

ASSESSING THE IMPACT OF JOB CONSIDERATIONS ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN A RETAIL SETTING

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ABSTRACT

This paper sets out to assess the perceptions of employees regarding OCB within retail firms in South Africa. A positivistic research paradigm was used by means of quantitative research. Primary data was obtained using the survey method, by means of self-administered structured questionnaires. Four null-hypotheses and a hypothetical model of employee perceptions regarding the impact of job considerations on OCB in retail firms were tested. The empirical results revealed that job considerations have a positive influence on both OCB related to compassion and OCB related to civic non-obligatory acts. Furthermore, the empirical results showed that OCB related to compassion have a positive influence on both organisational commitment and propensity to resign, while OCB related to civic non-obligatory acts has a positive influence on organisational commitment and its influence on propensity to resign was not significant. It is envisaged that the results of this study could assist retail firms to understand the variables related to job considerations that could influence OCB and also to implement effective strategies in retail firms in order to ensure effective engagement in OCB related behaviour.

INTRODUCTION

The retail sector is a volatile sector with respect to cyclical changes and global economic conditions and is the fourth largest contributor to GDP in South Africa with an approximate contribution of 13.7% (Lehohla, 2011: 4). It is also one of the main employers in South Africa by providing more than 22% of the total active workforce (Memela, 2012: 3). According to Raub (2008: 180), in the retail industry, the heterogeneity as well as the illusive preferences, expectations, personality characteristics, attitudes, and likings of customers have created diverse and fast-evolving customer demands. As a result, retailers need to source highly customer-focused employees who are willing to go beyond their expected call of duty to satisfy customer needs and wants, thereby keeping firms competitive. This indicates that employees who do more than their call of duty requires are engaged in organisational citizenship behaviour (OCB). Retailers also need to make and maintain a digital relationship with their customers in order to connect in this new “omni-channel” shopping environment. This is because customers are more informed and empowered and know what they want and in what form (Geddes, 2012: 4).

Retail firms cannot gain a competitive advantage just by offering products or delivering services – human capital plays a vital role. Retailers are looking for new ways to maximise employees’ work

efforts, mainly because retailing has the highest customer contact rate than any other sector. Rahman, Sulaiman, Nasir and Omar (2013: 85) further states that the success of an organisation is influenced by employees who, besides performing their jobs, contribute their time and energy by providing assistance to achieve organisational effectiveness.

Organisations which totally rely on written roles and behaviours cannot survive in current dynamic times where innovation and being spontaneous is always needed (Wyss, 2006). This paper forms part of a bigger study which investigated factors such as role considerations, organisational climate and employment considerations that could impact on organisational citizenship behaviour in retail firms. Limited research specifically investigated the role of *job considerations* as measured by personal values, job autonomy, group cohesion and decision-making in a retail setting. This study thus aims to investigate the impact of job considerations on organisational citizenship behaviour in the South African retail sector.

PROBLEM STATEMENT

South Africa is the gateway to Africa and the retail industry has grown with a huge emerging population that is technologically advanced leading to a different kind of customer. To foster positive interaction, employees must engage in a constellation of behaviours (Rego and Cunha, 2008: 542). Retail firms thus need to encourage these behaviours so as to enhance the total customer experience. Retail employees are often boundary spanners with multiple roles to fulfil (Ackfeldt and Coote, 2005: 151). Due to the seasonal and unpredictably long operating hours of retail firms, they hire a number of employees on a permanent, temporary or casual basis in order to meet with the influx of customers. These employees are expected to provide high customer service and do more than is expected. Some employees are reluctant to go beyond the call of duty because their employment contracts do not provide the benefits and security they need. Despite an increasing number of non-permanent employees in the retail industry, their motivation and attitudes towards, among others, their employment contracts, their jobs and the organisation, dictate the effort they exert in providing excellent customer service and improving productivity. Rego and Cunha (2008: 542) support this view and indicate that some behaviour is more abstract and dependent on employee attitudes and motivations. Thus, employee attitudes towards their employment contracts and other factors in the organisation can influence their behaviour in either a positive or a negative way, depending on their motivation, attitudes and motives. However, some employees might choose to engage in OCB because it fits a certain situation or the employee is acting out of narrow self-interest (Ariani, 2012: 162). Hence, this study aimed to gain greater insight and understanding of the perceptions and attitudes of retail employees engaging in OCB. The main research question to be addressed in this study is: *What are the perceptions regarding the impact of job considerations on OCB in retail firms?*

RESEARCH OBJECTIVES

Primary objective

The primary objective of this study is to investigate the influence of job considerations on organisational citizenship behaviour in a retail setting.

Secondary objectives

- To conduct a literature study on the nature of job considerations and OCB.
- To empirically assess the extent to which job considerations influence OCB in retail settings.
- To provide practical guidelines to retailers regarding the influence of job considerations on OCB in retail settings.

LITERATURE REVIEW

Organisational citizenship behaviour

The concept of organizational citizenship behaviour (OCB) typically refers to behaviour that positively impacts the organisation or its members (Poncheri, 2006). This citizenship is often marked by its spontaneity, voluntary and constructive impact on results, unexpected helpfulness to others and the fact that it is optional. Turnipseed and Wilson (2009: 24) emphasise that behaviour is classified as “organizational citizenship” if it is discretionary and not an enforceable requirement of the job – not directly recognised by the formal reward system and contributing to organisational effectiveness. Employees who go beyond their call of duty are valuable to the retail industry where employees play a key role in customer satisfaction and retention, thereby contributing to the firm’s overall strategy and gaining a competitive advantage (Organ, Podsakoff and MacKenzie, 2006: 204).

