

Determinants of Organizational Citizenship Behavior in Pakistan

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The study is focused on the effects of Altruism, Conscientiousness, and Civic Virtue (three of the antecedents of Organizational Citizenship Behavior - OCB) and their relationship with Organizational Citizenship Behavior (OCB) in the Corporate Sector of Pakistan. As per previous studies we have hypothesized a direct and significant relationship between the antecedents chosen and Organizational Citizenship Behavior (OCB). Results prove that all the above mentioned antecedents have significant positive relationship with OCB. The purpose of this study is to invoke Organizational Citizenship Behavior (OCB) in Pakistani organizations.

Field of research: Human resource management, Banking sector of Pakistan

1. Introduction

Organizational Citizenship Behavior is relatively new concept considered under Organizational Behavior. The major research, in this relatively infant field of study has mainly taken place in the 1990s and still continuing at a stable pace. The research taking place currently is focused on establishing the relationship of OCB with its three aspects (commonly referred to, in the literature as the facets of OCB). The reason for choosing OCB as a research ground

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Bukhari, Ali, Shahzad & Bashir

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is its positive relationship with unit performance, which means by measuring OCB we can get one step closer in increasing the unit performance.

Interestingly researchers define OCB in not very much different contexts and backgrounds, also there is much consistency found in their ways of interpreting OCB, e.g. Robbins (2006) argues OCB is flexible behavior that is not part of an employee formal job, but that nevertheless promotes the effective functioning of organization. Therefore OCB can be construed as the social lubricant of the organizational machinery. Shapiro et al. (2004) argues OCB to be an extra-role behavior i.e. it is any behavior not formally required by the organization, rather its practice depends solely on the consent of employee as a consequence of the organizational environment. OCB makes the impact on organization effectiveness; OCB should have a particular impact on the overall effectiveness of organizations by adding to the social framework of the work environment (Todd, 2003). We have chosen altruism, conscientiousness, and, civic virtue among the Big Five facets of OCB.

There is profound relation between OCB and Altruism; it is commonly referred to as the helping behavior of an employee, towards its fellow employees. Todd (2003) found that Altruism, for instance, usually is interpreted to reflect the willingness of an employee to help a coworker, also is referred to and explained as the selflessness of an employee towards organization. Conscientiousness is another important antecedent of OCB, much of the studies have taken place to study its relationship with OCB. Konovsky & Organ (1996) found in their study that, conscientiousness was significantly inter-related to all types (facets) of OCB. According to Neihoff & Yen (2004), more conscientious employees will stay informed with up-to date knowledge about products or services offered.

The third selected antecedent that affects OCB is Civic Virtue, it is a behavior exposed by taking part in the unofficial activities of the organization, which are not mandatory and obligatory, but result in the social cohesiveness within the organization. As per Borman et al. (2001) the definition of civic virtue is, to involve oneself responsibly in and being concerned about the life of the company. Till yet most of the research in the field of Organizational Behavior (OB) held in the environment of western culture, In sub continental

region; culture, environment, values and norms are totally different and need a separate study to make HR practices applicable more thoroughly, many western multinational companies moving in this region because of cheap labor and immense potential market, so this study would principally be targeted to help understand the OCB in a different geographical context in a better way. The particular area of our research is the insurance companies of the region.

2. Literature Review

2.1 Organizational Citizenship Behavior (OCB)

OCB can be defined as defending the organization when it is criticized or urging peers to invest in the organization (Turnipseed & Rassuli, 2005), or a behavior that exceeds routine expectations (Daniels et al. 2006). OCB typically refers to behaviors that positively impact the organization or its members (Poncheri, 2006). OCB can be affected by instilling in employees a perception of expertise in their job tasks (Todd, 2003). There is persuasive evidence that OCB is an outcome consistent with a social exchange relationship (Cirka et al. 1999). Organizational concern emerged as the motive most closely related to OCB directed towards the organization (Grojean et al. 2006). OCBs yield significantly higher outcomes in the long term than in the short term for the organization (Daniels et al. 2006). The importance of OCB can be realized by the argument of Koys (2001) who suggests; Organizational citizenship behavior had an impact on profitability but not on customer satisfaction. Also (Shapiro et al. 2004) individuals engage in OCB as a form of reciprocity based on organizational treatment.

