The Implications of Emotional Regulation on Organizational Citizenship Behavior

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In a competitive environment, organizational efficiency and individual efficiency are critical to organizational success. Organizational Citizenship Behavior (OCB), commonly known as the “good soldier syndrome”, refers to a set of actions directed at increasing performance. Features of OCB include altruism, conscientiousness, civic virtue, sportsmanship and courtesy, not-compensated-but-desired by the organization. These behaviors contribute positively thus resulting in enhancing organizational competitiveness. This research paper considers emotions through OCB features that are viewed as passions that come and go, and will seek to explore if OCB features have significant relationship with OCB itself.

1. Introduction

Organizational Citizenship Behavior (OCB) is relatively a new concept in the field of Organizational Behavior. The major research, in this field of study has mainly taken place in the 1990s and still continuing at a stable pace. Contemporary research is focused on establishing the relationship of OCB with its three aspects, viz., Altruism, Conscientiousness and Civic Virtue. The reason for choosing OCB as a research area is its positive relationship with unit performance, which means by measuring OCB one can get 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. Jacqueline et al. (2004) refers, OCB to be an extra-role behavior i.e. it is any behavior not officially 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). The current research considers 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 fellow employees. Todd (2003) found that Altruism 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 impacts OCB is Civic Virtue 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.

To this date, most of the research in the field of Organizational Behavior (OB) was held in the geographical context 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 meticulously, many western multinational companies are moving in this region because of cheap labor and immense potential market, so this study would principally be targeted to help in a better understanding of the OCB in a different geographical context. This research focuses on different institutions in the UAE.

2. Literature Review

2.1 Organizational Citizenship Behavior (OCB)

Appelbaum et al. (2004) opines that organizational citizenship behavior is discretionary behavior that is not part of an employee’s formal job requirement, but that which promotes the effective functioning of the organization. Allen, Barnard, Rush, and Russell (2000) defined organizational citizenship behavior as that which embodies the cooperative and constructive gestures that are neither mandated by formal job role prescriptions nor directly or contractually compensated for by the formal organizational reward system. Bolino and Turnley (2003) identified it as an organization’s ability to elicit employee behavior that goes beyond the call of duty. They found that citizenship behaviors generally have two common features: they are not directly enforceable (i.e., they are not technically required as a part of one’s job) and they are representative of the special or extra efforts that organizations need from their workforce in order to be successful. Bolino, Turnley, and Bloodgood (2002) defined organizational citizenship behavior as the willingness of employees to exceed their formal job requirements in order to help each other, to subordinate their individual interests for the good of the organization, and to take a genuine interest in the organization’s activities and overall mission. Good citizenship as per Bolino and Turnley (2003) includes a variety of employee behaviors such as taking on additional assignments, voluntarily assisting people at work, keeping up with
OCB typically refers to behaviors that positively impact the organization or its members (Poncheri, 2006). 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 (Joireman et al. 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 (Deckop et al. 1999). Organizational concern emerged as the motive most closely related to OCB directed towards the organization (Dick et al. 2006). OCB yields significantly higher outcomes in the long term than in the short term for the organization (Joireman 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, (Jacqueline 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 (Dick 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). Deckop et al. (1999) argue that, for employees low in value commitment, a pay-for-performance system appears to 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 (Jacqueline et al. 2004). The belief among theorists is that as more employees engage in OCB, the organization becomes more successful (Neiloff & Yen, 2004). OCB and Counterproductive Work Behavior (CWB) were significantly negatively correlated (Baker, 2005), which means that a person high on OCB scale will not show any such behavior posing an adverse effect to production. Interestingly, the study of Deckop 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). 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 (Pond et al. 1997).

2.2 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, and Courtesy but the factors that have been researched to have a significant relationship with Organizational Citizenship Behavior, are Altruism, Conscientiousness, and Civic Virtue. As Borman et al. (2001) finds, Altruism and Conscientiousness are the two major or overarching dimensions of OCB.

