizenship Behavior defined as "the voluntary effort and extra role behavior of employees beyond the formal job responsibilities for the benefit of the organization, not directly or explicitly acclaimed by the formal reward system of organization", has been found as crucial in the global competitive set-up because in today's era of cut-throat competition, the differentiation among organizations/businesses is predominantly related to the human resource. As widely accepted by the literature, Organizational Citizenship Behavior, a complex psychological construct, vital to the overall organizational performance, is generally linked to high efficiency and profitability, increased organizational effectiveness, innovation and process improvement, customer satisfaction and above all, the ability of employees to cater to several organizational uncertainties in the wake of rapidly changing environmental conditions. In this regard, the current study attempts to explore the impact of Organizational Citizenship Behavior dimensions /facets on job satisfaction (dependent variable one) as well as organizational commitment (dependent variable two) in telecom sector of Pakistan, which might benefit the managers and policymakers of the concerned organizations and telecom sector on the whole, as well as discerning academics and researches alike. In order to examine the relationship between the chosen variables, descriptive research design was utilized. Aligned with this, data set of 160 respondents belonging to telecom sector was gathered through structured questionnaires and interpreted/analyzed using SPSS. The results of the study clearly reveal that the OCB dimensions/facets are positively related with job satisfaction, organizational commitment of employees. Moreover, the study highlights further avenues for forthcoming research yet to be carried out in near future and also discusses at length, various implications and recommendations on how to encourage the development of OCB among employees in order to promote effective functioning of the organization.

Chapter 1: Introduction

As widely accepted by the numerous researches, over the last decade, employee satisfaction as well as psychological and emotional well-being of employees have become a major concern for top management in organizations due to the reason that well-trained, capable, satisfied, and committed employees are pivotal to the survival of any organization and ultimately contributing to the long-term organizational success. As highlighted by various scholars, Retention of talented and dedicated employees has been proved to be a source of sustainable competitive advantage because frequent employee turnover can give rise to a number of problems, including but not limited to deficient workforce, loss of intellectual capital, the huge costs of recruiting and training new hires/inductees, thus contributing to organizational inefficiency, decreased productivity due to lack of strategic planning and proactive HR practices. Consequently, all these factors increase the burden on management and pose a great threat to the organizational balance leading to reduced quality of product/services. Hence, keeping employees satisfied, motivated, committed, and long serving in their jobs has been identified as an important task for managers. As illustrated by the extant HR literature, self-motivation, emotional bonding or the sense of belongingness to the organization, ownership for the organization's objectives and goals, team commitment are imperative in order to cultivate the culture of "organizational citizenship. Aligned with this, in the wake of technological advancement & cut-throat competition, along with fast-paced & rapidly changing business environment in the telecom sector, jobs are becoming more difficult than ever as employees have to face extreme pressure to produce the required results ahead of time which ultimately is the leading cause of various psychological and physiological ailments.

By and large, successful organizations attribute their success to their employees. Without creative, hardworking, capable and committed employees, most organizations would not be where they are today. Keeping it in view, this leads us to the realization that majority of these employees are not only performing the assigned duties or pre-defined tasks; but they are also rising above and beyond their job description in the greater interest of organization as a whole, without expecting any monetary reward in return, which is eventually translated into enhanced productivity and increased organizational performance. Now, this voluntary/ extra-role behavior

is known as organizational citizenship behavior (OCB) that has been empirically reported to be the significant factor to increase the efficiency and effectiveness of any organization as a whole. The term OCB has been defined as participating in activities or actions that are not formally a part of the job description, but that benefit the organization as a whole. For instance, OCB pertains to volunteering for extra work, cooperating with colleagues and helping them with their personal matters apart from the professional responsibilities, sharing information/ideas, responsible use of resources even nobody is watching, being punctual etc.

The current study attempts to examine the effect of OCB (Altruism, Conscientiousness, Civic Virtue) on two variables namely job satisfaction and organizational commitment of employees with special reference to telecom sector. The research focuses on OCB i.e. the independent variable and its impact on three dependent variables i.e. job satisfaction and organizational commitment of employees.

1.1 Motivation Behind Study

Organizational citizenship behavior aids in protecting the organization against detrimental and undesirable behaviors that essentially prevent the smooth running of operations. As empirically proven by fairly large number of studies carried out regarding the positive consequences or outcomes of OCB for the benefit of organization, the dimensions of OCB such as altruism, conscientiousness, civic virtue, sportsmanship have been reported to enhance the incumbents' skills and abilities through knowledge transfer and sharing of ideas thus resulting in increased quality of products or services and high productivity by effective coordination as well as team spirit. In this respect, OCB is very closely related with organization's competitiveness, organizational learning and development, adaptations to rapidly changing environment and above all increased loyalty, performance, commitment, and altruism exhibited by employees (Basim and Şener, 2006:). In view of above, OCB has widely been acclaimed as a component significant to the health of an organization (Murphy et al., 2002). On the other hand, job dissatisfaction may contribute to counterproductive reactions, by employees, against the attainment of the organizational goals thereby adversely affecting the overall health or effectiveness of organization (Henne and Locke, 1985). In the light of past researches on the

related HR factors, if employees have low job satisfaction, there may be many negative effects on both employees and the employer such as higher absenteeism and turnover rate, transactional psychological contract, trust deficit culture, reduced commitment etc., therefore eliminating the causes of employee dissatisfaction is most instrumental for long-term organization growth and productivity.

Higher level of OCB may result in better organizational outcomes such as more productivity and profitability. If employees have low job satisfaction, there may be many negative effects on both employees and the organization such as higher absenteeism and turnover rate, and lower commitment. Employees who have greater job satisfaction are expected to have higher OCB than who do not have. Although a great deal of information has been gleaned about the importance of organizational citizenship behaviors in the workplace, but keeping in view the fact that the nature of work has fundamentally changed, therefore, the nature of organizational citizenship behavior for employees in the context of dynamic and hyper-competitive industry (Telecom sector) is also likely to have changed.

Successful organizational cultures encourage OCB and acknowledge individual employee acts. OCB has been reported to enhance the smooth flow of an organization's operations, increase productivity and decrease the amount of resources used due to optimum utilization of resources (Coyne & Ong, 2007; Rego et al., 2010). OCB helps managers and co-workers to perform more effectively and reduces interpersonal conflicts that cause distractions (Boerner et al., 2008; Bolino & Turnley, 2005). Thus we can safely conclude that both employer as well as employee can benefit from OCB as it leads to effective functioning of an organization, improves productivity, employee loyalty and commitment and enhances organizational image. Both researchers as well as practitioners are really interested in decoding the factors that promote or encourage such behaviors at the shop-floor and corporate offices across all sectors, more importantly in knowledge-driven work settings.

The above mentioned aspects, factors and importance of this novel concept of Organizational Citizenship behavior gave rise to a need and interest to carry out a detailed investigation on various determinants and consequences of Organizational Citizenship behavior and present this study to examine the influence of OCB on Job satisfaction and Organizational Commitment of employees.

1.2 Objective Of The Study

The primary intent of the study is to carry out a thorough analysis on determinants and consequences of organizational citizenship behavior and examine the influence and implications of organizational citizenship behavior facets/dimensions on job satisfaction, organizational commitment in the Telecom sector of Pakistan and discuss the extent to which the exhibition of such discretionary or extra role behaviors encourages the job satisfaction or organizational commitment of employees, as highlighted in figure below:

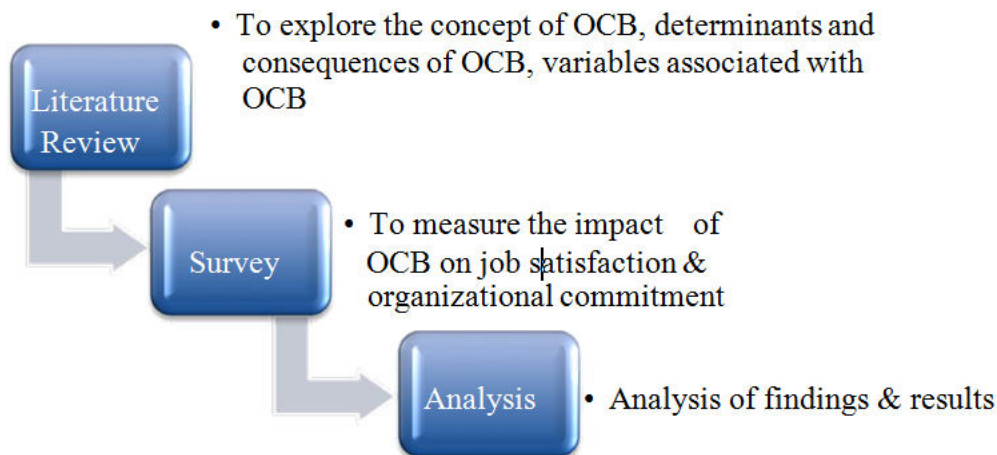


Figure 1: Research Methodology Framework

Based on the findings and results, the current research also tends to devise pragmatic recommendations to maximize organizational performance with special reference to independent and dependent variables. Therefore, the key objectives formulated for this research are highlighted as follows:

- To investigate the effect of Organization Citizenship Behavior on job satisfaction
- To investigate the effect of Organization Citizenship Behavior on Organizational Commitment

1.3 Problem Statement

The current study focuses on the concept of OCB and presents a detailed analysis of determinants/ antecedents and consequences of OCB and attempts to offer insights into the impact of OCB i.e. the independent variable on two dependent variables i.e. job satisfaction and organizational commitment of employees in the context of telecom sector of Pakistan.

