

# ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB INVOLVEMENT OF INDIAN PRIVATE SECTOR EMPLOYEES USING VISUAL PLS-SEM MODEL\*

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*The organizational citizenship behavior (OCB), which is explained as a discretionary behavior of employees, is inevitable in the global competitive scenario, because organizations are highly competitive and their differentiation is primarily related to people. The organizational citizenship is considered as a “contextual performance”, which is related to the specific non-task aspects. Such a “state of the art” performance is possible only when employees are treated with utmost care. Therefore, the study on OCB, with its six dimensions (altruism, conscientiousness, civic virtue, interactional justice, recognition practices, procedural justice practice), is vital in management literature. The current study analyzed the relationship of OCB with its six dimensions with job involvement using Partial Least Square based Structural Equation Modelling (SEM).*

## 1. INTRODUCTION

Organizational Citizenship Behavior (hereinafter OCB) has been defined as an individual’s behavior which is voluntary effort of the employee towards the organization and not rewarded by the organization directly and explicitly which eventually improves the effectiveness of the organization. OCB is important to

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organizations because the affirmative impacts are created by the employees voluntarily, happily without any compulsion. OCB is the optional or unrestricted behavior of employees towards formal job which endorses the effective functioning of the organization (Robbins 1996).

Organizational citizenship behavior is also important for effective functioning of an organization because its ultimate goal is to ensure that all the employees work toward achieving the organizational goals rather than fulfilling their duties. As a result, this would get the job done in a fast and smooth way without the limitation and delay caused by having the management involved in solving every problem. Coyle-Shapiro, Kessler and Purcell (2004) define OCB as an additional role behavior, which is vital for organization, but which is not defined officially and depends upon the organizational environment. According to Lee and Allen, (2002), "*OCBs are employee behaviors that, although not critical to the task or job, serve to facilitate organizational functioning*". The success of an organization (Vijayabanu et al., 2012) depends on the appropriate use of manpower which will be an auxiliary to all other assets. The motivated employees are satisfied employees have greater morale, oneness and promote cohesiveness among the members of the organization (Vijayabanu et al., 2013)

## **2. PROBLEM**

Organizational citizenship behavior is a relatively novel concept which indicates the empathetic perspective, i.e. mutual trusteeship behavior of employee voluntary action towards the organization. The concept was first introduced by Dennis Organ in 1980. It is important to emphasize that every organization needs to develop OCB for effective and efficient attainment of organizational goals in the global competitive environment as employees will then take the initiative to solve any difficulty without any management intervention.

The current study is based on the factors influencing OCB and its impact on job involvement, with special reference to a private manufacturing unit. Organizational citizenship behavior includes the following variables: Altruism, Conscientiousness, Civic Virtue, Interactional Justice, Recognition Practices and Procedural Justice Practices. The current study has the following objectives:

- to study the relationship between OCB and its six variables (Altruism, Conscientiousness, Civic Virtue, Interactional Justice, Recognition Practices, Procedural Justice Practice);
- to study its impact on job involvement using structural equation modeling (SEM).

The current study is based on descriptive research design, which describes the impact of OCB factors prevailing in the private manufacturing unit. The primary data was collected by questionnaire from employees of Ashok Leyland and the secondary data was collected from books, journals websites, and company manuals. The OCB Questionnaire developed by Konovsky and Organ (1996) was used to analyze the impact of OCB in private manufacturing unit.

The random sampling method was used to collect data from 100 random employees at Ashok Leyland. The opinion of the respondents was obtained by using 20 questions, covering the following variables: Altruism, Conscientiousness, Civic Virtue, Interactional Justice, Recognition Practices, and Procedural Justice Practice. Responses were measured on the five point Likert scales. The statistical tools used for analyzing the data included descriptive analysis, correlation, ANOVA, regression analysis and PLS –SEM (Partial Least Squares-Structural Equation Model).

### **3. REVIEW OF LITERATURE**

It is very important for employees to be motivated not only to increase in-role performance but also to engage in citizenship behaviors that are important to the well-being of the organization (Organ, 1988). The success of an organization depends on employees who will do extended job beyond their job roles. In addition, Podsakoff et al. (1997) found that managers can identify the extended role of employees at the time of evaluation of performance. Podsakoff et al. (2006) also concluded that the performance appraisal can be also used to emphasize employees' civic virtues.

