

Anar Zeynalov<sup>1</sup>

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## Validation of Cause-Effect Relationship in the Context of Organizational Citizenship Behaviour and its Antecedents: The Case of Asan Service in Azerbaijan

### 1. Introduction

Organizational citizenship behaviour (OCB) is explained by the “behaviour(s) of a discretionary nature that not being part of the employee’s formal role requirements, but nevertheless promote the effective functioning of the organization”<sup>2</sup>. The prominence of the OCB concept for scholars and managers is that incentive-based management of employee self-interest is seldom sufficient to achieve what is in an organization’s collective self-interest. On the contrary, organizations rely on everyday occurrence of selfless (or, at least, self-interest deferring) acts that directly help other members of the organization or that help the general needs and functioning of the organization. Five core dimensions of OCB were identified: conscientiousness, sportsmanship, courtesy, altruism, and civic virtue. Subsequent scholarship has developed variations to the five-dimension approach organizational and individual-oriented OCB types<sup>3</sup>, but Organ’s dimensions continue to be at the core

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<sup>1</sup> Postgraduate Student at the Department of Public Administration, Taras Shevchenko National University of Kyiv, a\_zeynalov@yahoo.com, <https://orcid.org/000-0002-5363-399>

<sup>2</sup> Organ, D.W. Organizational citizenship behavior: The good soldier syndrome. 1988., Lexington, MA: Lexington Books.

<sup>3</sup> Williams, L.J., Anderson, S.E. Job satisfaction and organizational commitment as

of measurement approaches in both the public and private sector. OCB is a socio-political construct and has spillover effects between the workplace and political institutions<sup>4</sup>. Henceforth, the current study places an immense emphasis on identifying the potential factor that drive strong OCB in public service agencies through building a conceptual model that can be generalized to the countries that strictly need effective and efficiency public service delivery model that serves to both organizational members' and citizens' needs. It is a win-win solution in other words.

## 2. Research Paradigm and Philosophy

According to Podsakoff et al<sup>5</sup>, research paradigms can be described as the fundamental outlook founded on the ontological, epistemological and methodological conjectures. Creswell defines a paradigm as a general theoretical concept for a research that integrates three crucial factors: ontology as a feature of reality, epistemology as the correlation of the researcher(s) and fact and finally, methodology, which is the approach integrated by the researcher(s) to help unearth the reality.<sup>6</sup> On the other hand, four primary concepts which include positivism, post-positivism, critical theory, in addition to constructivism, are introduced. On account of methodology, positivism is attributed to the experimental studying of theory or hypothesis.

Different researchers floated the different techniques. As Kumar defines research paradigms as followingly: (i) Positivism, which entails information produced statistically, (ii).<sup>7</sup> The findings of relativism or

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predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 1991, 17, 601–617.

<sup>4</sup> Cohen, A., Vigoda, E. Do good citizens make good organizational citizens? An empirical examination of the relationship between general citizenship and organizational citizenship behavior in Israel. *Administration & Society*, 2000, 32, 596–624.

<sup>5</sup> Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., Bachrach, D.G. Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 2000, 26(3), 513–563.

<sup>6</sup> Alotaibi, A.G. Antecedents of Organizational Citizenship Behavior: A Study of Public Personnel in Kuwait. *Public Personnel Management*, 2001, 30 (3), 363–376.

<sup>7</sup> Hair, J.R., Black, W.C., Babin, B.J., Anderson, R.E., Tatham, R.L. *Multivariate data analysis* (6<sup>th</sup> ed.). Upper Saddle River, 2006, NJ: Pearson-Prentice Hall.

constructivism are based on a person's perspective of the world, (iii), in critical theory, the views are subjective and individualized (iv), realism is attributed to theoretical assumptions. Looking at this from the view of epistemology, positivism appears to leave out crucial traditional, cultural, social and even political and economic elements when seeking to have a better understanding of the world, whereas, it seems to put more emphasis on the reasoning that relies on logic only.

The relativist technique was accepted based on some reasons, which include the following: relativism stands for (i), every attribute of reason, information, value or ethical aspects are linked to related traditions or set of beliefs,<sup>8</sup> (ii), many other related traditions or cultures need to be considered to be legal whatsoever. Many researchers hold that relativism can be an essential factor because what is seen as good or bad in any society or community is related to the traditional practices, norms or beliefs. However, it is clear that realists still have underlying connections to other theoretical understanding that may make the entire study process difficult for the researcher. This research takes a relativist ontological perspective, in line with contextual data, for example, the data used by realists as the most acceptable method. This is the most applicable method for providing the best answers to the study questions.