The 'best' performing workers produced the strongest link between performance and functional participation, which is a helping-type (*Altruism*) OCB, as found by Turnipseed & Rassuli (2005). Employee attitudes were found to influence subsequent organizational citizenship. Indeed, as citizenship appears to consist of discretionary behaviors, how the employee perceives the organization (as evidenced by his/her attitude toward it) would likely predispose this employee to either perform or withhold such performance (Grojean et al. 2006). Results indicate that perceptions of citizenship performance predict overall performance equally well across all task performance levels (Coole, 2003). Results from the studies of Yorges (1999) suggest, that creating a group atmosphere can have detrimental consequences, particularly regarding OCB (*due to competition*). Cirka et al. (1999) argue that, for employees low in value commitment, a pay-for-performance system appears to

Bukhari, Ali, Shahzad & Bashir

be a disincentive for engaging in OCB. To the extent organizations can manage their relationship with employees; they are more likely to engage in OCB (Shapiro et al. 2004).

The belief among theorists is that as more employees engage in OCB, the organization becomes more successful (Neihoff & Yen, 2004). OCB and CWB (Counterproductive Work Behavior) were significantly negatively correlated (Baker, 2005), which means that a person high on OCB scale will not show any such behavior posing an averse effect to production. Interestingly, the study of Cirka et al. (1999) yields, that; the age of employee had (s) a negative and a marginally significant effect on OCB. Such behavior (*i.e. Organizational Citizenship Behavior*) might enhance coworkers' or supervisors' productivity, help coordinate activities, increase the stability of organizational performance, and help the organization attract and retain employees (Borman, 2004). As Pakistan particularly and Asia in general are different from the rest of the world, if culture is made the origin of segregation, Gautam et al. (2006) argues that citizenship behavior within an organization may vary, with change in geographic context; OCB is enacted differently in different cultural contexts – that what it means to be a 'good citizen' may vary. Employees who perform citizenship behaviors may be more likely to elicit support from their organizations (Moorman et al. 1998). After all above arguments there also exist a view regarding OCB *i.e.* OCB is an extra-role behavior that is not formally evaluated (Rodriguez et al. 1997).

2.1.1 Antecedents Of Organizational Citizenship Behavior (OCB)

There are many factors that can contribute to the determination of Organizational Citizenship Behavior (OCB) which include Altruism, Conscientiousness, Civic Virtue, Sportsmanship, Courtesy, etc. but the factors that have been researched to have a significant relationship with Organizational Citizenship Behavior, are the first three *i.e.* Altruism, Conscientiousness, and Civic Virtue. As Borman et al. (2001) finds Altruism and conscientiousness are the two major or overarching dimensions of OCB.

2.1.1.1 Altruism

Todd (2003) Altruism, for instance, usually is interpreted to reflect the willingness of an employee to help a coworker, also is referred to and explained as the selflessness of an employee towards organization. Also, as per, (Redman & Snape, 2005) 'Altruism' is concerned with going beyond job requirements to help others with whom the individual comes into contact. Altruism is accounted as a one of the significant antecedents of Organizational Citizenship

Bukhari, Ali, Shahzad & Bashir

Behavior (OCB), reason being, as Pare' & Tremblay (2000) explains - behaviors such as helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behavior affects others' jobs, and providing help and support to new employees represent clear indications of an employee's interest for its work environment. Socially driven values emphasizing the group over individual concerns are likely to encourage altruistic behaviors benefiting the group. Altruism and compassion may arise as a natural consequence of experiences of interconnection and oneness (Amorok et al. 2006).