Sloat (1999) concluded that, every current global organization needs employees who are good citizens or individuals with citizenship behavior and work behavior and who are willing to extend their responsibilities to co-workers and employers. Hojops Odoch and Sudi Nangoli (2013) studied the impact of OCB on job satisfaction of teaching and administrative staff. Kolade et al.'s (2014) study examined the relationship between organizational citizenship behaviour, hospital corporate image and performance.

Vigoda (1999) studied the relationship between organization citizenship behaviors in public organization which raise new managerial spirit, voluntarism and spontaneous involvement. It is also concluded that employees who have high quality relationship with supervisors are more likely to engage in citizenship behavior. Stamper and Johlke (2003) studied the level of

organization citizenship behavior between the part-time and full-time employees.

Van Dyne and Pierce (2004) studied the relationship of psychological ownership with work attitude and work behavior. O’Driscoll et al. (2006) studied the psychological ownership relationship of both job and organization towards the work environment and organization structure. Abu Elanain (2007) studied the Big Five personality traits and OCB. Yüksel (2007) studied the perception of employees towards OCB and attitudes. Singh and Singh (2009) studied the antecedents, consequences and personal outcomes of OCB.

Table 1. Demographic details of employees

| Age (Years) | %    | Qualification | %     | Income per month (Rupees) | %    |
|-------------|------|---------------|-------|---------------------------|------|
| Under 20    | 2.0  | Diploma       | 40.0  | Under 10,000              | 1.0  |
| 20-30       | 81.0 | Graduate      | 44.0  | 10,001-20,000             | 14.0 |
| 31-40       | 13.0 | Post Graduate | 16.0  | 20,001-30,000             | 18.0 |
| 41-50       | 4.0  | Total         | 100.0 | 30,001-40,000             | 34.0 |
|             |      |               |       | Above 40,000              | 33.0 |

Source: Research results.

From the above table, it is clear that 83% of the sample size belongs to the age group of employees under 30, 40% of the employees have a diploma and 44% are graduates. A total of 34% of the sample size have a monthly income of rupees 30,000 to 40,000. This concludes the demographic profile of employees chosen for the study.

Table 2 demonstrates the existence of a positive correlation between the factors determining OCB and the level of organizational citizenship behavior of employees. It is further concluded that there is a statistically significant positive relationship between Altruism and OCB( $r=0.444$ ), Conscientiousness and OCB ( $r=0.530$ ), Civic virtue and OCB ( $r=0.515$ ), Interactional justice and OCB ( $r=0.379$ ), Recognition practices and OCB ( $r=0.384$ ). It is further concluded that there is a positive relationship between the factor Procedural justice ( $r=0.106$ ) and OCB.

Table 2. Correlation analysis and regression analysis for the factors determining OCB

| Particulars                         | r       | Sig   | Correlation   | R     | R <sup>2</sup> | Beta coefficient | F      | Sig | Cronbach Alpha |
|-------------------------------------|---------|-------|---------------|-------|----------------|------------------|--------|-----|----------------|
| Altruism vs.OCB                     | 0.444** | 0.0   | Sig. Positive | 0.444 | 0.197          | 1.319            | 24.101 | 0.0 | 0.738          |
| Conscientiousness vs. OCB           | 0.530** | 0.0   | Sig. Positive | 0.530 | 0.281          | 0.629            | 38.257 | 0.0 | 0.710          |
| Civic virtue vs. OCB                | 0.515** | 0.0   | Sig. Positive | 0.515 | 0.265          | 0.940            | 35.986 | 0.0 | 0.669          |
| Inter-actional justice vs. OCB      | 0.379** | 0.0   | Sig. Positive | 0.379 | 0.144          | 0.650            | 16.422 | 0.0 | 0.673          |
| Recognition practices vs. OCB       | 0.384** | 0.0   | Sig. Positive | 0.384 | 0.148          | 0.431            | 16.806 | 0.0 | 0.644          |
| Procedural justice practices vs.OCB | 0.106   | 0.294 | Positive      | 0.106 | 0.011          | 0.197            | 1.113  | 0.0 | 0.715          |

Source: Research results.