### 3. Research Approach and Design

There are two primary approaches used in structuring and establishing reciprocal association between the theory and research – deductive and inductive. The latter denotes that bottom up view towards the research and seeks to build the theory from the evidences. Whilst conducting the inductive research, detailed observations are gathered and patterns are subsequently looked at. Departing from particular experience, rather generalized propositions are put forward. On the contrary, the deductive approach prioritizes the reverse order of research process. Thus, the theory is developed at the earlier stage, and it is validated with the help of collected observations. This research also adopts the deductive approach having a top down view at the subject matter. As the primary aim

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<sup>8</sup> Kline, R.B. *Principles and practice of structural equation modeling*. Guilford publications, 2015.

is to investigate factors and drivers that foster government employees' engagement in OCB. To test the proposed framework, this research uses post-communist Azerbaijan's ASAN Service as a case.

#### 4. Research Data

Following the identification of potential drivers and factors influencing OCB, the variables are employed to construct the conceptual framework of the study and develop relevant hypotheses accordingly. Survey is administered to collect data from citizens with regards to gauging the impact of identified determinants. Several authors, such as Kline recommended the sample size ratio to be 20 (subject) to 1 (variable) at minimum, while other researchers suggested the minimum level to be 10:1 and so on.<sup>9</sup> Henceforth, this study used convenient sampling technique to reach out the respondents of the study, which is the most popular method of convenient sampling, due to the extent that they were easy to recruit. Its sample size ratio is around 35–40:1, which is acceptable as it is higher than minimum level. These empirical evidences are also crucial to test hypothetical propositions set forth by this study. Online survey is considered effective in cost and timeliness in terms of geographical distribution.

An initial survey questionnaire is prepared and tested with 10 to 12 respondents who are expert and knowledgeable in the field, in order to refine the final questionnaire, add or delist relevant and irrelevant variables and their underlying items, accordingly. Items of the variables are adopted from previous studies due to the fact that they are statistically validated and utilized across various aspects, countries, or industries. A 7-point Likert scale (1 being "Strongly disagree" to 7 being "Strongly agree" is used to measure the responses. In addition, Cronbach's alpha ( $\alpha$ ) is used to test the study's reliability, which considers that a values must be higher than 0.7 in order to obtain reliability from the survey constructs. Finally, for testing hypotheses, the AMOS v.24 software is used in cooperation with structural equation modelling (SEM) method.

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<sup>9</sup> Allen, Natalie J. John P. Meyer. The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to the Organization. *Journal of Occupational Psychology*, 1990, 63 (1), 1–18.

Hair et al.<sup>10</sup> suggests that measurement model must be assessed initially, followed by the structural model at the end.

## 5. Data Analysis

Collected quantitative data will be statistically analyzed and interpreted to provide precise answers to the research questions. SEM method will be used to perform statistical data analysis. The main rationale behind using SEM is that this method ensures to generate solid results for validating the conceptual model based on theoretical proposition. AMOS software will be used to run SEM analysis. This analytical tool is user-friendly in terms of obtaining necessary data and visualization. There will be four parts of data analysis results. First, all the demographic profile of respondents will be provided through relevant tables and charts. Second, descriptive statistics (mean scores and standard deviations) will be obtained. Third, measurement model analysis will be performed to check the data reliability and validity of the research. For the reliability test, Cronbach's alpha for each variable will be checked to ensure internal consistency. Confirmatory Factor Analysis is run to perform data cleaning in order to ensure that no unrelated items are included in further analysis. Moreover, discriminant validity test will be conducted by looking at the AVE square roots for each variable.

## 6. Demographics of the Respondents

The demographic profile of the public service agents working for ASAN Service shows that the majority of the respondents are male agents (57.9%), while female agents constituted 42.1%. Regarding their age, it is revealed that the most public service agents belong to 26–30 age group (28.8%), followed by 18–25 age group (24.5%), which means that the public service agents are quite young, energetic and they can be considered ambitious in becoming loyal organizational members and serving the country citizens with their full potential. Majority of the public service agents possess undergraduate degree (36.7%) and graduate degree

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<sup>10</sup> Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. *Multivariate data analysis* (7<sup>th</sup> ed.). Prentice Hall: Englewood Cliffs, 2010.

(24.0%). The current study also asked about how many years they are in public service sector including their career in ASAN Service. The findings show that most of them have worked 3 to 5 years (40.4%), while the second majority has 5 to 7 years of work experience in the sector.

