

Relationship Between Organizational Citizenship Behavior and Job Characteristics Model of Motivation: An Empirical Study

Mihir Ajgaonkar¹

Birla Institute of Technology, Mesra

Utpal Baul

Birla Institute of Technology, Mesra

S.M. Phadke

Management Consultant and Organizational Psychologist

Abstract

Employee commitment is an indispensable cog in an organization's growth and motivation influences talent to drive this growth. Employees exhibit certain behaviors by going beyond the normal call of duty. These behaviors are called Organizational Citizenship Behaviors (OCB) and they contribute significantly to an organization's growth. Job characteristics like Skill Variety, Task Identity, Task Significance, Autonomy and Feedback drive motivation at work place. When employers design roles for employees within an organization, the latter are not only motivated, but they also show high preference to OCB. This research aims to empirically study the relationship between OCB and

motivation, the basis of job characteristics, through a structured survey by administering statistically reliable questionnaire from a sample drawn from the Indian corporate sector. The aim is to offer a normative guideline for organizations in order to implement concepts of motivation based on job characteristics and OCB in an effective manner in the Indian industrial sector.

Key Words: Organizational Citizenship Behaviors (OCB), Job Characteristics Model of Motivation, Skill Variety, Task Identity, Task Significance, Autonomy and Feedback.

Introduction

The Indian economy had been growing at 8-9% successively over the past few years before the global economic meltdown in 2008. At the onset of the downturn, the government promptly initiated steps to curtail its impact on the Indian economy; ergo, the economy bounced back and grew at 6-8% between 2008 and 2012. However, the current European debt crisis has cast a shadow on the Indian economy's growth, which is at 6-7%. Despite the dip, it has retained its status as the world's second fastest growing economy, next to China. Service sectors like IT, Telecom and IT-enabled services have emerged as growth engines of the economy, and the manufacturing industry is the dark horse, which is set for the next big wave of economic expansion. GDP has more than doubled over the past decade, which has created unprecedented opportunities for professionals in the corporate sector. Attraction and retention of talent for a reasonable time in an organization is a major challenge facing Indian corporates today in all sectors. McKinsey's survey on motivation and talent management (2004) finds that 75% of surveyed corporates are facing talent paucity. Deloitte (2008) reports that 87% of HR directors believe employee motivation and retention are the biggest issues. Employee retention and motivation is the third biggest challenge after the state of global economy and competition for CEOs.

In today's competitive world, it is imperative for organizations to build employee commitment to spur growth. Motivation influences talent to drive an organization's growth (Rousseau, 1990). Employees also exhibit certain behavior by going beyond the normal requirements of the role / task. This behavior is termed Organizational Citizenship Behaviors (OCB) and it has been found to

meaningfully contribute to organizational growth (Organ, 1988). Is there any relationship between motivation on basis of job characteristics and OCB? Whether employee motivation in any way influences OCB within organizations? Researchers have proposed a model for exploring probable relationships between OCB and job characteristics, psychological contract and Porter Lawler's PO & EP expectancies (Ajgaonkar, Baul, Phadke 2012). Accordingly, this study aims to seek answers to questions pertaining to the relationship between OCB and job characteristics.

The presentation of this empirical study is as per following sections:

Literature review: Provides an overview of the associated literature and the gaps observed.

Method: Covers dependent variable, independent variable, research methodology (preparation of questionnaire, sample details) and tool for statistical analysis.

Results: States the statistical analysis, conclusion for the relationship between factors of job characteristics (skill variety, feedback, task identity, task significance and autonomy) with OCB factors (altruism, conscientiousness, sportsmanship, courtesy, civic virtue).

Discussion: Provides discussion points regarding interpretations and implications of management practice for above relationships.

Literature review

William Ouchi (1980) observed that it is not necessary for organizations to control or direct employees because the latter's natural (socialized)

inclination is to do what is best for the organization. A similar thought was brought forward by Organ (1977, 1988) when he defined OCB as “individual behavior that is discretionary, not directly or explicitly recognized by any formal reward system and that in aggregate promotes effective functioning of an organization.” Merriam Webster on line dictionary (2008) has defined citizenship as “membership in a society, community and carries with it rights to political participation; a person having such membership is a **citizen**.” Citizenship status often implies some responsibilities and duties. This also implies working towards the betterment of one’s community through economic participation, public service, volunteer work and other such efforts to improve life for all citizens. Bateman and Organ (1983) developed the first scales to measure OCB. According to them, OCB include any of those gestures often taken for granted that lubricate the social machinery. Examples like helping coworkers with job related problems, accepting orders without a fuss, tolerating temporary impositions without complaints, helping to keep work area clean or uncluttered, making timely and constructive statements about the work unit or its head to outsiders, promoting a work climate that is tolerable and minimizing distractions created by interpersonal conflict, and protecting and conserving organizational resources, for lack of a better term are referred by the authors as “Citizenship Behaviors.”

Research by Graham (1989, 1991) proposes a four-dimensional OCB model. The dimensions are: (1) **interpersonal helping**: aiding coworkers in jobs when such help is needed; (2) **individual initiative**: communications to others in a workplace to improve individual and group performance; (3)

personal industry: performance of specific task over and beyond the call of duty; and (4) **loyal boosterism**: promotion of the organizational image to outsiders. Further to Organ’s definition, Podsakoff, Mackenzie, Moorman and Fetter (1990) identified five major categories of OCB—Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue. Relevant literature defines the above five categories as follows:

“**Altruism** is selfless concern for the welfare of others. It is a traditional virtue in many cultures, and central to many religious traditions. It is the opposite of selfishness.” “**Conscientiousness** is the trait of being painstaking and careful or the quality of acting according to the dictates of one’s conscience. It includes such elements as self-discipline, carefulness, thoroughness, organization, deliberation (the tendency to think carefully before acting) and need for achievement. It is an aspect of what was traditionally called *character*.” “**Sportsmanship** is, in a basic sense, conforming to rules and proper spirit of sport. This is a term called *etiquety*. More grandly, it may be considered as the **ethos of sport**. It is interesting that motivation for sport is often an elusive element. Sportsmanship expresses an aspiration or *ethos* that the activity will be enjoyed for its own sake with apt consideration for fairness, ethics, respect and a sense of fellowship with one’s competitors.” “**Courtesy** is a consideration, cooperation, generosity in providing something.” “**Civic Virtue** is the cultivation of habits of personal living that are claimed to be important for the success of a community. The identification of character traits that constitute civic virtue has been a major concern of political philosophy. The term **civility** refers to behavior between persons and groups that conforms to a social mode (that is, in accordance

with the civil society), as itself being a foundational principle of society and law” (Podsakoff, Mackenzie, Moorman and Fetter, 1990, pp 107-142).