From the regression analysis it is further concluded as follows: there is a positive correlation between factors influencing OCB and OCB. The R<sup>2</sup> Value specifies how much of the dependent variable (i.e. OCB of the employee) can be explained by the independent variables. Thus, Altruism contributes by 19.7%, Conscientiousness by 28.1%, Civic Virtue by 26.5%, Interactional Justice by 14.4 %, Recognition Practices by 14.8%, and Procedural Justice Practice by 1.1%. The Beta coefficient provides the information of OCB variables, which helps to predict the total OCB of the organization by means of the following regression equation:

$$\text{Total OCB} = [18.87 + 1.31 (\text{Altruism}) + 6.2 (\text{Conscientiousness}) + 9.4 (\text{Civic Virtue}) + 6.5 (\text{Interactional Justice}) + 4.3 (\text{Recognition Practices})] + 1.9 (\text{Procedural Justice Practice}).$$

Table 3. Factor structure matrixes of loadings and cross-loadings

| Scale Items | Altruism | Conscientiousness | Interactional Justice | Recognition Practices | Civic  | Procedural Justice Practice | OCB    | Job Involvement |
|-------------|----------|-------------------|-----------------------|-----------------------|--------|-----------------------------|--------|-----------------|
| Al1         | 0.6668   |                   |                       |                       |        |                             |        |                 |
| Al2         | 0.8452   |                   |                       |                       |        |                             |        |                 |
| Con1        |          | 0.5568            |                       |                       |        |                             |        |                 |
| Con2        |          | 0.7613            |                       |                       |        |                             |        |                 |
| Con3        |          | 0.7863            |                       |                       |        |                             |        |                 |
| Con4        |          | 0.6881            |                       |                       |        |                             |        |                 |
| Con5        |          | 0.6925            |                       |                       |        |                             |        |                 |
| Ij1         |          |                   | 0.8975                |                       |        |                             |        |                 |
| Ij2         |          |                   | 0.9244                |                       |        |                             |        |                 |
| Ij3         |          |                   | 0.9038                |                       |        |                             |        |                 |
| Rp11        |          |                   |                       | 0.8533                |        |                             |        |                 |
| Rp22        |          |                   |                       | 0.8334                |        |                             |        |                 |
| Rp33        |          |                   |                       | 0.5735                |        |                             |        |                 |
| Rp55        |          |                   |                       | 0.7202                |        |                             |        |                 |
| Cv1         |          |                   |                       |                       | 0.7949 |                             |        |                 |
| Cv2         |          |                   |                       |                       | 0.716  |                             |        |                 |
| Cv3         |          |                   |                       |                       | 0.8167 |                             |        |                 |
| Pj1         |          |                   |                       |                       |        | 0.8593                      |        |                 |
| Pj2         |          |                   |                       |                       |        | -0.6148                     |        |                 |
| Pj3         |          |                   |                       |                       |        | 0.506                       |        |                 |
| Pj4         |          |                   |                       |                       |        | 0.5437                      |        |                 |
| Ocb1        |          |                   |                       |                       |        |                             | 0.5047 |                 |
| OCB4        |          |                   |                       |                       |        |                             | 0.5672 |                 |
| Ocb5        |          |                   |                       |                       |        |                             | 0.803  |                 |
| Ocb6        |          |                   |                       |                       |        |                             | 0.7449 |                 |
| Ocb7        |          |                   |                       |                       |        |                             | 0.636  |                 |
| Ji1         |          |                   |                       |                       |        |                             |        | 0.5602          |
| Ji3         |          |                   |                       |                       |        |                             |        | 0.7404          |
| Ji4         |          |                   |                       |                       |        |                             |        | 0.7186          |
| Ji5         |          |                   |                       |                       |        |                             |        | 0.7935          |
| Ji6         |          |                   |                       |                       |        |                             |        | 0.7876          |
| Ji9         |          |                   |                       |                       |        |                             |        | 0.7183          |

Source: Research results.

Table 3 shows the confirmatory factor analysis with its factor loadings. The coefficient of factor loading of all variables is above 0.5, which is significant and shows that the variables selected as a part of OCB. Altruism,

Conscientiousness, Civic Virtue, Interactional Justice, Recognition Practices, and Procedural Justice Practice are grouped in a significant and logical way. The study is based on the SEM model for the six variables of OCB and its impact on Job involvement. Gefan and Struab (2005) concluded that the model, that by PLS method, was consistent in a number of past studies.

