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PERCEIVED ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY OF ITS ANTECEDENTS

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ABSTRACT

Organizational Citizenship Behavior (OCB) is a dynamic construct that defines employees' voluntary participation with a business. It is, nonetheless, a great factor that is generally disregarded. The acknowledged importance of OCB for organizational success has prompted numerous academics to examine the antecedents of such dispositions, dubbed proximal causes of OCB by employees. Thus, this study explores the determinants of OCB among employees in the private sector construction industry, using Supervisory Support, Conscientiousness, Internal Career Orientation, and Work-Family Conflict as independent variables. The study was quantitative, utilizing 150 self-administered questions. Multiple regression analysis was employed to test the hypotheses. Internal Career Orientation was shown to be beneficial to OCB, Supervisory Support and Conscientiousness were found to be significantly beneficial to OCB, and Work-Family Conflict was found to be significantly detrimental to OCB. The study may shed light on how to prescribe successful workplace behavior to employees, increasing organizational efficiency.

Key words: Organizational Citizenship Behavior (OCB), Supervisory Support, Conscientiousness, Internal Career Orientation, Work-Family Conflict

1. Introduction

Organ (1988) described OCB as individuals' discretionary behavior that a formal reward system cannot acknowledge, increasing an organization's effective functioning and performance. Subsequent scholars have expanded on this description by defining OCB extending beyond the implicit and explicit responsibilities triggered by employment contracts. (Kim, 2016; Wang et al., 2017). Jung and Hong (2018) identified OCB as a phenomenal factor implicated in organizational behavior that determines long-term performance. Somech and Ron (2016) reinforced that OCB may help organizations improve their profitability and performance. As a result, companies are more likely to select candidates who exhibit a high level of OCB throughout the recruitment process.

The concept of OCB originally ascertained to social exchange theory which emphasizes the extent to which employees feel obligated to the workplace, thereby reciprocating the benefits accruing to that workplace. Sevi (2010) postulated that this work-life benefitted by the employees could reflect in their display of OCB and the benefits it could bring out to the organization. Jung & Hong (2008) administered that employees characterized by OCB tend to collaborate with work colleagues, fostering group cohesion and completion of work tasks, thereby ensuring the smooth functioning of the social environment.

2. Literature Review

When reviewing the existing literature, it was discovered that OCB was identified as a dependent variable by many studies. Simultaneously, organizational commitment, job satisfaction, perceived supervisory support, work-family conflict, structural independence, and personality can all be regarded antecedents to OCB when used as independent variables. In terms of the contexts of prior study, generalizing the findings of developed western cultures is difficult given the range of economic, technological, and contextual aspects that exist in developed western cultures compared to developing cultures. Additionally, the environment of public vs. private sector firms can impose difficulties in generalizing results due to the structural, cultural, policy, and procedural disparities in the work composition. Additionally, it is worth noting that earlier research examining the effects of OCB has been on private sector businesses. Gupta et al., (2017) (Liu, 2009; Gupta et al., 2017). There is a dearth of prior studies on the Sri Lankan setting. However, when developing the conceptual framework for this research study, Madumalika & Galhena's (2019) research on factors affecting the OCB of Sri Lanka's public school sector was evaluated.

According to (Alexandros Psychogios, 2019), personalities involved in higher OCB throughout the day had greater task validity, eventually at the day's closing. Task validity means the workers consider the work is valuable or important. The authors asserted that OCB participation enables workers to perceive more authority over their movements and sense great about accommodating others. Both of these elements could drive employees to encounter task validity.

The author discovered that workers who encounter job validity throughout the day feel more energized compared to others. Moreover, negative consequences like breakdown may happen when employees cannot find meaningful work (Patricia H. Turnipseed, 2013).

The connection within more extended OCB and more task meaningfulness is even more effective when performance uncertainty happens. Performance uncertainty is when workers are doubtful regarding what they are reckoned to do at the job or expectations. In this position, workers may be even more enthusiastic about seeking purpose in their roles, and operating OCB may assist accommodate this purpose. Ultimately, the connection among more OCB and more task meaningfulness was more effective for those workers with greater work achievement on the important elements of the work (Abeeda A. Pooja, 2016).

Moreover, OCB scope like humanity and fairness increase organizational ability to draw and retain the most skilled workers. Retention has a primary and relaxed connection with workers requirements and impulses. Workers with altruistic habits assist each other in the business, which commences to a normal interpersonal connection. This happens in a healthy business atmosphere and positive work atmosphere. Workers with this sort of performance condition seldom want to depart from the company. Sportsmanship and attention also produce a positive performance atmosphere where workers seldom fuss about the inconveniences they handle and overcome work-related struggles of other workers (Bolino, 2005).

