

**IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON  
ORGANIZATIONAL EFFECTIVENESS: ORGANIZATION OWNERSHIP AS A  
MODERATOR**

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**Abstract**

This study investigates the relationship between organizational citizenship behaviour (OCB) and organizational effectiveness (OE) in public and private organizations, The purpose was to identify and compare how OCB and its dimensions (OCB-I and OCB-O) impact OE in the two forms of organizations, A cross-sectional survey of a self-report questionnaire was used for data collection. Fifty-five organizations were sampled and a total of 448 respondents provided the data analysed. The respondents comprised 251 (56) males and 197 (44) females with mean age of 40 years. Data analyses revealed that OCB positively and significantly predict effectiveness of public and private-owned organizations (Adjusted  $R^2$  .07,  $t$  (32) =1.92.  $P < .05$ ; Adjusted  $R^2$  .38,  $t$  (18) = 3.56.  $P < .01$  respectively), and that the nature and degree OCB-I and OCB-O impact on effectiveness of public and private-owned organizations vary. Therefore, the relationships between OCB, OCB-I, OCB-O and OE are moderated by organization ownership. Further studies should investigate the relationship between OCB and OE in other classifications of organization

Keywords: Organizational citizenship behaviour, organizational effectiveness, public organizations and private organizations

Organizational effectiveness (OE) has been of great concern for mankind. This concern has been noted to inform the various theories of organization that are essentially on identification of OE predictors (Cameron, 1986; Martz, 2008). Organization theorists have established some relationships between OE and a few other variables (e.g. specialization and division work and delegation of authority). In the on-going search for OE determinants, Smith, Organ and Near (1983) proposed a positive relationship between OCB and OE. Since then, OCB has become one of the most research variables in organizational behaviour literature (Giap, Hackermeir, Jiao & Wagdarikar, 2005). Organ (1988) defined OCB as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes effective functioning of the organization. OCB is a set of discretionary workplace behaviour that exceeds one's basic job requirement. It is discretionary workplace behaviour performed outside of one's formal role that help other employees perform their jobs or show support for and conscientiousness towards the organization (Cascio, 2003; Jahangir, Akbar & Hag, 2004). The conceptual proposal that OCB enhances effective functioning of the organization is gaining empirical confirmation (e.g.Hannington, 2012; Kim, 2005; Rego & Cunha, 2011; Turnipseed & Murkison, 2000)

Some hypothetical explanations have been offered for the positive relationship between

OCB and OE. OCB performs some control functions that formal mechanisms would have done at some costs (Organ (1988), OCB reduces salary and over time expenses (Borman & Motowidlo 1997), OCB lubricates the social machinery of organizations and reduces frictions/ hostilities (Borman & Motowidlo, 1997), OCB enhances co-worker and managerial productivity (Podsakoff & MacKenzie, 1994; Mackenzie, Podsakoff & Fetter, 1993), OCB develops and maintains social capital (Bolino, Turney & Bloodgood, 2002), OCB serves as effective means of co-coordinating activities between team members and across work groups (Karambayya, 1989), OCB brings about customer satisfaction (Morrison, 1995), OCB attracts and retains the best employees (Greenberg, 2002), OCB reduces employee turnover (DiPaola & Hoy, 2010), OCB stabilizes organizational performance, and OCB enhances the organization's ability to adapt to environmental changes (Podsakoff, MacKenzie, Paine & Bachrach, 2000). The proposed mechanisms for OCB-OE relationship as listed above seem plausible, but they have not been developed as theoretical models (Neale, 2008). In fact, Wyss (2006) referred to the explanations as hypothetical. This level of knowledge implies that the mediating and moderating variables for the link between OCB and OE are yet to be fully understood.

