

Establishing the Link of OCB and CSR with Organizational Performance

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Abstract— *This research attempts to establish a link between the two major strategic enablers viz., Organizational Citizenship Behavior (OCB), Corporate Social Responsibility (CSR), to the Performance (PERF) of the organization. Meta-analysis of the literature has been undertaken for the identification of the dimensions of the constructs and the development of the hypothetical research model. Metric has been developed for the empirical investigation of these relationships and it has been validated and tested for its fitness of use. Structural Equation Modeling (SEM) using partial least square techniques has been used to test these hypotheses for the sample (n=742) to investigate the empirical relationships between the factors. The outcome of this research would add to the body of knowledge, as it gives a holistic model to find the individual contribution of the strategic enablers, while the existing studies are discreet studies showing only the individual influences of these factors on performance of the organization. The results have indicated that OCB and CSR both have influence on the dimensions of the Organizational performance.*

Index Terms— Organizational citizenship behavior, Corporate social responsibility, Organizational performance, Structural equation modeling.

I. INTRODUCTION

Today's competitive world of business has two major objectives to meet, the first is performance and the second is sustainability. In achieving these two objectives, both the product and service industries have imbibed various strategies, among which the most widely used are, Organizational Citizenship Behavior (OCB), and Corporate Social Responsibility (CSR), which are basically considered to be the enablers of performance. While there are several studies which are independently carried out to study the influence of these two variables on performance, this research has made a holistic attempt of linking these two individual constructs to performance through the development, validation, and testing of the metric for studying the direct effect as well as the moderating effect of the factors on the performance of the organization.

II. LITERATURE REVIEW

A. Organizational Citizenship Behaviour (OCB)

OCB has been an active area of research since its inception and several researchers have related individual contribution to organizational performance. OCB is all about the right kind of performance of the individual and the 'extra-role' the individual may play so that the organization would function efficiently and effectively. Various dimensions of OCB and the researchers who have contributed to these have been given in table 1.

B. Corporate Social Responsibility (CSR) Moral Practices

Ethics and morality are used interchangeably here and are treated as religion to evaluate behavior and decide what is right and wrong. Ethical standards are set for any business activities for several reasons such as respects property right, honour promises, and ensure mutual commitment [1]. All companies are bound legally to abide by extant laws. Many companies stress ethical responsibility, but compromise their license to operate to gain profitability in the short term.

Siltaoja [2] defines ethics and morality as creditability and responsibility in reporting news and events truthfully; it includes trust, respect, honesty, truthfulness and pluralism. Companies maintain a good reputation by requiring morality and ethical behavior [2]. Trust must be inculcated among internal stakeholders before spreading it wider into the knowledge of external stakeholders involved indirectly with the company. Regular contact and communications with stakeholders further maintain trust. Siltaoja (2006) indicates that morality is the primary feature of responsible behavior. This promotes the viewpoint of Frederick [3] that ethics act as an anchor to CSR. Jackson [1] stresses that it is important for companies to adopt CSR initiatives as a self-imposed restraint to contribute to human well-being.

Discretionary Practices

As interest in sustainability grows, some companies invest voluntarily in social obligation initiatives such as charities and philanthropy. Based on a stakeholder salience model,

some companies give attention to discretionary stakeholders who possess legitimate claims but have no power and urgency [4]. Greedy companies ignore discretionary stakeholders by giving the excuse that there is no direct impact on financial performance. Becoming a society of organizations makes the company more visible for public scrutiny [5], allowing the company to position its corporate identity based on stakeholder expectations. A study conducted by Fombrun and Shanley [6] suggests that social responsiveness (i.e. level of corporate charitable donations and a presence of a separately endowed corporate charitable foundation) is associated positively with corporate reputation. Dowling [7] argues that attempts to enhance reputation by demonstrating social responsiveness may be unreliable in some controversial industries such as tobacco, nuclear energy and weapons manufacturing where negative perceptions jeopardize the core of companies.