Job considerations

The term “consideration” is defined as a careful thought or the act of thinking carefully about aspects of something (Tulloch, 1990: 305) – in this study it is aspects of the job. Job considerations that are hypothesised to influence OCB are personal values, job autonomy, group cohesion and decision-making.

- *Personal values*

Schwartz and Rubel (2005: 1010) define a value as a belief which pertains to desirable end states or modes of conduct that transcend specific situations – it guides the selection or evaluation of behaviour, people and events and is ordered by importance relative to other values so as to form a system of value priorities. Florea, Cheung and Herndon (2013) also regard personal values as deep-seated, pervasive, core-beliefs or guiding principles that transcend specific situations to direct or propel human behaviour in decision-making.

- *Job autonomy*

Dierdorff and Morgeson (2007: 1231) refer to job autonomy as factors that include individual responsibility and deal with opportunities for exercising individual initiative – it entails increased exploration and motivation to attempt and to master new tasks. Somech and Oplatka (2009: 429) also postulate that job autonomy reflects the extent to which a job allows the freedom, independence, and discretion to schedule work, make decisions, and select the methods used to complete tasks.

- *Group cohesion*

Ng and Van Dyne (2005: 518) define group cohesion as “the resultant of all the forces acting on the members to remain in the group”; however, this definition has been considered too general and vague, and is thus difficult to convert into concrete measures and concepts (Craig and Kelly, 1999). Evans and Jarvis (1980) identify the mutual attraction of members to the collective as the most common definition of cohesiveness.

- *Decision-making*

Koopman and Wierdsma (1998) define participation in decision-making as joint decision-making or at least shared influence in decision making by a superior and his/her employee. Nwokocho and Iheriohanma (2012: 202) suggest that the challenging trends in the competitive global economic market and workplace require that organisations involve worker participation in their decision-making processes.

Employee commitment

Commitment is defined as an employee's identification with and adoption of an organisation's values, norms and traditions (Anderson and Martin, 1995). It is thus a product of an employee's sense of well-being and satisfaction with the organisation. A high level of employee commitment in an organisation can have beneficial consequences, resulting in lower absenteeism, higher performance and lower employee turnover (Mathieu and Zajac, 1990). Ellinger, Musgrove, Ellinger, Bachrach, Elmadag Bas and Wang (2013: 1124) propose that commitment to the firm and commitment to service quality drive service employee behaviours such as job performance and organisational citizenship behaviour.

Propensity to resign

Morgan and Hunt (1994) define propensity to resign as a perception of the likelihood that the relationship between the employee and the organisation would be dissolved in the (reasonably) near future. Ito and Brotheridge (2005: 7) suggest that an employee's intention to leave an organisation, expressed in terms of making plans to search for a new job, reflects the potential for voluntary turnover. Predictors of voluntary turnover include job dissatisfaction (Nadiri and Tanova, 2010:34) and affective commitment, a psychological attachment expressed as pride in the organisation and a willingness to exert extra effort (Meyer, Stanley, Herscovitch and Topolnytsky, 2002), as well as employees exploring and accepting other opportunities as part of a career plan (Lee, Mitchell, Wise, and Fireman, 1996).

Employee engagement

Kahn (1990) describes employee engagement as the physical, emotional and cognitive participation of the employee with his/her work or, in other words, the employee's psychological presence with high motivation in performing his or her organisational job. Employee engagement can also be described as vigour, participation and self-efficacy in performing their work. It has commonly been defined as emotional and intellectual commitment to the organisation (Baumruk, 2004) or, according to Frank, Finnegan, and Taylor (2004), the amount of discretionary effort exhibited by employees in their jobs.

Dimensions of OCB

A significant amount of research has been conducted by various authors to identify behaviours that are associated with OCB (Akan, Allen and White, 2009: 99) and Organ *et al.*, 2006). The dimensions that were identified include (amongst others) helping behaviour or altruism, conscientiousness, compliance, sportsmanship, organisational loyalty or boosterism, individual initiative, and self-development.

Redman and Snape (2005) refer to helping behaviour, or altruism, as the act of helping a fellow worker on an assigned task or problem; thus, going beyond job requirements to help others with whom the individual comes into contact. Redman and Snape (2005) further refer to conscientiousness as the discretionary behaviours that go beyond the basic requirements of the job, in terms of obeying work rules, attendance and job performance. Compliance refers to an individual's implicit acceptance of the rules, regulations, and the procedures of their team, even when they are not being directly monitored (Akan *et al.*, 2009:102). Sportsmanship refers to the willingness of employees to tolerate organisational difficulties, inconveniences, and co-worker behaviours, accepting work-related problems without complaining excessively, maintaining a positive attitude, and others (Organ *et al.*, 2006). The five-factor dimensions, for the purpose of this study, will be used; these include altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Empirical studies have supported this five-factor structure (Mansoor, Aslam, Javad, Ashraf and Shabbir, 2012: 568; Shin and Kim, 2010: 117 and Salavati, Ahmadi, Sheikhesmaeili and Mirzaei, 2011: 398-399). Though a meta-analysis, LePine, Erez and Johnson (2002: 52) suggested that scholars should think of Organ's (1988) OCB as

a latent construct and consider the OCB dimensions as imperfect indicators of the same underlying construct, where OCB is the focal construct of interest, and focusing on its specific dimensions should therefore be avoided. However, a meta-analysis conducted by Hoffman, Blair, Meriac and Woehr (2007: 562) suggested that efforts to operationalize OCB are best viewed as indicators of a general OCB factor.