OCB has being reported to positively impact the effectiveness of both public organizations and private-owned organizations Kalid, Jusoff, Othman, Ismail and Rahman (2010) examined the relationship between OCB and student academic performance of a local public universities in Malaysia and reported that OCB explained 15% variance in student academic achievement.. Similarly, Kim (2005) studied the relationship between OCB, among other variables and OE in government organizations. This researcher analysed secondary data on 1,739 permanent full-time public employees in nine central government agencies, five provincial government agencies, and twenty-six lower- level local government agencies. Using hierarchical regression on the four variables, including OCB, Kim (2005) reported that OCB has positive and statistically significant effect on OE. Specifically OCB was reported to explain 20% variance in OE. More so, Miao and Kim (2009) studied the relationship between OCB and OE in a sample that was 50% state-owned/public enterprises and reported that group domain and organizational domain OCB were directly and significantly related to team performance. Yao and Mingchuan (2010) also examined OCB and OE in a sample that comprised state-owned enterprises, private-owned enterprises and foreign-funded enterprises and reported that OCB positively and significantly predicted organizational effectiveness. In that study, OCB was reported to explain 61% variance in organizational effectiveness. Rego and Cunha (2011) studied OCB and OE in branches of two private insurance companies and reported that those branches where employees displayed more OCB were also the more effective.

A common feature of the studies on OCB-OE relationship is that they never consider the possibility of organization ownership (public organizations versus private-owned organizations) moderating the relationship. Organizational citizenship behaviour is a form of resource and organizations vary in their need for different resources. For instance, Podsakoff, Ahearne and MacKenzie (1997) discussed that impact of OCB is higher in an insurance companies (service organization) than in a paper mill company (manufacturing organization) because insurance companies adopt mediating technologies while paper mill companies adopt long-linked technologies. These researchers explained that mediating technologies requires virtually no co-operative effort or mutual dependence, while long-linked technologies required serial interdependence among employees.

It was proposed in this study that the value of OCB would vary along organization ownership. Therefore, the purpose of this study was to identify and compare how OCB impact OE in public and private-owned organizations. Figure 1 below showed the hypothesized relationship between OCB and organizational effectiveness.

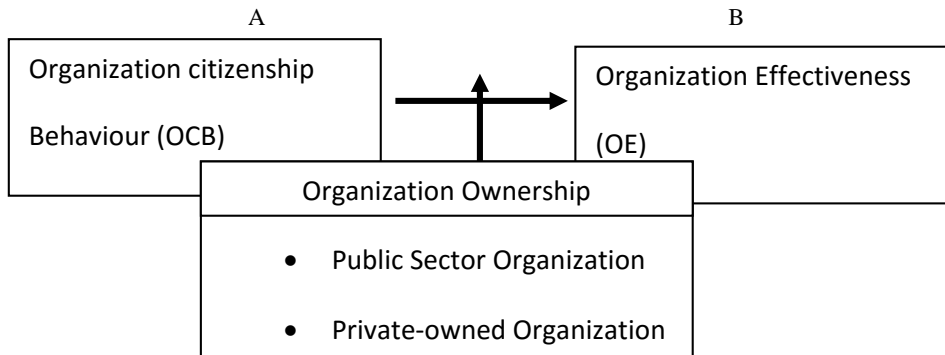


Figure 1. Conceptual framework

Box "A" contained the predictor variable (OCB), box "B" contained the criterion variable (OE) and box "C" contained types of organization on the basis of ownership (public organizations and private-owned organizations). Type of organization was proposed to moderate OCB-OE relationship. The proposed relationship as expressed in figure 1 is recursive (unidirectional). That is, OCB impacts OE, not the other way around. Koys (2001), Lawler, Mohrman and Ledford (1998), Huselid (1995) studies supported this order (unidirectional) of relationship. In view of the review of literature, the following hypotheses were articulated: OCB will positively and significantly predict effectiveness of public and private- owned organizations; OCB-O and OCB-I will positively and significantly predict effectiveness of public and private-owned organizations; and relationship between OCB, OCB-O, OCB-I and OE will be moderated by organization ownership.

## Method

### Participants

Adopting convenience sampling techniques, 555 questionnaires were distributed in 55 organizations. Five hundred and twelve questionnaires were recovered, but after sorting out the respondents that did not meet the criteria for inclusion (e.g. minimum of two years in the organization), and inappropriately filled questionnaires, 448 respondents (298 public sector organizations and 150 private-owned organizations) provided the data that were analyzed. This gave a return rate of 93% and usable rate of 88%. The respondent sample consisted of 251 males (56) and 197 females (44) with mean age of 44 years. Participants cut across all cadres of the staff who have served for a period not less than two years and were on permanent appointment. Eighty percent of respondents hold university degree or its equivalent. In each sampled organization respondents for the predictor variable (OCB) and the criterion variable (OE) were different. This was to check method bias in data collection. The organizational sample comprised 35 public sector organizations and 20 private-owned organizations. There were organizations that have existed for a period not less than 5 years and with a work force of 50 and above.