Based on the previous analysis, the following hypotheses were formulated:

**H1:** *There is no significant association between factors influencing OCB and OCB.*

**H2:** *There is no significant association between OCB and Job involvement.*

#### 4. PARTIAL LEAST SQUARE (PLS) ANALYSIS

In the current study, PLS-SEM method was used to analyze the relationship between OCB and Job involvement. The PLS-SEM method was considered as the best alternative method to multiple regression, which take into consideration both dependent and independent factors with multi-collinearity (Falk and Miller, 1992).

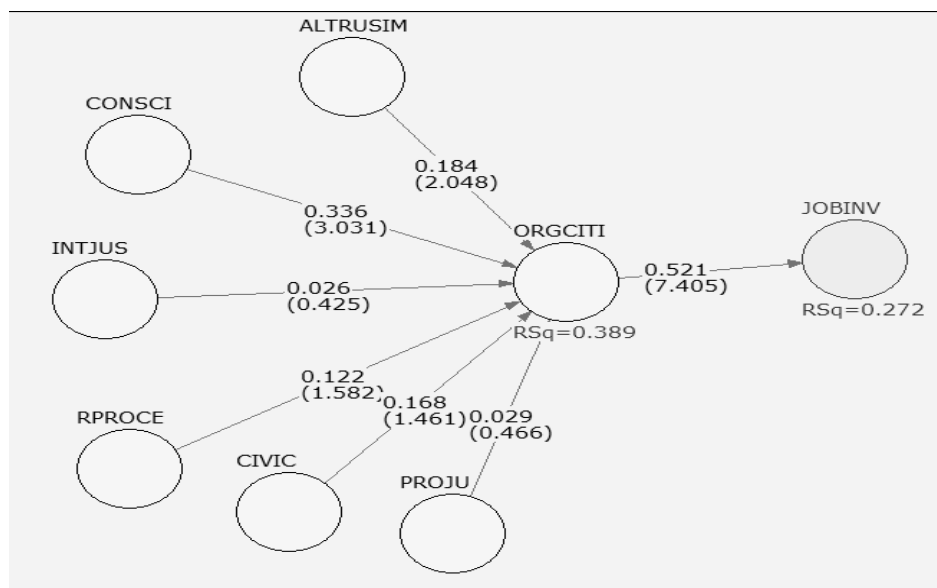


Figure 1. PLS Structural Model for the OCB and job involvement

Figure 1 illustrates six variables, i.e. Altruism, Conscientiousness, Civic Virtue, Interactional Justice, Recognition Practices, and Procedural Justice Practice, whose R<sup>2</sup> value is 0.389.

The illustrated model demonstrates 38.89% predictive strength of the OCB, with the value of R<sup>2</sup> greater than 0.1.

Table 4. Model construct, Average Extracted Variance (AVE) and Cronbach alpha

| Construct                   | Composite Reliability | AVE      | Cronbach Alpha |
|-----------------------------|-----------------------|----------|----------------|
| Altruism                    | 0.721636              | 0.567946 | 0.23066        |
| Conscientiousness           | 0.821426              | 0.482399 | 0.725704       |
| Interactional Justice       | 0.927118              | 0.809194 | 0.883034       |
| Recognition Practices       | 0.83067               | 0.556323 | 0.735219       |
| Civic Virtue                | 0.812604              | 0.591827 | 0.649272       |
| Procedural Justice Practice | 0.408707              | 0.408534 | 0.437605       |
| OCB                         | 0.784434              | 0.428156 | 0.658252       |
| Job Involvement             | 0.862341              | 0.513646 | 0.810174       |

Source: Research results.

The Average Extracted Variance (AVE) for all construct variables of OCB exceeds the benchmark value 0.5. It also validates the construct model of the variables. According to Fornell and Larcker (1981), if AVE exceeds 0.5, then model constructs satisfy the condition.

Structural Equation Modeling used the squared multiple correlation to explain the predictive power of independent variable on the dependent variable. From the path diagram, it can be concluded that the six dimensions of OCB explain 38.9% of variation in endogenous variable OCB, while OCB itself explains 27.2% of variation in the endogenous variable Job Involvement. It is, therefore, concluded that the five components of OCB contribute to explanation of variation only around 27%.