Even though the OCB has showcased a positive impact on positive employee relations, there are some visible drawbacks in this practice. Particularly, workers may encounter trouble differentiating separating in-role and extra-role performance (heading to position uncertainty) and sense compelled to demonstrate escalating citizenship (intensifying overload and work-life balance) (ŞEŞEN, et al., 2014). Decisions are especially disquieting, given that the OCB research generally concentrates on ways that supervisors can support citizenship behaviour. If such action negatively influences workers, supervisors require to understand the threats of frantically promoting OCB. Nevertheless, an in-depth analysis of the connection between OCB and several individual-level outcomes is inevitable (Bergeron, 2007). Work-life balance has been linked with various contradictory consequences, varying from attitudinal, behavioral, and health-related variables.

This research study is devoted to determining OCB determinants in terms of private-sector construction industry personnel, which is critical in the Sri Lankan setting. A challenging work schedule characterizes construction. Thus, observing and investigating employee behaviors that demonstrate their readiness to go above and beyond the established role criteria will benefit the organization.

Thus, this study seeks to shed light on the factors of Organizational Citizenship Behavior (OCB) among Sri Lankan private-sector construction personnel. The study's particular aims are listed below.

- Examine the effect that supervisory assistance has on organizational citizenship behavior.
- Conduct research on the association between conscientiousness and organizational citizenship behavior.
- To explore the association between organizational citizenship behavior and internal

career orientation.

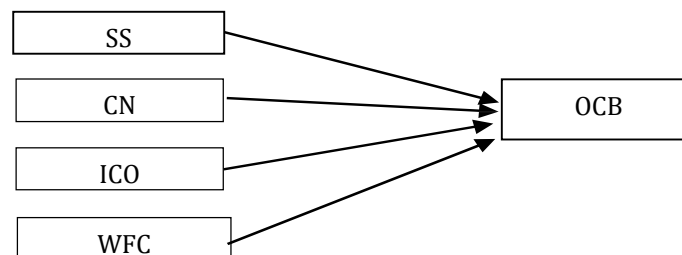
- To examine the impact of work-family conflicts on corporate citizenship behavior.

3. Methodology

Statistical analysis approaches were utilized to determine the determinants of Organizational Citizenship Behavior. The researcher used a quantitative technique and distributed self-administered questionnaires to collect data. The population for the 'descriptive research design was deemed to be employees in the private sector construction industry in Sri Lanka. The study population comprised of private sector construction-related firms, and 150 employees were randomly selected from the population. As a result, one of the probability sampling methods, a straightforward random sample technique, was used. The questionnaire was measured using a five-point Likert scale, and SPSS version 20 was used to analyze and evaluate the gathered results.

Four hypotheses were developed following an exhaustive assessment of the literature and analysis of prior research outcomes. Supervisory support refers to the degree to which superiors aid and support their subordinates. Tang & Tasur (2015), as quoted in Madumalika & Galhena (2019), hypothesized that supervisor support atmosphere has a beneficial effect on service-oriented OCB. Following that, the following hypothesis was developed based on the prior data. H1: Supervisory Support has a beneficial effect on employee Organizational Citizenship Behavior. Conscientiousness can be characterized as an employee's behavior that demonstrates self-control and discipline in the face of specified obligations. The majority of research, including (Podsakoff, MacKenzie, Pane, and Bachrach, 2000) and Organ et al. (2006), concluded that conscientiousness had a significant effect on the overall compliance factor OCB. Thus, the second hypothesis could be stated as H2: Conscientiousness has a beneficial effect on organizational citizenship behavior.

Internal Career Orientation can be defined as how employees formulate strategies to monitor the progress to realize career-related goals continuously. Chompookum, & Brooklyn (2004) stated that employees who showed high secure career orientation tend to portray high OCB and success towards the organization. As a result, the third hypothesis was thus derived as H3: There is a positive impact of Internal Career Orientation on Organizational Citizenship Behaviour. Work-family conflict can be defined as the employees' constant struggle to balance out work and family-related roles. Given the strenuous work schedule of private-sector jobs and the stress factor about the construction industry, it is fair enough to consider this element as an antecedent to OCB. Wang et al., 2017 as cited in Madumalika & Galhena (2019), emphasized that the greater the Work-Family Conflict, the greater it can negatively affect OCB with a high turnover tendency. Based on these identifications, the fourth hypothesis was derived accordingly .H4: There is a negative impact of Work-Family Conflict on Organizational Citizenship Behavior.