### Procedure

Instrument used were two sets of self-report questionnaire. One set of the questionnaire measured the predictor (OCB) variable, while the other set measured the criterion (OE) variable. The level of measurement and analysis in this study was organization. Podsakoff, MacKenzie, Moorman and Fetter (1990) developed the adopted OCB scale. The scale was based on Organ's (1988) five-factor typology (altruism, courtesy, sportsmanship, civic virtue conscientiousness) and it consists of 24

items. Items on altruism, courtesy, sportsmanship, measured OCB-I, while items on civic

virtue and conscientiousness measured OCB-O. Test-retest coefficient of .91, cronbach's alpha of .50, convergent validity .50 and discriminant validity of -.58 were observed. The present researcher developed the 40 items OE scale adopted in this study. The scale covered goal attainment, systems resources, internal processes, and stakeholders models of organizational effectiveness. Test-retest reliability coefficient of .73, alternate form reliability coefficient of .94, cronbachs alpha of .96 and split-half reliability of .78 were obtained. For construct validity, convergent validity of .94 and discriminant validity of -.13 were obtained. Five-point Likert scale (strongly agree, 5, agree, 4, undecided, 3, disagree, 2 and strongly disagree, 1) was adopted for the present study.

The self-administered questionnaires were distributed to the participants in their work places by the present researcher. Because the level of analysis was organizational, respondents were encouraged through instruction to discuss the questionnaire items with co-workers. This approach increased the number of individual participants in each of the sampled organization, reduced the number of items not responded to and improve the accuracy of responses. The issues of anonymity and confidentiality of sampled organizations and sampled respondents were clearly addressed in the covering letter that was attached to the questionnaires. In addition, the covering letter also contained the phrase "there is no wrong or right answer" that aimed at urging the respondents to answer questions as honestly as possible (Limpanitgul, 2009). This study design was cross-sectional survey. Data were collected through convenience sampling technique. Regression analysis was used for data analyses. Regression analysis was appropriate because all the tested hypotheses were in predictive form. The assumptions of linearity, normality homoscedasticity of data were met in the present study.

### Results

Table 1 below showed the descriptive statistics (means and standard deviations) for the various sets of data used to test the hypotheses. The mean score ranged between 3.18 and 3.84, while standard deviation ranged between .26 and .40. A 5-point scale was used in this study, therefore the mean statistics imply high levels of OCB and OE in the sample organizations.

Table 1

*Descriptive Statistics (Mean and Standard Deviation) a/the Variables*

	Variable	Mean	Standard Deviation
Public organizations	OCB	3.56	.28
	OE	3.25	.39
	OCB-I	3.73	.30
	OCB-O	3.47	.35
Private-owned organizations	OCB	3.48	.26
	OE	3.18	.39
	OCB-I	3.84	.40
	OCB-O	3.69	.35

Table 2 below also showed the descriptive statistics (correlation coefficients) of the various sets of data collected. The following correlation coefficients were observed. Public organizations: OCB and OE .31, OCB-I and OE .13, OCB-O and OE .43 and OCB-I and OCB-O .36. The observed correlation coefficient between OCB-I and OCB-O was low; therefore interpretation of the results of hypothesis 2 is free from the problem of collinearity associated with multiple regressions. Private-owned organizations: OCB and OE .64, OCB-I and OE .52, OCB-O and OE .55 and OCB-I and OCB-O .62.

**Table 2**

*Descriptive Statistics (Correlations) on Sets of Data Used for Analyses*

	Variables	OCB	OCB-I	OCB-O
Public organizations	OCB-O		.36	
	OE	.31	.13	.43
Private-owned organizations	OCB-O		.62	
	OE	.64	.52	.55

Table 2 below showed the impact of OCB on effectiveness of public and private-owned organizations. For public organizations, the adjusted  $R^2$  was .07. This statistic means that OCB explained 7% variance in effectiveness of public sector organizations. The analysis also indicated that  $z$ -calculated ( $df$ ; 32) = 1.92 was greater than  $z$ -critical (1.69) at 0.05 level of significance (one tailed). In addition, test of confidence interval on the impact at 95% confidence level produced lower limit of -.08 and upper limit of .23. These statistics indicated that with point estimate, OCB positively and significantly predicted effectiveness of public sector organizations.