Altruism or helping coworkers makes the work system more efficient because one worker can utilize his or her slack time to assist another on a more urgent task (Neihoff & Yen, 2004). Redman & Snape (2005), 'altruism' involves helping specific individuals in relation to organizational tasks. The altruistic person can obtain utility from other persons' utility (*by convincing them with their selflessness aspect of personality*) (Wu, 2001). Rush & Allen (2001) states that, an abundant body of social psychological research indicates that there are gender differences with regard to helping behavior and altruism. Participants (*employees*) who were allowed to work individually (i.e., did not perceive any group boundaries) were much more likely to engage in altruism and courtesy behaviors as found by Yorges (1999). The measure of altruism may be akin to citizenship behavior directed toward one's colleagues (*resulting in the benefit of the organization*) as established by Brennan & Skarlicki (2004). Altruism encourages teamwork and cooperation, allowing employees to increase the pool of available knowledge (Neihoff & Yen, 2004).

H1: *Base on above research findings we can argue that altruism is an antecedent of OCB; hence Altruism will show direct and positive relation with OCB.*

2.1.1.2 Conscientiousness

'Conscientiousness' refers to discretionary behaviors that go beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance (Redman & Snape, 2005). In other words, conscientiousness means the thorough adherence to organizational rules and procedures, even when no one is watching. It is believed to be, the mindfulness that a person never forgets to be a part of a system (*organization*). Conscientiousness, and Openness are all better predictors of decision-making performance when adaptability is required than decision-making performance prior to unforeseen change (Colquitt et al. 2000). Konovsky & Organ

Bukhari, Ali, Shahzad & Bashir

(1996) found in their study that, conscientiousness was significantly related to all five types of OCB. Also, Conscientiousness was significantly related to Generalized Compliance and to Civic Virtue, (*two of the antecedents of Organizational Citizenship Behavior*). More conscientious employees will stay informed with up-to date knowledge about products or services offered (Neihoff & Yen, 2004). High conscientious individuals, in contrast, persisted longer than individuals lower in conscientiousness whether or not there was an additional benefit and whether or not they varied the procedure while performing (Morgan et al. 1999).

Conscientiousness, with its emphasis on responsibility and dedication, is likely to underlie the first motive for interpersonal helping—taking the initiative to engage in behaviors for the good of the organization - conscientiousness can be expressed in numerous ways in organizations and, most obviously, in terms of job performance (King, 2005). Conscientiousness affects important work outcomes (Goldberg et al. 2005). Theoretically, conscientiousness may be an important predictor of workplace behaviors because it provides the organization and direction that are necessary to produce targeted behaviors (King et al. 2005). Higher values are associated with greater conscientiousness when combined (Yorges, 1999). Conscientiousness accounted for unique variance in citizenship targeted toward the organization, as researched by Ladd & Henry (2000). Lowery & Krilowicz (1996), Supervisory evaluations of performance were found to be determined by Altruism and Conscientiousness as well as by objective job performance.

H2: *After a comprehensive literature review on the relationship of OCB and conscientiousness we can argue that Conscientiousness will prove positive correlation with OCB.*

