

Impact of OCB-Specific Meanings on Employees' Display of OCB: A Perspective in Pakistan

R. Khan

Jinnah Institute University Campus, Rawalpindi, Pakistan

Received 31 December 2013, Accepted 10 June 2014

ABSTRACT:

Purpose – This study tries to examine how Perceived Instrumentality Organizational (The extent to which employees feel that their display of OCB will help in contributing to organizational operations and achievement of organizational objectives) and Perceived Instrumentality Individual (the extent to which employees perceive that their display of OCB will help in achieving Individual Objectives and benefits) are related to employees display of OCB and how these perceptions mediate the relationships between Perceived Organizational Support, Job Satisfaction, Justice Perceptions and OCB.

Design/methodology/approach – A structured questionnaire was filled by a sample of 542 respondents from the pharmaceutical organizations located in Rawalpindi – Islamabad region of Pakistan. The data was analyzed with the help of SPSS and complete model testing was done with the help of AMOS.

Findings – Results show that Perceived Instrumentalities Organizational and Individual partially mediate the relationships between Job Satisfaction, Perceived Organizational Support, Justice Perceptions and OCB. It was found out further that the mediating effect by Perceived Instrumentality Individual is more than that of Perceived Instrumentality Organizational. That leads us to conclude that the employees of the sector under study perceive individual benefits as more important than the organizational benefits.

Practical implications – Effective Organizational Justice, Support and Job satisfaction can contribute to the development of stronger perceptions of Instrumentalities (Organizational and Individual), that in result can lead to a greater OCB. As it is known that beliefs and perceptions change with the time and experiences so a longitudinal or experimental research in future may be conducted to bring a definitive conclusion on the casual directions suggested in this study.

Originality/value – The use of OCB specific meanings as mediators over the relationship between OCB and JS, JP and POS is unique to this study. The sector considered –Pharmaceutical- also adds to its originality and value.

Keywords: *OCB-specific meanings, Job satisfaction, Justice perceptions, Perceived organizational support, Organizational citizenship behavior*

INTRODUCTION

Organizational Citizenship Behavior (OCB) has become a topic of universal importance because of its impacts on the overall organizational performance. Omer and Umot (2007) say that display of OCB is related positively to individual as well as organizational

performance. Employers take display of OCB as a positive sign and a sense of allegiance in the employees whereas employees take it in terms of rewards and a mean for job security (Tepper et al., 2001). When employees feel that their display of OCB is accepted as a positive attitude

by their employers they feel more inclined towards displaying it. They start relating OCB with their official obligations (Hoffman et al., 2003). They also feel that display of OCB will not only earn them reputation but will also help them in achieving their goals as individuals (Huei et al., 2004).

It is obvious that display of these behaviors is self-explanatory and is linked with personal gains whether as part of duty or as self-benefit. Changquan et al. (2010) term this sense of display as Individual Instrumentality and on the other hand if display of such a behavior is defined by the purpose of working towards the interests of organization then this display will be termed as organizational instrumentality.

The idea of instrumentalities is there in Organ's (1988) work where he defined OCB. The idea of perceived instrumentality is defined as an end rather than becoming an end in itself. It implies that it produces a motivational force that is required to bring a task or a job towards an end. The idea is that up to what extent an employee believes that the display of OCB on his / her part will add towards improving organizational working and as well as can be of his / her own benefit? Changquan et al. (2010) term these perceptions as Perceived Organizational Instrumentality and Perceived Individual Instrumentality. The Instrumentality idea is further developed by the help of theory of relational job design. This suggests that when task is related with personal gains for an individual it itself becomes a motivational force. Similarly adding to the previous postulate of the theory if organizational interest is also linked along personal gain it will also improve an employee's performance. Literature supports the theory by enforcing that employees want to bring a positive difference in their as well in others lives.

This study develops a theoretical framework to show the mediating role of Instrumentalities- Individual and Organization- over the relationship between OCB and JS, JP and POS. Then the model is empirically tested with the help of AMOS and recommendations are suggested for future research.

Literature Review

Organizational Citizenship Behavior (OCB)

OCB has charmed every researcher with its scope related with organizational and individual performance (Omer and Umut, 2007). That is why the literature available on it is in abundance and its facets are pretty well defined. The works by Bolino, Organ, and Podsakoff etc. in the previous two to three decades have influenced the researchers to further build the body of the knowledge on this topic which they have generously contributed. It is being hailed as a global concept or universal organizational element that is a mixture of all nearly positive attitudes linked with organization. And then whether this attitude is formally recognized or not it does create a difference (Van Dyne et al., 1994).

This takes us back to 1983 where Bolino defined it and later every researcher used that definition in order to build the theoretical base for his work. It has been presented as extra role behavior, supra-role (Omer and Umut, 2007), acceptable attitude and favorable traits, that is not counted in formal reward system to acknowledge the display of this behavior by any of the employee. Later it was regarded as being indirectly influencing the reward system with a very strong positive impact (Podsakoff et al., 2000). It was defined in different perspectives afterwards as Mackenzie et al. (1993) viewed the marketing perspective by defining the attitude of a salesman while developing the image of his organization apart from being selling the product. Organ (1988) defined five characteristics that constitute the OCB definition namely Altruism (helping co-workers), Courtesy (solving task hurdles related to other employees), Sportsmanship (bearing the circumstances that are not ideal and yet surviving with others), Civic virtue (taking the organization as one unit and showing commitment up to optimum level) and Conscientiousness (behaving well beyond required level). Later other researchers modified these characteristics according to their research works as Graham (1991) segregated OCB in three main Components. These components are: 1. showing obedience towards organization - It is acceptance of general rules that define the organizational hierarchy, strategies and policies:

2. being faithful and loyal to organization- it is showing allegiance to the management of the organization and taking pride in organizational work: 3. Participation in organizational governance- it doesn't mean taking the administrator ship rather it means to get involved in organizational activities and to keep abreast with the information and provide guidance to co-workers.

The dimensions and facets developed by researchers are a way to show how OCB is itself developed and maintained. It is a sort of two way traffic. Both employees and organizations are involved in developing and establishing OCB. When an employee displays OCB means that he/she is identifying him/herself with the organization and that organization too is recognizing its duties towards employees' betterment and development. Organ and Ryan (1995) term this as the result of lasting bond between the employee and organization and they further suggest that it motivates the workers as well to display OCB continuously and consistently. All the well established terms like Organizational Justice, Allegiance towards organization, Organizational Commitment, Obedience of organizational rules, Justice Perceptions etc. are related directly or indirectly with the establishment of OCB.

Justice Perceptions (JP)

Organizational justice is always considered important while measuring an organization's working. Researchers have defined its facets clearly in terms of Distributive Justice, Interactional justice and Procedural Justice. A large community of researchers worked on this factor by observing its impacts on other organizational factors like commitment of employees towards their organizations, organizational outcomes, extra role behaviors, withdrawal attitude on part of employees etc. thus elaborating its significance in forming an acceptable working environment for all (Cohen-Crash and Spector, 2001; Colquitt et al., 2001; Viswesvaran, 2002).

Further research is carried to observe the perceptions of the employees about the justice done in their respective organizations. A research has been carried on employees justice perceptions and coworker relationship similarly in 2010 Sara and Lisa studied the relationship

between justice perceptions of the employees with the OCB display of their coworkers. It was found out that all types of justices i.e. distributive, procedural, and interactional, are strongly related with employees trust and overall morale. Further this lack of trust and decline morale can trigger many negative factors such as lesser organizational commitment and higher turnover intentions. Sara and Lisa (2010) found three results for organizations to consider in respect to justice perceptions of the employees: organizations should discourage OCB for self serving motives as this sort of OCB can produce negative perceptions among employees, while rewarding OCB managers must be cautious so that IM motivated OCB may not be rewarded and employees should be aware of the reaction of their coworkers if they are displaying OCB for self-serving motives as next time if their display will even not be for IM motives it will be taken as so by their coworkers. Workman (2009) studied the effect of justice perception of employees on their security attitude. He studied the issues raised by these perceptions and gave suggestions to improve the situations. He deduced that if employees' sense of security is not considered properly then it can breach the trust of the employees. He suggests that managers must ensure transparency, maintain a regular contact with employees, inform about surveillance practices and must take much care while practicing surveillance so that grievances and ill feelings may not be produced in the workers.

Workplace fairness is considered as very important and it is advised to the firms to manage the perceptions of employees relating to organizational justice. Researchers found out that employees become more willing to show customer oriented behavior if they perceive that work place fairness exists in the organization. Apart from the relation between employee and employer OCB defines the relation among co workers. When OCB is rewarded by organization it is termed as organizational justice but when co workers recognize this behavior and consider it rewarded their recognition is termed as justice perception. This perception can be positive thus motivating the co workers to imitate their colleagues but on the other hand this perception can be negative and is termed as perceived threats. Farrell and Finkelstein (2010)

have studied these perceptions and found out that co-workers' justice perceptions are linked with the motives of employees behind their display of OCB. They further say that if the motives behind display of OCB are traditional then justice perceptions are positive. Whereas traditionally motivated OCB is job related OCB i.e. not a show off rather a true display to help others during the task, and rewards for such a display are termed as fair.

On the other hand many studies have found out that if display of OCB is not job related or traditional rather it is for Impression Management (IM) the perception will be negative. Sara & Lisa (2010) call it negative attitude that is result of co workers display of OCB. They further elaborate that before OCB was studied taking reactions of managers but if this is taken as perceptions of co workers then it can have a negative impact. Referring to Bolino (1999), there is a possibility of some underlying negative desires behind a display of OCB of an employee. In other words it can be a display of acceptable behavior for an unacceptable reason. Zellars and Kacmar (1999) are of the view that these sorts of display of OCB can de motivate the whole team resulting in decline in team performance.

Similarly the perceptions of co workers can turn to be negative if they take the employees display of OCB in clash to their interests (Wayne et al. 1995). When such type of behavior is rewarded by the organizations co workers' perceive it as injustice and in some cases it can also be a cause of lower job satisfaction (Zellars and Kacmar 1999).

Job Satisfaction (JS)

It is a feeling of an employee towards the appraisal of his/her work. If this feeling is of achievement then it will be a pleasant one and can be termed as job satisfaction. On this we can infer that if the feeling is not pleasant or that an employee thinks that his/her job is not rewarded and this sense develops negative feelings then it can be job dissatisfaction.

Job experiences are directly related with job satisfaction that is why nearly all the definitions laid by researchers show job related experiences as the cause of it. Locke (1976) provides job satisfaction emerging out of difference between what an employee expects and what he/she gets.

Job experiences are called as situational facets which are causes of job satisfaction or dissatisfaction. In a nut shell job satisfaction is perception of the employees that how their job values are weighed and how their needs are fulfilled.

Job satisfaction has been researched pretty thoroughly by the scholars yet many of its impacts are needed to be understood. It has been found significantly affecting certain psychological distresses, absenteeism, turnover intentions, employees and organizational performances etc. (Andrisani, 1978; Spector, 1997; Chen et al., 2006). Several other factors have been studied affecting job satisfaction like leadership, compensation, appraisals promotions etc. (Klein and Boyd, 1991)

On one hand researchers studied the effects of job satisfaction on different variables and on the other hand their focus is also on how this job satisfaction is brought in employees. In order to create satisfaction related with whatever job people do certain factors matter. The very basic is income as Clark and Oswald (1996) found that if the actual income of an individual is higher than predicted income then his/ her job satisfaction will also be higher. Similarly other factors like relative income (Clark and Oswald, 1996) and Good Health have also positive impact on employees' Job Satisfaction.

Perceived Organizational Support (POS)

The idea of Organizational Support can be defined in the words of Eisenberger et al. (1986) that it is a belief on part of employees that how much their organization values their work and takes care of their selves. In other words it is a perception in the minds of employees that how far their contribution is weighed by the organization for which they are working and as well as what is the organization is providing them for their well being. The perception that the system followed by the management does tend to provide them acceptable and sufficient working conditions and that it supports them in the hour of need and compensates them well for the work they perform.

This concept has been studied by several OCB related studies. Nearly all the variables which are directly or indirectly related with Organizational Performance have been studied in Organizational Support's context. Like

Organizational Commitment (Caroline et al., 2007), Performance and Organizational Cynicism (Zinta and Wayne, 2007) and many more have been shown strongly affected by Organizational Support. Perceptions of organization being supportive can engender many positive outcomes on part of the employees and can be very helpful for managers to inculcate a spirit of co operation and coordination among employees. It reflects a general belief of employees their contribution is valued and in return they are cared (Rhoades and Eisenberger, 2002). Further POS “may be used by employees as an indicator of the organization’s benevolent or malevolent intent in the expression of exchange of employee effort for reward and recognition” (Lynch et al., 1999). Its positive impacts have been studied to lessen the stress among employees (Rhoades and Eisenberger, 2002) and increases employees commitment towards organization (Meyer et al., 2002).

Perceived Organizational and Individual Instrumentalities of OCB (PIO & PII)

The instrumentality concept is not new to research as Jiao et al. (2010) have defined it quiet clearly on the basis of definition of OCB by Bolino (1988). Organizational Instrumentality is:

“The extent to which employees believe that OCB contributes to the functionality and effectiveness of their work unit or organization”

And Individual Instrumentality according to Jiao et al. (2010) is:

“The extent to which employees believe that OCB is important to their own interest.”

The perception of individual as well as organizational benefits is related with OCB. If such a perception is built that the display of OCB will be beneficial for Organization and the employee then the display of this behavior will increase. Although OCB is non discretionary behavior or extra role behavior yet its display is related with certain rewards. Instrumentality concept is actually the meanings that employees attach to OCB. OCB being important to them in form of material rewards and some may take OCB as part of their official obligation.

The concept of instrumentality finds its parallel in form of task significance which is an important feature of Job Characteristics Theory

laid down by Hackman and Oldham (1980). Further the theory of Relational Job Design by Grant (2007) also builds the basis for this concept. This parallel is drawn on the fact that both the fore-mentioned theories link the task significance to the impact of task on the lives of its performers and others related to it. So the instrumentality concept has got nearly same dimension that the display of OCB up to what extent impacts the interests of the individuals and the organization both. The only difference it has got from the theories is that it is more specific than them i.e. it is concerning the workplace than the more general terms as referred to “others”. The Relational Job Design theory includes nearly all groups internal or external to the organization where instrumentality is concerned about the workplace atmosphere and well being of individual and co-workers as well Jiao et al. (2010)

Instrumentality concept is also not related with the concept of Organizational Concern that is elaborated by Rioux and Penner (2001). They have found it positively influencing the OCB and that Organizational Concern can also be a reason to perform OCB. Organizational Concern can be a motive behind the display of OCB owing to be proud and interested in the organization (Rioux and Penner, 2001). Jiao et al. (2010) elaborates this concept by explaining that the employee feeling concern for organization may not have the perception that OCB is helpful for the organization and on the other hand the employee believing in the contribution of OCB towards work unit may not consider it because of Organizational Concern. It means that if an employee is highly concerned about work unit may not consider OCB helpful and if an employee believes in displaying OCB may not show any concern for organization. The one who is concerned about Organization and does not believe in the contribution of OCB can engage himself in other factors related to his job than OCB. On contrary to this Organizational instrumentality and individual instrumentality may direct employees to display OCB not as a motive but as a predictor.

Hypotheses Development

Today organizations prove their effectiveness through creating perceptions not only in the minds of their customers but in the minds of

their employees also. Managements try to influence the attitudes and behaviors of their workers. Justice Perceptions, Job satisfactions Perceived Organizational support, OCB specific meanings – the individual and organizational instrumentalities and OCB are very important factors to be studied for the long term effectiveness of organizational functions.

OCB affects organizational outcomes in different ways. Starting with improving the peer performance, influencing the out puts of managers, bringing the efficiency in the use of organizational resources and concluding with improvement in employee performance, bringing co-ordination and decreasing turnover intentions in the employees (Podsakoff et al., 2000). They further say that OCB helps in improving overall atmosphere of the organization and making it a place worthy to be worked at thus helping organizations retain well talented and qualified employees. It also improves organizational abilities to attract new and better employees thus giving it a competitive edge.

Different researchers name Organizational Justice and Job Satisfaction as the predictors of OCB (Dolan et al. 2005; Ball, 2006; Parnell and Crandall, 2003). Similarly Perceived Organizational Support is also one of the important constructs of OCB (Robert et al., 1998). And the study by Jiao et al. (2010) suggests Organizational and Individual Instrumentalities to be as important predictors of OCB.

Organizational Justice, when seen through the eyes of co-workers, becomes justice perceptions. This concept is drawn through the findings of literature of equity theory (Kosgaard et al., 1995) to be an important predictor of OCB. Equity theory commemorates the equality of not only all the employees in the sense of their rewards and perks but it also emphasizes the importance of distribution of work to be fairly done among employees. This distribution and equality will definitely build a trust among co-workers and their justice perceptions will be established. They will feel that they are treated fairly in their organization and this will help them in displaying some extra role behaviors.

The second predictor of OCB highlighted in this study is Job Satisfaction (JS). It had been found that Job Satisfaction is positively related with OCB. Researchers deem to highlight its

importance as a predictor that tends to increase the performance of OCB on part of the employees. They relate Job Satisfaction to be influencing the negative behaviors like absenteeism, turnover intentions etc. in decreasing them. Similarly it is also found to be changing the job attitudes in a positive way. This change is basically related with the attitude shown by the management.

Some researchers have also studied the relationship between the Justice Perceptions and Job Satisfaction apart from their influence on OCB. Although this change is not one of the subjects of this study yet it is worth mentioning that Organizational Justice also has a positive effect on Job Satisfaction, rather it is quiet a strong predict of Job Satisfaction. This will be help in studying structural integration of OCB, Job satisfaction and Justice Perceptions. This discussion leads to our first two hypotheses that

H1: Justice Perceptions and employees' OCB have a positive relationship.

H2: Job Satisfaction and employees' OCB have a positive relationship.

Perceived organizational support can be an important factor behind the display of OCB on part of employees. Eisenberger et al. (1997) theorize that employees start personifying the organization on account of a bond between them and organization. This bond is based on exchange relationship which becomes strong or may be weak changing with the attitudes and behaviors. Sakas (2006) has observed that Organizational Support is associated with job satisfaction and Organizational Citizenship Behavior of employees, and many other factors like turn over intentions and commitment. This association takes us to develop a relationship that POS can affect organizational and individual Instrumentalities as they carry OCB specific meanings, thus developing the indirect path of mediation that POS will increase Instrumentalities resulting in increase in OCB.

H3: Perceived Organizational Support has a positive relationship with employees OCB.

Jiao et al. (2010) have studied the mediating role of Organizational and Individual Instrumentality in the relationship between

Leadership and OCB. Their findings are that there is a strong positive relationship between perceived organizational instrumentality of OCB and citizenship behavior. Further they found that both the instrumentalities are important to understand the concept of Organizational Citizenship Behavior. Their research has also contributed that the mediating role played by organizational instrumentality between Transformational leadership and OCB is partial whereas the same partial mediation is observed to be shown by individual instrumentality between contingent rewards and OCB relation.

Overall results of study by Jiao et al. (2010) suggest that the specific meanings in forms of instrumentality concept do mediate the relationship between Leadership and OCB thus suggesting to us to test this same mediating role of Organizational and Individual Instrumentalities between relationships of OCB and Job satisfaction, Perceived Organizational Support and Justice Perceptions.

In the same way Job Satisfaction can be termed as another important and effective factor in developing positive attributes like commitment, citizenship behavior, organizational concern etc. in the employees. Employees Job Satisfaction has always been an important factor that organizations try to bring to their staff (Oshagbemi, 2003). Job satisfaction is observed to be negatively associated with turnover intentions, absenteeism (Clegg, 1983; Akerlof et al., 1988) and positively associated with productivity. On the other hand OCB is also observed to be positively related with productivity and organizational performance. Organ et al. (2006) calls job satisfaction as a widely accepted predictor of OCB among researchers so here we can also hypothesize that it may lead us to increase in Instrumentalities and finally put a positive impact on OCB. Instrumentalities being derived from the definition of OCB can have an influence by Job Satisfaction.

H4: Perceived Instrumentality Individual mediates the relationship between Job Satisfaction and OCB.

H5: The relationship between Job Satisfaction and OCB is mediated by Perceived Instrumentality Organizational.

Perceptions of justice are thought to be individual responses to the decisions taken and procedures adopted by the organizations (Julian and Meghna, 2006). These perceptions are built by individuals and then grouped to be the perceptions of the work force. Julian and Meghna (2006) discuss that no matter how fairly an organization is taking and implementing decisions it will meet with disapproval by at least a small number of employees. This perception is present among employees and it can influence many factors like OCB (Sara and Lisa, 2010), Job Satisfaction (Bolino 1999) etc. Jiao et al. (2010) also suggest that the impact of justice perceptions should be studied on Instrumentalities as Organizational Justice is one of the important attributes of OCB.

Sara and Lisa (2010) consider study of justice perceptions as important because they think that the extent to which employees perceive their organization distributing the rewards fairly is an important issue to discuss. It happens, when employees perceive the justice to be unfair then their Job satisfaction and commitment decrease and withdrawal and counterproductive behavior increase (Colquitt et al., 2001). We know that these negative behaviors are also cause of a decline in OCB as the five facets of citizenship behavior (Altruism, Courtesy, Sportsmanship, Civic virtue and Conscientiousness) (Organ, 1988) do not support them. So it can now be hypothesized that Justice Perceptions being predictor of OCB do have an impact on Instrumentalities (Organizational and Individual).

H6: Perceived Instrumentality Individual mediates the relationship among Justice Perceptions and OCB.

H7: Perceived Instrumentality Organizational mediates the relationship between Justice Perceptions and OCB.

Rhoades and Eisenberger (2002) term Organizational support as a factor that neutralizes different stresses faced by the employees that in result influence the performance. It is found that Organizational support increases commitment of the employees towards their organizations. Further when employees' perceptions about Organizational Support are built high then they are more keenly

involved in pursuits of Organizational Objectives (Lynch et al., 1999). Research has found that if organizational support is high it promotes too many positive outcomes like performance (Eisenberger et al., 1990) and job roles (Rhoades and Eisenberger, 2002) and decrease turnover intentions and absenteeism as well (Eisenberger et al., 1986) decreases stress and strain. As it is quite evident through literature that POS encourages many positive impacts so it can also be predicted that POS will be helpful in producing Instrumentalities Individual and Organizational related to OCB. It can also be highlighted that owing to support rendered by the organization employees may find some justifications behind their acts of display of OCB. Lynch et al. (1999) argue that when employees' perceptions of POS increase they become more inclined towards contributing to achieve organizational objectives.

H8: Perceived Organizational Instrumentality mediates the relationship between Perceived Organizational support and OCB.

H9: The relationship between Perceived Organizational Support and OCB is mediated by Perceived Individual Instrumentality.

Concluding our literature on the study of OCB and its predicts JS, JP, POS now it can be summed up that literature suggests a thorough study to be conducted on the indirect relationship between the fore-mentioned variables. This indirect relationship may be passing through the instrumentalities, individual and organizational, and it may be a mediating relationship. In other words the literature

suggests studying the mediating roles of Perceived Individual Instrumentality and Perceived Organizational Instrumentality in the relationship between JS, JP, POS and OCB (Jiao et al., 2010). They have already established a mediating role of the instrumentalities over the relationship of Leadership and OCB.

RESEARCH METHOD

This study is cross sectional having individuals as unit of analysis. The sample of the study has been taken from the pharmaceutical sector of Pakistan, Rawalpindi Islamabad Region. The respondents involved are the employees of managerial and supervisor cadres because of their job been permanent, as below supervisor employees are mostly on contract.

The instrument used for this study is adopted and to validate the questionnaire Confirmatory Factor Analysis was done by conducting a Pilot study on 80 Respondents. Measurement Model for each variable was set to fit by deleting the construct which are relating to each other. Then after collecting the data of 542/600 respondents personally over all Measurement Model For the complete model was run finding it to be a good fit. The results: Chi-square = 610 (df = 292 p<0.000), RMSEA = 0.045, Standardized RMR = 0.064, GFI = 0.890, CFI = 0.910, Note: All *t*-values are significant at *p* < 0.05, suggest the model to be a good fit for a study of 542 respondents. Before conducting CFA the reliability statistics were calculated through SPSS. The value of Cronbach's Alpha is found to be well above 0.7 the acceptable range for an instrument to be reliable (table 1).

Table 1: Reliability statistics

Variables	JP	JS	POS	PII	PIO	OCB
Cronbach's Alpha	0.862	0.874	0.861	0.871	0.878	0.964

RESULTS

Figure1 presents the Structural Equation Model for the variables of the study. It consists of nine variables in all. PIO, OCB, and PII are presented as observed, endogenous variables. JS, JP and POS are shown as observed, exogenous variables. Whereas e3, e1 and e2 are unobserved, exogenous variables

The model presented (figure 1) shows the regression weights and the beta values called here as estimates. Here in the table the model is shown as having significance at the point .000 for regression which is a high value of significance. Here the significance infers the model may be true and can be approved and valid.

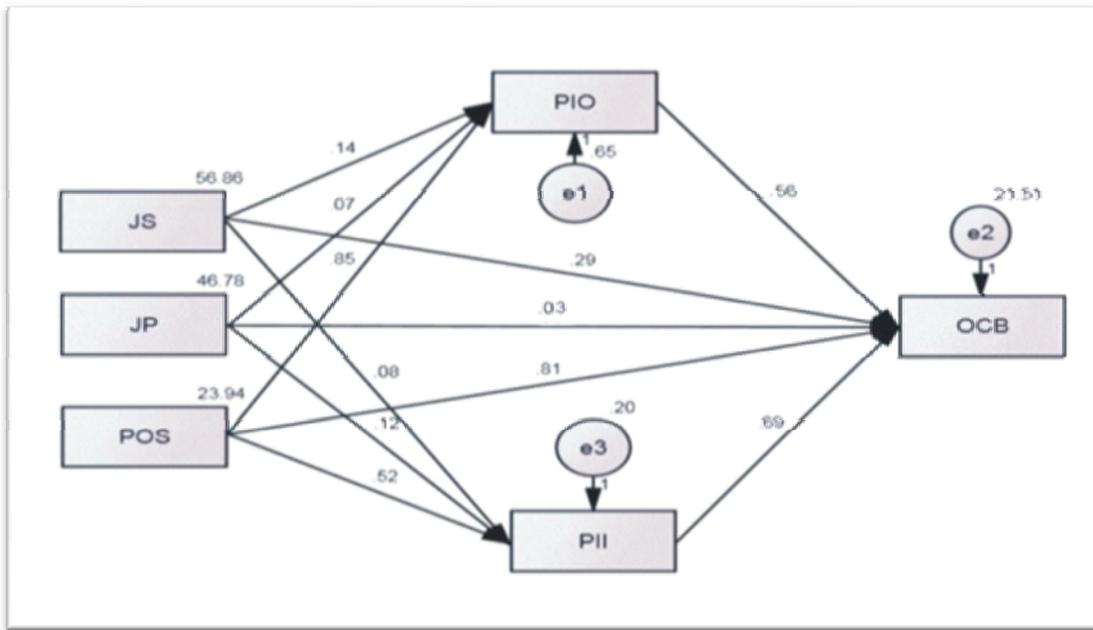


Figure 1: Structural equation model

Table 2: Hypotheses testing Based on regression weights

	Variables	Estimate	S.E.	Critical .Ratio.	P-Value
OCB	<--- PII	0.688	0.442	1.558	0.000
OCB	<--- PIO	0.557	0.248	2.229	0.001
OCB	<--- JS	0.293	0.055	5.364	0.003
OCB	<--- JP	0.027	0.063	0.426	0.000
OCB	<--- POS	0.809	0.315	2.564	0.000
PIO	<--- JS	0.136	0.005	29.647	0.000
PII	<--- JS	0.077	0.003	29.742	0.000
PIO	<--- JP	0.066	0.005	13.022	0.000
PII	<--- JP	0.122	0.003	42.862	0.000
PIO	<--- POS	0.851	0.007	120.600	0.000
PII	<--- POS	0.522	0.004	131.575	0.000

In table 2, it can be seen that the coefficient of Perceived Instrumentality Individual (PII) on OCB bears a positive sign and it is significant 0.000 at level one percent level. The statistical significance corroborates that the model is of dynamic nature. In addition, a relatively high magnitude of the beta value i.e. .688 represents that in the sample the PII has significant affect on OCB. Subjects perceive that the individual instrumentality does tend to increase OCB. If 1% of PII is increased then it causes OCB to be increased by 0.688 % that is quite a considerable figure. These findings are consistent with those by Jiao et al. (2010), as they have also studied PII to affect OCB.

Second mediator that is found to be affecting OCB is PIO with a 0.557 beta value and a significant value of 0.001 at level one percent. Although this value is comparatively lower than that of PII yet it shows a considerable magnitude of affect on OCB. On increasing PIO to one percent can cause 0.057 percent positive change in the dependent variable. These results are in accordance with the findings of Jiao et al. (2010) as they have also used this variable to observe the change in OCB.

The independent variable Job Satisfaction (JS) as measured against the dependent variable OCB is found to be showing the coefficient value of .293 under the significant value of .003 at level one percent. It implies that the employees that are satisfied with their jobs tend to show the extra role behavior to a considerably good extent. Inferring the affect of JS to increase in 1 % can cause OCB to increase 0.293 percent. These results are consistent with those of Jehad Mohammad et al. (2011) and Lee and Allen (2002).

The second independent variable Justice Perceptions (JP) in its affect on OCB has also

significant P value at level one percent i.e. 0.000 and 0.027 as the coefficient or beta value. This shows the pharmaceutical sector can increase the OCB in employees by improving their Perceptions of justice. On increasing the justice perceptions to one percent the OCB can increase to 0.027 %. These findings are reciprocated by the findings of Cohen and Spector (2001) and Erkutlu (2011).

The coefficient (beta value) of Perceived Organizational Support (POS) bears a positive sign and its significant value is 0.004 at one percent level shows an incremental affect in dependent variable OCB. The magnitude of the coefficient is large enough i.e. 0.809, to infer that the change in OCB because of POS is quite considerable. It implies that an increase of 1 percent in the value of POS can increase OCB to 0.809 % which accepts the hypothesis established in the study in this regard. The findings are consistent with those of Moorman et al. (1998) and Miao and Anshan (2011).

Next relationships are among the independent and mediating variables. Job Satisfaction and Perceived Instrumentality Organizational as well as Perceived Instrumentality Individual are positively related and significant at 0.000 at one percent level. The regression coefficient values 0.136 and 0.077 respectively show that if Job Satisfaction is increased to 1% the PIO increase to 0.136 % and PII increases to 0.077 percent. Similarly the beta value for the relationships among justice perceptions and PIO and PII are 0.066 and 0.122 respectively. On the other hand the beta value for the relationships among POS and PIO and PII are 0.851 and 0.522 respectively. All these values are significant at P 0.000 at one percent level.

Table 3: CMIN model fit summary

Model	NPAR	CMIN	DF	P	CMIN/DF	RMSEA	RMR	CFI	GFI
Default	19	0.847	2	0.070	0.424	0.004	0.003	0.92	0.89
Saturated	21	0.000	0						
Independence	6	134.142	15	0.000	8.943				

CMIN is a Chi-Square statistic that compares the default model with the saturated and independence model. If one or more paths are dropped then the relative chi-square is used as an index reporting the reduction in the fit of the data to model. If this index is more than the value of 2 or 3 then it means that too many paths have been dropped. In the case presented above the value is a well below 2 implying that not too many paths have been dropped. Table 3 refers that other model fit indices are also within the prescribed limits.

Studying Direct and Indirect Effects Leading to Mediation Analysis

The increase caused in OCB by PIO and PII is quiet considerable. The direct impact of independent variables on dependent variable is not lesser than the indirect impact through mediation of instrumentalities. Studying the direct impacts of JS, JP and POS we see the beta values to be 0.293, 0.027, 0.809 respectively. On the other hand when direct effects through mediation of PII and PIO are considered we find that JS to PII the beta value is 0.077 and PII to OCB is 0.688. On multiplying both the beta value we come across the aggregated effect to be 0.053 leading us to infer that the direct effect of Js on OCB is greater than indirect effect through mediation of PII that is 0.293. Similarly the indirect path through mediation of PIO shows effect of JS on OCB to be 0.076 that is also lesser than the direct effect. In order to retain parsimony we may consider direct effect instead of considering the indirect effects. Taking the case of JP the indirect effect of JP on OCB through mediation of PII and PIO are 0.084 and 0.37 respectively. In both these cases the indirect effect is greater than direct effect which is mere 0.027. Hence the mediation in case of JP impact on OCB through PII and PIO is stand confirmed. In the case of third variable POS the indirect effects through mediation of PII and PIO on OCB are 0.34 and 0.47 respectively. Both these effects are lesser than the direct effect which is 0.809 that is far higher than the indirect effects. Thus in order to have parsimony in the model it is suggested to have direct effect rather than the indirect effects.

Although all the paths are significant but direct effects of JS and POS on OCB are quiet

higher than the indirect effects, so it can be said that our hypotheses nos. 4, 5, 8 and 9 may not be accepted on the basis of bringing parsimony to our research. Similarly all other five Hypotheses nos. 1, 2, 3, 6 and 8 stand as accepted. The mediation, although being proved to be partial in case of JS, JP and POS through PII and PIO on OCB, is parsimonious only in the case of JP effect on OCB.

DISCUSSION

The findings of the study suggest that there is a stronger bond between the instrumentalities, the specific meanings of OCB, and OCB itself than those found out in the significance considered related to the task theory and OCB (Farh et al. 1990; Millette and Gagne, 2008).

PIO has also a good impact but it is lesser than that of PII, further it can be inferred that both the instrumentalities define display of OCB pretty considerably. Employees who consider instrumentality Organizational as more meaningful for OCB than Individual Instrumentality may participate in display of OCB for the sake of the Organization. This concept is quite different than the concept of organizational concern, which is already been proved showing positive relation with OCB (Rioux and Penner, 2001). Organizational Instrumentality and Organizational concern are two different concepts. Rioux and Penner (2001) explain organizational concern to be there in the feeling of pride for the organization as a reason for display of OCB where as Instrumentality Organizational is actually the extent to which an employee attaches importance to his/ her display of OCB as a contribution towards the workings of organization. The findings of this study show that Job satisfaction and OCB are positively related which is in accordance with the results of previous research (Lee and Allen, 2002) and as well as have an evidence by the social exchange theory (Konovsky and Pugh, 1994). This theory states that when employees consider the organization as being regardful and rewarding their work they also tend to show the behavior which is non-discretionary. They feel satisfied with the organization or the individuals involved in the act and try to reciprocate or consider that others will also reciprocate in the same way as they did (Gouldner, 1960).

Research Implications and Conclusion

Julian and Meghna (2006) say that when employees do not have their expectations fulfilled then they become reactive in a negative way and it becomes a hard job for managers to respond. Research studies have excellently presented suggestions to improve on this situation. No matter how fair organizations are in decision making they will be opposed by a minority of workers. This can be a ratio of 80\20 in this regard (Julian and Meghna, 2006).

The fact cannot be concealed that the effect of OCB is very high on Organizational Performance. The organizations around the world try to find the means to motivate their employees to display OCB. Borman and Motowidlo (1993) say that most of the studies related with OCB and performance are not empirical but they highlight a strong link between organizational performance and OCB further it benefits both the managers and the work force. So managers consider the OCB as a valuable producer of a conducive and an environment of cooperation. As it is said that in management science studies the topic to be discussed for its importance is efforts to improve the attitude of employees (Brief and Weiss, 2002). Management tries to improve on the attitude of employees. This can be related to the research carried on the topic of Job Satisfaction in different perspectives (Judge et al., 2001). So the study here is trying to address the problem related with employees' attitude in Pakistan organizations.

Apart from the attitudes the perceptions also play a very vital role in determining the work environment. Fine examples are organizational Support and Organizational Justice. Hakkan (2010) finds a very strong relationship between Organizational Justice and OCB. He clarifies that the organizations having that are higher in respect for people show strong relationship between OCB and Interactional justice whereas the organizations believing in teams have got weaker relationship between OCB and Procedural and Distributive Justice. So these Perceptions are also part of the study being the strong predictors of OCB.

This is actually building more understanding towards the concepts related with OCB. It is a study to know the OCB display related with the perceptions that this perception whether this pact

is adding to organizational benefits or is useful for organization. In both the case the display can be of value for organization because when employees will show OCB it will be good to have a congenial and conducive environment around.