SS= Supervisory Support, CN= Conscientiousness, ICO= Internal Career Orientation, WFC= Work-Family Conflict, OCB= Organizational Citizenship Behavior.

Figure 1: Conceptual Framework

Source: Researcher's construct, 2021

4. Results & Discussion

When stipulating the demographic analysis results, the theoretical population of this study entailed the private sector construction industry workforce in Sri Lanka. As per the sample, one hundred and fifty private sector employees from the construction industry were randomly selected as the respondents to study the impact on Organizational Citizenship Behavior. Out of 150 responses, 73.4% were male employees while 26.6% were female employees. This research has been carried out to evaluate the significant determinants which can be described as antecedents of OCB. Hence, Supervisory Support, Conscientiousness, Internal Career Orientation, and Work-Family Conflict are considered independent variables.

The term "reliability analysis" refers to the process of determining the fraction of systematic variant scales that will indicate the degree to which data is error-free, resulting in consistent outcomes. George and Mallery (2003) determined that any number more than 0.9 is considered an outstanding value when it comes to alpha values. Alpha values greater than 0.8 are considered to be positive. Any Alpha value greater than 0.7 is considered acceptable. Additionally, alpha values greater than 0.6 are frequently seen as suspect. A value more than 0.5 is regarded a poor value, while values less than 0.5 are considered undesirable. As a result, a reliability analysis was used to assess the variables addressed in this study's dependability and internal consistency. The variable constructs acquired reliability coefficients greater than the threshold value of 0.06. As a result, the dependability of the measurements used in this study was more than the threshold value with higher suggested values, as shown in Table 01 below.

Table 1: Reliability analysis

Variable	Cronbach's alpha	No.of items
Supervisory Support	0.638	6
Conscientiousness	0.708	6
Internal Career Orientation	0.792	6
Work-Family Conflict	0.688	6
Organizational Citizenship	0.876	8

Behavior		
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Source: Survey Data (2021)

In bivariate analysis, correlation is used to ascertain the relationship between independent and dependent variables and the direction of the association. The direction and significance of the link were determined in this inquiry using Pearson's correlation coefficient. The findings revealed a favorable relationship between Supervisory Support, Conscientiousness, and Internal Career Orientation, but a negative relationship between Work-Family Conflict and the dependent variable, Organizational Citizenship Behavior.

Table 2: Correlation analysis

ICO	.257**	.169*	1		
WFC	-.102	.314**	.093	1	
OCB	.457**	.282**	.483	-.210**	1

Source: Survey Data (2021)

SS= Supervisory Support, CN= Conscientiousness, ICO= Internal Career Orientation, WFC= Work-Family Conflict, OCB= Organizational Citizenship Behavior

Additionally, standardized regression coefficients were analyzed to test for organizational citizenship behavior variance in supervisory support, Conscientiousness, internal career orientation, and work-family conflict. Using the standardized beta values of the four independent variables, it is determined that a value must be less than 0.05 to be considered significant. As a result, if the beta value produced is positive, the effect on variables is positive. The effect of supervisory support on organizational citizenship behavior was estimated to be 0.229. Additionally, a significant value of 0.003 obtained. When the following independent variable's results were considered, it was clear that an increase in Conscientiousness would have a 0.162 effect on organizational citizenship behavior. With a value of 0.038, this effect was significant.

The effect of work-family conflict on organizational citizenship behavior was estimated to be -0.322 with a significance level of 0.003. Internal Career Orientation affected organizational citizenship behavior of 0.298, which was not statistically significant compared to 0.195. Additionally, variation in a single unit of Supervisory Support results in 0.229 variations in organizational citizenship behavior, variation in a single unit of Conscientiousness results in 0.062 variations in organizational citizenship behavior, variation in a single unit of Internal Career Orientation results in 0.298 variations in organizational citizenship behavior, and variation in a single unit of Leadership results in 0.298 variations in organizational citizenship behavior. As a result, it was apparent that three variables, except Work-Family Conflict, had a positive effect on Organizational Citizenship Behavior. Except for Internal Career Orientation, none of the other independent factors obtained a significant value. As a result, all hypotheses are admissible. The following table summarizes the derived results.