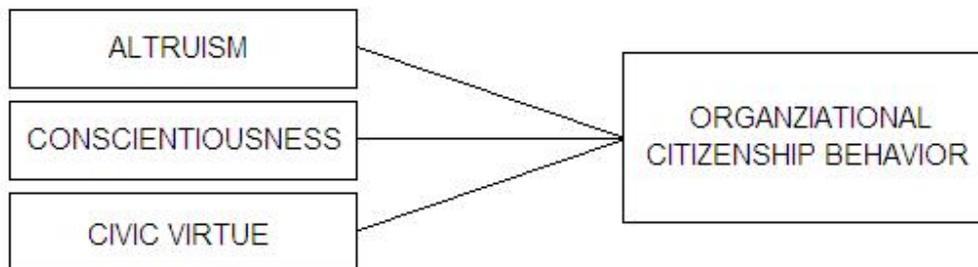
2.1.1.3 Civic Virtue

‘Civic virtue’ refers to behaviors that demonstrate a responsible concern for the image and wellbeing of the organization (Redman & Snape, 2005). Borman et al. (2001) defines civic virtue as responsibly involving oneself in and being concerned about the life of the company. Civic virtue is behavior indicating that an employee responsibly participates in, and is concerned about the life of the company (represented by voluntary attendance at meetings) (Todd, 2003). Baker (2005) explains Civic virtue is responsible, constructive involvement in the political processes of the organization. As mentioned earlier, Conscientiousness was (*is*) significantly related to Generalized Compliance and to Civic Virtue (Konovsky & Organ, 1996). There was (*is*) an impact of fairness for

only a single form of OCB (civic virtue), as found by Bacharach & Jex (2000). As per Redman & Snape (2005) the civic virtue is positively predicted by commitment to customers and co-workers (*hence resulting in the behavior, beneficial to the organization*) with evidence of partial mediation by global commitment. Neihoff & Yen (2004), acts of civic virtue would include employees offering suggestions for cost improvements or other resource-saving ideas, which might directly influence operating efficiency. Coole (2003) argues that civic virtue was more limited in their relation to organizational effectiveness; i.e. the more the organization is effective the chances of emergence of this very behavioral aspect is the most. Extraversion was (*is*) negatively related to the citizenship behaviors of Altruism, Civic Virtue, and Conscientiousness (Baker, 2005). Todd (2003) points out that, it is noteworthy that some different types of OCBs such as helping behavior and civic virtue appear to impact distinct measures of organizational effectiveness in their own ways. Civic virtue is more likely to involve a purposeful contribution (*in OCB*) by employees compared to other dimensions (Shapiro et al. 2004). If employees identify strongly with the organization (i.e., high civic virtue), one would expect them to exert extra effort to improve their productivity, resulting in improved efficiency (Neihoff & Yen, 2004).

H3: *The above research shows that civic virtue is an important antecedent of OCBV and Civic Virtue will have a positive relationship with OCB.*

3. Theoretical Framework



The theoretical framework is a conceptual model of how one theorizes or makes logical sense of the relationships among the several factor that have been identified (OCB; Altruism, Conscientiousness, Civic Virtue). In other words the theatrical framework is the graphical summary of the whole literature review. In sum we can say the theoretical framework discusses the relationship among the variables that are deemed to be integral to the dynamics of situation being investigated. In above diagram the theoretical framework is showing the relationship among OCB and

its antecedents (Altruism, Conscientiousness, and Civic Virtue), it will help us to test the postulates and certain relationships and will improve our understanding of the dynamics of the situation.

4. Participants, Measures and Methodology

4.1 Participants

Eight large insurance companies functioning across Pakistan took part in our survey. The survey was conducted on random basis i.e. questionnaires were distributed among employees of insurance companies with out discrimination or bias. We found the chosen field very attractive one for the study of OCB. Our research is a cross-sectional study as we have collected the data only once. Due to some limitations (discussed in following pages) the sample consists of 100 employees from the above mentioned sector, but the accuracy has not been compromised.

4.2 Measures

In our survey, responses were rated on the Likert-scale format, with answer ranging from 1 to 5 (1 = never and 5 = always). To measure Organizational Citizenship Behavior (OCB); we used OCB measure developed by Lee and Allen (2002) and a measure of contextual performance developed by Motowidlo and Van Scotter (1994).

To measure the chosen antecedents of OCB i.e. Altruism, Conscientiousness, and Civic Virtue we adopted the relevant sections of Organization Citizenship Behavior Questionnaire, developed by Podsakoff et al., 1990; Podsakoff & MacKenzie, 1994. The respondents were assured of confidentiality to guarantee the fairness of responses. To avoid any oversight due to a non-serious attitude we tried to utilize the time off of employees to fill the questionnaires. Also the respondents were provided with full explanation of the questionnaire.