Finally, the two questions regarding their monthly income as well as their work type revealed that public service agents' monthly income is equal to and over the average income in the country. Such that, the 45.5% of them earn 501 to 700 AZN per month, while the second majority earns 701 to 900 AZN monthly. It is believed that their economic condition can also be a significant factor in good OCB in a country, which is particularly an emerging economy and still has the remainders of the Soviet mechanism in many public entities throughout the country. The details are given in Table 1.

Table 1. Demographic profile of public service agents of ASAN Service in Azerbaijan

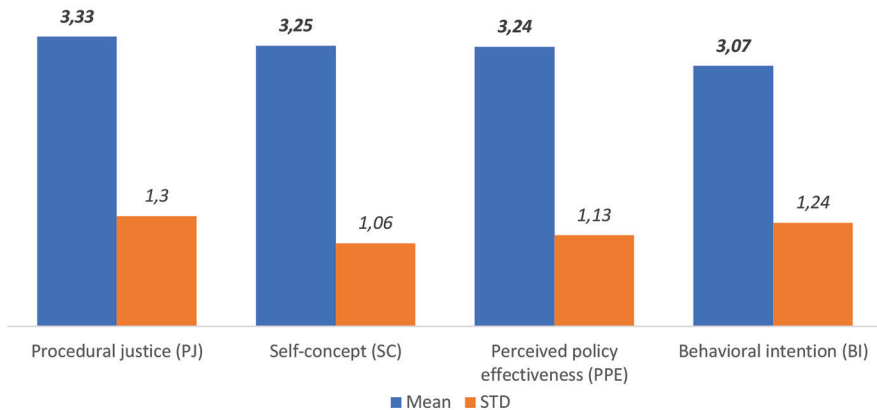
Demographic variable	Dimensions	Frequency	Percentage
Gender	Male	309	57.9
	Female	225	42.1
Age	18–25 years old	131	24.5
	26–30 years old	154	28.8
	31–35 years old	126	23.6
	More than 35 years old	123	23.0
Education degree	High school	52	9.7
	College	109	20.4
	Undergraduate	196	36.7
	Graduate	128	24.0
Work experience in public sector	Higher degree	49	9.2
	1–3 years	77	14.4
	3–5 years	216	40.4
	5–7 years	132	24.7
Monthly income	More than 7 years	109	20.4
	300–500 AZN	106	19.9
	501–700 AZN	243	45.5
	701–900 AZN	125	23.4
Public service type	More than 901 AZN	60	11.2
	Front desk service	297	55.6
	Back office service	176	33.0
	Other	61	11.4

## 7. Descriptive Statistics of Constructs and Items

Following the demographic profile analysis of the public service agents, the descriptive statistics was conducted, which includes the evaluation of means and standard deviations of the determinants of OCB and their underlying items. It is revealed that four determinants of OCB possess the highest mean scores (see Fig. 1). They are:

1. Procedural justice (PJ), where  $M = 3.33$ ,  $STD = 1.30$
2. Self-concept (SC), where  $M = 3.25$ ,  $STD = 1.06$
3. Perceived policy effectiveness (PPE), where  $M = 3.24$ ,  $STD = 1.13$
4. Behavioral intention (BI), where  $M = 3.07$ ,  $STD = 1.24$

Figure 1. The most important determinants of OCB



The above-mentioned findings are somehow significant in saying that the public service agents who were surveyed, are confident that public service entity associated with procedural justice is more attractive for them to become good organizational citizen and show good conduct, while their self-concept as well as their perception of accepted policy to be effective are highly important factors determining their citizenship behavior in their organizations, which ultimately drive positive intention to work and service to the citizens. The details of means and standard deviations are given in Table 2 below.

Table 2. Results of descriptive statistics

Construct	Items	Mean	STD
Self-concept (SC)		3.25	1.06
	SC1	3.04	0.98
	SC2	3.29	1.09
	SC3	3.42	1.12
Public service motivation (PSM)		2.73	0.88
	PSM1	2.67	0.85
	PSM2	2.43	0.89
	PSM3	3.08	0.91
Organizational identification (OI)		2.70	1.10
	OI1	3.24	1.12
	OI2	2.15	1.08
Subjective OCB (SOCB)		2.53	1.03
	SOCB1	3.31	1.02
	SOCB2	2.14	1.18
	SOCB3	2.38	0.98
	SOCB4	2.27	0.95
Job satisfaction (JS)		2.63	0.75
	JS1	2.47	0.76
	JS2	2.76	0.67
	JS3	2.66	0.81
Distributive justice (DJ)		2.32	1.05
	DJ1	2.15	1.08
	DJ2	2.48	1.01
Procedural justice (PJ)		3.33	1.30
	PJ1	3.41	1.17
	PJ2	3.25	1.42
Task interdependence (TI)		2.59	0.93
	TI1	2.64	0.98
	TI2	2.43	0.95
	TI3	2.71	0.86
Goal clarity (GC)		2.44	0.89
	GC1	2.46	0.87
	GC2	2.41	0.91
Behavioral intention (BI)		3.07	1.24
	BI1	3.02	1.04
	BI2	3.11	1.43
Perceived policy effectiveness (PPE)		3.24	1.13
	PPE1	3.14	1.09
	PPE2	3.31	1.07
	PPE3	3.28	1.22
Note: STD stands for Standard Deviation			