1.4 Organization Of The Study

The thesis begins with the introduction followed by chapter two which contains literature review, theoretical framework and hypothesis. Chapter three presents the population and sampling. Research design is discussed in chapter four while chapter five pertains to the analysis and discussion. Last chapter concludes the study with some recommendations and avenues for future research. The paper starts off with the conceptual background of the OCB, comprehensive literature review of the chosen variables as well as related factors and hypothesis development. Then, research design and methodology is illustrated after that. Part four expresses the results and findings at length followed by conclusion and recommendations at the end.

Chapter 2: Literature Review

2.1 Concept Of OCB

Regarding the brief history of OCB, the concept of OCB came into being from the need to foster and promote cooperation or collaboration between coworkers/ team members in order to help organizations thrive and function more smoothly (Borman, 2004). The same has been supported by Katz (1964) whereby he categorically indicated that the helpful and cooperative behaviors of employees are of utmost importance for organizational operations. Hence, he has identified three different types of behaviors that are essential for a high-performing successful organization. Firstly, people must be motivated to stay with the organization in the long run. Secondly, he further pointed out that the employees must understand and fulfill their role requirements based on their position description. Finally, Katz highlighted that organizations are in the need of employees that willing do more than is required of them. Now, this last claim led to the beginning of Organizational Citizenship Behavior. Bateman and Organ (1983) created the term, organizational citizenship behavior and defined it in their research. However, the most widely used definition of OCB is from Organ (1988) who defined OCB as

“Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization.”

It is worth mentioning that, as empirically investigated by numerous studies, OCB is extremely important for organizations in today's world. In this regard, substantial research and empirical evidence has demonstrated Organizational Citizenship Behavior to be strongly correlated with indicators of employee effectiveness (Yen & Niehoff, 2004) and organizational performance (Podsakoff & MacKenzie, 1994). Given that, OCB has such an undeniable, significant and profound impact on employees' performance and efficient functioning of the organization, organizations, nowadays are taking keen interest in exploring the antecedents/determinants of OCB, fostering or cultivating OCB, and rewarding OCB. The research on OCB has increased dramatically over the years (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Owing to its growing importance, organizational citizenship behavior has now been recognized as an area of

great interest to organizations and pursuant upon the benefits of OCB, many Industrial/Organizational psychologists have researched OCB in great detail. Foregoing above, it can be expected that this trend of increased research on OCB will continue to rise.

As a matter of fact, organizations are unable to thrive without satisfied and productive employees and broadly speaking, capable and committed workforce is the most important source of sustainable competitive advantage. If the employees are dissatisfied they would be low on engagement as a result of which they would make the organization dysfunctional ultimately leading to reduced performance. This argument can further be clarified by one of the popular studies conducted on job satisfaction i.e. Hawthorne studies in 1920 which showed the human beings need novelty which ultimately increases their productivity at workplace.

Organizational Commitment is defined as the emotional bonding of the employees with the organization. Commitment of employees to the value, beliefs and principles of the organizations is important for its success. Principles provide the direction to the employees in which organization wants them to operate. Commitment of the employees to the common vision is imperative for the organization success and it promotes the effective functioning of organization. If the employees are committed, it leads to increased performance, satisfaction which is ultimately translated into increased organizational growth, productivity and performance.

In today's competitive business environment organizations constantly strive for achieving excellence by enhancing employees' efficiency and effectiveness. One such way, organization can achieve this objective is through behavior of the individuals. Individual behavior may be classified into in-role behaviors and extra-role behaviors. The latter which is often termed as organizational citizenship behavior (OCB) includes behaviors like helping coworkers who have heavy workload, helping new employees in their work, promoting the organization in the community and offering constructive suggestions for organization development. So, in general, this set of optional workplace behaviors that exceed one's job necessities is often referred as OCB. These voluntary/ extra role behaviors facilitate in increasing individuals and organizational performance. OCB, which is described as a discretionary behavior, has emerged as a popular area of study. It has been the most extensively studied topic in Organizational behavior research (Akbar & Haq, 2004;; Podsakoff, Mackenzie, 1993) since it continues to

arouse interest among researchers and practitioners during the recent times. So it is essential to know about the determinants and consequences of this widely investigated topic. According to Podsakoff and MacKenzie (1994) much research has not been done to examine the effects of OCB on individual, group, and organizational performance.

Organizational Citizenship Behavior (OCB) is one of the most widely studied topics in organizational behavior research (Podsakoff and MacKenzie, 1997: 133-151). Organ and his colleagues (Bateman, Smith) first coined the term “Organizational Citizenship Behaviour” in 1983 (Podsakoff et al, 2000: 513-563). OCB has been defined as (Organ and Moorman, 1993: 5-18):

“..contributions to organizational effectiveness that are neither mandated by individual job requirements nor recognized by the formal reward system, illustrates the challenge posed to narrowly defined models of rational self-interest. Because OCB is discretionary, nor an enforceable role requirement...”

From the definition and studies of Organ some **features of OCB** can be summarized as follows (Organ, 1990: 43-72; Organ and Ryan, 1995: 775-802; Paine and Organ, 2000: 45-59; Organ, 1997: 85-97):

1. Beneficial and informal behavior or gestures,
2. Discretionary; not enforceable requirement of the role or job description,
3. Not directly or explicitly recognized by formal reward system; employees’ contributions in the workplace that go beyond the role requirement
4. Enhances the effective functioning of the organizations in the aggregate.

2.2 Dimensions of Organizational Citizenship Behavior

As evident from comprehensive review of literature on Organizational Citizenship Behaviors, although a lot of different views exist related to OCB dimensions, but still, the dimensions of Organization Citizenship Behavior developed by Organ are most frequently cited in management literature.

Organ (1988) identified five major types (dimensions) of OCB; Altruism, conscientiousness, sportsmanship, courtesy, civic virtue (Podsakoff et al, 1990)

1. *Altruism* can be called simply helping or helpfulness (Organ, 1997: 85-97). Altruism consists of voluntarily actions that help others with an organizationally relevant task such as voluntarily helping orientation of a new employee, sharing sales strategies, teaching employees useful knowledge or skills, showing employees how to accomplish difficult tasks.
2. *Conscientiousness* is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al, 1993, 57: 107-142). More conscientiousness for an employee means more responsibility and less supervision (Podsakoff and MacKenzie, 1997: 133-151). Borman et al. stated that altruism and conscientiousness are the two major or overarching dimension of OCB.
3. *Sportsmanship* is demonstrations of willingness to tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest, thus conserving organizational energies for task accomplishment and lightening the loads of managers (Organ, 1990).
4. *Courtesy* or gestures are demonstrated in the interest of preventing creations of problems for co-workers (Organ, 1997). A courteous employee avoiding creating problems for co-workers reduces intergroup conflict so managers do not fall into a pattern of crisis management (Podsakoff and MacKenzie, 1997).
5. *Civic virtue* is a behavior on the part of an individual that indicates that employee responsibly participates in, is involved in, or concerned about the life of the company (Podsakoff et al, 1990). This dimension represents a macro level interest in, or commitment to, to the organization. This behavior shows willingness to participate actively in managerial events, to monitor organization's environment for threats and opportunities, to look out for organization's best interest. These behaviors reflect an employee's recognition of being a part of organization.

Similarly, Podsakoff et al. highlighted almost 30 different dimensions or types of OCB and the same were arranged under different dimensions or facets as highlighted in Table 01.

Smith, Organ & Near (1983)	- Altruism - General Compliance
Organ (1988)	- Altruism - Conscientiousness - Sportsmanship - Courtesy - Civic Virtue
Lin (1991)	- Identification with the organization - Assistance to colleagues - Harmony - Righteous - Discipline - Self-improvement
Williams & Anderson (1991)	- Individual-directed OCB (OCBI) - Organization-directed OCB (OCBO)
Van Dyne, Graham & Dienesch (1994)	- Obedience - Loyalty - Participation
Farth, Earley & Lin (1997)	- Identification with the company - Altruism toward colleagues - Conscientiousness - Interpersonal Harmony - Protecting Company resources
Podsakoff et al. (2000)	- Helping behaviour - Sportsmanship - Organizational loyalty - Organizational compliance - Individual initiative - Civic virtue - Self-development

Table 01: Various Dimensions of OCB

Hence, in order to fulfill the primary aims of research, this study focuses on five dimensions model developed by Organ in 1988, and more specifically among those, only three dimensions have been chosen for this research namely altruism, conscientiousness, civic virtue etc. Aligned with this, Organ (1988) highlighted overall five major types (dimensions) of Organization Citizenship Behavior that are altruism, conscientiousness, sportsmanship, courtesy, civic virtue etc., as illustrated in detail in table 02 below:

Dimensions	Variables
Courtesy	1. Helping colleague, when he/ she is in trouble.
	2. Always ready to help.
	3. Going to help others.
	4. Helping others even when busy.
	5. Co-operative towards new entrants.
Altruism	6. Keeping organization clean.
	7. Proper utilization of organization resources.
	8. Attending non-compulsory meeting after work.
	9. Adhere to organizational rules and regulations.
	10. Understanding others problems.
	11. Release employee stress.
Sportsmanship	12. Consistent results towards organization.
	13. Responsible attitude.
	14. Friendly and lively attitude towards organization.
	15. Updated with employees performance.
	16. Utilize spare time by increasing knowledge.
	17. Follow organization's working procedures.