For private-owned organizations, the Adjusted  $R^2$  was .38. This statistic means that OCB explained 38 variance in effectiveness of private-owned organizations. The analysis also indicated that  $r$ -calculated ( $df$ ; 18) = 3.56 was greater than  $z$ -critical (1.73) at .05 level of significance (one tailed). In addition, test of confidence interval on the impact at 95 confidence level produced lower limit of .08 and upper limit of .68. These statistics indicated that with point estimate, OCB positively and significantly predicted effectiveness of private-owned organizations. Therefore, hypothesis 1 which stated that OCB will positively and significantly predict effectiveness of public and private-owned organizations was supported.

**Table 3**

*Regression Analysis for Impact of OCB on Effectiveness of Public Organizations and Private-owned Organizations*

	$R$	$R^2$	Adjusted $R^2$	$df$	$t$	$sig$	95% CI	
							Upper Limit	Lower limit
OCB (Public Orgs)	.36	.10	.07	32	1.92	> 0.05	-.08	.23
OCB (Private Orgs)	.64	.41	.38	18	3.56	<.05	.08	.68

Table 4 below showed the percentage of variance OCB-I and OCB-O explained in effectiveness of public and private-owned organizations. Beta for OCB-I and OCB-O in public organizations were -.03 and .44 respectively. This statistics implied that OCB-I explained -.3% (negative) variance, while OCB-O explained 44% variance in effectiveness of public organizations. The analysis also indicated that  $t$ -calculated for OCB-I ( $df$ ; 32) = -.19 was lesser than  $t$  critical (1.69) at 0.05 level of significance (one tailed). The  $t$ -calculated for OCB-O ( $df$ ; 32) = 2.58 was greater than  $t$  critical (1.69) at 0.05 level of significance (one tailed). In addition, test of confidence interval on the impact at 97% confidence level produced lower limit of -.48, -.04 and upper limit of -.07 and -.37 for OCB-I and OCB-O respectively. These statistics indicated that with point estimate, OCB-O positively and significantly predicted effectiveness of public sector organizations, while OCB-I negatively predicted effectiveness of public sector organizations.

Beta for OCB-I and OCB-O in private-owned organizations were .29 and .37 respectively. The statistics implied that OCB-I explained 29% variance, while OCB-O explained

37% variance in effectiveness of private-owned organizations. The analysis also indicated that  $t$  calculated for OCB-I ( $df$ ; 17) = 1.17 was lesser than  $t$ -critical (1.74) at 0.05 level of significance (one tailed). The  $t$ -calculated for OCB-O ( $df$ ; 17) = 1.46 was also lesser than  $t$ -critical (1.73) at 0.05 level of significance (one tailed). In addition, test of confidence interval on the impact at 95 confidence level produced lower limit of -.12, -.11 and upper limit of .21, .28 for OCB-I and OCB-O respectively. These statistics indicated that with point estimate, OCB-I and OCB-O positively (but not significantly) predicted effectiveness of private-owned organizations. Hypothesis 2 was not supported.

**Table 4**

*Multiple Regression Analysis for the Impact of OCB-J and OCB-O on Effectiveness of Public and Private-owned Organizations.*

Public Orgs	Beta	df	t	p	95% CI	
					Upper limit	Lower limit
OCB-O	.44	32	2.58	<.05	-.05	-.37
OCB-I	-.03		-.48		-.07	
Private Orgs						
OCB-O	.37	17	1.45	<.05	-.11	.28
OCB-I	.29		.12		.21	