Podsakoff, Mackenzie, Moorman and Fetter (1990) carried out research based on Organ's definition of OCB and have defined these behaviors in the following taxonomy. “**Altruism:** Discretionary behaviors on part of employees that have the effect of helping another employee in a specific and an organizationally relevant problem.” “**Conscientiousness:** Discretionary behaviors on part of employees that go well beyond minimum role requirements of the organization in areas of attendance and obeying rules and regulations.” “**Sportsmanship:** Willingness of the employee to tolerate less than ideal circumstances without complaining—to avoid complaining, petty grievances, railing against real or imaginary slights and making federal cases out of small potatoes”. “**Courtesy:** Discretionary behavior on part of an individual aimed at preventing work related problems from occurring.” “**Civic Virtue:** Behavior on part of an individual that indicates that he / she responsibly participates in, is involved in, or is concerned about the life of the company” (Podsakoff, Mackenzie, Moorman and Fetter, 1990, pp.107-142).

William and Anderson (1991) have expanded on Organ's research and identified two broad categories of OCB. These are, “organizational citizenship behavior for organizations (OCBO) and organizational citizenship behavior for individuals (OCBI). OCBO is behavior that benefits the organization in general, and OCBI is behavior that immediately benefits other individuals and indirectly through this it contributes to the organization” (William and Anderson, 1991, pp 601-617).

The concept of contextual performance (CP) is similar to OCB. It has been defined as “contributions like interpersonal facilitation or job dedication that sustains the ethos of cooperation and interpersonal supportiveness of a group and in context of which technical or task performance occurs” (Pulakos, Borman and Hugh, 1988, pp.703-716). Pulakos, Borman and Hugh (1988); Borman and Motowildo (1993); Campbell (1994); Motowildo and Van Scotter (1994) developed the concept of contextual performance and conducted first empirical study to test the distinction between task performance and contextual performance. Unlike task performance, which relates to the technical core of an organization, contextual performance behaviors do not support the technical core itself as much as they support broader organizational, social and psychological environment in which the technical core must function. Drawing on theoretical and empirical work in OCB by Organ (1988); pro-social organizational behavior Brief and Motowildo (1986); models of soldier effectiveness, Borman, Motowildo and Hanser (1983); Campbell (1990); and models of management effectiveness, Borman & Brush (1993); Borman and Motowildo (1993) identified five categories of contextual performance. The categories are: (a) volunteering to carry out task activities that are normally not part of the job; (b) persisting with extra enthusiasm when necessary to complete own task activities successfully; (c) helping and cooperating with others; (d) following organizational rules and processes even when it is personally inconvenient; and (e) endorsing, supporting and defending organizational objectives.

Van Dyne, Commings and Mclean-Parks (1995) have positioned OCB as extra role behavior, similar to CP, defined as behavior that benefits an

organization and goes beyond the existing role expectations. Also, Shore, Barksdale and Shore (1995) observed that managers feel that demonstration of OCB is a sign of employees' commitment /emotional attachment by going beyond the normal call of duty. They found that managers feel OCB is commitment of employees to the organization /emotional attachment with the organization by going beyond the normal requirements of the role. It was also important for researchers to observe the link between OCB and various national cultures. Farh, Earley and Lin (1997) explored whether OCB has ethical meaning in cultures in which expectations from employees differ drastically. They found that altruism, civic virtue and conscientiousness are relatively universal in nature. They did not find dimensions comparable to courtesy and sportsmanship, but added interpersonal harmony and protecting company resources based on Chinese National Culture. Podsakoff et al. (2000) observed that OCB are discretionary and not formally rewarded by organizations. However, they could be expected as part of the role or managers would like employees to display such behavior to be effective in an organization.

Researchers also felt the need to explore whether motivation has any influence on OCB demonstrated by employees at work place. While getting down to specifics, researchers felt that there was a need to look at employee motivation generated due to the role design which is not linked to any monetary inducements. Before OCB were conceptualized and researched by behavior scientists, Hackman and Oldham (1976) presented job characteristics model for motivation. The model defines following job characteristics that drive motivation at work place:

1. "**Skill variety** is to the extent to which the job requires the employee to draw from a number of different skills and abilities as well as on a range of knowledge."
2. "Task **identity** is whether the job has an identifiable beginning and end. How complete a module of work does the employee perform?"
3. "**Task significance** involves importance of the task. It involves both internal significance (how important is the task to the organization) and external significance (how proud are employees to tell relatives, friends, and neighbors what they do and where they work)."
4. "**Autonomy** is job independence. How much freedom and control do employees have to, for example, schedule their own work, make decisions, or determine the means to accomplish objectives?"
5. "**Feedback** is objective information about progress and performance that can come from the job itself or from supervisors or from an information system" (Hackman & Oldham, 1976, pp.250-279).

Gaps in literature

As the researcher was keen on exploring relationships between OCB and Hackman & Oldham's Job Characteristics Model of Motivation, literature was studied extensively to understand the status of research on this topic. Given below are the gaps in the literature.

Studies conducted by Farh, Podsakoff and Organ (1990); Van Dyne, Graham and Dienesch (1994); Blakely, Andrews and Fuller (2003); Cardona, Lawrence and Bentler (2004) have examined one or more of these job characteristics on OCB. All studies, except by Blakely et. al. (2003), have found positive relationship between job characteristics under

study with OCB. However, no research has been found that has examined the individual impact of all job characteristics on OCB. Jordan, Schraeder, Field and Armenakis (2007) observed that in military organizations there is a positive relationship between OCB and job satisfaction, and the latter is predictor of OCB. Any research on relationship between job characteristics and all the elements of OCB has not been found so far in India.

Method

Nature of study

The researcher planned this study as an exploratory research and hence any particular hypothesis was not developed and tested.

Dependent variable

For the purpose of this research, the researchers have defined OCB factors (behaviors) as follows and they were considered as dependent variable:

“Altruism (AL) is defined as discretionary behaviors on part of employees to help, guide or assist fellow colleagues or take responsibilities for them.”

“Conscientiousness (CO) is defined as discretionary behaviors on part of an employee to take ownership of his work and related self-development, set challenging targets and meet deadlines, take decisions based on self-conscience and observe rules and values of the organization.”

“Sportsmanship (SM) is discretionary behaviors on part of an employee to drive oneself to surpass others' performance, appreciate others and contribute so that fellow colleagues meet their objectives and push them to excel, accept own

mistakes and express emotions appropriately, be tolerant to organizational negativities and accept organizational changes.”

“Courtesy (CT) is defined as discretionary behaviors on part of an employee to initiate resolution of issues, build consensus and actively contribute to conflict resolution, locating resources /experts for organizational problems, collaborating with others, being aware of the impact of self behaviors on other people and their work.”

“Civic Virtue (CV) is a set of discretionary behaviors on part of an employee to participate actively into organizational affairs and be informed about organizational developments, defend its reputation, be vigilant about organizational policies, report any violations and take up fellow colleagues' grievances.” (Ajgaonkar M., Baul U., Phadke S. M., 2012, pp.32-42)

Independent variable

Definitions of job characteristics (Oldham and Hackman 1976) were considered another independent variable. Definitions were as follows:

“Skill variety refers to the extent to which a job requires the employee to draw from a number of different skills and abilities as well as on a range of knowledge.”

“Task identity refers to whether the job has an identifiable beginning and end. How complete a module of work does the employee perform?”

“Task significance involves the importance of the task. It involves both internal significance (how important is the task to the organization) and external significance (how proud are employees to

tell relatives, friends and neighbors what they do and where they work).”

“**Autonomy** refers to job independence. How much freedom and control do employees have to, for example, schedule their own work, make decisions, or determine the means to accomplish objectives.”

“**Feedback** refers to objective information about progress and performance that can be inferred from the job itself or from supervisors or from an information system.” (Hackman & Oldham, 1976, pp 250-279)

Preparation of questionnaire

A detailed questionnaire was prepared, tested comprehensively for its reliability (Cronbach alpha =0.7, an acceptable reliability coefficient, (Nunnally (1978) and Streiner D. L. (1989)) and used to collect responses of working professionals from the Indian corporate sector.

Sample & procedure

A representative sample of the population was necessary to obtain dependable results. Obtaining a truly representative sample, especially for research in applied field of organizational psychology, poses a number of problems; issues regarding availability of adequate information about the population and accessibility of respondents were major problems in this study. An attempt has been made to obtain a representative sample across industry sectors.

However, it may not be an absolutely truly representative sample for current research. 540 employees working in manufacturing, service and infrastructure sectors in executive and management cadre across India constituted the sample for the study. Manufacturing was further classified into engineering, textiles and steel & castings; services into business process outsourcing (BPO), IT, telecom & consulting (combined) and financial services. The infrastructure sector was divided into power, transportation (highways and expressways, airports, ports) and engineering (oil and gas, refineries etc.). The objective was to get a fairly representative sample of respondents from various sub-sectors of these industries. Table 1 shows distribution of the sample (N = 540) according to industry sectors and sub-sectors and cadre of employees.

Detailed statistical analysis was carried out based on dependent and independent variables commensurate with the research's objective. Due to the large sample size (N=540) the data was assumed to be normal.

Each factor had multiple questions in the questionnaire and factor wise score was calculated on the basis of responses given by respondents to these multiple questions. Hence, data was treated by using non-parametric statistics instead of parametric or frequency statistics.

Table 1: Sample distribution across manufacturing, service & infrastructure sectors

Sector	Sub sector	Executive (n)	Management (n)	Total (N)
Manufacturing	Engineering	30	30	60
	Textile	22	38	60
	Steel & forgings	30	30	60
Sector Total		82	98	180
Service	BPO	31	29	60
	IT, Telecom, Consulting	30	30	60
	Financial Services	30	30	60
Sector Total		91	89	180
Infrastructure	Power	36	24	60
	Transportation	30	30	60
	Engineering (Oil & gas)	32	28	60
Sector total		98	82	180
Grand Total		271	269	540

The score ranges used for responses were from 1 (low) to 5 (high). So, even a small difference was thought to be significant in relation to the specific variable. Therefore, statistics related to testing significance of differences (ANOVA ONE WAY) was used.

Both psychological independent variables and OCB dependent variables were scaled for responses. This research did not use the traditional survey methodology. Instead, major concepts were defined in terms of their factor-wise contents and questions were framed. This method required parametric statistics for scaled responses.

Results

The statistical analysis and conclusion for each factor is as follows:

Skill Variety - statistical analysis:

Table 2: Skill variety & OCB factors (mean and standard deviation)

Skill variety	AL	CO	SM	CT	CV
Group 1: High scores (n=77)	17.000 (2.0066)	17.545 (1.6347)	17.468 (1.8819)	16.896 (2.2918)	17.844 (2.1279)
Group 2: Moderate Scores (n=368)	15.807 (2.2641)	16.440 (2.1678)	16.174 (2.2421)	15.467 (2.4066)	16.389 (2.3838)
Group 3 : Low Scores (n=95)	15.421 (3.2143)	16.358 (2.8618)	16.032 (2.4601)	15.053 (2.5904)	16.432 (2.7040)

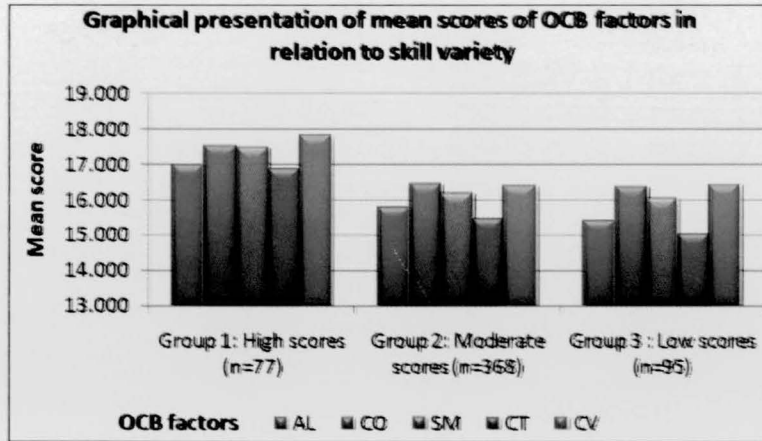


Table 3: Anova to compare skill variety and OCB factors

OCB Factor	DF (between group)	DF (within group)	MSS (between group)	MSS (within group)	F value	Pr > F
AL	2	537	59.0471	5.8817	10.04	<.0001
CO	2	537	41.8214	5.0235	8.33	0.0003
SM	2	537	58.5282	4.9962	11.71	<.0001
CT	2	537	82.1419	5.8762	13.98	<.0001
CV	2	537	69.1627	5.8042	11.92	<.0001

Conclusion

Since $p < 0.05$, at 5% level of significance we conclude that there are significant differences in preference for OCB factors (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) with respect to preference for **Skill Variety**.

Feedback- statistical analysis:

Table 4: Feedback & OCB factors (mean & standard deviation)

Feedback	AL	CO	SM	CT	CV
Group 1: High scores (n=72)	17.000 (2.0000)	17.819 (1.8487)	17.389 (1.6914)	17.097 (2.1893)	17.917 (2.1931)
Group 2: Moderate scores (n=392)	15.788 (2.3271)	16.462 (2.2099)	16.209 (2.2980)	15.449 (2.3302)	16.548 (2.3181)
Group 3 : Low scores (n=76)	15.500 (3.2062)	16.039 (2.5583)	15.974 (2.4109)	14.947 (2.9525)	15.645 (2.8692)

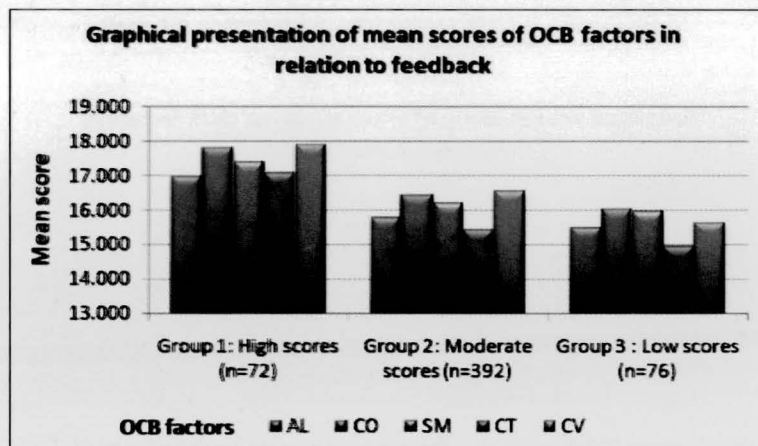


Table 5: Anova to compare feedback and OCB factors

OCB Factor	DF (between group)	DF (within group)	MSS (between group)	MSS (within group)	F value	Pr> F
AL	2	537	52.0638	5.9077	8.81	0.0002
CO	2	537	69.1448	4.9217	14.05	<.0001
SM	2	537	48.0473	5.0352	9.54	<.0001
CT	2	537	101.3548	5.8046	17.46	<.0001
CV	2	537	97.6028	5.6983	17.13	<.0001

Conclusion

Since $p < 0.05$, at 5% level of significance we conclude that there are significant differences in preference for OCB factors (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) with respect to preference for **Feedback**.

Task identity - statistical analysis

Table 6: Task identity & OCB factors (mean & standard deviation)

Task identity	AL	CO	SM	CT	CV
Group 1: High scores (n=93)	16.839 (1.8667)	17.516 (1.6326)	17.419 (1.6440)	16.548 (2.3056)	17.570 (2.2380)
Group 2: Moderate scores (n=376)	15.862 (2.2890)	16.545 (2.1819)	16.191 (2.2534)	15.508 (2.4122)	16.500 (2.4067)
Group 3 : Low scores (n=71)	14.944 (3.4719)	15.563 (2.9166)	15.662 (2.6670)	14.831 (2.7255)	15.887 (2.6595)

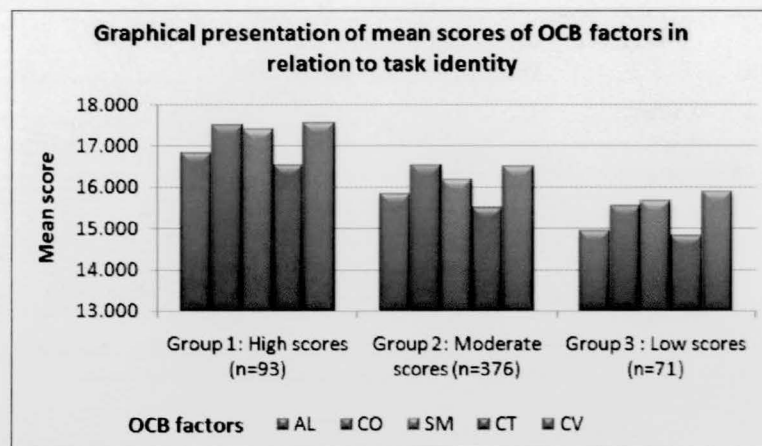


Table 7: Anova to compare task identity and OCB factors

OCB Factor	DF (between group)	DF (within group)	MSS (between group)	MSS (within group)	F value	Pr > F
AL	2	537	73.6950	5.8271	12.65	<.0001
CO	2	537	77.6640	4.9000	15.88	<.0001
SM	2	537	74.6274	4.9362	15.12	<.0001
CT	2	537	64.4090	5.9422	10.84	<.0001
CV	2	537	63.6492	5.8248	10.93	<.0001

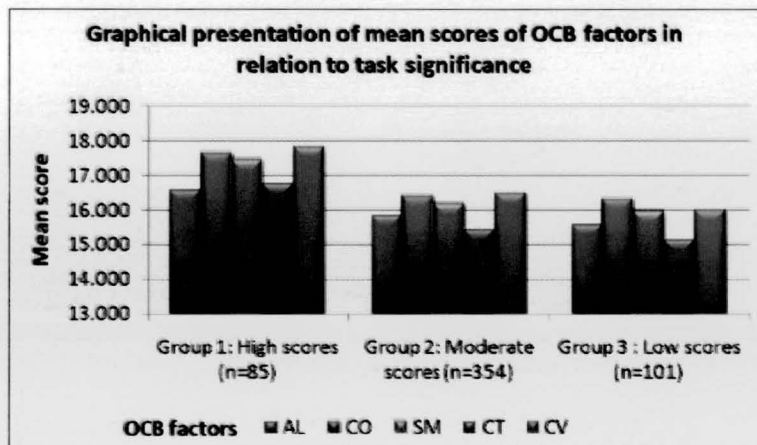
Conclusion

Since $p < 0.05$, at 5% level of significance we conclude that there are significant differences in preference for OCB factors (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) with respect to preference for **Task Identity**.

Task significance - statistical analysis

Table 8: Task significance & OCB factors (mean & standard deviation)

Task significance	AL	CO	SM	CT	CV
Group 1: High scores (n=85)	16.588 (2.2588)	17.647 (2.2557)	17.459 (2.0676)	16.776 (2.3522)	17.835 (2.2299)
Group 2: Moderate scores (n=354)	15.842 (2.4117)	16.407 (2.1734)	16.169 (2.1461)	15.446 (2.3740)	16.483 (2.4276)
Group 3 : Low scores (n=101)	15.574 (2.7252)	16.307 (2.3906)	15.960 (2.6150)	15.139 (2.6797)	15.990 (2.4187)



Conclusion

Since $p < 0.05$, at 5% level of significance we conclude that there are significant differences in preference for OCB factors (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) with respect to preference for **Task Significance**.

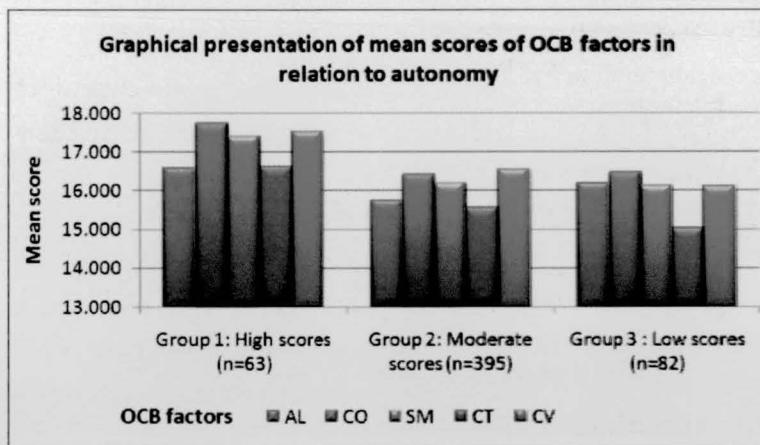
Table 9: Anova to compare task significance and OCB factors

OCB Factor	DF (between group)	DF (within group)	MSS (between group)	MSS (within group)	F value	Pr > F
AL	2	537	86.0550	5.7413	14.99	<.0001
CO	2	537	57.4647	4.9652	11.57	<.0001
SM	2	537	65.6110	4.9698	13.20	<.0001
CT	2	537	73.7528	5.9074	12.48	<.0001
CV	2	537	86.0550	5.7413	14.99	<.0001

Autonomy - statistical analysis

Table 10: Autonomy & OCB factors (mean & standard deviation)

Autonomy	AL	CO	SM	CT	CV
Group 1: High scores (n=63)	16.571 (2.0691)	17.730 (1.5985)	17.413 (1.8017)	16.635 (2.3162)	17.524 (1.8825)
Group 2: Moderate scores (n=395)	15.744 (2.4220)	16.423 (2.3122)	16.203 (2.2303)	15.552 (2.3531)	16.557 (2.4964)
Group 3 : Low scores (n=82)	16.195 (2.8434)	16.476 (2.2837)	16.134 (2.6188)	15.024 (2.9605)	16.122 (2.5013)



Conclusion

Since $p < 0.05$, at 5% level of significance we conclude that there are significant differences in preference for OCB factors (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) with respect to preference for **Autonomy**.

Table 11: Anova to compare autonomy and OCB factors

OCB Factor	DF (between group)	DF (within group)	MSS (between group)	MSS (within group)	F value	Pr > F
AL	2	537	22.5362	6.0177	3.75	0.0243
CO	2	537	46.9956	5.0042	9.39	<.0001
SM	2	537	41.7042	5.0588	8.24	0.0003
CT	2	537	47.7788	6.0041	7.96	0.0004
CV	2	537	36.6147	5.9254	6.18	0.0022

Discussions

Skill Variety

Interpretations: The means for all OCB factors are high for the group of employees indicating high perception for skill variety. The perception of high skill variety in an individual's role may create a strong commitment to team work desire to help / support fellow employees through use of higher skills and also to better their own skills further through such opportunities. High skill levels improve employability of individuals, reduce insecurity and hence generate tendency to support others. In such an event, fellow employees will also get a chance to improve their skills. There could be healthy competition among such employees to surpass each other's performance, appreciate others, collaborate and resolve conflicts to make way to learn from situations. These employees can have the tolerance to look at organizational shortcomings and accept the change quickly as they will love complexities/challenges that will lead to further learning. They will participate in organizational affairs actively and contribute to sustain and institutionalize any change management effort.

The preference for civic virtue is highest in the group of high scores among other OCB factors, followed by preference for conscientiousness. Employees falling in this category could have a better sense of belonging to the organization to be emotionally involved with it, be vigilant about its reputation and adhere to its policies. Also, these employees will actively take control of their self-development and take up stretched targets to enhance their performance.

Among the group of employees with moderate perception of skill variety in their roles, preference for conscientiousness is highest, followed by civic virtue. This could be because such employees could be positively motivated to take ownership of their work and related self-development to improve skill variety. There is also tendency to observe rules and regulations of the organization, to get involved in organizational affairs and be informed of its policies. This could be so to seek opportunity through organizational mechanisms to upgrade their skills / multi skill.

In this group, preference for courtesy is the lowest. As there could be limited opportunities for concerned employees to improve their skills, collaboration with others may not be the preferred behavior. Such competition among employees may give rise to conflicts and employees may not be too concerned about resolving the same, as collaboration is not a priority.

The mean for preference for courtesy is lowest for the group with low perception of the skill variety. It is possible that employees with low skill variety generally have the perception of being stuck in a job with limited growth prospects. This will lower their involvement with colleagues and may also result in frustration due to limited social and economic upward mobility. Hence, there could be little collaboration amongst them. It may result in conflicts among groups of employees and failure to locate resources to resolve organizational problems. Such employees may not be aware of the impact of their behavior on others. This may compound problems and result in industrial relations issue.

Such groups also indicate low preference for

altruism. Due to reasons mentioned in the above paragraph, tendency among such employees could be to not assist colleagues or take responsibilities for them.

Implications for management practice

Employees demonstrating high inclination for OCB could be given preferential treatment to participate in skill development programmes. Such employees already have the desired attitudes and when coupled with necessary skills, they could turn out to be high performers.

Continued investments in training and capability building will create a critical mass of employees with high preference for OCB factors. This will provide a platform for change management efforts. Multi-skilled employees will also improve preferences for OCB within the organization.

Employees with high skill sets and preference for OCB could be appointed as mentors to “problem children” employees (employees with high competence, but low performance) to improve their performance. They could also be identified as internal trainers / project facilitators for improvement initiatives. This will improve the acceptability and success rate of such initiatives.

Feedback

Interpretation: Employees who have indicated the receipt of candid and regular feedback in their role have also shown high preference for all OCB factors. The highest preference among this group is for civic virtue, followed by conscientiousness. As these employees desire and benefit from feedback in their roles, they could also have a strong preference to participate in the organization's affairs, be informed about internal developments and report any

violations. Objective feedback could give rise to taking ownership of job, focus on self-development, setting of challenging targets and meeting time lines. As regular and honest feedback gives rise to righteous behavior, decision making based on self-conscience is preferred. A study by Organ, Podsakoff and Mackenzie (2001) shows that there is high indirect relationship between feedback and OCB factors like civic virtue, conscientiousness and sportsmanship. Feedback is an integral part of supportive behavior. There is a positive direct relationship between feedback and trust and the latter has positive direct relationship with civic virtue and conscientiousness. Tasks that provide feedback are more self-rewarding and offer better opportunities for improving performance through trial and error learning. They should enhance job satisfaction, which has been shown to be related to OCB (Organ and Ryan, 1995). Cardona et al., (2004) observed that task feedback influences OCB by enhancing effective affective commitment to the organization.

In a work environment where feedback is given with candour with the objective of betterment of fellow employees, staff may have strong preference to help each other, work as a cohesive team, generate positive competition and accept mistakes, confront and resolve conflicts and be aware of the impact of their behavior on others.

In a group wherein the scores are moderate / low due to unclear feedback or lack of it, preference for courtesy has been indicated the lowest, followed by altruism. This could be because the employee may not be clear about deliverables / role. In such case, his cooperation with others may get impacted. To succeed in any role, one has to have seamless interactions with other role holders / internal customers in that work process. In the absence of

role clarity, these interactions may not be up to the desired level. Such people may not be exactly aware about the impact of their behavior on others due to partially moderated feedback. Lack of clarity on part of an employee about expectations from him may result in non-resolution of issues / conflicts. The next lowest preference in this group is for altruism. As employees may not be clear how they are being perceived by seniors on the performance scale, they may be anxious about the same. In such a state of mind, these employees may not have high preference for altruism.

Implications for management practice

The organization could focus on strengthening the performance management system with a strong emphasis on regular and candid feedback. This will serve as a strong culture and organization building measure.

While promoting employees to the position of team leaders / first line supervisors from a pool of individual contributors or elevating managers to leadership positions, organizations could also consider preference for OCB as an important criterion along with professional competence. Team leaders with high preference to OCB will attach the desired importance to provide objective and ongoing feedback to employees for effective management of performance.

Improvement in preferences for OCB could be focused on as part of leadership coaching. Such intervention will positively contribute to holistic leadership development of the individual.

Task identity

Interpretation: Preference for OCB factors are high among the group of employees who perceive high

task identity in their jobs. Studies by Conger and Kanungo (1988) and Hui (1994) found that enhancing meaningfulness of work results in high OCB behavior at the individual level while Ahearne, Mackenzie, Podsakoff (2004) found that it also results in high OCB behaviors at the group level. The highest preference is for civic virtue, followed by conscientiousness. As an employee gets to handle a complete job and not any part / fraction of the work, there is a possibility that it generates pride in the organization. As a result, he may be willing to participate in organizational affairs, protect its reputation and demonstrate other associated behaviors. As the role of such employees is a complete work unit, it could lead to ownership of work and the associated self-development. They will set challenging targets and stretch to achieve them. They take decisions on the basis of their self-conscience while executing their roles.

Employees who have moderate task identity in their role show the highest preference for conscientiousness, followed by civic virtue. This could be because the concerned employees would like to demonstrate their commitment to the organization by taking ownership of their work and setting and achieving stretched objectives so that the organization may structure their roles to allow high task identity. The moderate level of task identity may result in some frustrations and, hence, the preference for civic virtue could be relatively low.

Groups where task identity in the role is moderate / low have recorded the lowest preference for courtesy, followed by altruism. The possibility could be that the moderate / low degree of task identity has led to dissatisfaction among them as these employees do not perceive their role as complete and meaningful due to moderate / low level of task

identity. This may have affected their cooperation with peers. Also, the motivation to look at organizational / process related problems, locate resources and find a solution will not be very high. The low level of cooperation between employees will also spill over to the desire to help / provide assistance to fellow employees.

Implications for management practice

An organization can focus on job design to make jobs more complete work modules with adequate empowerment of concerned employees. Organizations should look at enriching roles for completeness rather than adding more responsibilities to employees, which could be disparate.

While designing these roles to enrich task identity, managements could also involve the concerned employees in the process, giving a different perspective to the entire exercise. By capturing employees' expectations in terms of responsibilities and empowerment and by creating an alignment between organizational objectives and employees' expectations, job design could be robust to provide adequate task identity.

Task significance

Interpretation: People with high task significance in their roles have also high preference for all OCB factors. The highest among them is civic virtue, followed by conscientiousness. The reason for this could be that when people see that their role is important to an organization's objectives and when they feel proud to tell outsiders about their work and organization, they are aligned to demonstrate high organizational citizenship behaviors. Due to high organizational pride, they get actively involved in organizational affairs and are informed about the

direction their organization is going to take. They defend the organization's reputation, take up colleagues' grievances and report on violations of the organization's policy. As these employees feel they are directly contributing to organizational objectives and being in the organization gives them recognition in the external world, they stretch more, take charge of their self-development and put their energy to excel.

Among the group of employees where perception of task significance is moderate, once again, civic virtue is still the highest preferred OCB behavior. It is closely followed by conscientiousness. It could be because people definitely feel pride in the organization as they get to see the direct link of their roles with organizational goals, even at the moderate level. This pride influences them to take ownership of their work to push hard to see more impact of their deliverables to the organization's results. Preference for courtesy comes a close third in importance. The possibility for this could be that the moderate task significance brings down the focus on collaboration with colleagues and resolution of organizational issues. Also, at this stage, if employees are not clear on the link between their work and overall business objectives, they are also not clear about the impact of their behavior/work on others since organizational results emerge through the chain of interwoven contributions from all employees.

The employee group with low scores on task significance has indicated least preference for civic virtue, closely followed by altruism. Since these employees do not see any connect between their work and organizational objectives, they are also not clear about how their efforts are facilitating others' work to move towards business objectives. Also, there could be tendency to complete only one's

piece of work without any concern for resolution of work related problems. This also results in lowering the preference for altruism as these employees may not feel any urge to help their fellow colleagues due to sheer indifference.

Implications for management practice

Organizations need to look at developing a system for linking individual objectives to organizational goals. Use of methodologies like Hoshin Kanri (X Matrix) will make objective setting in alignment with organizational goals more transparent and also define broad steps that employees need to take across levels to achieve these objectives.

Organizations could also implement department purpose analysis (DPA) and service level agreements to bring clarity about expectations / deliverables of internal customers and suppliers who are part of the organization's work process. The action points then have to be incorporated into individuals' objectives. This will also significantly improve task significance.

While choosing personnel for manning positions with high task significance, organizations could focus on candidates who demonstrate high preference for OCB factors, in particular for civic virtue and conscientiousness. These candidates tend to do better in their role to reach greater heights.

Autonomy

Interpretations: Studies by Conger and Kanungo (1988) and Hui (1994) found that enhancing freedom at work results in high OCB behavior at the individual level while Ahearne, Mackenzie, Podsakoff (2004) found that it also results in high OCB behaviors at the group level. The employee

group with high perceived autonomy in the role has demonstrated high preference for OCB factors. Cardona et. al. (2004) observed that autonomy influences OCB by enhancing effective and affective commitment to the organization. In this study, it has been observed that conscientiousness has the highest preference, followed by civic virtue among employees who perceive high autonomy in their roles. It appears that higher autonomy in job motivates employees to take control of their work and development, and aggressively move ahead on their deliverables by committing themselves to higher standards and targets. Autonomous tasks are more satisfying as they provide greater control with employees (Langer, 1983). Heightened job satisfaction may increase OCB. Freedom instills a sense of organizational trust and confidence in employees. They tend to make decisions based on their conscience and also are observant of the organization's rules and regulations. The confidence placed by the organization in these employees will also multiply their involvement in organizational affairs and this could indicate their high preference for civic virtue.

The group of employees wherein autonomy is at moderate level in their jobs has indicated higher preference to civic virtues, closely followed by conscientiousness. The reason could be that as the employee starts experiencing freedom to plan his work and decide how to attain his objectives, the attachment / pride in the organization increases. Employees may want to be associated with organizational matters, defend its reputation in public, be vigilant about the organization's interests and report violations of any policy matters. Hence, there will be higher preference for civic virtue. The moderate level of freedom in jobs to plan work, take decisions on day-to-day matters will orient these employees to take a new look at their jobs. This will

result in concerned employees beginning to take charge of their roles. They start exploring competencies required to execute the tasks in a more meaningful way and how to go about developing them. They also start thinking of bettering their performance. Hence, their commitment to stretched targets and time lines starts rising. This builds a preference for conscientiousness.

The group of employees which feels that autonomy is low in their jobs has in general indicated low preference for OCB factors in comparison to groups with high autonomy scores. The lowest emerging preference is for courtesy. This could be so, as employees do not bother to collaborate for work, resolve conflicts, locate resources for tackling organizational issues due to lack of freedom to do so. Civic virtue is the second lowest preferred OCB factor by this group. As these employees are tightly controlled and closely supervised, they do not have any affiliation to organizational affairs. For this group, preference for altruism is higher than what has been indicated by the group of employees with moderate levels of autonomy in their work. The concerned employees could have an affinity towards helping each other as fellow comrades in their difficulties caused by close supervision and control. Seligman (1975) has observed that low task autonomy may foster learned helplessness, which may decrease some form of OCB (e.g., altruism, civic virtue).

Implications for management practice

Organizations need to strive to build autonomy in roles of employees across levels as it has a direct bearing on productivity of employees. Otherwise, employees will lack positive motivation to drive productivity to a higher orbit.

Close supervision may lead to industrial unrest in the organization by the employee group with low autonomy. Higher preference for altruism could channelize their efforts in this direction. Hence, by creating higher autonomy in roles, managements could mitigate possibilities of industrial unrest to a large extent.

Higher autonomy leads to higher preference for civic virtue and conscientiousness. This will lead to higher engagement of employees with the organization. This, coupled with other job characteristics at higher levels, will give rise to a critical mass of good organizational citizens. This mass of employees could be useful for top management to drive change management / organizational building programmes within the organization.

References

- Ajaonkar M, Baul U, Phadke S. M. (2012) A model to ascertain relationships between organizational citizenship behavior, job characteristics, EP & PO expectancies and psychological contract within Indian industrial environment. *IFSR Business Review*, Vol. 2, issue 1, March 2012, pp 32-42.
- Ahearne M. A., Mackenzie S. B., Podsakoff P. M. (2004) Determinants of sales team success: An empirical examination of the indirect effect of the leadership empowerment behaviors on sales team performance. Unpublished working paper, Indiana University, Bloomington.
- Bateman T.S. & Organ D. (1983) Job satisfaction & the good soldier: The relationship between effect & employee citizenship. *Academy of Management Journal* 26, pp.587-595.
- Blakely G. L., Andrews M. C., Fuller J., (2003) Are chameleons good citizens? A longitudinal study of relationship between self-monitoring & organizational citizenship behavior. *Journal of Business & Psychology*, 18, pp.131-144.
- Brief A. P. & Motowildo S. J. (1986) Prosocial Organizational Behaviors. *Academy of Management Review*, 11, 710-725.
- Borman W. C. & Brush D. H. (1993). More progress toward taxonomy of managerial performance requirements. *Human Performance*, 6, pp.1-21.
- Borman W C & Motowildo S. J. (1993) Expanding the criteria domain to include elements of contextual performance. In N. Schmitt, W. C. Borman & Associates (Eds.). *Personnel selection in organizations* (pp. 71-98), San Francisco: Jossey - Bass.
- Borman W. C., Motowildo S. J., Hanser L. M. (1983 August) A model of individual performance effectiveness: Thought about expanding criterion space. In N. K. Eaton & J. P. Campbell (Chairs), *Integrated criterion for a large scale computerized selection & classification*. Symposium conducted at the 9th annual convention of the American Psychological Association, Anaheim, C. A.
- Campbell J. P. (1990) An overview of the army selection and classification project (Project A). *Personnel Psychology*, 43, pp. 231-239.
- Campbell J. P. (1994) Alternative models of job performance and their implications for selection and classification. In Rumsey, M. G., Walker C. B., & Harris, J. H. (Eds.). *Personnel selection and classification* (pp. 32 - 52). Hillsdale, NJ: Lawrence Erlbaum.
- Cardona P, Lawrence B. S. & Bentler P. M. (2004) The influence of social and work exchange relationships on organizational citizenship behavior. *Group and Organization Management*, 29, pp.219-247.
- Conger J. & Kanungo R. N. (1988) The empowering process: Integrating theory and practice. *Academy of Management Review*, 13, pp.471-482.
- Deloitte Research Study its (2008). Do you know where your talent is?
- Farh J, L., Early P. C., Lin S. C. (1997) Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative Science Quarterly*, 42 (3), pp. 421-444.
- Farh J L., Podsakoff P. M., Organ D. W. (1990)

- Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *Journal of Management*, 16 (4), pp.705-721.
- Graham J. W. (1989) Organization citizenship behavior: Construct redefinition, operationalization and validation. Unpublished working paper, Loyola University of Chicago.
 - Graham J. W. (1991) An essay on organizational citizenship behavior. *Employees responsibilities and rights journal*, 4, pp.249-270.
 - Hackman J. R., Oldham G. (1976) Motivation through the design of work: Test of a theory. *Organization Behavior and Human Performance*, 16, pp.250-279.
 - Hui C. (1994) Effects of leadership empowerment behaviors and followers' personal control, voice, and self-efficacy on in-role and extra-role performance: An extension and empirical test of conger and Konungo's empirical process model. Unpublished doctoral dissertation, Indiana University, Bloomington.
 - Jordon M. H., Schraeder M., Field H. S., Armenakis A. (September 2007) Organizational citizenship behavior, job attitudes and psychological contract. *Military Psychology*, vol. 19, issue 4, pp. 259-271.
 - Langer E. J. (1983) *The psychology of control*. Beverly hills, C.A.: Sage.
 - Merriam Webster on line dictionary (2008): Definition of citizenship & Courtesy.
 - McKinsey & Co. (2004). *Global Survey of Business Executives*. New York.
 - Motowildo S. J. & Van Scotter J. R. (1994). Evidence that task performance should be distinguished from the contextual performance. *Journal of applied psychology*, 79 (4), pp.475-480.
 - Nunnally J. (1978) *Psychometric theory*, New York: McGraw Hill.
 - Organ D. W. (1977) A reappraisal and reinterpretation of the satisfaction - causes-performance hypothesis. *Academy of Management review*, 2, pp.46-53.
 - Organ, D. W. (1988) *Organizational citizenship behavior: A good soldier syndrome*, Lexington, MA: Lexington Books.
 - Organ D. W. & Ryan K. (1995) A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology* 48 (4), pp. 775-802.
 - Organ D. W., Podsakoff P. M. & Mackenzie S. B. (2001) *Organization citizenship behavior: Its nature, antecedents and consequences*. Foundation for organizational science, a Sage publication series, pp.93-138.
 - Ouchi, W. G. (1980) Markets, bureaucracies and clans. *Administrative Science Quarterly*, 25, pp. 129-141.
 - Podsakoff P. M., Mackenzie S. B., Moorman R. H., Fetter R. (1990) Transformational leader behaviors and their effects on followers' trust in leader, satisfaction and organizational citizenship behaviors. *Leadership Quarterly* 1, pp.107-142.
 - Podsakoff P. M., Mackenzie S. B., Paine J. B., Bachrach D. B. (2000) *Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research*. *Journal of Management*, 26 (3), pp.513-563.
 - Pulakos E. D., Borman W.C. & Hough L. M. (1988)

- Test validation for scientific understanding: Two demonstrations of an approach to studying predictor – criterion linkages. *Personnel Psychology* 41, pp.703–716.
- Rousseau D. M. (1990) New hire perceptions of their own and their employers' obligations: A study of psychological contracts. *Journal of Organizational Behavior*, 11, pp. 389–400.
 - Shore L. M., Barksdale K. & Shore T. H. (1995) Managerial perceptions of employee commitment to the organization. *Academy of Management journal*, 38 (6), 1593–1615.
 - Streiner D. L., Norman GR (1989) *Health Measurement Scales A Practical Guide to Their Development and Use*. New York: Oxford University Press, Inc., pp.64–65.
 - Van dyne L., Cummings L. L. & McLean – Parks J. M. (1995) Extra role behaviors: In pursuit of construct and definitional clarity (a bridge over muddied waters). Cummings L.L. & B. M. Staw (Eds.), *Research in Organizational Behavior* (vol – 17 pp.215–285). Greenwich CT: JAI Press.
 - Van Dyne L., Graham J.W. & Dienesch R. M. (1994) Organizational citizenship behavior: Construct redefinition, measurement and validation. *Academy of Management journal*, 37, pp. 765–802.
 - Williams L. J. & Anderson S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17, pp.601–617.

Mr. Mihir Ajaonkar is a doctoral student and a research scholar at Birla Institute of Technology, Mesra, where Dr. Utpal Baul is a professor in the Department of Management with research and teaching interests in business to business marketing, human resource and industrial management, and organizational development and theory. Dr. S.M. Phadke is a management consultant and organizational psychologist.