Consciousness	18. Appreciate constructive ideas of subordinates.
	19. Helping colleagues.
	20. Acting proactively.
Loyalty	21. Loyal towards organization.
	22. Sense of belongingness.
	23. Working above expectations.
Civic Virtue	24. Team work.
	25. Encourage peers to follow organizational policies.
	26. Remain committed towards organization.
Extra-role Behaviour	27. Keeping personal and professional differences.
	28. Active participation in extra-curricular activities.
Commitment	29. Committed towards the organization.

Source: Khanka (2013)

Table 02: The Antecedents Or Dimensions Of OCB

2.3 Antecedents/ Determinants of OCB

An array of determinants/ antecedents of OCB has been indicated by both organizational psychologists, academics and practitioners, as highlighted in Table below. However, the determinants chosen for this study are individual dispositions & motives, organizational culture, HR practices, organizational justice groups cohesiveness, employee attitudes, leader member exchange LMX and supervisory attitude etc. to name a few among many others. Further to above, each of these determinants will be discussed in detail in this section.

Author(S)	OCB Dimensions Used	Number Of Items In OCB Dimensions	Target Population
Singh and Kolekar (2015)	Conscientiousness, Courtesy, helping behaviour and sportsmanship	10	Non-Teaching staff in college
Sharma and Jain (2014)	Altruism, Organization compliance, sportsmanship and loyalty	36	Manufacturing sector
Fred Luthans (2011)	Loyalty, service delivery and participation	Not clearly stated	Not clearly stated
Bakhshi Arti and Kuma Kuldeep (2009)	Conscientiousness, courtesy, helping behaviour, sportsmanship, and civic virtue.	30	Not clearly sated
Deborah L.Kidder (2002)	Altruism and civic virtue		Not clearly stated
Farh, Earley and Lin (1997)	Identification with company, altruism, Conscientiousness, interpersonal harmony and protecting company resources	20	Not clearly stated

Moorman and Blakely (1995)	Interpersonal helping, Individual initiative, Acting proactively and loyalty	19	Not clearly stated
Van Dyre, Graham, and Dienesch (1994)	Obedience, loyalty, social participation, advocacy participation and functional participation	34	Not clearly stated
Padsakoff and Mackenzie (1994)	Peacekeeping and cheerleading	14	Not clearly stated
Williams and Anderson (1991)	OCBO and OCBI	14	Not clearly stated
Padsakoff, Mackenzie, Moorman and Fetter (1990)	Altruism, Conscientiousness, Sportsmanship, courtesy and civic virtue	Not clearly stated	Not clearly stated
Smith, Organ and Near (1983)	Altruism and generalized compliance	16	Not clearly stated

Source: Banahene, S. (2017)

Table 03: Summary Of Prior Research

2.3.1 individual Dispositions and Motives

Substantial evidence exists in literature according to which individual temperaments, personality and outlook like positive and negative emotions/feelings, diligence, integrity, thoughtfulness, kindness, sociability etc. have been reported to be inter-related with facets of Organization Citizenship behavior (Organ, 1995). Remarkably, Organ (1996) after carrying out an exhaustive research indicated that agreeableness (an important personality trait) has some sort of subtle relationship predominantly with certain facets of OCB i.e. altruism, sportsmanship, and courtesy etc. However, conscientiousness have been reported to be linked with generalized obedience. Similarly, as widely accepted by literature, another personality trait i.e. extraversion has also been quoted as key dispositional element/factor of group behavior.

Further to above, apart from the individual personalities, what actually motivates the employees to enact, display or execute Organization Citizenship behavior, is also linked to the individual's intrinsic or extrinsic motivation (Pennar et al., 1997). In the event, the employees are driven by the intrinsic motives, they are likely to be indulged in such voluntary behaviors primarily for the greater good of colleagues and in the larger interest of the organization. In contrast, the employees driven by the extrinsic motives are likely to be take part in such extra role behaviors, with the intention to cast a good impression and reputation, both in front of seniors and juniors, mainly for the extrinsic or tangible rewards.

2.3.2 Organization Culture

In the context of culture, a rich body of literature offered great insights into this relationship, that supportive culture increases the commitment level among employees. Additionally, Carmeli (2005) stated there is a relationship between organization culture and withdrawal intentions and behavior. When an employee shows or has intentions of such behavior it will affect the functioning or productivity of the organization. The study concluded that employees' withdrawal behavior and intentions are the by-products of organizational culture.

2.3.3 HR Practices

HR practices are the means through which employee perceptions, attitudes and behaviors are shaped. Given the global competitive scenario, nowadays, employees are considered as a source of sustainable competitive advantage hence, organizations should focus on keeping them motivated and engaged to increase the productivity and profitability. Organizations' superior performance will depend on the degree to these committed and capable employees not only adequately perform their required job duties but also willingly exert efforts that are beyond their formal job roles (Lee & Kim, 2010). High performance HR practices will communicate employees about the humanistic values. It will convey a clear message across the board that the organization cares about their happiness, values them and invests in their long term learning and development. Therefore organizations by adopting high performance HR practices will be able to achieve competitive advantage through discretionary behaviors those are not included in the job description but lead to organizational effectiveness if performed by the employees.

Further to above, Morrison (1996) argued that because HR practices set the tone and conditions of employee-employer relationship, an organization can foster OCBs through employee-friendly policies. Therefore, in the light of above discussion, it can be concluded that effective, well-thought out and proactive HR policies can contribute to encourage or foster OCB among employees.

2.3.4 Groups Cohesiveness:

Employees generally relate to their immediate work group. Obviously, work group has tremendous influence on their attitudes and conduct. Groups become effective and powerful as

the members develop affinity and urge to remain connected. Individual members are more sensitive towards others and always ready to help others in need in case the group is cohesive (Schachter, et al, 1951). Further, cohesiveness positively impacts mood states leading to greater effectiveness of the entire group (Gross, 1954). Additionally, other similar researches indicate that cohesiveness leads to greater intra-group communication, favorable interpersonal evaluations and stronger group influence over its members and higher OCB incidence especially if it matches group norms.

Moreover, mutual benefits accruing from OCB may also augment its incidence (Axelrod, 1984). According to Mudrack (1989), even mutual commitment of group members towards each other and their tasks influenced the extent to which they would indulge in extra-role behavior.

Moreover, quality of working relationships among the group members also plays a crucial role in augmenting their helping behavior (Anderson & Williams, 1996). Indeed, work group cohesiveness, mutual commitment and mutual benefits tend to increase citizenship behaviour aimed at helping each other rather than contributing to organizational effectiveness.

2.3.5 Employee Attitudes:

Employee attitudes such as job satisfaction and organizational commitment have often been linked to OCB. Smith, Organ & Near (1983) in their study found a definite correlation between job satisfaction and OCB. Murphy, Athanassou & King (2002) also found that job satisfaction was substantially correlated with employees' OCB.

Level of organizational commitment also influenced the incidence of OCB in several cases (Organ, 1990). Schnake (1991) appropriately observed that the employees indulge in OCB primarily as token of repayment for the fulfillment and belongingness they derive from highly satisfying job and holistic image of their respective organizations. Thus, higher levels of job satisfaction and organizational commitment are reflected in their involvement in the affairs of the organization beyond the call of duty. Further, Morrison (1994) tried to establish a positive association between affective commitment and OCB. Van Dyne, Graham & Dienesch (1994)

among other scholars observed that OCB depended on the positive attitudes of the employees towards their jobs as well as the organizations.

Job involvement is another employee attitude that contributes significantly towards fostering OCB. According to Kanungo (1982), it refers to the degree to which individuals psychologically identify with their present job –the employees develop strong relationship with their jobs so much so that they invest their personal resources in their current job. Indeed, job involvement induces positive mood and higher degree of professional and organizational commitment, making the current job all the more fulfilling which in turn results in OCB. In addition, some others organizational psychologists also argued that employee with higher degree of job involvement tend to focus on job-related activities even in their spare time – such as thinking of ways to perform even better.

2.3.6 Leader-Member Exchange and Supervisory Attitude:

Leader-Member Exchange (LMX) refers to quality of relations shared between leaders/managers and their subordinates. Employees are most likely to engage in OCB in case the managers display transformational leadership behavior such as envisioning, role modeling, invigorating subordinates intellectually and communicating higher performance expectations (Podsakoff, Mackenzie, 1996). Moreover, leaders' behaviour such as expressing satisfaction or appreciation for good performance also contributes towards employees' OCB. Aligned with this, as widely accepted by literature, the relationship between leader and members of the organization plays a significant role in terms of motivating employees to perform citizenship behavior. The results further highlighted that when employees perceive their leader as being fair which is shown in terms of the reward behavior, employees are more inclined to be satisfied with supervisor and will remain committed to the organization and display citizenship behavior.

Further, employees with whom the managers/ seniors share valued resources such as time, information and personal support tend to consistently perform OCB with passion as compared to those whose managers adhere to contractually established job roles. Hence the key to employees' involvement in OCB lies in the hands of the leaders. Indeed, leaders can encourage the

employees to engage in organizational citizenship behaviors. Undoubtedly, much depends on the leadership effectiveness so far as OCB is concerned.