2.2.1 Altruism

Todd (2003) opines that Altruism, for instance, usually is interpreted to reflect the willingness of an employee to help a co-worker, also is referred to and explained as the selflessness of an employee towards organization. According to 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 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 workload, 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 inter-connectedness and oneness (Vieten et al. 2006). Altruism or helping co-workers makes the work system more efficient because one worker can utilize his or her slack time to assist another on a more urgent task (Neiloff & Yen, 2004). Redman & Snape (2005), argue that 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 socio-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 (Neiloff & Yen, 2004).

H1: Altruism has positive relation with OCB.
2.2.2 Conscientiousness
Conscientiousness refers to discretionary behavior that goes 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 adherence to organizational rules and procedures, even when one is not being watched. It is believed to be the mindfulness that a person never forgets to be a part of a system (organization). Conscientiousness, and Openness are better predictors of decision-making performance when adaptability is required than decision-making performance prior to unforeseen change (Lepine et al. 2000). Konovsky & Organ (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 (Sansone 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 et al. 2005). Conscientiousness affects important work outcomes (Roberts 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: Conscientiousness has positive correlation with OCB

2.2.3 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 (Jacqueline 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: Civic Virtue has positive relationship with OCB

Demographic Analysis
Figure 2 appended below reflect the demographic data on the basis of age, gender and education level of respondents with their description range and frequency:

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 – 25 years</td>
<td>56</td>
</tr>
<tr>
<td>26 – 35 years</td>
<td>77</td>
</tr>
<tr>
<td>36 – 44 years</td>
<td>18</td>
</tr>
<tr>
<td>45 years and above</td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 16 years</td>
<td>39</td>
</tr>
<tr>
<td>16 years</td>
<td>63</td>
</tr>
<tr>
<td>More than 16 years</td>
<td>74</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>127</td>
</tr>
<tr>
<td>Female</td>
<td>49</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>37</td>
</tr>
<tr>
<td>More than 2 years but less than 5 years</td>
<td>116</td>
</tr>
<tr>
<td>More than 5 years</td>
<td>23</td>
</tr>
</tbody>
</table>

Figure 1 Demographic Data
Data shows that 56 respondents fall between the ages of 20 to 25 and the high frequency between 26 to 35 years shows that most of the employees are in this sorting; the overall frequency between 36 to 44 is 18 whereas 25 employees were 45 years of age and above. The education categorization shows that most of the respondents were well educated, only 22 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. A good percentage i.e. 79% of employees had spent more than two years with their current organizations.

3. Theoretical Framework
The theoretical framework shows the relationship among OCB and its antecedents (Altruism, Conscientiousness, and Civic Virtue); which will be helpful in testing the postulates and certain relationships and will also improve the understanding of the dynamics of the situation.

4. Research Methodology
4.1 Demographics
The employees of different private sector institutions were the participants in the current research study. The survey was conducted on random basis. This study is a cross-sectional study consisting of 176 employees. It is assumed that all respondents have provided the response honestly based on their comprehension of the questionnaire.

4.2 Measures
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); the OCB measure developed by Lee and Allen (2002) and a measure of contextual performance developed by Motowidlo and Van Scotter (1994) have been adopted.

To measure the chosen antecedents of OCB viz., Altruism, Conscientiousness, and Civic Virtue relevant sections of Organization Citizenship Behavior Questionnaire, developed by Podsakoff et al., 1990; Podsakoff & MacKenzie, 1994, have been adopted.

4.3 Methodology
Data collected was analyzed by averaging the responses to items comprising each dimension (OCB, Altruism, Conscientiousness, and Civic Virtue). Then, on acquired means, different analyses particularly simple correlation was used, to investigate the relationship (if any) between OCB and its constructs, their significance along with the direction.

5. Findings
5.1 Correlation Analysis
Values of correlation and regression were determined using MS Excel and SPSS software. Columns 5, 6, and 7 show the inter-relationship between OCB and the selected antecedents, as well as their relationship among themselves. The values are positive and significant up to 0.01 (**).