	SS	CN	ICO	WFC	OCB
SS	1				
CN	.086	1			

Table 3: Coefficients of variables

	Standardized Coefficients Beta	t	Sig.
(Constant)		2.840	.004
SS	0.229	3.980	.003
CN	0.162	2.563	.038
ICO	0.298	5.642	.195
WFC	-0.322	-3.845	.004

Source: Survey Data (2021)

Apart from the model specified for evaluating and analyzing the level of assurance exerted on the dependent variable OCB, it was essential to scrutinize the model's overall predictive fit. The predicted fit capability is determined by the R² value, which for this model was 0.498. Following that, the R-value or correlation coefficient was specified in order to derive the R² value. The correlation coefficient R for this model was 0.706a in this investigation. Thus, this value reflected the degree to which Organizational Citizenship Behavior was associated with the four independent variables of Supervisory Support, Conscientiousness, Internal Career Orientation, and Work.

ANOVA (Analysis of variance) is a statistical approach that is frequently used to examine whether the means of two or more categories of variables are significantly different from one another. Additionally, it was assessed whether the regression model could effectively predict the independent variables' influence on the dependent variable. Additionally, the data suggested a 0.000 level of significance, which was less than 0.05. Consequently, the model's overall fit was satisfactory in predicting how the effects of four independent variables on Organizational Citizenship Behaviour might be found.

The acquired results are summarized in Table 4.

Table 4: ANOVA test

Model	Sum of Squares	df	Mean Square	F	.Sig
1. Regression	3.278	7	.527	34.12	.000b
Residual	5.351	89	.029	5	
Total	5.629	96			

Source: Survey Data (2021)

- a. Dependent variable: organizational citizenship behavior.
 b. Predictors: (constant), Supervisory Support, Conscientiousness, Internal Career Orientation and Work Family Conflict

The updated R² is checked to ensure that it does not inflate as the number of independent variables in the model increases. The Adjusted R square value was determined to be 0.498 using the data in Table 5. Thus, the four independent factors may account for almost half of perceived Organizational Citizenship Behavior. Additionally, it revealed a variance of around 50% in the dependent variable compared to the effects of the study's four independent variables. The F value is 34.125, which is a pretty significant value. (p=0.000). This indicates that the regression model is statistically significant at a 95 percent confidence level.

Table 5: Model Summary

Model	R	R square	Adjusted R square	Std. an error of the estimate	F	Sig
1	0.706 a	.498	.487	.42425	34.125	.000 b

Source: Survey Data (2021)

5. Conclusion

Considering the relevance of employees' desire to expand their extra-role conduct, this study explored the determinants of organizational citizenship behavior, concentrating on employees in the private sector construction industry in Sri Lanka.

Four independent variables were chosen from a pool of numerous independent variables that have influenced organizational citizenship behavior following an intensive examination of the available research literature. Thus, the hypotheses were investigated through an assessment of OCB in terms of Supervisory Support, Conscientiousness, Internal Career Orientation, and Work-Family Conflict. After analyzing the regression analysis results, it was shown that Supervisory Support had a positive and statistically significant effect on corporate citizenship behavior. (b=0.229; sig=0.003) When the data were analyzed, it was shown that conscientiousness and organizational citizenship have a positive and substantial association. The findings of the study corroborate this assumption, but the influence was not statistically significant. (sig=0.250, b=0.298). This study experimentally supported hypothesis 4, which stated a negative relationship between Work-Family Conflict and a significant negative impact. (b=-0.322, sig=0.003) The findings of this study corroborated those of previous research, which were explained in detail in the methods chapter. The positive impact of supervisory support on OCB was verified in this study as per the results derived from Tang and Tasur (2015) and Madumalika and Galhena (2019). Furthermore, the effects of conscientiousness as a positive factor on OCB as revealed by Organ et al. (2006) was further affirmed from the findings. The positive impact of Internal career orientation as ascertained by Chompookum, & Brooklyn (2004) and the negative implications of Work Family conflicts on OCB as

derived by Wand et. Al. (2014) were substantiated by research outcomes of this study.

Finally, the research findings may be used to inform effective planning that keeps pace with continuous improvements in the workforce's contribution and well-being as evaluated by their reported behavior and performance. Additionally, management, consultants, stakeholders, and relevant authorities may endorse the findings of this research study in order to instill a sense of value and appreciation in employees while motivating them to engage in extra-role behavior that results in increased productivity and beneficial outcomes for the organization.

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Abbreviations and specific symbols

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