Moreover, organizational commitment is an individual's identification with the organization, that makes the employee take up tasks that are not routine. Since loyalty as a form of citizenship behaviour is an extra-role behaviour of the subordinate, the behaviour results from the employees "sense of identification with the organization".

2.3.7 Organizational Justice

Organizational justice has often been linked to OCB. Organizational justice was defined by Greenberg (1990) as a concept that expressed employee's perceptions about the extent to which they were treated fairly, in organizations and how such perceptions influenced organizational outcomes such as commitment and satisfaction. Employees perceive and form perceptions on how they are treated in an organization. Another element derived from organizational justice is the element of trust gained by employees when they perceive that they are treated fairly by their supervisor, which further improves their relationship with their supervisor and encourages them to display citizenship behavior.

Another predictor of OCB involves the employee's perceived fairness of the organization. This idea derives from Equity Theory (Adams, 1965). Equity Theory states that employees are constantly measuring the effort and inputs that they give to the organization with the outputs that they receive from the organization. If an employee feels that they are putting in more than they are getting out of the organization, the employee will perceive the organization as unfair. However, if the employee feels that the inputs and outputs are equal then they will perceive the organization as fair and might increase their OCB as a means of benefiting the organization (MacKenzie, Podsakoff, 1993). Foregoing above, as evident from preceding paragraphs and as widely accepted by literature, job satisfaction and perceived organizational justice are the two best predictors of OCB.

2.4 Outcomes or Consequences of Organizational Citizenship Behavior

2.4.1 Employee Retention

The degree to which the employees are committed to the organization in the longer run and actively enact citizenship behaviors can be associated with the employees' sense of belonging, and faithfulness towards organization and the same has been found to be closely related with decreasing the LTOR (Labor Turnover rate), as supported by extant literature. It is because of this reason, the concept of workforce retention with its critical link with sustainable competitive advantage, has grabbed the attention of researchers and practitioners alike in today's hyper-competitive world since the costs of turnover, borne by the organization, are very high as indicated by numerous HR researches. Certainly, now, this brings us to the understanding that the turnover intention of talented workforce poses a major threat to the employers since the survival of organization is in jeopardy under these circumstances. Employee retention is an HR construct which essentially pertains to the efforts made by management in an attempt to gain employees' loyalty and make them stay longer in the organization. Substantial literature (Podsakoff & Mackenzie, 1997) highlights the importance of OCB, which has further been vetted by other researches and scholars on the subject, who have specified altruism and sportsmanship (dimensions of OCB) to be closely associated in particular with increased retention of high performing employees.

Relying on the extensive review of HR literature, employee retention is a psychological construct which has a direct relationship with different needs and motivational drive of employees. Undoubtedly, this promotes team spirit and paves the way for a healthy work climate thereby satisfying the emotional and psychological needs of employees thus contributing to smooth functioning of the organization on the whole. As a result, all the aforesaid factors make it very difficult for the employees to leave the organization because, as evident from extant literature on organizational behavior, effective interpersonal relationships and emotional bonding among colleagues at work is the significant factor contributing to high retention rate and thus improved quality of product/service and enhanced productivity.

It is worth mentioning that sportsmanship and courtesy dimensions of OCB also create a positive working environment where employees seldom complain about the prevailing work problems or inconveniences encountered by them and also actively contribute to reduce work related conflicts among different employees and teams/groups, without the expectation of any formal reward. All these voluntary or extra-role behaviors of employees make the workplace the best place to work for and have been found to promote employee retention as well as talent management which has a considerable impact on employer branding and hence increased productivity and profitability, as highlighted in preceding paragraphs.

2.4.2 Low Absenteeism and Turnover

Substantial literature suggests that since absenteeism refers to the individual's habitual non-presence from work hence it is categorized under undesirable behaviors. Whereas, various dimensions of OCB particularly conscientiousness and civic virtue i.e. being punctual, responsible, dedicated and dutiful, not taking extra breaks, frequently exceeding the formal job requirements etc. are viewed as desirable behaviors, hence a negative relationship seems to exist between the two. Undoubtedly, the practice, display or exhibition of such extra-role behaviors by employees, with/without the expectation of a formal reward, guarantees healthy, safe and peaceful work environment. Generally, when employees feel sense of belongingness to the organization due to their trust in senior leadership, effective interpersonal work relationships, they will obviously put their heart and soul in work for the greater good and larger interest of organization. Unquestionably, such employees are the most promising asset of any prosperous organization.

On the contrary, the turnover of committed and capable employees, more specifically, the loss of intellectual capital can give rise to a major setback to the stability or smooth functioning of any organization due to increased costs associated with recruitment and training of new hires/ inductees. This can further be supported by Rangarajan and Roberts (2007) who have confirmed organizational commitment to be negatively related to turnover and various other forms of undesirable behaviors, such as tardiness, absenteeism etc. which pose a serious threat to the day-to-day operations as well as long term survival of any organization since retention of talented workforce is a major challenge keeping in view the global competitive scenario.

In this connection, numerous studies conducted by different researchers also strengthened the argument that higher levels of OCB are relevant to organizational needs and have been reported to result in reduced absenteeism and other forms of undesirable behaviors like tardiness, turnover intention and actual turnover etc. Furthermore, past researches on OCB

clearly indicate that the construct of OCB pertains to eagerness or desire of employees to surpass their seniors' expectations by ensuring their consistent involvement in the assigned tasks and to cultivate, nurture, develop and strengthen effective relationships with coworkers.

Now, this again brings us to realization that those employees who frequently display, perform or exhibit different types of OCB like conscientiousness and civic virtue are reported to have high commitment/ engagement levels with the organization and take personal interest in taking the organization to the next level and avoid habitual absence and withdrawal behaviors which might be unfavorable or counter-productive for the organization. Foregoing above, even though the particular relationship between these two above said variables is under investigation by numerous researches yet to be finalized, however, the detailed review of previous literature highlights a negative relationship between OCB and absenteeism.

2.4.3 Workplace Effectiveness

Generally, as indicated by various researches, organizational citizenship behavior is found to be related with measures of workplace effectiveness (Podsakoff & MacKenzie, 1994), hence the two variables seem to play a vital role towards creating a healthy and stress-free work environment. Based on the results of some other similar studies on the subject, it is safe to conclude that, eventually, these extra-role behaviors do not only lead to cutbacks in overall costs but also an increase in the organizational effectiveness and profitability.

Various aspects and dynamics tend to strengthen the linkage between organizational citizenship behavior and workplace effectiveness (Organ, 1988). For instance, when /seasoned employees enact any of the dimensions/facets of organizational citizenship behavior, they might divulge their skills and expertise to newly inducted employees, which can actually result in boosting their productivity to a large extent. Secondly, demonstration

of organizational citizenship behavior by employees, particularly civic virtue, might facilitate the discovery of intuitive and groundbreaking solutions to cater to the organizational challenges. Thirdly, organizational citizenship behaviors might encourage and stimulate the positive as well as work-friendly emotions and feelings, including team spirit, high morale, sense of belongingness, loyalty, synergy and cohesion etc. to name a new few.

2.4.4 Customer Satisfaction

A comprehensive study was conducted by Yen and Niehoff (2004) in which they reported that organizational citizenship behaviors ultimately result in higher customer satisfaction. Furthermore, they also outlined a number of means that could reinforce this relationship between facets of organizational citizenship behaviors and customer satisfaction. For instance, altruism might accelerate the collaboration and teamwork amongst coworkers thus ensuring more effective information sharing and harmony which will eventually be translated into provision of high quality/ top-notch service to customers.

In a similar manner, conscientiousness and courtesy dimensions of OCB somehow emphasize that employees, in general, are well-acquainted with current developments and have absolute clarity regarding whatever is happening in organization, which, in turn, can also be really effective in cultivating a culture of customer satisfaction, particularly relevant in telecom sector of Pakistan. Lastly, yet another dimension of OCB i.e. civic virtue, might essentially facilitate revealing thoughts and insights that could further enhance the relationship between employees and customers as well as provision of superior quality products and services.

2.4.5 Job satisfaction

Job satisfaction, one of the most fundamental HR concepts, that sets the base or foundation of every HR strategy, essentially tends to measure how happy and contented employees are with their job and working environment including but not limited to organizational policies, trust in senior leadership, satisfaction with pay, equal and fair rewards, team members, career advancement opportunities, autonomy, role clarity, supervisory attitude, strategy alignment, learning and development, open communication, health and wellness programs, diversity management and inclusion, conducive environment etc. Broadly speaking, job satisfaction pertains to overall well-being, comfort, happiness of employees at work. In this connection, as supported by a rich body of literature, various facets of Organization Citizenship Behavior in general, and altruism and conscientiousness in particular, tend to enhance the satisfaction of employees with the work (Chughtai & Zafar, 2006).

Job Satisfaction, perhaps the most frequently used HR term, has been defined and elaborated in many ways, by numerous researchers and scholars, as highlighted in preceding paragraphs above. However, the most frequently cited definition of is that of Locke.

As explained by Locke (1976),” job satisfaction or dissatisfaction is essentially an emotional response to a value judgment” and it is a subjective term, difficult to measure or quantify.”