## 8. Measurement Model Analysis

Prior to testing the relationships between the determinants and the organizational citizenship behavior of public service agents, the current research employed measurement model analysis to ensure that the reliability and validity of the constructs and their principal items are met.

Measurement model testing begins with the assessment of reliability, which is explained to extent on how consistent the measurement items and the constructs are. Moreover, the reliability assessment was implemented by using Cronbach's alpha ( $\alpha$ ).<sup>11</sup> As it was mentioned above, reliability assessment was relied on the four cut-off points, as suggested by Hinton et al.<sup>12</sup> (see Table 3).

Table 3. Assessment threshold levels of reliability

Cut-off point levels	Reliability range
Low reliability	Lower than 0.50
Moderate reliability	0.50 to 0.70
High reliability	0.70 to 0.90
Excellent reliability	Higher than 0.90

Source: Hinton et al. (2004)

According to the findings, seven determinants of OCB show high reliability between 0.70 and 0.90 range. Among them, Procedural justice (PJ) has the highest reliability ( $\alpha = 0.85$ ), followed by Behavioral intention (BI) ( $\alpha = 0.83$ ), Organizational identification (OI) ( $\alpha = 0.82$ ) and Goal clarity (GC) ( $\alpha = 0.81$ ). Other determinants' reliability levels are close to  $\alpha = 0.70$  to  $\alpha = 0.80$ . On the other hand, the two barriers, namely Self-concept (SC) ( $\alpha = 0.69$ ), Perceived policy effectiveness (PPE) ( $\alpha = 0.68$ ), Distributive justice (DJ) ( $\alpha = 0.67$ ) and Job satisfaction (JS) ( $\alpha = 0.66$ ) show moderate reliability. To sum up, the reliability criteria of the research is met.

<sup>11</sup> Bentler, P.M., Chou, C.P. Practical issues in structural modeling. *Sociological Methods & Research*, 1987, 16(1), 78-117.

<sup>12</sup> Hinton, P.R., Brownlow, C., McMurray, I., Cozens, B. *SPSS explained*. London, UK: Routledge, 2004.

In the next stage, the validity test is implemented. The validity test contains of two parts: (1) convergent validity; (2) discriminant validity. Convergent validity is initially conducted. Likewise, three measures, namely Confirmatory factor analysis (CFA) (assessing scale validity in accordance with indicator loadings, suggested by Anderson and Gerbing<sup>13</sup>, utilizing concurrent validity test, where the loadings must be over 0.50; Composite reliability (CR) that is accepted higher than threshold level of 0.60; and finally, Average variance extracted (AVE), which must be higher than 0.50, are used in the current study. Table 4 also covers the results of these measure, showing that these criteria are met.