4.3 Methodology

After the collection of data, scores were developed for OCB constructs by averaging the responses to items comprising each dimension (OCB, Altruism, Conscientiousness, and Civic Virtue). Then on acquired means, different analyses were employed particularly Correlation and Regression, to investigate about the presence of relationship between OCB and its constructs, their significance along with the direction of the relationship.

4.4 Demographic Analyses

Following diagram has tabulated the demographics data on the basis of age, gender and education level of respondents with their description range and frequency.

		frequency	%
Age	18 - 26	32	32
	26 - 36	44	44
	36 - 44	10	10
	44-above	14	14
Education	Inter	32	32
	Graduate	34	34
	Masters	34	34
Gender	Male	72	72
	Female	28	28

Data shows that 34 respondents fall between the age bar of 18 to 26 and the high frequency between 26 to 36 years show that most of the employees in this sorting; the over all frequency between 36 to 44 and 44 to 56 is 12 and 16 respectively. The education categorization shows that most of the respondents were well educated, only 32 of them were below the graduate level, and rest of them were either graduates or were post graduates. The data also reveals that the ratio of male respondents is higher than females. One of the big reason of this difference in ratio is our Pakistani culture in which, it is not acceptable by the masses to let women do field jobs and the jobs in which they have to interact with other people and as we know in insurance companies most of the jobs for the ladies have the interactive nature. Although a new moderate era has taken a slight start but still people are reluctant, but we can expect this gap to be filled in coming days. It is expected, that all respondents have provided the response honestly and correctly up to their understanding and comprehension of the questionnaire.

4.5. Correlation Analyses

	Mean	S.D.	PEARSON CORRELATION			
			OCB	Altruism	Conscientiousness	Civic virtue
OCB	3.3368	.38346	1	-	-	-
Altruism	3.4150	.85000	.553(**)	1	-	-
Conscientiousness	3.2115	.54010	.606(**)	.101	1	-
Civic Virtue	3.6033	.80778	.546(**)	.102	-.132	1

^a Number of Respondents = 100

**Correlation is significant at the 0.01 level (2-tailed).

We have used different tools to calculate the above mentioned values of correlation and regression, particularly MS Excel and SPSS software. Here 1st column is showing the means of responses, 2nd column is showing the standard deviation of these means, the last three columns are depicting the relationship between OCB and the selected antecedents, as well as their relationship among themselves. All the values are positive and significant up to 0.01 (**). These double stars are the signs of significance. Our concern is mainly with the fourth column of the table which is showing the correlation between OCB and chosen antecedents. As we can see that all values have the value less than 0.7. If there values would have been above 0.7 than it would have meant that there is no difference between the dependent and independent variable. And it is also recommended by experts that this value should not be less than 0.3 as well, because in that case the variable would not be effective so fortunately the values of all three independent variables are above 0.3 and less than 0.7.

4.6. Regression Analyses

		B	t	Sig.
1	(Constant)	.214	2.743	.007
	Altruism	.193	17.642	.000
	Conscientiousness	.455	26.315	.000

Bukhari, Ali, Shahzad & Bashir

	Civic Virtue	.278	24.088	.000
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a) Dependent Variable: VAR00001

R square: .553
F: 39.531

Adj R square: .539
Significance: .000

N:100

5. Discussion

Our research offer strong indications, that the selected antecedents have deep impact on OCB. But the geographical, cultural and environmental differences may cause some deviation and contradictions from the results by earlier researchers who considered only Western culture in their research. As mentioned before, very few researchers have tried to align their efforts for exploration of OCB, particularly in this Geographical context i.e. of South Asia. OCB has a vital importance to an organization, as much as the brain has for a human, because without brain a human cannot direct the body function in a proper way, similarly, if personnel are not willing to work and their work directions are not parallel to the organizational objectives then the organization can not achieve the operational efficiency.

Our research includes three variables; the first one is “Altruism” also referred to and explained as the selflessness of an employee towards his/her organization. The applied analyses yield significant results, providing the evidence that H_1 is true. Our analyses shows that the value of the correlation between OCB and Altruism is almost 0.46** and this value is very near to the value calculated by Konovsky & Organ (1996) that is 0.50**. If the employees of an organization have the enthusiasm to help one another and are selfless in achieving the organizational goals, it will naturally result in the development of OCB in the organization. In our research area, the insurance companies of Pakistan, we observe one thing that proper HRM (Human Resource Management) rules are not being followed to their true essence. There are no employee motivation programs other than some financial incentives which are very nominal. This case is especially for low income, blue collars that actually work in field, find clients for the company, and earn business for the company. The monthly income of these workers is less than \$90 a month which is not enough, even to meet the

Bukhari, Ali, Shahzad & Bashir

primary necessities of life. The reason for the significance on this scale may be geographical, as people here in this part of the world are affiliated to each other to much an extent.

The second variable i.e. Conscientiousness, also has a tremendous role in the development of OCB. Conscientiousness is a personality dimension that can be defined as the magnitude of adherence to the rules and norms of an organizational setting. The results shown in correlation table indicate that the relationship between OCB and Conscientiousness is positive and also significant. The value in our results is 0.459(**), but here, our results contradict those achieved by Konovsky & Organ (1996). There could be two plausible reasons; first could be the time period, the research carried out by Konovsky & Organ was in 1996 and now almost after more than ten years the concept of working and the working environment has changed. Conscientiousness can help to make the environment of the organization better and calm and it can help to make affable relationship with peers. Second reason of this delineation could again be the Geographical context, because in this part of the world, many of the employees do not have a definite set of organizational code, to adhere to; which results in low score by the respondents on Conscientiousness scale. Then also the respondents, as been mentioned earlier were field workers, do not have that level of disciplined life if compared to the office workers, which leads to this delineation.

Finally, Civic Virtue is the third and last of the chosen antecedent of OCB, in our research. Civic Virtue can be explained as the willing involvement of an employee in the routine and non-routine matters of his/her organization for the projection of a good image of the organization. Our correlation result is showing the significant result on the relationship between OCB and Civic Virtue. The value .399(**) is quiet near to the values of Konovsky & Organ (1996) i.e. .44(**). In this region of the world people focus more on income rather than getting themselves involved in efforts to improve the impression of their organization. It is a common understanding in society that one who is politically and financially strong and one who has good acquaintanceship with the higher ups in the management, would not have any trouble surviving. But by interpreting the results, we can conclude that in most of the private organizations the commitment of employees with their organization and work is increasing with the level of awareness. Employees are realizing the fact that not only the office work but the other office related routines can also play a role in the wellbeing of the organization and as a result for the employees themselves. So in totality we can expect

that the concept of civic virtue is emerging in organizations, but we will have to give it some time to let it reach to its prudent level.

6. Implications

The purpose of this research was to test the relationship between the chosen antecedents of OCB and OCB, in a different cultural context i.e. in Pakistan's Corporate Sector. We examined whether the relationship was the same as found by Western researchers, and if not, to delve into the reasons for the delineation. Although it was found in literature that the cultural context moderates the relationship to a significant level, but interestingly our research proves otherwise, and the results were directionally consistent with the Western researchers.

As mentioned earlier, this study has found a significant direct relationship of OCB with Altruism, Conscientiousness, and Civic Virtue; this result can have the following implications. Firstly employees projecting altruistic behavior i.e. to help out their coworkers with their work related problems will demonstrate OCB, which in return will act as a benefactor for the entire organization. As the helping will not even create a frictionless society within the organization but also will synergize the output hence will lead to employees' job satisfaction. It will also result in employees having faith in each other which may cause the employee relationship of supervisor subordinate at vertical level and peers at horizontal level to boom. Secondly those employees showing a due concern towards the progress of their organization by performing activities that will boon the organization, this behavior also leads to the betterment of environment and behavior within the organization. If employees strictly adhere to the rules and regulation then it will automatically result in some positive effects, which may include timeliness, decrease in employee absenteeism, resulting in turn in the prosperity of the organization.

Thirdly if employees take part in activities not mandatory by the organization but which result in the impression of the organization to prosper, then the social life with in the organization will become pleasant, which at the end of the day will result in satisfied employees and may cause the employees to develop healthy, frictionless relationships among themselves. Although the research conducted was a cross-sectional study, then even by mere observation of the respondents' attitude towards the organization, it can be inferred that citizenship behavior develops its roots with the passage of time i.e. it was observed that, the longer the period of

Bukhari, Ali, Shahzad & Bashir

affiliation, the stronger was the citizenship behavior, also it was observed that more the satisfaction among the employees regarding the organization caring for their employees, high was the rating on OCB scale. The research also capitulates that the citizenship behavior has a very significant effect on the stability of the organizational structure. The whole research results, suggests that the organizations' top executives should be thoughtful about the citizenship behavior among the employees, as it not only proves helpful for the processes within, leading the whole organization towards the riches, but also helps to generate a good strengthened image, to the outside world.

7. Limitations

It is felt by the researchers that there is an ample room for research in this field but the lack of resources poses a serious limitation. Also it is believed that the sample size is not enough to represent the whole industry and there is slight possibility that the future research in the same industry may yield some different results. It was found during the survey that maximum employees had no concept of OCB, the researchers made their honest efforts to make every respondent understand the questionnaire so that the research is productive, but it is felt that the following researchers should translate the language of questionnaire so that it is easily interpreted by the respondents.

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**APPENDIX I
Questionnaire**

PLEASE DO NOT MENTION ANY PERSONAL DATA FOR THE SAKE OF CONFIDENTIALITY

Dear Respondent,

You are kindly requested to respond to the statements in the following questionnaire;

Your responses are of great importance to us, as this survey forms a part of a research study regarding Organizational Citizenship Behavior (OCB) and three of its antecedents, we therefore value your cooperation to the fullest.

There is no right or wrong answer to any question. We are only interested in your personal opinions. The “right” answer to any question is your frank and truthful response.

Thank you.

YOUR ANSWERS WILL BE TREATED WITH ABSOLUTE CONFIDENTIALITY, AND WILL ONLY BE USED FOR RESEARCH PURPOSES

Bukhari, Ali, Shahzad & Bashir

Biographical Characteristics (SECTION I)

1. Age: _____ years
2. Gender: Male / Female
3. Qualification: (Highest) _____
4. You have been in this organization for last _____ years.

Organizational Citizenship Behavior (SECTION II)

5. Adjusted your work schedule to accommodate other employees' requests for time off.
6. Helped others who have been absent.
7. Showed genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.
8. Offered ideas to improve the functioning of the organization.
9. Expressed loyalty toward the organization.
10. Taken action to protect the organization from potential problems.
11. Demonstrated concern about the image of the organization.
12. Took the initiative to troubleshoot and solve technical problems before requesting help from a supervisor.
13. Voluntarily did more than the job requires so that I can help others or contribute to the overall functioning of the facility.

(SECTION III)

Altruism

14. Willingly give of my time to help others out who have work-related problems.
15. I am willing to take time out of my busy schedule to help with recruiting or training new employees.

Conscientiousness

16. Rarely takes long lunches or breaks.
17. Does not take unnecessary time off work.
18. Does not take extra breaks.
19. Attendance at work is above the norm.
20. Obeys company rules and regulations even when no one is watching.

Civic Virtue

21. I attend functions that are not required but help the company's image.
22. I attend training/information sessions that I am encouraged to, but not required to attend.
23. I attend and actively participate in company meetings.

Likert Scale used

Never	Seldom	Sometimes	Often	Always
1	2	3	4	5