Foregoing above, now this essentially implies that it is a matter of perception and if an employee perceives that his/her job allows fulfillment of his/her fundamental values that are of extreme importance to him/her and gives him/her the sense of purpose that “I am doing something meaningful,” then that employee is more likely to experience and

undergo a “pleasurable emotion of satisfaction”. If not, on the other hand, then the employee is likely to feel the unwanted emotion of dissatisfaction and vice versa. Furthermore, the level or the degree to which the employee goes through such emotional reactions or sensations depends on how strongly an employee holds these fundamental values or beliefs to his/her mind or heart and sticks to them (Henne and Locke, 1985).

Put simply, some other researchers or scholars, on HR and organizational development, view job satisfaction as an employee’s general attitude towards his or her job as it pertains to the degree of comfort or discomfort associated with the internal state of the employee. The same has further been elaborated by Robbins (2000) who indicated that, basically, the employee who is satisfied with his/ her job has positive attitude towards the job and vice versa. According to the studies, employee’s job performance is positively impacted by aspects related to work life balance and in this regard, those organizations that implement work life balance practices are able to perform better in the long run, which ultimately improves the value of relationship between management and employees.

Moreover, a couple of organizational psychologists have a high level agreement according to which job satisfaction is not a unitary concept, rather it is a multi-dimensional or multi-faceted concept and is usually thought of as a positive emotional reaction to a particular job. Substantial evidence exists that “an employee can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects simultaneously”, which is quite understood. Some other researchers also referred to the complexity of this construct and in the process of creating its linkage with other HR aspects, Chirchill clarified the concept of job satisfaction and illustrated that this multi-dimensional concept is comprised of different principal components namely, the job itself, supervision, fellow workers, organizational policies and support, pay, career advancement/progression opportunities etc., as tabulated below:

1. **Job itself:** By and large, most employees want an interesting, meaningful and significant job which does not only fulfill their financial needs but also provides them with sufficient opportunities pertaining to learning, career advancement and growth etc.

Now, this brings us to the realization that apart from monetary benefits, employees want skill variety; job enrichment; task significance; autonomy; role clarity; immediate, continuous and timely feedback from seniors and lack of role conflict (Henne and Locke, 1985).

2. **Supervision:** Employees do not only enjoy working with considerate, honest, fair and competent supervisors or immediate seniors, but they also want to be involved in planning and decision making and thus be recognized and rewarded for superior performance (Henne and Locke, 1985). Although some exceptions may be there such as personality types or individual differences but substantial evidence suggests that collaborative culture, consultative leadership style and participative decision making result in increased job satisfaction (Robbins, 2000).

3. **Coworkers/ Team members:** As widely accepted by a rich body of literature and various HR theories, employees are usually more inclined towards colleagues who have similar values and work ethics and facilitate each other in successful accomplishment of assigned tasks (Henne and Locke, 1985). This has further been supported by Robbins who illustrated that friendly and supportive team members or colleagues also contribute to a considerable increase in job satisfaction (Robbins, 2000).

4. **Organizational Policies:** Undoubtedly, people want to serve for an organization where they are treated with respect, dignity etc. and their personal values are well-aligned with corporate or organizational values. It has been empirically proved that retention rate is high in those organizations that do not only have employee-friendly policies, but also offer excellent team environment thus ensuring the physical and psychological well-being of employees in order to create a perception of equity and fairness across the board. (Henne and Locke, 1985).

5. **Pay:** By and large, pay affects the overall level of an employee's job satisfaction or dissatisfaction, to a great extent. Employees want objective assessment of their performance at work as well as fair rewards to meet their financial needs. Generally, pay

fairness, along with other factors, pertains to comparison between what people believe they deserve to be paid and what 'others' deserve to be paid (Jackson and Schuler, 2000).

6. **Career Advancement Opportunities:** Another noteworthy factor that primarily determines the job satisfaction, as widely accepted by literature, is promotion or career progression. Promotion, by definition, essentially means advancement to a position that is recognized as having a higher status, assuming a higher charge or holding a greater office, increased responsibility and/or higher pay (Dessler, 2008). Put simply, employees want equal career progression opportunities and appreciate a fair and unambiguous promotion system. When people perceive that promotion decisions are made in fair, unprejudiced manner and in line with their expectations, they are likely to be more satisfied with their job, and more likely to put in extra effort to deliver the high quality results thus exceeding employers' expectations (Robbins, 2000).

Regarding the relationship between OCB and Job satisfaction, when experienced employees exhibit altruism in their behavior to help the less experienced employees about efficient ways of performing the job, it will enhance the performance of less experienced employees whereas employees with conscientious behavior require less supervision and allow the manager to delegate more responsibility to them (Podsakoff & Mackenzie, 1997). Due to altruism and courtesy, positive interpersonal relationship will be developed among employees and they will remain satisfied in the organization. So on the basis of these above discussion positive relationship between OCB and employee's satisfaction can be predicted.

Research has examined the roles that mood plays on OCB. George and Brief (1992) determined that a more positive mood often results in a desire to perform more helping behavior. Other similar studies suggested that those employees who are positively satisfied with either their life or their job are more likely to report a positive mood and more OCB intentions.

2.4.6 Organizational Commitment

More than half a century, organizational commitment in the workplace attracted attention of the scientific community. Many definitions of organizational commitment have been proposed by various researchers, but it is well accepted that commitment reflects feelings of dependency,

identity, and loyalty in order to achieve that goal (Morrow 1983). Commitment is an important issue in management literature. This idea is one of the fundamental values on which the organization relies and staffs are assessed based on commitment criteria (Cohen 1993). Organizational commitment is one of the hidden but affective factors in staffs' occupational behaviors (Bienstock et al. 2003) and it is a kind of attitude and affective condition that shows the tendency and need as well as obligation to keep on working in organization. Organizational commitment is described as an attitude or orientation to organization which shows person's identity to organization (Gautam et al. 2004) and the feeling of belongingness to the organization (Markovits et al. 2008) and the tendency of people to put their energy and loyalty to social system (Meyer et al. 2002) on the basis of which they find their identity in organization. Organizational commitment can be defined as a psychological state that characterizes an employee's relationship with the organization and reduces the likelihood that he/she will leave it (Allen and Meyer 2000). Also, Allen and Meyer (2000) had stated that several variables of work attitude were studied by organizational psychologists and in these studies, only job satisfaction among work attitude variables has been more considered by research than organizational commitment. Organizational commitment refers to employees' belief in organization's goals and values, a willingness to maintain membership in the organization, and loyalty to the organization (Hackett et al. 2001). Also, organizational commitment can serve as a strong relationship between identity of the people and their participation in organization (Mowday et al. 1979). Meyer and Allen (1990) presented a model of organizational commitment and identified three components: (1) Affective commitment; (2) Continuance commitment; and (3) Normative commitment.

Meyer and Allen (1991) identified three distinct themes in defining commitment as 'affective', 'continuance' and 'normative' commitment. According to Meyer and Allen (1991), three-Component Model of Commitment, employees can adopt to varying degrees of these three forms of commitment. Allen and Meyer (1990) defined affective commitment as an employee's emotional attachment to, identification with and involvement in the organization. Normative commitment may be viewed as an employee's obligation to remain with the organization and in contrast to affective and continuance commitment it focuses on the 'right or moral thing to do' by concentrating on the obligation and /or moral attachment of employees that are produced

through the socialization process i.e. binding employees to the organization's goals and values (Allen and Meyer, 1990).

2.4.7 Work-Family Conflict

Broadly speaking, we can classify the above mentioned term as “a kind of role conflict in which the role pressures from the work and family spheres are irreconcilable and unable to get along in one way or the other”. According to Greenhaus & Beutell (1985), the term has further been elaborated as “a type of role conflict in which the exigencies of both the family and work domains are incompatible and are in constant clash.” Both research and conventional wisdom largely support that work family conflict, more often than not, causes different undesirable consequences pertaining to behavior, attitude, physical and emotional health. It is quite apparent that when an individual actively helps or assists coworkers or frequently remains at work for long, then obviously he/she generally, is unable to spend more time with his family which essentially results in work family conflict. As widely accepted by literature, OCB can sometime become the major cause of undesirable consequences like work family conflict. Besides this, positive relationship between facets of OCB and work-family conflict has also been reported by numerous other researches on the subject, moderated by certain other related variables. In view of the position elucidated above, we can safely conclude the positive relationship of OCB with work family conflict.

2.4.8 Role Overload

Extant literature suggests that role overload can be considered as the extent to which role expectations go far beyond the level of resources (including but not limited to time, cost, effort) offered for their attainment (Bolino & Turnley, 2005). Put simply, it can also be stated that the concept pertains to a condition in which employees feel or are made to feel that they are overburdened with too many obligations and duties as compared to the skills or time available for their accomplishment, vis-à-vis other restraints. It is worth mentioning that when an individual is frequently assigned the responsibilities that are not related to his/her current

job role, then obviously he has to work extra hours and meanwhile his family and other social commitments are neglected. As a result, the employee is bound to encounter and cater to the serious consequences of role overload. Undoubtedly, this brings us to the realization that when employees frequently and actively exhibit one or more facets of OCB beyond their current formal job responsibilities, they are likely to get overburdened and their stress is triggered when they are unable to execute and do justice to the multiple roles concurrently (Pezil, 2010). As widely indicated by the prior researches on the subject, frequent execution of high levels of Organization citizenship behavior by employees may result in role overload (Organ,1995). Foregoing above, keeping in view the position elucidated above, positive relationship between OCB and role overload is anticipated.