Table 4. Results of measurement model

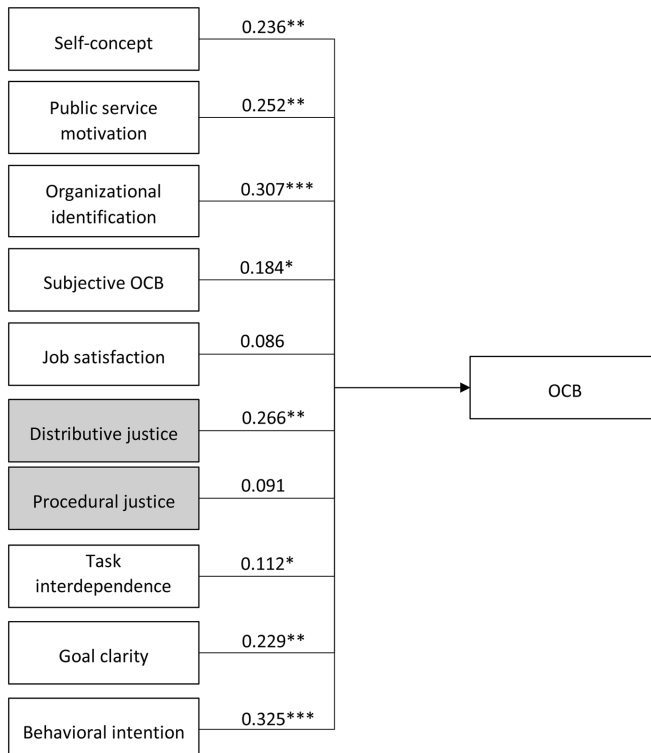
Constructs & items	CFA factor loadings	Cronbach alpha	CR	AVE
<b>Self-concept (SC)</b>		<b>0.69</b>	<b>0.81</b>	<b>0.51</b>
SC1	0.69			
SC2	0.74			
SC3	0.76			
<b>Public service motivation (PSM)</b>		<b>0.73</b>	<b>0.79</b>	<b>0.56</b>
PSM1	0.75			
PSM2	0.73			
PSM3	0.76			
<b>Organizational identification (OI)</b>		<b>0.82</b>	<b>0.85</b>	<b>0.65</b>
OI1	0.81			
OI2	0.82			
<b>Subjective OCB (SOCB)</b>		<b>0.76</b>	<b>0.80</b>	<b>0.51</b>
SOCB1	0.77			
SOCB2	0.74			
SOCB3	0.65			
<b>Job satisfaction (JS)</b>		<b>0.66</b>	<b>0.78</b>	<b>0.55</b>
JS1	0.73			
JS2	0.78			
<b>Distributive justice (DJ)</b>		<b>0.89</b>	<b>0.82</b>	<b>0.60</b>
DJ1	0.78			
DJ2	0.79			
<b>Procedural justice (PJ)</b>		<b>0.85</b>	<b>0.82</b>	<b>0.61</b>
PJ1	0.77			
PJ2	0.76			
<b>Task interdependence (TI)</b>		<b>0.72</b>	<b>0.84</b>	<b>0.64</b>

<sup>13</sup> Anderson, J.C., Gerbing, D.W. Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 1988, 10(3), 411–423.

TI1	0.79			
TI2	0.80			
TI3	0.81			
<b>Goal clarity (GC)</b>		<b>0.81</b>	<b>0.85</b>	<b>0.66</b>
GC1	0.83			
GC2	0.81			
<b>Behavioral intention (BI)</b>		<b>0.83</b>	<b>0.77</b>	<b>0.63</b>
BI1	0.75			
BI2	0.72			
<b>Perceived policy effectiveness (PPE)</b>		<b>0.68</b>	<b>0.81</b>	<b>0.68</b>
PPE1	0.81			
PPE2	0.79			
PPE3	0.74			

The findings of measurement model are graphically demonstrated as following (see Fig. 2):

Figure 2. Summary of the results of measurement model



Finally, discriminant validity assessment is included in the study. Fornell and Larcker<sup>14</sup> underlined that each construct's square root of AVEs should be higher than correlation coefficients among the constructs. Table 5 shows the results of discriminant validity test.

Table 5. Results of discriminant validity test

	SC	PSM	OI	SOCB	JS	DJ	PJ	TI	GC	BI	PPE
SC	<b>0.71</b>										
PSM	0.24	<b>0.75</b>									
OI	0.11	0.08	<b>0.81</b>								
SOCB	0.09	0.03	0.16	<b>0.71</b>							
JS	0.04	0.12	0.24	0.45	<b>0.74</b>						
DJ	0.37	0.17	0.28	0.52	-0.2	<b>0.78</b>					
PJ	0.36	0.32	0.33	0.35	0.05	0.22	<b>0.78</b>				
TI	0.44	0.27	0.19	0.22	0.23	0.24	0.24	<b>0.80</b>			
GC	0.19	-0.1	0.07	0.18	0.14	0.36	0.44	0.41	<b>0.81</b>		
BI	0.09	0.24	0.08	-0.05	0.04	0.17	0.28	0.08	0.08	<b>0.76</b>	
PPE	-0	0.18	0.14	0.17	-0.1	0.06	0.32	-0.14	0.26	0.07	<b>0.72</b>

## 9. Structural Model Analysis

Following the assessment of measurement model, the current research ran structural model testing by using the AMOS software and SEM technique (see Fig. 3).