Analyses of hypotheses 1 and 2 revealed that the variances OCB, OCB-I and OCB-O explained in effectiveness of public and private-owned organizations varies in nature and magnitude. OCB explained greater variance in the effectiveness of private-owned organizations than the effectiveness of public organizations. OCB-I has negative variance in effectiveness of public organization and positive variance in effectiveness of private-owned organizations. And the variance OCB-O explained in the effectiveness of private-owned organizations is greater than the variance it explained in effectiveness of public organizations. Results of hypotheses 1 and 2 showed that OCB, OCB-I and OCB-O relationship with effectiveness in public and private-owned organizations varies. Therefore, hypothesis 3 which states that nature of organization ownership (public versus private-owned) will moderate the relationship between OCB, OCB-I, OCB-O and OE

### Discussion

The first hypothesis, which proposed that OCB will positively and significantly predict effectiveness of public and private-owned organizations, was supported. This observation has precedents in the literature. For instance, Kalid, Jusoff, Othman, Ismail and Rahman (2010) reported that OCB explained 15 variance of the effectiveness (academic performance) in one of the local public universities in Malaysia. Similarly, using hierarchical regression on four variables, including OCB, Kim (2005) reported that OCB explain 20% variance in effectiveness of public organizations. In private-owned organizations, Koy (2001) examined the effect of employees' satisfaction, OCB, and turn over on OE in 28 unit of a regional restaurant chain and reported positive relationship between OCB and OE. Similarly, Rocha and Turner (2008) reported positive relationship between OCB and OE.

In this study that the variance (38) OCB explained in effectiveness of private-owned organizations was greater than the variance (7) it explained in effectiveness of public organizations. OCB explained greater variance in effectiveness of private-owned organizations than in effectiveness of public sector organizations possibly because the importance of OCB in the attainment of OE in the two types of organization differs. In Nigeria, public sector organizations, particularly public sector activity organizations are government pets, it is government funding and intervention that majorly guarantees their survival, while employees' behaviour contribute negligible. For private-owned organizations that fend for themselves, behaviour of the employees largely contributes to their effectiveness. These implied that OCB is more important for the survival of private-owned

organizations than for the survival of public sector organizations and this is confirmed by the finding of this study.

The second hypothesis, which proposed that OCB-I and OCB-O will positively and significantly predict effectiveness of public and private-owned organizations, was not supported. OCB-I negatively predicted effectiveness of public organizations and OCB-I and OCB-O do not significantly predicted effectiveness of private-owned organizations. This result was unexpected and a possible explanation for it is the higher political environment of public organizations when compared with private-owned organizations (Finkelstein, 2006, Bodla & Danish, 2014). In a high political environment, OCB-I will be highly motivated by impression management. OCB-I most motivated by impression management will most likely benefit the individual at the expense of the organization.

Also, third hypothesis, which proposed that the relationship between OCB, OCB-I, OCB-O and OE will be moderated by nature of organization ownership (i. e. public versus private-owned) was supported. OCB explained 7% variance in effectiveness of public organizations and explained 38% variance in effectiveness of private-owned organizations. OCB-I explained negative (-3) variance in the effectiveness of public organizations and explained positive (29) variance in the effectiveness of private-owned organizations. And OCB-O explained 44% variance in effectiveness of public organizations and explained 37% variance in effectiveness of private-owned organizations. These statistics mean that nature of organization ownership moderates OCB-OE relationship.

In conclusion, OCB positively contributes to effectiveness of public and private-owned organizations. OCB-I negatively contribute to the effectiveness of public organization and positively contribute to the effectiveness of private-owned organization. OCB-O positively contributes to effectiveness of both public and private-owned organizations. And OCB-O contributes better to the effectiveness of public and' private-owned organizations than OCB-I. Therefore, while recommending promotion of OCB for OE, greater emphasis should be on OCB-O.

In terms of recommendation, further studies should be on the relationship between OCB and OE in other classifications of organization (e.g. service and manufacturing, profit and non-profit, public sector activities and public enterprises). Further studies should also be on the relationship between OCB and effectiveness of public and private-owned organizations in micro and small size organizations.

This study has some limitation. First, it did not establish the statistical significance of the difference in the variances OCB explained in effectiveness of public and private-owned organizations. Second, the design was cross-sectional. This means that cause-effect relationship cannot be discovered from analysed data. Third, convenience sampling technique adopted for data collection reduces the confidence in generalizing the results. Fourth, the adopted OE measure was developed by the present researcher with only one exposure to tests of psychometric properties. This means that the validity and consequently the usefulness of the measure have not been adequately established

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