2.5 Theoretical Framework

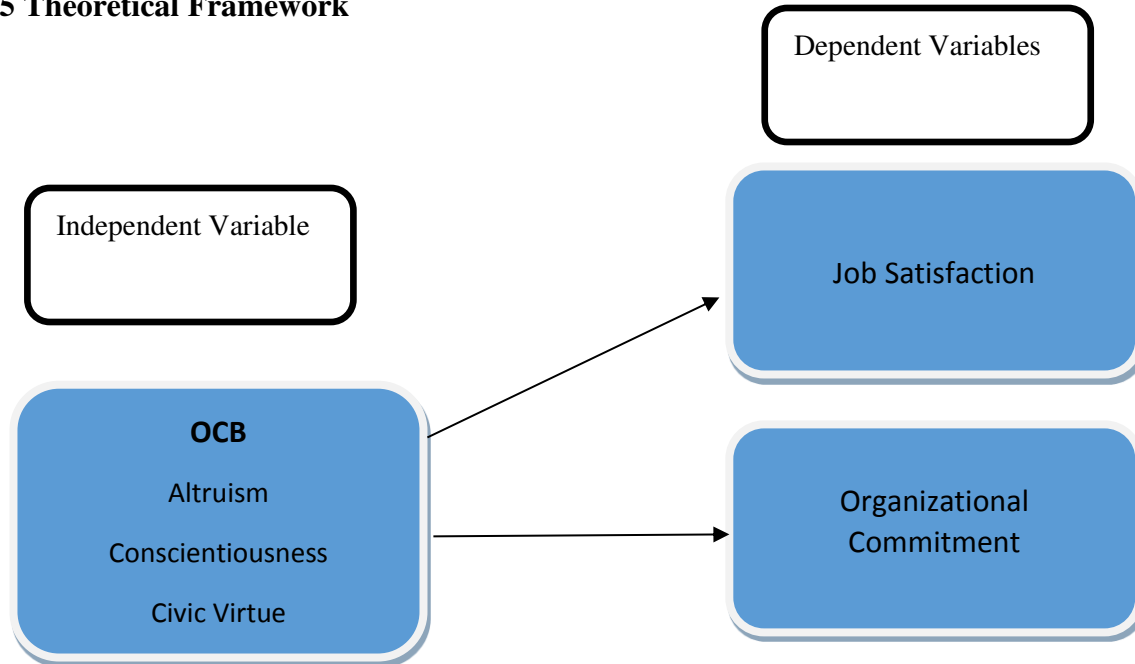


Figure 2: Relationship Between Independent And Dependent Variables

The proposed theoretical framework includes two research variables i.e. independent and dependent. OCB is the independent variable while Job satisfaction and Organizational Commitment are dependent variables. The Dimensions of OCB chosen for the study are Altruism, Conscientiousness, and Civic Virtue. As widely accepted by literature and past researches, OCB (Altruism, conscientiousness, civic virtue) directly impacts the dependent variables i.e. Job satisfaction and organizational commitment.

2.6 Hypothesis

Keeping in view the above mentioned factors and inter-relationship between them, following hypotheses are suggested as under:

H1. OCB has a significant positive effect on Job satisfaction

H2. OCB has a significant positive effect on Organizational Commitment

Chapter 3: The Data

3.1 Population And Sampling

The data is collected through a structured questionnaire from the employees of telecom companies including but not limited to Mobilink, Telenor, Zong, Ufone etc. A sample size of around 200 was selected through simple random sampling. Questionnaires were used to collect primary data. Despite their busy schedule and other constraints, all the respondents responded to the questionnaire with their full attention resulting in 88% response rate. SPSS was used to analyze data.

3.2 Primary Data (The Questionnaire)

Questionnaires were used to collect the primary data while other methods have also been used. To carry out this research, the requisite data has been collected through questionnaires which were given to a sample of almost 200 employees. For collection of the required data, the respondents were also instructed and informed about the rationale as well as significance of this research before providing them with the questionnaires to be filled out. Afterwards, the variables were assessed on a five point Likert Scale ranging from strongly disagree to strongly agree. Copy of Questionnaire is attached in Appendix A.

3.3 Secondary data

Secondary data was collected through extant literature review and extensive online search regarding various aspects of organization Citizenship Behavior and its impact and consequences on different variables.

Chapter 4: Research Design

This part essentially presents the methodology employed to investigate the relationship among the variables as well as explaining the chosen methodology in detail followed by the analysis of the problem area. As per best practice, Descriptive Statistics has also been used to study and analyze the data in detail. For the analysis of data, Cronbach's Alpha, Regression analysis, and Pearson's Correlation analysis has been used.

4.1 Type of study: Hypothesis Testing

The research type is hypothesis testing with a correlation and regression investigation method.

4.2 Type of Research:

Cause

Because the study aims to find out how OCB can affect the job satisfaction, and organizational commitment of employees.

Quantitative

All variables are quantified and statistical techniques have been used to make analysis more accurate.

4.3 Extent of researcher interference with the study: Minimal Interference

The data has been collected from the individuals through questionnaire with no change in the actual organizational settings.

4.4 Study Setting: Non contrived-Field Study

Research was done without interfering in the regular work setting.

4.5 Unit of Analysis: Individuals

For the purpose of finding out the cause and effect relationship among the variables, the data, under report, was collected from the individuals (employees).

4.6 Time Horizon: Cross sectional studies

Data was collected from individuals few months before to investigate the relationship among variables. Data with this particular research had not been collected before, nor will we be collected again for research.

4.7 Location of the study

Questionnaires were filled by the employees of the various telecom companies of Pakistan including Islamabad, Rawalpindi etc.

4.8 Variables To Study (List)

Following is the list of the variables used in the study:

- OCB
- Job Satisfaction
- Organizational Commitment

The study includes two research variables i.e. independent and dependent. OCB is the independent variable while Job satisfaction and Organizational Commitment are dependent variables. The Dimensions of OCB chosen for the study are Altruism, Conscientiousness, and Civic Virtue. As widely accepted by literature and past researches, OCB (Altruism, conscientiousness, civic virtue) directly impacts the dependent variables.

Chapter 5: Results And Discussion

5.1 Reliability Analysis (Cronbach's Alpha)

To start the data analysis, all the scales used in the study were subjected to reliability analysis, which was done through Cronbach's Alpha as according to Cronbach (1961), a likert scale model is to be assessed through Cronbach's Alpha. The instant study is comprised of 28 questions in total with likert scale ranging from one (1) to five (5) i.e. "strongly disagree to strongly agree" respectively in order to examine the impact of Organizational Citizenship Behavior (Altruism, Conscientiousness Civic virtue) on Employees' Job satisfaction and Organizational Commitment. As indicated by extant literature, if the value is more than (the cutoff point of) 0.6, then the scale is reliable. In this connection, as per the findings of this study,

Variables	Cronbach's Alpha	Number of Items
Job Satisfaction	0.838	8
Organizational Commitment	0.885	5
OCB	0.902	14
Altruism	0.751	4
Conscientiousness	0.763	5
Civic Virtue	0.887	5

Table 04: Reliability Analysis (Cronbach's Alpha)

the alpha values for OCB, job satisfaction and organizational commitment turned out to be 0.902, 0.838, 0.885 respectively, which undoubtedly elucidates that the values of the aforementioned scales are reliable. Foregoing above, the results are tabulated in table 04 above.

5.2 Normal Distribution of Data

Afterwards, preliminary data analysis was also carried out to analyze the descriptive statistics as tabulated below:

Statistic	N	Mean	Statistic	Skewness		Kurtosis	
			Deviation				
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Altruism	100	3.8392	.69149	-.057	.239	-.360	.482
Conscientiousness	100	3.9651	.68776	-.243	.239	-.230	.482
Civic Virtue	100	4.0820	.69288	-.370	.239	-.864	.482
OCB	100	3.9532	.62481	.053	.239	-.887	.482
JobSat	100	3.6862	.56943	-.231	.239	.024	.482
OrgCom	100	4.0402	.73886	-.129	.239	-.859	.482
Valid N (listwise)	100						

Table 05: Normal Distribution of Data

As illustrated by research, the distribution of the data is believed to be normal if Skewness and kurtosis values come out to be zero. Hence, foregoing above, keeping this in view, all the variables (Altruism, Conscientiousness, Civic Virtue, Job Satisfaction, Organizational Commitment etc.) are normally distributed as already highlighted in table above.

Moreover, if we look at the values of Mean and Standard Deviation, the overall OCB exhibited by employees is 3.95 (SD=0.62) which clearly depicts that OCB is displayed by majority of the respondents. More specifically, as evident from the table above, the dimension of OCB most commonly exhibited by the employees is Civic Virtue (mean=4.08, SD=0.69) followed by another dimension of organization Citizenship Behavior i.e. Conscientiousness as

per the mean value of 3.96 (SD=0.68) followed by the third most common dimension of the independent variable or OCB i.e. Altruism (Mean=3.83, SD=0.69) according to the results of this particular study. Broadly speaking, the results indicate that nearly all the dimensions or facets of Organization Citizenship Behavior were found to be exhibited by the respondents under study.