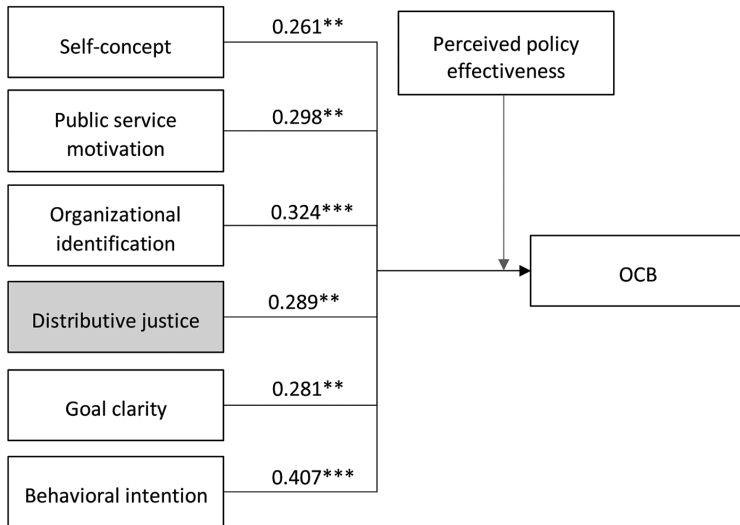
To begin with, it would be better to emphasize that age of the respondents plays an immense role in the modelling of citizenship behavior. It means that young people dealing with the civil service are different that old people in terms of their approach to and communication with citizens, as well as the sustainability of their services, which can be taken into consideration in designing government-to-citizen service.

Initially, the direct effects of determinants on OCB are tested. To look at the results, it is revealed that Behavioral intention (BI) ( $\beta = 0.325^{***}$ ,  $p < 0.001$ ) and Organizational identification (OI) ( $\beta = 0.307^{***}$ ,  $p < 0.001$ ) are the strongest predictors of OCB in the context of ASAN Service in Azerbaijan. It can be explained to the extent that public service agents

<sup>14</sup> Fornell, C., Larcker, D.F. Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 1981, 18(1), 39–50.

in Azerbaijan strongly conform to their intention to become good representatives of public service, while at the same time they highly value identifying with their organization, the members of their organization, its values and traditions, which ultimately lead to become good organizational citizen and show good behavioral conduct.

Figure 3. Results of hypotheses testing (Structural model)



Following the strongest relationships between the above-mentioned two determinants and OCB, the current research also finds that Distributive justice (DJ) ( $\beta = 0.266^{**}$ ,  $p < 0.01$ ), Public service motivation (PSM) ( $\beta = 0.252^{**}$ ,  $p < 0.01$ ), Self-concept (SC) ( $\beta = 0.236^{**}$ ,  $p < 0.01$ ), and Goal clarity (GC) ( $\beta = 0.229^{**}$ ,  $p < 0.01$ ) are also significantly and positively associated with OCB, showing that public service agents' motivation to service to the citizens, their understanding of their position and duty, as well as the distributive justice which particularly focuses on an service agents' perception of whether there exists an equal balance across them with respect to the ratio of each person's contribution to the organization to the compensation each person receives from the organization, and finally clarity of goals that they follow throughout their career are highly important in shaping their organizational citizen-

ship behavior. On the contrary, it is found that Procedural justice, which refers to the perceived fairness of organizational processes is not significant in determining OCB ( $\beta = 0.091$ ,  $p = 0.508$ ). Besides the strong relationships, the current research also identifies the weak relationships. Such that, Subjective norm ( $\beta = 0.184^*$ ,  $p < 0.05$ ) and Task interdependence ( $\beta = 0.112^*$ ,  $p < 0.05$ ) are weakly but positively related to OCB, while it is found that Job satisfaction does not influence OCB ( $\beta = 0.091$ ,  $p < 0.447$ ). From the findings above, it can be drawn that for instance job satisfaction does not affect OCB maybe because it is not highly effective in emotional or moral associations, if we consider OCB to be some kind of moral state that public service agents' intangible expectations mainly shape their organizational citizenship. However, job satisfaction might be related to tangible factors, such as a good pay, promotion or other kinds.

## 10. Discussion and Conclusion

The results show that the civil servants' PSM is enhanced by the extent to which they perceive that their jobs require a variety of activities in carrying out the work, affect the well-being of others, and provide them with direct and clear information about the effectiveness of their performance. These results support the theoretical expectations and practical suggestions about the positive effects of job design on PSM.<sup>15</sup> These findings imply that, even when civil servants join public professions without an inclination toward public service, the characteristics of their work itself can foster and strengthen PSM.