Importance of OCB in retailing

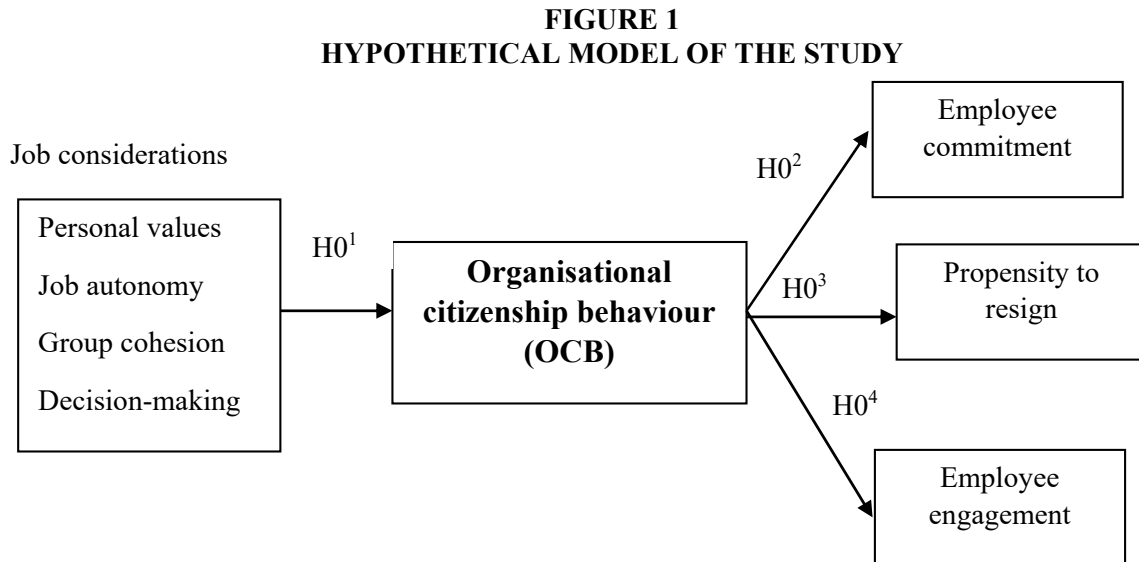
In retailing, as in any service organisation, spontaneous cooperative actions seem especially relevant (Ackfeldt and Wong, 2006) as most aspects need non-mandated employee behaviour that can be critical to customer satisfaction (Rego and Cunha, 2008: 542). Although helping customers is an in-role behaviour for retail employees, as they are evaluated on their ability to interact with customers (Ackfeldt and Coote, 2005: 157), employees are also expected to go beyond their call of duty in order to promote the positive image of the organisation (Rego and Cunha, 2008: 542) and increase customer satisfaction and loyalty to the company. Perreira and Berta (2015: 19) further state that taking time to understand employee attitudes and learning where their commitment is targeted can help managers capitalise on extra-role citizenship behaviors by bringing about positive effects, simply by the way they treat their employees.

The creation of customer value, in the interaction between the customer and the employee, is important in retail as it keeps customers returning and generates positive word-of-mouth communication, which attracts new customers (Levy and Weitz, 2012: 500). Committed employees are more motivated to assist the retailer in achieving its goals, such as improving the satisfaction of customers and building customer loyalty, and are less likely to leave the company (Levy and Weitz, 2012: 220). Concurring with this view, Rego and Cunha (2008: 545) indicate that conscientious and committed employees are more likely to take a diligent approach to solving customer problems and will be less inclined to shirk responsibilities, to pass problems along to others or to accept suboptimal solutions for customers, as this will tarnish the image of the organisation.

When employees behave as good organisational citizens towards each other, for example when more experienced employees voluntarily help new colleagues to learn the job, it is likely that the new workers become more productive, which enhances the efficiency of the retailer and promotes a positive internal climate (Rego and Cunha, 2008: 542-544). This may further assert that citizenship behaviours enhance team spirit, morale and cohesiveness, thereby reducing the need for employees (or managers) to spend time and effort in maintaining group functions like conflict management. Arnaud and Wasieleski (2014) further postulate that management's treatment of service employees could influence organisational citizenship behaviour and employees who perceive their supervisors to be non-supportive are unlikely to engage in any OCBs.

HYPOTHETICAL MODEL OF THE STUDY

The hypothesised model of the study is illustrated in Figure 1.



The following null-hypotheses are to be tested in this study:

- H0¹: There is no relationship between *job considerations* (as measured by personal values, job autonomy, group cohesion and decision-making) and OCB in a retail setting.
- H0²: Organisational citizenship behaviour does not influence *employee commitment*.
- H0³: Organisational citizenship behaviour does not influence *propensity to resign*.
- H0⁴: Organisational citizenship behaviour does not influence *employee engagement*

RESEARCH METHODOLOGY

This study is aimed at gaining greater insight regarding the influence of job considerations on OCB in retail firms.