Table 5. Structural model-bootstrap: path coefficients ( $\beta$ ), t-values and hypotheses

|                                    | Entire Sample estimate beta | Mean of Subsamples | Standard error | T-Statistic | Result                    |
|------------------------------------|-----------------------------|--------------------|----------------|-------------|---------------------------|
| <b>Altruism → OCB</b>              | 0.184                       | 0.1817             | 0.0898         | 2.0484      | Null hypothesis rejected. |
| <b>Conscientiousness → OCB</b>     | 0.336                       | 0.3318             | 0.1108         | 3.0312      | Null hypothesis rejected. |
| <b>Interactional justice → OCB</b> | 0.026                       | 0.0804             | 0.0611         | 0.4253      | Null hypothesis accepted. |
| <b>Recognition practices → OCB</b> | 0.122                       | 0.1368             | 0.0771         | 1.582       | Null hypothesis accepted  |
| <b>Civic virtue → OCB</b>          | 0.168                       | 0.1917             | 0.115          | 1.4611      | Null hypothesis accepted. |
| <b>Procedural justice → OCB</b>    | 0.029                       | 0.0836             | 0.0622         | 0.4663      | Null hypothesis accepted. |
| <b>OCB → Job involvement</b>       | 0.521                       | 0.5446             | 0.0704         | 7.405       | Null hypothesis rejected. |

Source: Research results.

Note: T-values > 1.96\* (p< 0.05); t-values > 2.58\*\* (p< 0.01)

## 5. MAJOR RESULTS AND CONCLUSION

This paper studies the factors influencing OCB, and the impact of OCB on job involvement. This study is vital for global organizations, facing problems of retaining committed workforce. Global companies face challenges of keeping the employees who have diverse skills and belong to different generations. The study concluded that Altruism and Conscientiousness have a positive significant relationship to OCB, and that Civic Virtue, Interactional Justice, Recognition Practices and Procedural Justice Practice have no significant positive relationship towards OCB. The variables of OCB in organization lead to 52% of

job involvement of employees. Thus, OCB plays a vital role in contributing to organizational performance of employees. It discusses how the extra-role behavior of employees can make an organization different and make it a more attractive place to work and to retain and attract best employees (Podsakoff et al., 2000).

Citizenship behavior comes in many distinct shapes and forms like:

- Altruism - display of unselfish behavior to carry out the duty with utmost loyalty;
- Conscientiousness - being very cautious, careful and thorough in the job and such an employee also has more desire to do the job with utmost care;
- Civic Virtue - developing personal habits in a way that helps to develop organizational success and societal growth;
- Interactional Justice - being treated with proper information, politely, with dignity and fairly;
- Recognition Practices - acknowledging the employees for their contribution towards the organizational development;
- Procedural Justice Practice - fairness in procedural practices and policies towards employees.

Out of the twenty two variables, Interactional Justice and Recognition Practices are the two factors that are most highly loaded towards OCB. It can be concluded that extended voluntary behavior of employees can be developed by proper recognition, dignified treatment and providing proper communication. Human resources are the most crucial factor, which makes the difference to organization that can be engaged properly by getting their extended behavior to improve the effective functioning of the organization.

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**PONAŠANJE ORGANIZACIJSKOG GRAĐANSTVA I UKLJUČENOSTI U  
POSAO KOD ZAPOSLENIKA INDIJSKOG PRIVATNOG SEKTORA –  
PRIMJENA VIZUALNOG PLS-SEM MODELA**

**Sažetak**

Ponašanje organizacijskog građanstva (POG), koje se objašnjava kao diskrecijsko ponašanje zaposlenika, neizbježno je u globalnoj konkurenciji, s obzirom da su organizacije u velikoj mjeri usmjerene na povećanje konkurentnosti, a njihova se ključna razlikovna prednost odnosi prvenstveno na zaposlenike. Organizacijsko se građanstvo smatra „kontekstualnim rezultatom poslovanja“, kao specifičnim aspektom ponašanja zaposlenika, koji nije direktno povezan s radnim zadacima. Ovakva, izrazito visoka razina performansi, moguća je samo kada se zaposlenike tretira s posebnom pozornošću. Stoga je analiza POG, zajedno s njegovih šest dimenzija (altruizma, svjesnosti, građanskih vrijednosti, interakcijske pravde, praksi prepoznavanja i proceduralne pravde), ključni dio znanstvene literature iz područja menadžmenta. Ova studija analizira odnos POG i njegovih šest dimenzija s konstruktom uključenosti u posao, koristeći strukturno modeliranje jednadžbi, zasnovano na metodi najmanjih parcijalnih kvadrata.