Relational Practices

Organizational success depends on an ability to handle relationships among stakeholders such as customers, employees, suppliers, communities, politicians and owners [8]. Companies must earn support from stakeholders whereby stakeholder interests are always at stake [9]. The era

where companies entertain customers who have direct impact on the bottom line has changed dramatically. The real challenge is cultivating relationships with various stakeholders vital for company success. Specifically, a company needs to build mutually beneficial exchange relationships that illustrate corporate-level relationships [10]. This is aligned with today’s new competitive business environment that requires managing relationships with a wider array of stakeholders such as employees, consumers, media and investors [11]. The dimensions, meaning and the support literature are given in the table 2.

C. Organizational Performance (OP)

There are several measures of performance of an organization and it varies from tangibles to intangibles and from financial to non-financial measures. However, skimming through the literature, several researchers have identified some key measures of performance of an organization which are given in the table3.

III. PROBLEM STATEMENT

The literature is rich in terms of the strategic tools of management, but the gap lies in the holistic measurement of

Table 1: The Dimensions of OCB

Dimension	Meaning
1. Altruism	Taking the initiative to help members of an organization resolve problems and helping each other. It need not be confined only to fellow workmen; it can be extended to the customers, vendors, suppliers and any stakeholder [12], [13], [14], [15], [16], [17], [18], [19], [20], [21], [22].
2. Courtesy	To avoid work problems, remind and inform other co-workers in advance [23], [24], [14], [25], [12], [26], [27], [28], [29], [30], [31], [32], [33], [34], [35], [36].
3. Sportsmanship	Obeying organizational regulations, tolerating imperfect situations without complaint and refraining from actions which may lead to un favourable tension at the workplace and maintaining synergistic atmosphere within the organization against any adverse incidents [37], [12], [38], [15], [39], [40], [41], [35].
4. Conscientiousness	In addition to complying with organizational rules, going beyond minimum requirements through hard work [42], [43], [12], [19], [44], [45], [46], [47], [48], [35], [49].
5. Civic virtue	High level interest and loyalty to the organization and remaining attentive and proactive when participating in organizational activities [12], [50], [51], [52], [53], [54], [55], [35], [49].

Table 2: The Dimensions of CSR

Dimension	Meaning
1. Moral Practices	Behaving in an ethically upright manner so that the company tries to be responsible for the social good and the growth of the society [3], [1], [2].
2. Discretionary Practices	This is the desire for sustainability and investing voluntarily in social obligation initiatives such as charities and philanthropy [6], [7], [4], [5].
3. Relational Practices	Striving to improve the relationships among stakeholders such as customers, employees, suppliers, communities, politicians and owners [6], [9], [8], [11].

Table 3: Dimensions of Organizational Performance

Dimension	Meaning
1. Financial Performance	Growth of revenue, net profit, return on assets etc., which indicate that the financial position of the company is getting better continuously [56], [57], [58], [59]. [60], [61].
2. Non-financial Performance	Investments for future growth such as investment in R & D, building competitive profile, market development etc., which are future performance oriented [62], [63], [64], [65].
3. Operational Performance	Good measures for cost and waste reduction, improving delivery performance, enhancing quality etc [66], [56], [57].

The contribution of the individual components to the performance of the organization. In other words, there is a lacuna in the empirical relationships between the enablers and the outcome in terms of performance. So, the problem identified in this research is to OCB and CSR to performance; develop, test and validate a metric to measure the contribution of the individual strategic tools on performance; and empirically investigate the relationships between these components.

A. Objectives of the Research

The objectives of this research include:

- Identifying the dimensions of OCB, CSR and PERF as relevant to knowledge intensive service organizations.
- Develop a metric to measure above research parameters and the overall performance of these organizations and validate the same.
- Develop a hypothetical research model through meta-analysis of literature so as to relate the above mentioned enablers to performance.
- Empirically investigate the significance of the relationship between the strategic enablers and performance.

IV. RESEARCH METHODOLOGY

The hypothetical research model (figure 1) and the hypotheses to be tested are as follows.