Research paradigm

This study has adopted a positivistic research paradigm. The positivistic research paradigm is an epistemological position, which asserts that knowledge of a social phenomenon is based on what can be observed and recorded rather than subjective understanding (Matthews and Ross, 2010: 27). The quantitative research methods used in the positivistic research paradigm are appropriate for the examination of specific data from large numbers and are the most cost-effective way to collect this type of data (Pellisier, 2007: 19).

Population

The population of this study is comprised of all retailers in South Africa. According to Memela (2012: 4), there are 80 353 retailers in South Africa and who make up 70% of the country's economically active enterprises. For the purpose of this study, retailers in the provinces of Gauteng, Kwa-Zulu Natal and the Eastern and Western Cape were targeted.

Sampling

For the purpose of this study, non-probability sampling namely convenience sampling was used. Convenience sampling gives researchers the freedom to choose whomever they find (Cooper and Schindler, 2006: 423). The reason for this choice is that respondents are available and accessible. Other sampling methods that were used in this study are snowball and judgemental sampling. The researcher made use of the same field workers who travelled to the Eastern Cape, KwaZulu-Natal and Gauteng and the Western Cape. A total of 1000 questionnaires were distributed (250 per province). However, out of 1000 questionnaires distributed in all four provinces, 690 were returned and only 554 were usable, which amounts to an effective response rate of 55%. The questionnaires were completed by all three levels of management (top, middle and first-line) as well as shop floor staff.

Pilot study

A pilot study was conducted prior to the finalisation of the measuring instrument, to test the measuring instrument and ascertain whether the questionnaire items are consistent and reflect the same underlying variables as depicted in the conceptual model. The measuring instrument was tested on among 20 retail employees. The preliminary test was conducted to ensure ease of understanding of the questionnaire items, the relevance of the questionnaire items, ease with which questions could be answered and the time required to complete the questionnaire.

Data collection

Secondary data was obtained through international and national data searches using journal articles, textbooks and the Internet, conducted by the library of the NMMU. Primary data was collected by means of a survey method using a structured self-administered questionnaire. It allows responses to questions with assurance that their responses will remain anonymous, and so they may be more truthful than they would be in a personal interview, particularly when they are talking about controversial issues (Leedy and Ormrod, 2005: 185). Moreover, this method of data collection was chosen because questionnaires are inexpensive to administer, can be administered to many people, and it allows for a substantial amount of data to be collected (Coldwell and Herbst, 2004: 48).

Questionnaire design

In this study, self-administered structured questionnaires with closed-ended questions, formulated in a simple and concise language, were used. This method is consistent with the measuring tool used in previous studies (Ackfeldt and Wong, 2006: 733; Ackfeldt and Coote, 2005: 154; and Dimitriadis, 2007: 469). In this study, a seven-point Likert-type scale was used, and the questionnaire consisted of four sections:

- Section A investigates the role of the independent variable (job considerations) on OCB, using an ordinal scale by means of a seven-point Likert-type scale;
- Section B assesses general perceptions regarding OCB (5 dimensions), according to a seven-point ordinal Likert scale;
- Section C analyses the impact of OCB on the dependent variables (outcomes), using a seven-point ordinal Likert-type scale; and

- Section D seeks demographical information that will provide clear insight into the background information of the respondents, using a nominal scale.

Data analysis

Data collected was transferred to an Excel spread sheet and analysed by means of the Statistica computer programme. Descriptive statistics such as the mean, mode, median and standard deviation were used to assist with the preliminary data analyses. Exploratory factor analysis was used to assist in determining construct validity (convergent and discriminant validity). Regression and correlation analysis were used to assist in assessing the relationships between the variables and to tests the hypotheses. Cronbach's alpha reliability testing was used to determine internal reliability of the measuring scales.

Reliability and validity of the measuring instrument

The validity of the measuring instrument was tested by assessing content and construct validity. Content validity is generally used to determine whether the scale measures what it is supposed to measure (Hair, Black, Babin, Anderson and Tatham, 2006: 174) and was tested by means of a pilot study. Construct validity refers to the extent to which a set of questions appear to result in findings that conform to what would be predicted from theory (Matthews and Ross, 2010: 217); this was tested by means of an exploratory factor analysis (EFA). Discriminant validity assesses the extent to which the construct does not correlate with other measures that are different from it (Hair, Babin, Money and Samouel, 2003: 174). In other words, it is a type of validity that represents how unique or distinct a measure is (Salkind, 2012: 127). In this study, Cronbach's alpha was used to assess the reliability of the scales and a coefficient alpha between 0.7 and 0.8 is considered to have good reliability.

EMPIRICAL RESULTS

Demographic profile of respondents

The demographical information of respondents is depicted in Table 1.