<table>
<thead>
<tr>
<th>Predictors (1)</th>
<th>Mean (2)</th>
<th>S.D. (3)</th>
<th>OCB (4)</th>
<th>Altruism (5)</th>
<th>Conscientiousness (6)</th>
<th>Civic Virtue (7)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCB</td>
<td>3.3520</td>
<td>.38428</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Altruism</td>
<td>3.3977</td>
<td>.83378</td>
<td>.418(**)</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>3.1651</td>
<td>.58068</td>
<td>.428(**)</td>
<td>.030</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Civic Virtue</td>
<td>3.4644</td>
<td>.84861</td>
<td>.405(**)</td>
<td>.132</td>
<td>-.118</td>
<td>1</td>
</tr>
</tbody>
</table>

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

4 Number of Respondents = 176

6. Analysis and Discussion
The study has strong indications that the selected antecedents have deep impact on OCB in the private sector institutions in the UAE. It was expected that geographical, cultural and environmental factors may cause some deviation and contradictions. OCB has a vital importance to an organization; because if employees are not willing to work and their work directions are not integrated well to the organizational objectives then the organization cannot achieve operational efficiency. OCB concerns line managers as it enables decisions regarding the promotion of employees and benefit to the organization thereof.

This research included three variables: Altruism which is also referred as the selflessness of an employee towards the organization. The applied analyses yield significant results, providing the evidence that H1 is true. The analyses show that the value of the correlation between OCB and Altruism is 0.418**. If the employees of an organization have the enthusiasm to help one another and are often selfless in achieving the organizational goals, it will naturally result in the development of the organization itself.

The second variable, Conscientiousness, was also identified to have a critical 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. Conscientiousness can also help to make the environment of the organization better and calm and it can help make affable relationship with peers. The results of correlation indicate that the relationship between OCB and Conscientiousness was significantly positive at 0.428**.

Finally, Civic Virtue, which is the willing involvement of the employees in the routine and non-routine matters of the organization for the well-being of the organization. The correlation reflects significance in the relationship between OCB and Civic Virtue at .405(***). It can be said that employees 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 officers in the management, would not have any trouble surviving. But by interpreting the results, it can be concluded 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 betterment of the organization and consequently, for the employees themselves.

An observation of the respondents’ attitude towards the organization reflected that OCB develops its pedigree with the passage of time i.e. it was observed that, the longer the period of affiliation, the stronger was the OCB. It was also observed that more the satisfaction among the employees regarding the organization, caring for their employees, higher was the rating on OCB scale. The research also observes that OCB has a significant effect on the stability of the organizational structure.

7. Implications

The rationale of this research was to test the relationship between OCB and its chosen antecedents, in the UAE, where the respondents were expatriates.

Firstly, employees projecting altruistic behavior to help their co-workers with their work-related problems will demonstrate OCB, which in return will act as a benefactor for the entire organization. It will also result in employees having faith in each other which may enhance the employees’ relationship with supervisors and subordinates at vertical level, and peers at horizontal level to flourish.

Secondly, those employees showing a due concern towards the progress of their organization by performing activities that will benefit 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.

Finally, 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 within the organization will become pleasant, which at the end of the day will result in satisfied employees and may cause the employees to develop vigorous and frictionless relationships among themselves.

8. Limitations

There is an scope for further for research in this field. The study includes only three antecedents of OCB and ignores the factors of Sportsmanship and Courtesy. The sample size covers employees of different organizations; hence, only a generic conclusion has been inferred.

It was observed at the survey that many employees had no understanding of the concept of OCB. Consequently, the researcher made an attempt to make every respondent understand the questionnaire.

Finally, as a pointer to future research, it is suggested to include the remaining antecedents Sportsmanship and Courtesy in the research studies, as they may also have an impact on the determining of OCB among the workforce of an establishment, along with due consideration to nationality of the respondents.

9. References