The current study makes important contributions to the understanding of OCB antecedents in the context of public entities in an emerging country. Although the importance of OCB has been recognized by several public management scholars, the antecedents of OCB have not yet been fully examined. Although several studies have adopted a social exchange perspective and examined the influence of such variables as job satisfaction, justice perception and perceived supervisory support as

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<sup>15</sup> Bolino, M.C., Turnley, W. H., Bloodgood, J.M. Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review*, 2002, 27, 505–22.

important predictors<sup>16</sup>, the impacts of those variables have been moderate at best. Alternatively, public service motivation scholars have argued that public employees have distinct motivational bases that could lead public employees to engage in citizenship behaviors<sup>17</sup> but previous studies have not compared different sets of variables originating from different theoretical foundations. Using self-concept theory as an overarching theoretical framework, the current study suggests that the motivational bases for government employees to be engaged in prosocial behavior might be different from those of private sector employees.

The current study also contributes to the contemporary PSM literature. Recent PSM studies have linked PSM with various attitudinal and behavioral variables such as organizational commitment, job satisfaction, job performance, and job choice decisions. The current study added the linkage between PSM and OCB, which, ultimately, can enhance organizational productivity. While it is important to acknowledge that the relationship between PSM and OCB has been examined in previous studies<sup>18</sup>, it should also be noted that there remained the methodological question of whether self-reported measures from same respondent could inflate the association. The current study, however, controlled common method variance statistically. To the knowledge, the current study is the first study that attempted to control the common method variance statistically in examining the antecedents of OCB in the context of public service.

The current study also has implications for the organizational justice literature. Traditional management studies have found that employees tend to judge the possibility of receiving reciprocity and the likelihood that other parties will engage in cooperative behaviors based on their perception of how fairly they have been treated,<sup>19</sup> and several public

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<sup>16</sup> Cohen, S.G., Ledford, G. . The effectiveness of self-managed teams: a quasi-experiment. *Human Relations*, 1994, 47, 13-43.

<sup>17</sup> Coyle-Shapiro, J.A Psychological Contract Perspective on Organizational Citizenship Behavior. *Journal of Organizational Behavior*, 2002, 23(8), 927-946.

<sup>18</sup> Bolon, D.S. Organizational citizenship behavior among hospital employees: a multidimensional analysis involving job satisfaction and organizational commitment. *Hospital & Health Service Administration*, 1997, 42, 221-41.

<sup>19</sup> Kays, D.J. The effects of employee satisfaction, organizational citizenship be-

management studies have similarly examined the association between organizational justice and OCB. However, the question remained whether one dimension of organizational justice has a stronger relationship with OCB than the others. In fact, it might be harder for employees to make judgments about engaging in OCB based on distributive justice, which focuses more on the specific allocations of benefits, since employees might not be cognitively capable of evaluating distributive justice by making complex comparisons of their input/output ratios with others. Thus, it would be expected that OCB would be more heavily influenced by procedural justice, which is more directly related to their overall evaluation of organizational policies, than by distributive justice. The results of the current study partially support those researchers' argument that only distributive justice is impactful in determining public service agents' intention to become good organizational citizen in the context of ASAN Service. Since public employees' value having an opportunity to develop a long-term career path within an organization over short-term monetary exchanges with little likelihood of a long-term commitment, public employees might show more OCBs when they perceive that they can trust that their organizations are operating in a fair manner.

From a managerial perspective, one dilemma associated with trying to develop OCB in a workplace is that managers generally are not in a position to require employees to engage in OCBs, since OCBs are understood to be employees' discretionary behaviors. However, the findings from this study suggest that public managers can enhance employees' OCBs in their organizations by developing group norms or providing appropriate work environments that encourage such behaviors. In addition, the current study suggests that task structure (task interdependence) matters in developing employees' decisions to engage in OCB. By developing more interdependent or relational job designs, managers can provide more chances for employees to be engaged in OCBs.

Quality and manner of effectiveness depends on the level of organizational identity among employees of the organization. In other words, a feeling of singleness is created among individuals and the organization



by increasing the level of organizational identity that leads to emphasis on the main and inseparable role of employees for the organization. This has resulted in recognizing individuals' help to the organization and in increasing employees' common values. High organizational identity in the organization causes individuals to embark upon undertaking duties that they are not asked to perform but enhance organizational image and performance. Also, they consider benefits towards individuals inside the organization like philanthropism and inter-individual help to colleagues who have heavier working which has resulted in enhancing organizational citizenship behavior in the organization. Therefore, we conclude that we can embark on increasing organizational citizenship behavior through enhancing its components – like philanthropism or helping others, working conscience or involvement in the intended behavior of the role and performing beyond the required level, sportsmanship or avoiding complaints about insignificant and common issues, courtesy or providing notes, recollective or information for others and also civil virtue or helping a responsiveness routine for collective administration of the organization through enhancing and improving this relation and increasing organizational identity and creating a singleness feeling among employees and the organization.