5.2 Correlation Analysis

Pearson correlation analysis was also performed in an attempt to ascertain the strength of relationship between independent variables i.e. OCB and dependent variables i.e. Job Satisfaction, Organization Commitment. The strength of the relationship can be determined via Correlation Coefficient, denoted by r (rho) and it describes the direction of relationship of variables as well as their magnitude. Sign describes the direction of relationship whereas the digit specifies the strength, and the value of r ranges between -1 and +1. If the value of r is closer to 1, it implies that the relationship is statistically significant (Muchinsky, 1993).

Moreover, if the r value is found to be 0, it depicts that no correlation exists between the two variables. However, if the r value is 1, it can be safely interpreted as the perfect positive correlation. On the other hand, if the r value is -1, it can be construed as negative correlation. Aligned with this, the sign of + or – indicates a positive or negative relationship. The key for the strength of the relationship or the correlation of these variables is tabulated below:

$r = 0.10$ to 0.29	or	$r = -0.10$ to -0.29	: Small correlation
$r = 0.30$ to 0.49	or	$r = -0.30$ to -0.49	: Medium correlation
$r = 0.5$ to 1	or	$r = -0.5$ to -1	: Strong correlation

Source: Hair et al (2010)

Figure 03: Correlation Analysis

After discussing the data characteristics in detail in preceding paragraphs, the correlation analysis was performed in order to scrutinize the relationship among the variables chosen for the study, in which the relationship of Organizational Citizenship Behavior is examined with job satisfaction and organization commitment etc.

	Altruism	Conscientiousness	CivicVirtue	OCB	JobSat	OrgCom
Altruism	1					
Conscientiousness	.613**	1				
CivicVirtue	.728**	.709**	1			
OCB	.880**	.869**	.909**	1		
JobSat	.580**	.840**	.809**	.838**	1	
OrgCom	.740**	.752**	.868**	.879**	.789**	1

Table 06 - Correlation among Variables

In view of the position explained above, the Table 4 clearly indicates that the correlation is significant. The dimensions of Organizational Citizenship Behavior have a strong correlation with the dependent variables, wherein the relationship of Job Satisfaction and Organizational Commitment with Altruism, Conscientiousness and Civic Virtue as depicted by r value is as follows:

Altruism $r = 0.58, 0.74$

Conscientiousness $r = 0.84, 0.75$

Civic Virtue $r = 0.80, 0.86$

Now, the aforementioned results are in line with the previous researches as already highlighted in the literature review, according to which the dimensions of Organization Citizenship Behavior i.e. altruism, conscientiousness and civic virtue have a positive effect on job satisfaction of employees. A significant body of literature also suggested that the satisfied employees do not only exhibit helping behavior i.e. helping coworkers with organizationally

relevant task or problem (Altruism) but also they also follow the organizational rules and regulations, do not take extra breaks, maintain and conserve organizational resources even when nobody is watching (Conscientiousness). Since it has already been established from the table results above; thus, Hypothesis 1 is accepted and based on the results, we can safely conclude that *OCB is positively related with job satisfaction*. Hence, it can be said that as Organizational Citizenship Behavior rises, job satisfaction will tend to increase too.

Further, the correlation analysis also illustrates that the facets of Organizational Citizenship Behavior have a positive and significant correlation with the variable of Organizational Commitment of employees, as highlighted in table 4 above. More specifically, the findings of the research repeatedly indicate that the independent variable i.e. OCB dimensions/facets tend to have a strong as well as positive relationship with the Organizational Commitment of workforce i.e. dependent variable in this particular study. As already highlighted in the literature review, past researches also indicated that various facets/ types of Organizational Citizenship Behavior have a positive effect on Organizational Commitment of workforce. Since it has already been established from the table results above; thus, Hypothesis 2 is also accepted and based on the results, we can safely conclude that OCB is positively related with organizational commitment. Hence, it can be interpreted that as Organizational Citizenship Behavior rises, organizational commitment of employees will tend to increase too.

5.4 Regression Analysis

Aligned with this, the regression analysis was also conducted to examine the influence of facets of OCB on Job Satisfaction, Organizational Commitment of employees i.e. dependent variables, and the same is calculated by R^2 (R-Square), which essentially illustrates how much of dependent variable can be explained by the independent variable. Moreover, as supported by numerous findings, it is a useful method that can be incorporated to examine the impact of independent variables on chosen dependent variables.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.889 ^a	.805	.801	.25069	129.980	.000 ^b

a. Predictors: (Constant), Civic Virtue, Conscientiousness, Altruism

Table 07: Model Summary

In view of the explanation above and as evident from the Table 5 above, the values depict that more than 75% (almost 80%) of the variation in the dependent variable (i.e. Job satisfaction) is explained by the independent variable of OCB dimensions i.e. Altruism, Conscientiousness and Civic virtue etc. Furthermore, researchers emphasize that, the model is considered as a ‘good fit’, if the value of adjusted R square is more than 60%. Furthermore this value turned out to be highly significant as P-value is < 0.05, as mentioned in table above.

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.621	.170		3.7693	.001
	Altruism	-.109	.056	-.142	-2.201	.024
	Conscientiousness	.470	.050	.560	8.495	.001
	CivicVirtue	.409	.060	.520	7.106	.001

a. Dependent Variable: JobSat

Table 08-Coefficients of Regression Analysis

According to these consequences, as indicated by the results in Table 6 above, the different facets of Organizational Citizenship Behavior significantly predict employees’ Job

satisfaction as p -value <0.05 , which again stresses that OCB dimensions influence job satisfaction significantly and positively. The same has been supported by consensus among various authors or researchers as already demonstrated in previous studies, highlighted in literature review. Specifically, in the context of Conscientiousness dimension of Organizational Citizenship Behavior, results of this study demonstrate a positive and significant impact of conscientiousness on job satisfaction ($p=0.000$). Now this has already been empirically proved by a rich body of literature which led us to the realization that the employees working in an environmentally conscious workplace and conducive climate were found to be more conscious and satisfied.

Keeping in view the position explained above and as per results highlighted in the table 6, the Beta coefficient of Altruism is negative i.e. -0.14 (even though the relationship was found significant), which clearly illustrates that employees who are high on displaying altruistic or helping behavior are less concerned about their Job satisfaction, like satisfaction with pay or extrinsic rewards etc. This has further been explained by previous researches which reported that the people who are actively engaged in displaying altruism dimension of OCB are somehow less interested to take into account the individual costs and benefits while displaying pro-social behavior with organizationally relevant task or problem. Shortly, as argued by other researchers, the dimensions/facets of Organizational Citizenship Behavior positively and significantly affect employees' Job Satisfaction as highlighted in various studies carried out on this concept of OCB. Foregoing above, it can be safely concluded that the more the employees display, exhibit or perform Organizational Citizenship Behavior, the more they are satisfied with the job. Altruism dimension of OCB has an impact on job satisfaction of employees (satisfaction with team/coworkers) whereas the Civic Virtue dimension of OCB is related to job satisfaction in terms of satisfaction with organizational policies, supervisory attitude, coworkers and career advancement opportunities etc. Since it has already been established from the table results above; thus, ***Hypothesis 1 is accepted or supported and based on the results, we can safely conclude that OCB is positively related with Job Satisfaction of employees.*** Hence, it can be interpreted that as Organizational Citizenship Behavior rises, job satisfaction of employees will tend to increase too.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
2	.899 ^a	.807	.810	.31973	132.498	.000 ^b

b. Predictors: (Constant), Civic Virtue, Conscientiousness, Altruism

Table 09: Model Summary

In view of the explanation above and as evident from the Table 7 above, the value of adjusted R square turned out to be 0.8 which clearly illustrates that more than 60% (almost 80%) of the variation in the dependent Variable (Organizational Commitment) is explained by the Independent Variable of OCB dimensions (Altruism, Conscientiousness and Civic virtue etc.) and the rest of the overall organizational commitment variance can be attributed to other factors which are held constant. As clearly shown in the table above, this depicts a good fit as it explains more than 80% of the variance.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
2	(Constant)	-.149	.214		-.698	.487
	Altruism	.181	.070	.171	2.587	.011
	Conscientiousness	.236	.069	.223	3.417	.001
	CivicVirtue	.622	.077	.591	8.047	.000

a. Dependent Variable: OrgCom

Table 10- Coefficients of Regression Analysis

According to these consequences, as indicated by the results in Table 6 above, the dimensions of Organizational Citizenship Behavior namely Civic virtue, Conscientiousness and altruism significantly predict employees' Organizational Commitment as p-value <0.05, which again

stresses that OCB dimensions influence Organizational Commitment significantly and positively. Foregoing above, it can be concluded that, broadly speaking the more the employees exhibit, display or perform any of the dimensions of Organizational Citizenship Behavior, the more strongly they are committed to the organization. Since it has already been established from the table results above; thus, ***Hypothesis 2 is also accepted and based on the results, we can safely conclude that OCB is positively related with organizational commitment*** of employees. Hence, it can be interpreted that as Organizational Citizenship Behavior rises, organizational commitment of employees will tend to increase too.