TABLE 1
THE DEMOGRAPHICAL COMPOSITION OF RESPONDENTS

Demographics	Range	<i>n</i>	%
Position	Senior management	56	10
	Middle management	75	14
	Supervisory	61	11
	Shop floor staff	280	51
	Other	82	14
Gender	Male	243	44
	Female	311	56
Type of job	Manager	108	20
	Packer	71	14
	Sales associate	88	16
	Buyer/merchandiser	18	3
	Cashier	106	19
	Shop floor assistant	80	14
	Admin/finance	30	5
	Other	47	8
No response	6	1	

Demographics	Range	<i>n</i>	%
Race	African	367	66
	White	35	6
	Coloured	102	18
	Indian	40	7
	Chinese	2	1
	Other	8	2
Age	15-20	62	11
	21-30	291	53
	31-40	141	26
	41-50	36	7
	51-60	17	3
	Over 60	4	0
	No response	3	0
Educational qualification	Grade 11 and lower	93	17
	Grade 12	299	54
	Diploma or National certificate	116	21
	Bachelor's degree	27	5
	Postgraduate degree/ diploma (e.g. Honours/ Masters)	12	2
	Other	7	1
Type of employment contract	Full-time employee	370	67
	Part time employee	104	19
	Fixed-term contract employee	30	5
	Temporal contract employee	13	2
	Casual employee	24	4
	Other	12	2
	No response	1	1
Tenure	0-1	153	28
	2-5	240	43
	6-10	90	16
	11-15	31	6
	Over 15	38	7
	No response	2	0
Size of organisation	Small (employing 1 to 50 employees)	295	53
	Medium (employing 51 to 200 employees)	134	24
	Large (employing more than 200 employees)	123	22
	No response	2	1
Organisation's years in existence	1-5 years	164	30
	6-10 years	145	26
	11-15 years	71	13
	16 years +	169	31
	No response	5	0
Monthly income	< R5000	191	34
	R5001 – R10 000	161	29
	R10 001 – R15 000	69	13
	R15 001 – R20 000	109	20
	R20 001 +	8	1
	No response	16	3

Demographics	Range	<i>n</i>	%
Retailing activity	General dealer	77	14
	Food, beverages & tobacco	100	18
	Pharmaceuticals & medical goods	16	3
	Cosmetics & toiletries	34	6
	Clothing, footwear and leather goods	176	32
	Textiles	11	2
	Household furniture, appliances & equipment	49	9
	Hardware, paint & glass	2	0
	Sports	22	4
	Other	60	11
	No response	7	1

(n=554)

Table 1 shows that 51% of the respondents were working on the shop floor, while thirty 35% of the respondents hold supervisory, middle and senior management positions. Fifty six percent and 44% of respondents were females and males, respectively. Most of the respondents are employed as a manager (20%), cashiers (19%) and sales associates and packers (14% each). The majority of the respondents were Africans (66%), coloureds (18%), and Indians and Whites 7% and 6% respectively. Table 3 further indicates that 53% of the respondents were between the ages of 21-30 years, followed by respondents between the ages of 31-40 at 26%. Fifty four percent of the respondents had a grade 12 certificate and 21% had a diploma or a national certificate. In terms of type of employment contract, 67% of the respondents were full time employees and 19% were employed on a part-time basis. Forty three percent had tenure of 2-5 years, while 13% had tenure of 11 years and more. According to the respondents, 53% of the firms for which they worked were small firms (1-50 employees). Thirty one percent of these firms had been in existence for more than 16 years and 30% were in existence between 1-5 years. The respondents confirmed that only 1% of them earned more than R20 000 per month, 34% earned less than R5000 per month, while 29% earned between R5000-R10000 per month. The majority of these firms were clothing, footwear and leather goods retailers (32%), while 18% were food, beverages and tobacco retailers and 14% general dealers.

Exploratory factor analysis

The empirical factor structure is outlined in Table 2 below.

TABLE 2
EMPIRICAL FACTOR STRUCTURE

Latent variables	Items	Minimum loadings	Maximum loadings
Job considerations (JC)	PV1, PV2, PV3, PV4, PV5, JA1, JA2, JA3, JA4, JA5, GC1, GC2, GC4, GC5, EC2, EC3, EC4	0.429230	0.573946
OCB related to compassion (OCB1)	SPORT1, SPORT2, SPORT3, ALT1, ALT2, ALT3	0.540034	0.843700
OCB related to civic non-obligatory acts (OCB2)	CONSC1, CONSC2, CONSC3, CV1, CV2, CV3	0.554407	0.795561
Organisational commitment (OCM)	ECM1, ECM2, ECM3, ECM4, ECM5 EE1, EE2, EE3, EE4, EE5	0.742401	0.839395
Propensity to resign (PR)	PR2, PR3, PR4, PR5	0.683836	0.789575

In Table 2, factor loadings greater than 0.4 were considered significant. The exploratory factor analysis results reveal the items that loaded on job considerations. Five items (DM1, DM2, DM3, DM4, DM5) which were expected to measure ‘Decision-making’ did not load to a significant extent ($p < 0.04$) and this led to the deletion of these items, which were not used in subsequent analyses. Table 2 further indicates that the respondents perceived ‘Organisational citizenship behaviour’ as a two-dimensional construct. ‘OCB related to compassion’ (OCB1) and ‘OCB related to civic non-obligatory acts’ (OCB2). Table 2 also indicates that all five items expected to measure ‘Employee commitment’ and all five items expected to measure ‘Employee engagement’ loaded onto one factor and were termed ‘Organisational commitment’. This means that respondents did not perceive the items expected to measure ‘Employee commitment’ and ‘Employee engagement’ as measures of two different constructs, hence, the variable was renamed ‘Organisational commitment’. Four of the five items (PR2, PR3, PR4 and PR5) which are expected to measure ‘Propensity to resign’ loaded onto one factor. This means that respondents viewed these items as a single construct termed ‘Propensity to resign’. As a result of the discriminant validity assessment with the exploratory factor analysis, some items were deleted and new variables were formed; thus, the original theoretical model had to be adapted.

Reliability of the measuring instrument

The reliability of the new and adapted variables had to be reassessed. Table 3 indicates the Cronbach’s alpha coefficients of the latent variables based on the comprehensive exploratory factor analysis. It reveals that all Cronbach’s reliability coefficients are above 0.70 which is regarded as acceptable for the purpose of this study. This indicates that all instruments have a reliability of 0.70 and above, which is regarded as good reliability and is sufficient for retaining these variables.

TABLE 3
CRONBACH’S ALPHA COEFFICIENTS OF THE LATENT VARIABLES BASED ON THE
COMPREHENSIVE EXPLORATORY FACTOR ANALYSIS

Latent variable	Cronbach’s alpha
Job considerations (JC)	0.906
OCB related to compassion (OCB1)	0.864
OCB related to civic non-obligatory acts (OCB2)	0.798
Organisational commitment (OCM)	0.923
Propensity to resign (PR)	0.727

Regression analyses

Table 4 outlines the regression analyses results of the study. The relationship between job considerations (independent variable) and ‘OCB related to compassion’ and non-civic obligatory acts’ (dependent variables) will first be assessed and then the relationship between ‘OCB related to compassion and non-civic obligatory acts’ (mediating variables) and ‘Organisational commitment’ and ‘Propensity to resign’ (dependent variables) will be assessed.

TABLE 4
REGRESSION ANALYSIS RESULTS

REGRESSION SUMMARY FOR DEPENDENT VARIABLE: ORGANISATIONAL CITIZENSHIP BEHAVIOUR – COMPASSION						
Parameter	Beta b*	Std. Error	B	Std Error	T value	P-value
JC	0.424	0.049	0.555	0.064	8.734	0.001***
R 54%	R² 0.29677817	F 57.923	Std Error of estimate P 1.0779 p<.00000			
REGRESSION SUMMARY FOR DEPENDENT VARIABLE: ORGANISATIONAL CITIZENSHIP BEHAVIOUR – CIVIC NON- OBLIGATORY ACTS						
JC	-0.025	0.051	-0.034	0.070	-0.491	0.6237
R 47%	R² 0.21644062	F 37.912	Std Error of estimate P 1.1819 p<.00000			
REGRESSION SUMMARY FOR DEPENDENT VARIABLE: ORGANISATIONAL COMMITMENT						
Parameter	Beta b*	Std. Error	B	Std Error	T value	P-value
OCB (compassion)	0.658	0.032	0.671	0.033	20.456	0.001***
OCB (civic non- obligatory acts)	0.086	0.032	0.085	0.032	2.674	0.01**
R 69%	R² 0.47002388	F 244.33	Std Error of estimate P 0.95333 p<0.00000			
REGRESSION SUMMARY FOR DEPENDENT VARIABLE: PROPENSITY TO RESIGN						
Parameter	Beta b*	Std. Error	B	Std Error	T value	P-value
OCB (compassion)	0.211	0.043	0.215	0.044	4.904	0.001***
OCB (civic non- obligatory acts)	0.020	0.043	0.019	0.042	0.453	0.6505
R 22%	R² 0.4727831	F 13.672	Std Error of estimate P 1.2749 p<0.00000			

* = p < 0.05

** = p < 0.01

*** = p < 0.001

Table 4 indicates that job considerations (as measured by personal value, job autonomy, group cohesion and job clarity) ($b = 0.555$, $p < 0.001$) are positively related to OCB related to compassion. The R^2 of 0.297 explains the 30% of variability in the model explained by the moderating variable (OCB related to compassion) as shown in Table 4. It is clearly indicated that job considerations are not positively related to OCB related to non-obligatory activities. ($p = 0.6237$). Table 4 shows that the R^2 of 0.470 indicates that 47% of the variability in the model is explained by the variables grouped as 'organisational commitment'. This indicates that OCB related to compassion ($b = 0.671$, $p < 0.001$) and OCB related to civic non-obligatory acts ($b = 0.085$, $p < 0.01$) have a positive relationship with 'Organisational commitment'. Furthermore, this means that sportsmanship, altruism, civic virtue and conscientiousness, as measures of OCB, promote and increase organisational commitment amongst employees. Table 4 also indicates that OCB related to compassion ($b = 0.215$, $p < 0.001$) has a positive relationship with propensity to resign, it also shows that the R^2 of 0.472, which indicates 47% of variability in the model, is explained by 'Propensity to resign'. This implies that sportsmanship and altruism among the employees may have been a driving force behind OCB related to compassion. Table 4 further indicates that OCB related to civic non-obligatory acts ($r = -0.020$, NS) does not exert significant influence on 'Propensity to resign'.

Correlation analysis

Table 5 indicates the correlation analysis results.

**TABLE 5
 CORRELATION MATRIX**

Variables	JC	OCB (1)	OCB (2)	OCM	PR
Job considerations (JC)	1.000	0.522	0.273	0.622	0.090
Organisational Citizenship Behaviour related to compassion (OCB1)	0.522	1.000	0.264	0.681	0.217
Organisational Citizenship Behaviour related to civic non-obligatory acts (OCB2)	0.273	0.264	1.000	0.260	0.075
Organisational commitment (OCM)	0.622	0.681	0.260	1.000	0.196
Propensity to resign (PR)	0.090	0.217	0.075	0.196	1.000

p value .00 – .39 (weak); .40 – .59 (moderate) and .60 – 1.00 (strong)

Table 5 clearly indicates that there is a positive correlation between most of the variables in the matrix. Only a few variables indicated a weak correlation.

REFORMULATION OF HYPOTHESES

As a result of the formulation of the adapted model, the original hypotheses had to be reformulated. Table 6 indicates the findings of the hypothesised relationships.

**TABLE 6
 THE FINDINGS OF THE HYPOTHESED RELATIONSHIPS**

No. of the hypothesis	Original and renamed/new hypotheses	Accepted/rejected
H0 ¹	Job considerations, as depicted by personal value, job autonomy, group cohesion and decision-making, do not influence organisational citizenship behaviour.	
H0 ^{1.1}	<i>Job considerations, as depicted by personal value, job autonomy and group cohesion, do not influence OCB related to compassion</i>	Rejected
H0 ^{1.2}	<i>Job considerations, as depicted by personal value, job autonomy, and group cohesion, do not influence OCB related to civic non-obligatory acts.</i>	Accepted
H0 ²	Organisational citizenship behaviour does not influence employee commitment.	
H0 ⁴	Organisational citizenship behaviour does not influence employee engagement	
H0 ^{2.1}	<i>OCB related to compassion does not influence organisational commitment.</i>	Accepted
H0 ^{2.2}	<i>OCB related to civic non-obligatory acts do not influence organisational commitment.</i>	Rejected
H0 ³	Organisational citizenship behaviour does not influence propensity to resign.	
H0 ^{3.1}	<i>OCB related to compassion does not influence propensity to resign.</i>	Rejected
H0 ^{3.2}	<i>OCB related to civic non-obligatory acts do not influence propensity to resign.</i>	Accepted

CONCLUSIONS

This study was aimed at investigating the influence of job considerations (depicted by personal values, job autonomy, group cohesion and decision making) on OCB, and the influence of OCB on employee commitment, propensity to resign and employee engagement. The main conclusions drawn from the empirical study are outlined below.

Job considerations as measured by personal value, job autonomy and group cohesion are positively related to 'OCB related to compassion' ($H0^{1.1}$ rejected). This implies that when employees' personal values are similar to those of their organisations, are provided with clarity regarding their jobs, awarded an opportunity allowed and trusted to perform their jobs without supervision, as well as encouraged to participate in group cohesion, their spirit of 'OCB related to compassion' could be promoted. Job considerations measured by personal value, job autonomy and group cohesion do not exert significant influence on 'OCB related to civic non-obligatory acts' ($H0^{1.2}$ accepted). The findings of this study complement a study by Van-Dijk, Yaffe and Levontin (2008) who found support for the relationship between personal values and OCB and Chen, Tang and Wang (2009) found that task interdependence and goal interdependence strengthen group cohesion, further leading to employees' willingness to engage in more OCB.

The study further revealed that OCB, which was tested as a five-dimensional construct, namely, conscientiousness, civic virtue, sportsmanship, altruism and courtesy, was perceived by respondents as a two dimensional construct. The first OCB construct comprised of two dimensions, namely, sportsmanship and altruism, and was termed 'OCB related to compassion'. Findings of this study concur with Netemeyer, Boles, McKee and McMurrian (1997), stating that employees who engaged in OCB related to compassion exhibit citizenship behaviours such as bearing minor setbacks in the workplace, for example not complaining about petty issues or minor setbacks and not finding fault with other employees. There is also a willingness of employees to assist co-workers (Podsakoff and MacKenzie, 1997), for example assisting others with challenging tasks and helping to orientate new employees.

The second OCB construct which is comprised of two dimensions, namely, conscientiousness and civic virtue, was initially termed 'OCB related to civic supererogatory acts'. However, this term was simplified and ultimately termed 'OCB related to civic non-obligatory acts'. Employees engaged in OCB related to civic non-obligatory acts exhibit behaviours such as constructive engagement in organisational activities (for example, attendance at voluntary meetings, responding promptly to correspondence) and going well beyond minimally required role and task requirements (for example, leaving work late to complete a task or waiting for the next shift to start smoothly).

The study further revealed that respondents perceived employee engagement and employee commitment as a single construct hence the two constructs were combined and termed 'Organisational commitment'. 'OCB related to compassion' does not influence organisational commitment ($H0^{2.1}$ accepted) whereas 'OCB related to civic non-obligatory acts' does not influence organisational commitment ($H0^{2.2}$ rejected). When employees go beyond the call of duty for the benefit of the organisation and their colleagues, they show commitment to the success of the organisation. Lambert, Hogan and Griffin (2008: 63) found that organisational commitment is a salient antecedent of OCB. Employees who were committed to the organisation generally reciprocate with positive behaviour, including OCB, so the organisation benefits in the long-run. This study concurs with Nehmeh's (2009) findings and reveals that employees who engage in OCB also feel committed to their organisations. Thus, it is reasonable to confirm that 'Organisational commitment' is positively related to OCB.

It was also found that 'OCB related to compassion' does not influence propensity to resign ($H0^{3.1}$ rejected). This means that improved organisational effectiveness could lead to committed employees who would rather work for the organisation than other organisations. 'OCB related to non-obligatory acts' does not influence propensity to resign ($H0^{3.2}$ accepted). This can be explained by the fact that individuals whose need for the fulfilment of personal goals and sense of achievement in contributing

to the organisational effectiveness are achieved, want to stay longer within the organisation. The findings of this study are consistent with studies by Chen, Hui and Sego (1998: 928) and Podsakoff and MacKenzie (1997) who demonstrated that OCB is a critical determinant of employee turnover. This means that employees who exhibit low levels of OCB are more likely to leave an organisation than those who exhibit high levels of OCB.

MANAGERIAL IMPLICATIONS AND RECOMMENDATIONS

The influence of job considerations on OCB related to compassion

The results of this study are consistent with previous studies that demonstrate that people are motivated to behave according to their values. The retail environment is comprised of a myriad of personalities and individuals whose personal values are diverse in nature. Values have been found to be empirically related to a large array of behaviours, including organisational behaviours (Bardi, Calogero and Mullen, 2008). Nurturing these values and aligning them to that of the organisation encourages employees to cooperate with each other and work together to enhance organisational effectiveness. Similarly, employees make time for citizenship behaviours when they are given autonomy and control. This means that job autonomy provides employees with freedom to do their jobs the way they want to perform it, which directly translates to positive motivation to perform tasks and increases employee conscientiousness (Mansoor *et al.*, 2012:571). In addition, when there are opportunities for learning and growth in organisations, employees reward an organisation's efforts by engaging in citizenship behaviours.

It is thus recommended that:

- Organisations should match or possibly align employees' personal values with that of the organisation
- Employees should be given an opportunity for independent, original thought in doing their jobs.
- Employees should be given the freedom to do their job the way that they think is best.
- Organisations should ensure that employees are given freedom to have an influence on their work environment.
- Management should allow employees to make decisions on how their work should be done and scheduled.
- The work environment should be flexible enough to allow employees to work independently.
- Employees should be given the authority to reschedule their work to fit their own needs.

The influence of OCB related to compassion and OCB related to civic non-obligatory acts on organisational commitment

Any negative assumptions and evaluations regarding 'OCB related to compassion' and 'OCB related to civic non-obligatory acts' could impact upon 'Organisational commitment'. This means that sportsmanship, altruism, civic virtue and conscientiousness, as measures of OCB could promote and increase organisational commitment amongst employees. Eisenberger, Fasolo and Davis-LaMastro (1990) argued that those employees who feel that they are cared for by their organisations and managers do not only have higher levels of commitment, but that they are more conscious about their responsibilities, have greater involvement in the organisation, and are more innovative. Hence, their exhibition of OCB enhances their commitment to the organisation. However, Durna and Eren (2005) submit that organisational commitment is an important factor for the workers to adopt the objectives of the organisation, want to continue working at that organisation, participate in the management and activities of the organisation, and to have a creative and innovative attitude towards the organisation.

It is thus recommended that:

- Managers should play an important role in establishing an organisational culture in which employees adopt the objectives of the organisation.
- The work environment should allow employees to have a creative and innovative attitude towards the organisation.
- The organisations should devise strategies that encourage employees to put in a great deal of effort beyond what is normally expected.
- The organisation should inspire employees to be proud to tell others that they are part of an organisation.
- The organisation should encourage employees to care about the fate of their organisation.
- The organisation should make employees feel a sense of ownership and belonging towards the organisation.
- The organisational should provide employees with enough opportunities to contribute to decisions that affect them.

The influence of OCB related to compassion on propensity to resign

OCB related to compassion, as measured by sportsmanship and altruism, has a positive relationship with propensity to resign. This implies that sportsmanship and altruism amongst the employees have been a driving force behind the increased 'OCB related to compassion'. According to Paille, Bourdeau and Galois (2010), when employees experience lasting dissatisfaction with their organisations or jobs, and cannot leave due to a lack of external professional opportunities it is less risky for them to reduce OCBs than it is to express this discontent through diminishing their efforts at work. Moreover, employees who decrease their efforts at work may face sanctions from a supervisor, whereas employees who diminish their OCBs will not face sanctions, since OCBs are discretionary behaviours that are not formally required. Research findings suggest that a workplace that encourages trust sustains employees in their desire to cooperate (OCBs); this, in turn, decreases their intention to leave the organisation. Coyle-Shapiro and Conway (2005) argue that the fact that an organisation keeps its promises, in turn, encourages the employee to deploy efforts for the organisation and thus stay in the organisation.

It is thus recommended that:

- Management should instil a trusting relationship that will encourage employees to engage in OCB, thereby reducing their propensity to leave the organisation.
- Organisations should keep their promises to employees in order to reduce the chances of employees leaving the organisation.
- Organisations should offer fringe benefits that are perceived as better than those offered by other organisations, in order to retain their employees.
- Apart from monetary rewards, managers should provide employees with non-monetary rewards and opportunities for participation in the achievement of organisational goals.
- Managers should place greater emphasis on the interactions between members, instead of merely on the accomplishment of tasks *per se*.

The following extract seems appropriate to conclude this paper:

“... OCB not an enforceable requirement of the job role or description ... the behaviour is a matter of personal choice filling the gap between procedures and regulations and dynamic reality ... OCB represent a powerful element of freewill conduct ... successful organisations need employees who will do more than their usual job duties and provide performance that is beyond expectations ... fulfil employees' job satisfaction, understand their motivation and create suitable work environments are important in managing reality” (Alizadeh, Darvishi, Nazari and Emami, 2012: 502).

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