A significant relationship between job satisfaction and OCB is based on theory and extant literature that supports such a relationship. The relationship was shown to be insignificant, whereas in several other studies, it was found to be positively related to OCB. While this relationship has been reported by previous researchers, demonstrating the relationship between job satisfaction and organizational citizenship behavior in a team environment was necessary for the development of the model. For instance, Foote and Ting had found that job satisfaction significantly influences OCB.<sup>20</sup> Their finding may provide insight into situations where employee involvement in self-directed teams did not produce attitudinal change. If team members have not developed satisfying work relationships within their teams, they may not have developed the social capital that could lead to higher levels of commitment to those teams. En-

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<sup>20</sup> Foote, D.A., Tang, L.-P. Job satisfaction and organizational citizenship behavior (OCB). Does team commitment make a difference in self-directed teams? *Management Decision*, 2008, 46 (6), 933-947.

hanced job satisfaction ensuing from improved co-worker relationships may in turn lead to higher levels of team commitment, and ultimately to increases in the overall volume of organizational citizenship behavior present in their organizations.<sup>21</sup>

Although the relationship between job satisfaction and OCB has been established in the literature with regard to traditional work environments, we believe it was worthy to test that relationship in a public service domain, which is far from business environment by considering job satisfaction as an antecedent of OCB. For job satisfaction, the current research specifically evaluated the opinions of the respondents on the intrinsic and extrinsic facets of job satisfaction. Some of the outstanding responses as indicated by the respondents are satisfaction with opportunities for personal advancements being not limited; opportunities for promotion; good cooperation from my co-workers; workplace having a fair promotion policy; and the way of work are highly necessary determinants of OCB as separate measures, while their strength is weakened if they are considered as parts of the concept of job satisfaction. The finding also indicated that a lot of the respondents are undecided in their satisfaction with regards to pay and benefit; working conditions; and competent of my boss in making decisions.

It was also recommended that future research should continue to explicate the relationship of job satisfaction to OCB. In addition, having public employees with a high level of public service motivation is important to enhancing OCB in government organizations. It gives several implications for public managers. It is important to select and retain public employees with high public service motivation. In the selection process, government organizations need to examine applicants with the perspective of public service motivation. Effective employee orientation and education programs are also a critical component for retaining public employees with high public service motivation because the programs can introduce the mission, goals, objectives, and norms of public organizations and explain the ways to serve the public interest through

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<sup>21</sup> Allameh, S.M., Alinajimi, S., Kazemi, A. The effect of self-concept and organizational identity on organizational citizenship behavior (A case study in social security organization of Isfahan city). *International Journal of Human Resource Studies*, 2012, 2 (1), 175–187.

making public policies and delivering public services. Public service motivation may be enhanced by appropriate selection process and socialization to agency values. Managers in the public sector need to recognize that public sector incentive structures must provide an opportunity for employees to satisfy their public service motives. The managers need to give public employees opportunities to experience a sense of accomplishment and achievement or to feel that they are doing something worthwhile. Public managers also need to better manage and promote the relationship between organizational commitment and OCB. Managers need to recognize that the feelings employees have for their organizations may manifest themselves in the form of pro-social job behaviors. In the public sector affective commitment can be influenced through a strategic use of intrinsic incentives.

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## Summary

The current study validates the structural model of cause-effect relationship in light of organizational citizenship behaviour as a consequence and its determinants as causes, which ultimately generates a generalizable public service model for the countries that need substantial organizational transformation in public service delivery. The determinants of organizational citizenship behavior by taking a look into the social and personal factors that either drive an individual's behavior drawing from the social circumstances at the moment of time, or personal motivation and inner characteristics that force an individual to act in favor or against good citizenship. To test the proposed research framework, post-community Azerbaijan's ASAN Service is considered as the case.

For the identification and validation of potential factors affecting organizational citizenship behaviour, the selected variables are employed as constructs of the conceptual framework, through which survey is designed and administered to collect data from the country citizens with regards of gauging the impact of the determinants. A quantitative methodological approach is selected, where data is collected through convenient sampling technique, while it is analysed using the structural equation modelling technique, with emphasis on AMOS v.24 software to test the structural model.

The results of the hypothesized relations reveal that behavioural intention and organizational identification are strongly related to organizational citizenship behaviour, followed by distributive justice, public service motivation, self-concept and goal clarity being secondary major determinants. However, procedural justice is not significant in predicting organizational citizenship behaviour, while subjective norm and task interdependence are weakly related to it.

**Keywords:** organizational citizenship behaviour and its determinants, structural equation modelling