Further, the findings of this particular study are in line with the results of previous researches, demonstrating that the employees who exhibit civic virtue and conscientious behavior are generally committed to the organization as particularly indicated by Rajesh and Karthick, (2014). In addition, other organizational psychologists are also of the view that the best way to encourage employees to exhibit or display Organizational Citizenship Behavior is by improving the level of their commitment, engagement or loyalty with the organization. The same has already been empirically proved by another famous research carried out on 162 expatriates working in 37 subsidiaries who also highlighted a positive significant relationship between the citizenship behaviors displayed or exhibited by employees at work (more specifically, Civic virtue and Altruism) and employees' affective commitment. Moreover, Liang (2011) also stressed upon the positive relationship between Organizational Citizenship Behavior and organizational commitment of employees with reference to non-HR/line managers. Additionally, this has further been clarified by extant literature that also illustrated the similar results i.e. altruism dimension of OCB has a significant positive influence on organizational commitment of employees.

Chapter 6: Conclusion

6.1 Conclusion

This study attempts to examine the effect of OCB on various variables and at the end of the research, many interesting insights are revealed. As evident from the results above, both organizational citizenship behavior and job satisfaction are multi-faceted or multi-dimensional concepts and it is quite probable that an employee tends to be satisfied with one facet of job satisfaction and may not be satisfied with another and vice versa. Same holds true for OCB, which implies that an individual may exhibit one of the organizational citizenship behaviors such as altruism and civic virtue and may/ may not enact or display other OCB types i.e. conscientiousness and vice versa. As illustrated by the results explained in preceding paragraphs, it can be inferred that the satisfied employees more often display/exhibit or perform organizational citizenship behaviors as opposed to their unsatisfied counterparts, which brings us to the conclusion that OCB has an important link with Job Satisfaction and organizational commitment of workforce. Among the antecedents or determinants of OCB are employee-friendly organizational policies, HR practices, strategy alignment, trust in senior leadership, fair reward and recognition system, relations with coworkers or team members etc. to name a few, which tend to trigger the inner drive of employees and encourage the individuals to display or perform extra-role behaviors/activities voluntarily.

6.2 Recommendations

The current study, therefore, provides several implications for managers, policymakers and top management of the telecom industry. Specifically, the study results reveal that organizational citizenship behavior is positively related with job satisfaction and organizational commitment of employees. The practitioners or the telecom industry managers need to satisfy their employees by providing them with conducive environment, on-time pay, flexible working hours, clear communication channels, career path, promotion opportunities to foster citizenship behavior in the organization by increasing the retention of talented, loyal and committed workforce as well as reducing the employee turnover. In addition, keeping in view the significant positive relationship of organizational citizenship behavior with organizational commitment, managers need to foster and implement a fair reward system and train the workforce to enhance their skills in order to increase their loyalty and commitment to organization which, in turn, will increase innovation, productivity and organizational performance. This will not only stimulate the development and execution of organizational citizenship behavior but it will also reduce the high cost of employees' turnover borne by the organization. Managers, therefore, should focus on retaining the talented & high performing individuals as the retention of high quality workforce is the most important & inimitable source of sustainable competitive advantage in this hyper competitive scenario.

Furthermore, in order to increase the job satisfaction and organization commitment of employees and to encourage the employees to exhibit or perform extra-role behaviors/voluntary actions, management should focus more on employee engagement initiatives and the same should be launched regularly to increase the retention of talented employees and to engage them emotionally and psychologically through effective trainings, equitable & fair rewards, coaching and mentoring, employee recognition programs, giving them organizational identity & sense of belongingness, meaningful & interesting work and career development opportunities so that they could see their future in organization.

In addition to above, satisfying employees by using motivational techniques, providing flexible times, and fostering work-family programs may help employees stay committed to the organization. These resources may also positively influence employees to actively engage in discretionary/extra-role behaviors that will definitely pave the way for smooth functioning of the businesses or organizations. Furthermore, the employees who are satisfied, committed, and show extra-role performance (organizational citizenship behavior) are likely to stay in their current organizations which will ultimately be translated into enhanced organizational performance and productivity.

Organizations and leaders should emphasize to cultivate a culture of physical and emotional well-being of employees to stimulate the exhibition of such voluntary or discretionary behaviors due to the reason that OCB has been widely acknowledged as an inescapable and inevitable condition for enhanced overall organizational performance, effectiveness and growth. Moreover, it is pertinent to mention that the benefits of OCB are two-fold i.e. for both the employees and employer like increased job satisfaction of employees, high retention rate of talented employees etc. which can ultimately be translated into efficiency and effectiveness of the organization. However, aligned with this, simultaneously the darker side of OCB such as role overload, work-family conflict should also be taken into account which may somehow turn out to be detrimental/ counter-productive for the health of organization. Foregoing above, apart from some positive consequences and aspects favorable for the efficient and effective functioning of the organization, practitioners and researchers should also put more emphasis on the negative aspects of OCB. Moreover, employee-friendly policies and employee engagement initiatives should be employed to promote/ encourage the performance or exhibition of OCB among employees in organizations.

6.3 Limitations

Limitations may exist in almost every kind of research; the current study may also include certain limitations which are as follows:

- Selection of respondents/company representatives serving in certain telecom companies might be taken as a limitation as it is restricted to some cities of Pakistan and is not able to cover every nook and corner.
- Furthermore, the responses may be based on the biased opinion of respondents.
- It is quite possible that some of the employees/ respondents may have responded to the questions improperly due to time constraints or maybe they did not understand the question properly.
- Finally, other factors contributing to Organization Citizenship Behavior can also be incorporated to better understand the relationship between each dimension of OCB and facets of job satisfaction, organizational commitment etc.

6.4 Implications and Future Research

Although highly acceptable as per standards, but it will not be out of place to mention that the sample size of this particular study is relatively low, therefore, it is strongly recommended that for best results, larger samples should be employed in forthcoming investigations on Organization Citizenship Behavior, likely to be conducted in near future. This is due to the reason that more insightful or informative patterns/trends, results and inferences can be drawn from larger sample size which will definitely bring more power and weightage to the overall analysis, in consequence.

Yet, another worth mentioning avenue of future research might also take into consideration the very subtle relationship between OCB motives and the level of threat that the team members may encounter on observing any fellow employee enacting Organizational Citizenship Behavior. Broadly speaking, individuals might feel more threatened when a team mate actively exhibits Organizational Citizenship Behavior with the intention to cast a good

impression management on senior management. Because a probability might exist that it creates a kind of intimidation for the fellow colleagues as they might feel that their jobs, career progression or future promotions are in trouble. Now, the aforementioned argument necessitates the strong need for further research in order to determine the means of analyzing the Organizational Citizenship Behavior motives and then also examining the possible reactions of the other team members. In addition, it might be interesting to explore whether the coworkers were more or less likely to exhibit Organizational Citizenship Behavior after observing the coworker enacting Organizational Citizenship Behavior and also ascertaining the very motive behind the actions pertaining to organizational citizenship.

While the past researches on Organizational Citizenship Behavior highlight that there is little information available pertaining to Organizational Citizenship Behavior in different geographical regions and cultures. Therefore, a future research opportunity might also include investigating whether there are differences in reactions to using Organizational Citizenship Behavior in Employees' performance evaluations in individualistic and collectivist cultures. Because, by and large, the individualistic cultures place the individuals as most important whereas, contrary to that, the collectivist cultures place the organization as critically important. Consequently, keeping in view the above mentioned factors, this leads us to the idea that the employees who assign more priority to the organization also value and exhibit the Organizational Citizenship Behavior more.

Nonetheless, the research on the antecedents/ determinants and consequences of Organizational Citizenship Behavior is critically important because those employees who frequently & actively display Organizational Citizenship Behavior are viewed as an important and a promising asset for the organization both by the managers and senior leaders alike. Now, this will further facilitate the understanding of employees' extra-role behaviors or voluntary actions in overall organizational analysis. Hence, as reported by management gurus and owing to its growing importance for the maximized growth and performance of organizations, the research pertaining to Organizational Citizenship Behavior will continue for many years.

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Appendix A- Questionnaire

Demographics

1. Gender

- Male
- Female

2. Age

- 22-30
- 31-40
- 41-50
- above 50

3. Which of the following categories best describe your employment status

- Employed, Working full-time
- Employed, working part-time

4. How long have you been working with your present Organization?

5. What is your current Designation/Grade?

Instructions: Please indicate the extent to which you agree with the under mentioned statements.

Scale: 5- Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

Altruism

- I help others who have heavy workloads.
- I am always ready to lend a helping hand to those around me.
- I help orient new people even though it is not required.
- I willingly help others who have work related problems.

Conscientiousness

- I rarely take long lunches or breaks.
- I do not take unnecessary time off work.
- I do not take extra breaks
- My attendance at work is above the norm
- I obey company rules and regulations even no one is watching

Civic Virtue

- I attend trainings/information sessions that are not required, but help the company image.
- I keep abreast of changes in the organization.
- I read and keep up with organization announcements, memos, and so on.
- I take the initiative to recommend how procedures can be improved
- I encourage peers to follow organizational policies

Job Satisfaction

- My manager gives us recognition for a job well-done.
- I am satisfied with the organization policies
- My organization has a fair promotion policy
- My organization provides me with sufficient career development opportunities
- My work gives me sense of accomplishment
- I feel my pay is fair compared to people in similar roles in other organizations.
- The people I work with are supportive and treat me with respect.
- My coworkers and I openly talk about what needs to be done to be more effective.

Organizational Commitment

- I feel proud to tell people where I work.
- I really feel as if this organization's problems are my own
- This organization motivates me to go above and beyond in my role.
- I would recommend this organization to others as a great place to work.
- I feel strong sense of attachment with my organization

Scale: 5- Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree