THE COMBINED EFFECTS OF JOB CHARACTERISTICS AND CULTURAL ORIENTATION ON CITIZENSHIP BEHAVIOR

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Abstract

This study examined the relationship of job contextual and relational characteristics with organizational citizenship behavior under cultural orientation at organizational level. The basic assertion was that employees who were more inclined toward collectivist cultural orientation would exhibit Organizational Citizenship Behavior in the presence of enriched job characteristics. Out of 230, only 171 usable responses received. Job contextual and relational characteristics were strongly related with organizational citizenship behavior and cultural orientation at organizational level moderated the relationship of job characteristics with Organizational Citizenship Behavior.

Keywords: *Job Characteristics, Perceived Supervisor Support (PSS), Organizational Citizenship Behaviors (OCB), Cultural Orientation (CO).*

JEL Classification: Z 000

Introduction

Organizational citizenship behaviour (OCB) is one of the genuinely detected field in industrial-organizational psychology and human resource management literature (Paul, Bamel, & Garg, 2016; Podsakoff , Whiting, Podsakoff & Blume, 2009). Since in the last two decades, OCB has attained noteworthy research contemplation in growing number of studies (Gupta & Singh, 2012). OCB literature make known that researchers have mainly focused on two concerns: firstly, understanding the antecedents of OCB (Tziner & Sharoni, 2014); and secondly, high-lighted the encouraging inferences of OCB on organizations (Tziner & Sharoni, 2014).

Currently, it is being concentrated on finding the positive paradigms that are affecting OCB. One of the positive example of such type of construct is job design; Job design has some attributes

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and that determine their reinforcement behavior such as more efforts for the organization (Kónya1, Matic & Pavlovic, 2016). Employee motivation is considered as a vital component in the growth of any organization across the industry (Tampu, 2015). According to Lai, Lam1 and Lam2 (2013) in a challenging work environment, the role of culture is crucial in determining employees behavior within groups and organizations. In any Organization culture role is fundamental in making an autonomous environment in the organization for individuals (Girma, 2016). Organizations
are characterized by their own job design and management style (Mushtaq, Raja & Khan, 2017) which is highly influenced by the cultural context of any organization and is likely to produce certain outcomes through employees' behavior and attitude (Zahari & Shurbagi, 2012).

Drawing upon the job characteristics theory, social exchange theory and associated literature in existing paper it is being pursuit how culture is considered as a critical factor that will stimulate employees to take up the responsibilities of high scope jobs that would lead to improve productivity.

The drive of the current study is twofold. First, it observed the direct association between job characteristics including contextual, relational perspectives and OCB. Secondly, the impact of culture is taken and checked as a moderator between independent and dependent factors.

Literature review

Organizational Citizenship Behavior (OCB)

OCB has acquired a large extent academic attention since its conception. It refers to no matter what those employees decide to do with their own will, which is not included in their contractual obligations. Such type of employees' behavior gives benefit to employees and organization (Alizadeh, Darvishi, Nazari & Emami, 2012; Tziner & Sharoni, 2014).

According to Williams and Anderson (1991), organizational citizenship behavior directed toward individuals (OCBI) is related the altruism and courtesy and organizational citizenship behavior directed toward the organization (OCBO) is related the sportsmanship, civic virtue, and conscientiousness. According to Podsakoff, et al. (2009), of the two forms of OCB, OCBI is more likely accustomed with the collectivistic culture (CC). In collectivistic culture oriented (CCO) organization stronger significance is given to social harmony, cooperation, and interpersonal relations (Podsakoff, et al., 2009).

Unexpectedly, a lesser amount of attention is given to the cultural perspective of OCB (Organ et al., 2006). Hence, OCB is affected by cultural dimensions, such as Individualism–collectivism (Gelfand et al., 2007). Therefore, cultural impact on OCB cannot be ignored in various organizations settings.

Task Identity (TI)

TI refers to the completeness of work by employees and such identification gives higher motivation to workers for doing the job (Hackman & Oldham, 1976).

Task type theory addresses that without the clear nature of the task, it becomes difficult to perform specific job role (Hackman & Morris, 1975). McGrath (1984), differentiates tasks among four main types including generate, choose, negotiate, and execute tasks. At the execution level interaction helps towards high performance.

Similarly, according to situational strength theory, for good performance, situation at work has important effect on employees' behavior (Cooper & Withey, 2009). The current research investigates that TI provides clear direction and specific situational cues to all employees for better performance (Ebrahimpour, Salarzehi, Tamini, Khalili, Habibian, 2011).

Therefore, it is hypothesized that:
H1: TI is positively related the OCBI.

Task significance (TS)

While employees recognize that their job tasks have an affirmative and significant impact on the lives of other people, they are to be expected to exercise efforts for the successful and timely completion of tasks (Grant, 2008; Morgeson, Delaney-Klinger & Hemingway, 2005).

Meaningfulness of a task leads to high job performance and extra role behavioral. Employees motivational thrust enhance for completion of their assigned tasks (Ebrahimpour, et al., 2011). The following hypothesis was generated on the basis of the above mentioned arguments:
H2: TS is positively related the OCBI.

Job Autonomy (JA)

Job Autonomy (JA) refers to the authority of employees so they perform the work duties with freedom and the job permits them sovereignty, independence and freedom of choice to schedule work, make verdicts and to select appropriate methods for the performance of work tasks (Garg & Rastogi, 2006).

JA is an intrinsically motivational factor, used for improving employee's aspiration for a sense of responsibility, and productive change (Chien & Su, 2009; Ebrahimpour, et al., 2011) and provideleverage to the employees existing knowledge and skills and it allows in developing their scope of accountability (Parker, Wall & Jackson, 1997). On the basis of above the arguments, we

expect that JA serves as a significant mechanism to enhance OCB.
H3: JA is positively related to OCBI.

Perceived Supervisor Support (PSS)

According to Oldham and Hackman (2010) ignored relational aspects of job characteristics need attention in the contemporary work design. Social exchange theory depicts that organizations function by means of equally appropriate relationships of parties that give and take different benefits with socio-emotional benefits (Organ, 1988). There have generally been two alike, yet distinctive, intentions within the social exchange perspective for why employees exhibit OCB's. Firstly, when employees identify that they are treated justly, the norm of reciprocity says that they should reciprocate. The second intention is more proactive: when the employees treated impartially by their supervisors and they believe that their acts and contribution will be fairly rewarded over the long-term and in trade-off they sacrifice beyond their limits for their organization and colleagues (Benjamin, 2012; Mushtaq et al., 2017). PSS is an important relational perspective of job characteristics and hence from above mentioned fact it can be hypothesized that:
H4: PSS is positively related to OCBI.

Moderating Role of Culture

Culture is pivotal for the growth of any organization. Theorists and practitioners alike recommend that improved culture support in retrieval organizational; competitiveness and invigorating weakening organizations (Cameron & Freeman, 1991).

Individualism-Collectivism (IC) dimensions of culture are very important to distinguish the individuals on the basis of their orientation toward goal achievement (Hofstede, 1980).

Clear identifiable tasks with JA and PSS with social harmony and cooperation will consider OCBI as desirable employees' behavior (Podsakoff et al., 2009). Highly supportive culture of the organization for example teamwork, synchronization, and interdependence are considered for the improvement of work characteristics to construct the good employees' mack-up. The pressure of work is maintained by the collaborative culture of the organization that leads to interpersonal help.

Cultural influence cannot be overlooked while addressing the other contextual factors which are affecting on the individuals behavior to act beyond their standard duties. On the basis of the above mentioned facts it is hypothesized that:
H5(a): Culture orientation (CO) moderates the relationship of TI with OCBI; the relationship is stronger for employees who have high collectivist CO than individualistic CO.
H5(b): Culture orientation (CO) moderates the relationship of TS with OCBI; the relationship is stronger for employees who have high collectivist CO than individualistic CO.

H5(c): Culture orientation (CO) moderates the relationship of JA with OCBI; the relationship is stronger for employees who have high collectivist CO than individualistic CO.

H5(d): Culture orientation (CO) moderates the relationship of PSS with OCBI; the relationship is stronger for employees who have high collectivist CO than individualistic CO.
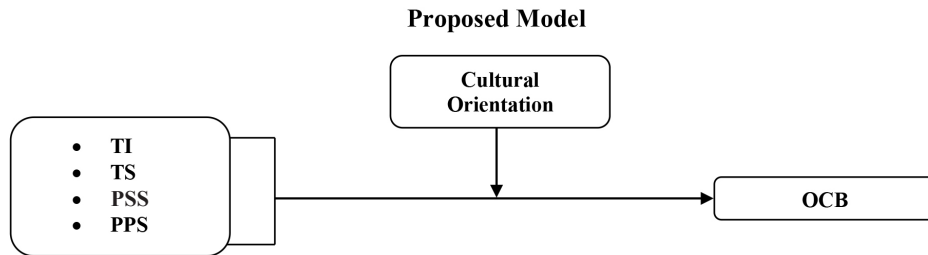
Proposed Model

Figure 1: Proposed Model

Methodology

Data Collection and Sample

      Diverse opinions are there regarding sample size decision. In the given study model, the data was collected keeping in view the moderate complexity model requirements with power analysis (Boomsma, 1983). According to Cohen (1992) high power analysis of data is based on statistically significant results not on the basis of big sample size. The existing study is conducted in Pakistan, where individual's approach in the direction of research is not very thoughtful. So for quality data collection those sectors were selected from where the chances of collection of significant data were high. Therefore, survey was distributed respondents including two universities of southern Punjab (Bahauddin Zakaryia University and Ghazi University and two banks (Muslim Commercial Banks, United Bank).

      The data was collected by onsite administration of a survey to employees. Simple random sampling technique used for the data collection. Respondents were sent covering letters including the aim of study was mentioned and confidentiality of responses was assured. A total of 230 questionnaires yielded only 171 usable responses with total response rate of 74%. Respondents' age range was from 21 years to 58 years. Male and female ratio was 21% -79% respectively. There were three levels of management in the respondents. The tenure of respondents was from 1 to 30 years.

Measures

      Self, peer and supervisory reported questionnaires used for the measures. First three independent variables were rated on 7-point Likert, other variables were rated on 5-point Likert scale. All the items in questioners were being an average for overall scales.
Job characteristics were self and peer-reported, OCBI was supervisor reported and CO was self-reported measure.

Moderating Variable

      Culture Orientation. Individualism-Collectivism dimensions were measured through 11-items scale of Wagner and Moch (1986).Survey items were based on three cultural dimensions including: beliefs, values and norms. In existing study the reliability of this scale was .80 which was better than previously recorded reliability of Wagner (1992) that was .75.

      To examine the construct validity of cultural orientation, confirmatory factor analysis (CFA) ran by using AMOS 22 to check the fit indices of model. CFA results revealed goodness of fit index in such a way AGFI = .91; GFI= .92, CFI = .95; RMSEA = .04. This shows superior fit index of the model.

Independent Variables

      Task identity: TI is measured through self- and peer-reported responses. Three items scale was taken from Hackman and Oldham's (1976) Job Diagnostic Survey (JDS). In the existing study self- and peer- reported reliability of this scale was .81, .89 respectively. CFA results revealed goodness of fit index in such a way AGFI = .90; GFI= .87, CFI = .94; RMSEA = .07.

      Task significance: TS measured through self and peer-reported responses. Three items scale was taken from Hackman and Oldham's (1976) Job Diagnostic Survey (JDS). In the existing study self- and peer-reported reliability of this scale was .83,.88 respectively. Likely the same CFA results of TS gave the following results AGFI = .89; GFI= .87, CFI = .93; RMSEA = .07.

      Job autonomy: JA is measured through self and peer-reported responses. Three items scale took from Hackman and Oldham's (1976) Job Diagnostic Survey (JDS). In the existing study self and peer-reported reliability of this scale was .80,.84 respectively. CFA results for JA revealed goodness of fit index in such a way AGFI = .97; GFI= .98, CFI = .95; RMSEA = .03.

      Perceived supervisor support: For measuring the PSS, the measure of Greenhaus, Parasuraman and Wormley (1990) used with nine items with testified alpha reliability of the scale .93 with 5-point Likert scale. In the existing study self and peer-reported reliability of scale was .91, .88 which is

also good. CFA results for PSS revealed goodness of fit index in such a way AGFI = .96; GFI= .95, CFI = .92; RMSEA = .06.

Dependent Variable

Organizational Citizenship Behavior: Citizenship behavior intended for individuals and in-role behavior was measured by means of two scales developed by Williams and Anderson (1991). This measure was supervisory reported. Cumulative reliability of existing scale was .89. CFA results revealed goodness of fit index in such a way AGFI = .93; GFI= .97, CFI = 0.98; RMSEA = .05.

Control Variables

One-way ANOVA revealed significant differences in mean values of dependent variables across different organizations and income levels (F = 5.41, p < .01), levels (F = 3.51, p < .01) respectively. Therefore that was controlled by creating four- dummy variables.

Results

Table 1(a) displayed mean values, standard deviations and correlation of the variables. All the associations among variables were above .10 were considered significant at p < .05. All the observed correlations did not show any unexpected association. TI, TS, JA and PSS were positively related with organizational citizenship behavior. The means for TI (M = 5.39, SD = .81), TS (M = 3.9, SD = .46), JA(M = 3.9, SD = .41) social support (M = 4.1, SD = .35), organizational citizenship behavior (M = 5.2, SD = .66) were above three.

Table 1(b) showed the descriptive statistics and the correlation matrix for the self- reported and peer-reported responses. The correlations of self-reported TI, TS, JA and PSS were significantly high. The peer-reported responses had expected correlation with self-reported responses.

Regression Analyses

Multiple linear regression analyses used to test all hypotheses. Results show that self-reported TI, TS, JA and PSS were significantly related to OCB with following beta values respectively (β = .41, p < .001), (β = .14, p < .001), (β = .12, p < .001) and (β = .55, p < .001). Same likely peer-reported TI, TS, JA and PSS were significantly related to OCB with following beta values respectively (β = .45, p < .001), (β = .24, p < .001), (β = .10, p < .001) and (β = .51, p < .001). The results were in predictable direction for all the responses.

Results of Moderated regression analyses

Tables 3(a) and 3(b) show the moderation analyses using CO as moderators with TI, TS, JA and PSS with both self and peer-reported responses. The analyses shown that self-reported measures including TI, TS, JA and PSS interacted significantly with CO with respective values (β =.14, p < .001), (β =.21, p < .001), (β =.18, p < .001), (β =.14, p < .001). TI interaction with CO explained 12% of the variance ($\Delta R2$=.12, p < .001) in OCB. TS interaction with CO explained 17% of the variance ($\Delta R2$= .17, p < .001) in OCB. JA interaction with CO explained 14% of the variance ($\Delta R2$= .14, p < .001) in OCB. Social support interaction with CO explained 17% of the variance ($\Delta R2$= .17, p < .001) in OCB. The strong interaction of independent variables with moderating variable was found.

Similarly, peer-reported responses also gave strong result .Tables 3(b) show the results of the moderated regression analyses using CO as a moderator with peer-reported responses. The analyses revealed that peer-reported responses interacted significantly with cultural orientation. Peer-reported TI interaction with CO explained 13% of the variance ($\Delta R2$= .13, p < .001) in OCB. TS interaction with CO explained 14% of the variance ($\Delta R2$= .14, p < .001) in OCB. JA interaction with CO explained 19% of the variance ($\Delta R2$= .19, p < .001) in OCB. PSS interaction with CO explained 14% of the variance ($\Delta R2$= .14, p < .001) in OCB.

Discussion

In existing research task characteristics and PSS were focused as antecedent of OCB and one organizational characteristic Cultural Orientation (CO) was taken as moderator between the relationship of antecedent and consequences.

Overall, all the 5 hypotheses were confirmed. TI, TS and JA were positively related to OCB. Thus, the hypotheses 1, 2, 3 were fully supported. In hypothesis 4 a positive link between PSS and OCB was also confirmed.   CO moderated the relationship between TI, TS, JA, PSS and OCB, such that it was more strongly positive when collectivist CO was higher. Thus, hypothesis 5(a, b, c, d) was fully proved.

The central idea of this paper was to find the moderating role of CO in the link between job task, relational characteristic and OCB (I&O). In the study, strong moderating role of individualism-collectivism as an individual difference was identified. The individuals who tended toward collectivism are more likely to seek ways to aid the welfare of the people even though such assistance does not provide direct benefit to them.

Implications for Managers

Management should believe that citizenship behavior reduce employee apathy and absenteeism. Employees who are knitted with the organization remain for a long time in the organization and their behavior in turn leads to improving OCB (Ebrahimpour, et al., 2011). Employees who retain collectivist tendencies and who believe that their social exchange relationship with organization are fair they exhibit OCB. Managers should not overlook that CO is undeniably the key element in the work. New organizational structures emphasize job characteristics, supportive management and the factors that lead to OCB (I&O). Management trainings and education should give importance to these elements as well to strengthen the good relations of employees.

Limitations and suggestions for future research

There are some limitations that should be addressed when assessing this study's findings. First, the data is collected at one point in time for all the variables which is restraining the causal implications of outcomes. For vigorous results, future research may use experimental or longitudinal design. Second, the research was done in Pakistani cultural settings. For the generalizability of the study's findings, these results can be validated in other cultural settings because Pakistan is very different in terms of various aspects in comparison to Western countries (Mushtaq et al., 2017). Third, even though the data was collected from the two sectors, the an assortment of different types of data can be used for further authenticity of results.

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Appendix

Table 1(a)

Means, standard deviations, correlations, and reliabilities for the main variables of interest in the study

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1.TI	5.39	.81	(.81)										
2.TS	3.9	.46	.54**	(.83)									
3.JA	3.9	.41	.44**	.46**	(.80)								
4.PSS	4.1	.35	.35**	.37**	.39**	(.91)							
5.CO	2.06	.78	-.49**	-.47**	-.41**	-.29**	(.80)						
6.OCB	5.26	.66	.51**	.46**	.46**	.40**	.39**	(.89)					
7.Age	4.27	.32	.55	.56	.67	.48	.42*	.58*	-				
8.Gender	2.88	1.2	.023	.077	.006	.011	.20	.026	.32	-			
9.Occupation	1.82	.38	.004	.023	.062	.018	.025	.019	.005	.12	-		
10.Income	1.14	.35	.083	.12*	.087	.15**	.17**	.05	.025	.019*	.13	-	
11. Education	2.62	1.4	.17**	.11*	.081	.14**	-.22**	.089	.13**	.044	.11*	21	-

Note: N = 171; control variables are different types organizations. †p < .10, *p < .05, **p < .01, ***p < .001.

Table 1(b)

Means, standard deviations, correlations, and reliabilities for the main variables of interest in the study

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1.TI	5.39	.87	(.81)										
2.TS	3.9	.56	.54**	(.83)									
3.JA	3.9	.48	.44**	.46**	(.80)								
4.PSS	4.1	.45	.35**	.37**	.39**	(.91)							
Peer-Reported Responses													
5.TI	5.0	.77	.51**	.46**	.46**	.40**	(.89)						
6.TS	3.1	.59	.55**	.56**	.67**	.48**	.42*	(.88)					
7.JA	4.0	.35	.23**	.77**	.60**	.11**	.20**	.26**	(.84)				
8.PSS	3.1	.49	.40**	.23**	.62**	.18**	.25**	.59**	.50**	(.88)			

Note: N = 171; control variables are different types organizations and Income Level. †p < .10, *p < .05, **p < .01, ***p < .001.

Table 2(a)

Regression analyses showing the main effects of self-reported independent variables on dependent variables

	DV		
	OCB		
Predictors	β	R^2	ΔR^2
Model1:			
Step1:			
Control		.035**	
Step2:			
TI	.41***	.25***	.28***
Model2:			
Step1:			
Control		.042***	
Step2:			
TS	.14**	.19***	.22***.
Model3:			
Control		.019**	
Step2:			
JA	.12***	.18***	.24***
Model4:			
Step1:			
Control		.032**	
Step2:			
PSS	.55***	.10***	.18***

Note: N = 171; control variables are different types organizations and Income Level. †p < .10, *p < .05, **p < .01, ***p < .001.

Table 2(b)
Regression analyses showing the main effects of peer-reported independent variables on dependent variables

	DV		
	OCB		
Predictors	β	R^2	ΔR^2
Model1:			
Step1:			
Control		.030**	
Step2:			
TI	.45***	.28***	.21***
Model2:			
Step1:			
Control		.047***	
Step2:			
TS	.24**	.14***	.32***.
Model3:			
Control		.019**	
Step2:			
JA	.10***	.19***	.24***
Model4:			
Step1:			
Control		.032**	
Step2:			
PSS	.51***	.17***	.19***

Note: N = 171; control variables are different types organizations and Income Level. †p < .10, *p < .05, **p < .01, ***p < .001.

Table 3(a)
oderated regression analyses results for self-reported responses

	OCB	
Predictors	*B*	ΔR^2
Model 1		
Step1:		
Control		.075**
Step2:		
TI		
CO		.21***
Step 3:		
TI x CO	.14***	.12***
Model2		
Step1:		
Control		.070**
Step2:		
TS		
CO		.26**
Step 3:		
TS x CO	.21***	.17***
Model 3		
Step1:		
Control		.077**
Step2:		
JA		
CO		.31***
Step3:		
JA x CO	.18***	.14***
Model4		
Step1:		
Control		.058***
Step2:		
PSS		
CO		.25***
Step3:		
JA x CO	.14***	.17***

Note: N = 171; control variables are different types organizations and Income Level. †p < .10, *p < .05, **p < .01, ***p < .001.

Table 3(b)
Moderated regression analyses results for peer-reported responses

	OCB	
Predictors	*B*	ΔR^2
Model 1		
Step1:		
Control		.096**
Step2:		
TI		
CO		.28***
Step3:		
TI x CO	.15***	.13***
Model 2		
Step1:		
Control		.070**
Step 2:		
TS		
CO		.26**
Step 3:		
TS x CO	.13***	.14***
Model 3		
Step1:		
Control		.087**
Step2:		
JA		
CO		.41***
Step3:		
JA x CO	.18***	.19***
Model4		
Step1:		
Control		.049***
Step2:		
PSS		
CO		.24***
Step3:		
JA x CO	.15***	.14***

Note: N = 171; control variables are different types organizations and Income Level. †p < .10, *p < .05, **p < .01, ***p < .001.