Similarly the Pharmaceutical Organizations working in Rawalpindi Islamabad Region face the problem of attitudes and perceptions e.g. lacking OCB on part of their employees. Even if employees show these extra-role behaviors their motives are mostly self serving. Sometimes if such behaviors are shown as being true to the obligations they are performing even then the spirit or zest shown by them is weak or feeble. Means they show it but not with the same spirit as it should be. So the problem lies that the managers must first figure out what specific meanings the employees relate with their display of OCB. On reaching the specific meanings then further the enhancement in OCB can be suggested.

Nearly all the managers, interviewed in view of the study, emphasized the importance of providing the employees with certain facilities and perks that may increase their perceptions of justice, organizational support and job satisfaction. They also admitted the fact that if such perceptions are built then it definitely puts a very positive impact on employees OCB. So a direct relationship between independent variables and dependent variable is also there for managers to consider that how much these variables cause display of OCB in pharmaceutical sector of Pakistan. The result may be fruitful for managers to consider the factors influencing OCB and they then can adjust them accordingly.

OCB specific meanings are important in understanding the actual citizenship behavior by the employees (Tepper and Taylor, 2003). Our study found that managers must encourage the ideas of instrumentality collectively in the employees. This will bring awareness in the workers that the display of OCB by them will not only benefit them as individuals but it may benefit their organization also. This is like developing through means not through enforcement. JS, JP and POS being well established indicators of OCB stand true here as well. They show positive influence on employees' display of OCB as far as the sample

of this study is concerned. For this study POS has shown more direct impact on OCB than other indicators. It implies that organizations which support their employees more than other organizations induce employees to display more OCB.

One of the limitations of the study is that our data has been collected from only one sector of Pakistan i.e. Pharmaceutical Sector that too from Islamabad Rawalpindi Region that makes its scope quite narrow. In order to generalize, a bigger population is required and the area should also be a wide one. Second limitation of the study is that as the data is collected from the organizations working in Pakistan, therefore, there is a possibility that results may have been influenced by the culture or the values of the subjects such as collectivism, group identity etc. It can be differentiated between individualist and collectivist approach by emphasizing that when an individual regards self interests to be guarded that can in return safe guard collective interests then collectivists relate that collective interests must be achieved that in result will prosper individual interest. This cultural issue can influence instrumentalities individual as well as organizational.

Despite the use of latest tools of analysis and techniques this study has certain limitations that if considered in future research will help in generalizing the results to a bigger population. This study is based on cross sectional time horizon therefore may not be measuring a definitive casual inference on the relationship among variables. The propositions from JS, JP and POS to instrumentalities have been derived from the existing theoretical concepts that these factors can produce changes in the beliefs, perceptions, behaviors, values and attitudes of employees. The other casual direction from PIO to OCB is derived from the theory of Job Characteristics (Hackman and Oldham, 1980), Grant's (2007) Relational Model of Job Design and Ajzen's (1991) theory of planned behavior. These theories relate an Individual's behavior as an outcome of his/her beliefs and perceptions. As it is known that beliefs and perceptions change with the time and experiences so a longitudinal or experimental research may bring a definitive conclusion on the casual directions.

In the discussion part of this work it was highlighted that the organizational concern and

intrinsic motivation does have a role to build perceptions related to OCB so the future research may add the aforementioned variables as predictors of the OCB- specific meanings. Although this study has shown that the individual instrumentality is shown more than the organizational instrumentality so there is a need to build the Nomo-logical network in this regard and add in new, well established predictors like co-workers liking, materialistic attitudes and impression management. Torlak and Koc (2007) has called materialistic attitude as antecedents of OCB, so future researchers can establish a relationship between materialistic attitudes and instrumentalities of OCB thus bringing into notice that what perceptions of employees cause negative relation between materialistic attitudes and OCB.

REFERENCES

- Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*, 50, pp. 179–211.
- Akerlof, G. A., Rose, A. K. and Yellen, J. L. (1988). Job Switching and Job Satisfaction in the US Labor Market. *Brookings Papers on Economic Activity*, 19 (2), pp. 495-582.
- Andrisani, P. (1978). Job Satisfaction among Working Women. *Signs*, 3 (3), pp. 588-607.
- Aubé, C., Rousseau, V. and Morin, E. M. (2007). Perceived Organizational Support and Organizational Commitment: The Moderating Effect of Locus of Control and Work Autonomy. *Journal of Managerial Psychology*, 22 (5), pp. 479 – 495.
- Bolino, M. C. (1999). Citizenship and Impression Management: Good Soldiers or Good Actors? *Academy of Management Review*, 24 (1), pp. 82–98.
- Byrne, Z. S. and Hochwarter, W. A. (2007). Perceived Organizational Support and Performance: Relationships across Levels of Organizational Cynicism. *Journal of Managerial Psychology*, 23 (1), pp. 54–72.
- Chen, S. H., Yang, C. C., Shiao, J. Y. and Wang, H. H. (2006). The Development of an Employee Satisfaction Model for Higher Education. *The TQM Magazine*, 18 (5), pp. 484-500.
- Clark, A. and Oswald, A. (1996). Satisfaction and Comparison Income. *Journal of Public Economics*, 61 (3), pp. 359-381.
- Clegg, C. W. (1983). Psychology of Employee Lateness, Absence and Turnover: A Methodological Critique and an Empirical Study. *Journal of Applied Psychology*, 68 (1), pp. 88-101.
- Cohen-Charash, Y. and Spector, P. E. (2001). The Role of Justice in Organizations: A Meta-Analysis.

- Organizational Behavior and Human Decision Processes*, 86 (2), pp. 278-321
- Eisenberger, R., Cummings, J., Armeli, S. and Lynch, P. (1997). Perceived Organizational Support, Discretionary Treatment, and Job Satisfaction. *Journal of Applied Psychology*, 82 (5), pp. 812-820.
- Fields, D., Fang, M. and Chiu, C. (2000). Distributive and Procedural Justice as Predictor of Employee Outcomes in Hong Kong. *Journal of Organizational Behavior*, 21 (5), pp. 547-56.
- Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71 (3), pp. 500-50.
- Erkutlu, H. (2011). The Moderating Role of Organizational Culture in the Relationship between Organizational Justice and Organizational Citizenship Behaviors. *Leadership and Organization Development Journal*, 32 (6), pp. 532-554.
- Farh, J. L., Podsakoff, P. M. and Organ, D. W. (1990). Accounting for Organizational Citizenship Behavior: Leader Fairness and Task Scope versus Satisfaction. *Journal of Management*, 16 (4), pp. 705-721.
- Farrell, S. K. and Finkelstein, L. M. (2010). The Impact of Motive Attributions on Coworker Justice Perceptions of Rewarded Organizational Citizenship Behavior. *Journal of Business and Psychology*, 26 (1), pp. 57-69.
- Gouldner, A. W. (1960). The Norm of Reciprocity: A Preliminary Statement. *American Sociological Review*, 25 (2), pp. 161-178.
- Graham, J. W. (1991). An Essay on Organizational Citizenship Behavior. *Employee Responsibilities and Rights Journal*, 4(4), pp. 249-70.
- Grant, A. M. (2007). Relational Job Design and the Motivation to Make a Prosocial Difference. *Academy of Management Review*, 32 (2), pp. 393-417.
- Hackman, J. R. and Oldham, G. R. (1980). *Work Redesign*. Reading, MA: Addison-Wesley.
- Hofmann, D. A., Morgeson, F. P. and Gerras, S. J. (2003). Climate as a Moderator of the Relationship between Leader-member Exchange and Content Specific Citizenship: Safety Climate as an Exemplar. *Journal of Applied Psychology*, 88 (1), pp. 170-178.
- Hui, C., Lee, C. and Rousseau, D. M. (2004). Psychological Contract and Organizational Citizenship Behavior in China: Investigating Generalizability and Instrumentality. *Journal of Applied Psychology*, 89 (2), pp. 311-321.
- Jiao, C., Richards, D. A. and Zhang, K. (2010). Leadership and Organizational Citizenship Behavior: OCB-Specific Meanings as Mediators. *Journal of Business and Psychology*, 26 (1), pp. 11-25.
- Kline, J. B. and Boyd, J. E. (1991). Organizational Structure, Context, and Climate: Their Relationships to Job Satisfaction at Three Managerial Levels. *Journal of General Psychology*, 118 (4), pp. 305-316
- Konovsky, M. A. and Pugh, S. D. (1994). Citizenship Behavior and Social Exchange. *Academy of Management Journal*, 37 (3), pp. 656-669.
- Lee, K. and Allen, N. J. (2002). Organizational Citizenship Behavior and Workplace Deviance: The Role of Affect and Cognitions. *Journal of Applied Psychology*, 87(1), pp. 131-142.
- Lilly, J. D. and Virick, M. (2006). The Effect of Personality on Perceptions of Justice. *Journal of Managerial Psychology*, 21 (5), pp. 438-458.
- Locke, E. A. (1969). *What Is Job Satisfaction?* *Organizational Behavior and Human Performance*, in E. E. Lawler (1973). *Motivation in work organizations*, Brooks/Cole Publishing Company Monterey.
- Lynch, P., Eisenberger, R. and Armeli, R. (1999). Perceived Organizational Support: Inferior versus Superior Performance by Wary Employees. *Journal of Applied Psychology*, 84 (4), pp. 467-483.
- Miao, R.-T. (2011). Perceived Organizational Support, Job Satisfaction, Task Performance and Organizational Citizenship Behavior in China. Institute of Behavioral and Applied Management.
- Millette, V. and Gagne', M. (2008). Designing Volunteers' Tasks to Maximize Motivation, Satisfaction and Performance: The Impact of Job Characteristics on the Outcomes of Volunteer Involvement. *Motivation and Emotion*, 32 (1), pp. 11-22.
- Mohammad, J., Quoquab, F. H. and Alias, M. A. (2011). Job Satisfaction and Organisational Citizenship Behaviour: An Empirical Study at Higher Learning Institutions. *Asian Academy of Management Journal*, 16 (2), pp. 149-165.
- Moorman, R. H., Blakely, G. L. and Niehoff, B. P. (1998). Does Perceived Organizational Support Mediate the relationship between Procedural Justice and Citizenship Behavior? *The Academy of Management Journal*, 31 (3), pp. 351-357.
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*, Lexington, MA: Lexington Books.
- Organ, D. W., Podsakoff, P. M. and MacKenzie, S. B. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents and Consequences*, Beverly Hills, CA: Sage.
- Oshagbemi, T. (1999). Academics and Their Managers: A Comparative Study in Job Satisfaction. *Personnel Review*, 28 (1/2), pp. 108-123.
- Rhoades, L. and Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87 (4), pp. 698-714.
- Rioux, S. and Penner, L. A. (2001). The Causes of Organizational Citizenship Behavior: A Motivational Analysis. *Journal of Applied Psychology*, 86 (6), pp. 1303-1314.

- Saks, A. (2006). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology*, 21 (7), pp. 600-619.
- Spector, P. E. (1997). *Job Satisfaction: Application, Assessment, Cause, and Consequences*, Sage, Thousand Oaks, CA.
- Tepper, B. J. and Taylor, E. C. (2003). Relationships among Supervisors' and Subordinates' Procedural Justice Perceptions and Organizational Citizenship Behaviors. *The Academy of Management Journal*, 46 (1), pp. 97-105.
- Tepper, B., Lockhart, D. and Hoobler, J. (2001). Justice, Citizenship, and Role Definition Effects. *Journal of Applied Psychology*, 86 (4), pp. 789-796.
- Torlak, O. and Koc, U. (2007). Materialistic Attitude as an Antecedent of Organizational Citizenship Behavior. *Management Research News*, 30 (8), pp. 581-596.
- Van Dyne, L., Graham J. W. and Dienesch, R. M. (1994). Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation. *Academy of Management Journal*, 37 (4), pp. 765-802.
- Wayne, S. J., Kacmar, K. M. and Ferris, G. R. (1995). Coworker Responses to Others' Ingratiation Attempts. *Journal of Managerial Issues*, 7 (3), pp. 277-289.
- Workman, M. (2009). How Perceptions of Justice Affect Security Attitudes: Suggestions for Practitioners and Researchers. *Information Management and Computer Security*, 17 (4), pp. 341-353.
- Zellars, K. L., Tepper, B. J. and Duffy, M. K. (2002). Abusive Supervision and Subordinates' Organizational Citizenship Behavior. *Journal of Applied Psychology*, 87 (4), pp. 1068-1076.