H_{1a}: OCB has significant influence on the Moral practices of the organization.

H_{1o}: OCB has no significant influence on Moral practices of the organization.

H_{2a}: OCB has significant influence on the Discretionary practices of the organization.

H_{2o}: OCB has no significant influence on the Discretionary practices of the organization.

H_{3a}: OCB has significant influence on the Relational practices of the organization.

H_{3o}: OCB has no significant influence on the Relational practices of the organization.

H_{4a}: Moral practices have significant influence on the financial performance of the organization.

H_{4o}: Moral practices have no significant influence on the financial performance of the organization.

H_{5a}: Moral practices have significant influence on the Non-financial performance of the organization.

H_{5o}: Moral practices have no significant influence on the Non-financial performance of the organization.

H_{6a}: Moral practices have significant influence on the Operational performance of the organization.

H_{6o}: Moral practices have no significant influence on the Operational performance of the organization.

H_{7a}: Discretionary practices have significant influence on the financial performance of the organization.

H_{7o}: Discretionary practices have no significant influence on the financial performance of the organization.

H_{8a}: Discretionary practices have significant influence on the Non-financial performance of the organization.

H_{8o}: Discretionary practices have no significant influence on the Non-financial performance of the organization.

H_{9a}: Discretionary practices have significant influence on the Operational performance of the organization.

H_{9o}: Discretionary practices have no significant influence on the Operational performance of the organization.

H_{10a}: Relational practices have significant influence on the financial performance of the organization.

H_{10o}: Relational practices have no significant influence on the financial performance of the organization.

H_{11a}: Relational practices have significant influence on the Non-financial performance of the organization.

H_{11o}: Relational practices have no significant influence on the Non-financial performance of the organization.

H_{12a}: Relational practices have significant influence on the Operational performance of the organization.

H_{12o}: Relational practices have no significant influence on the Operational performance of the organization.

In addition following are the direct influences of OCB on Performance

H_{13a}: OCB has significant influence on the financial performance of the organization.

H_{13o}: OCB has significant influence on the financial performance of the organization.

H_{14a}: OCB has significant influence on the Non-financial performance of the organization.

H_{14o}: OCB has significant influence on the Non-financial performance of the organization.

H_{15a}: OCB has significant influence on the Operational performance of the organization.

H_{15o}: OCB has significant influence on the operational performance of the organization.

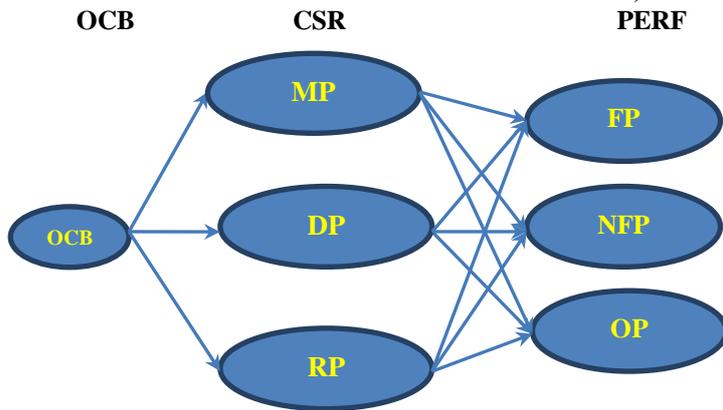


Fig 1- The hypothetical research model

Note: OCB-Organizational Citizenship Behavior, MP-Moral Practices, DP-Discretionary Practices, RP-Relational Practices, FP- Financial Performance, NFP-Non Financial Performance, OP-Operational Performance

A. Survey and data collection

The development of the metric in the form of a questionnaire followed by the theoretical model specification entailed a four-stage approach including meta-analysis of literature, interviews with major stakeholders of knowledge intensive service organizations, questionnaire development and pilot testing of the questionnaire. The three knowledge intensive service organizations picked for the study are higher education, information technology and healthcare. The reason for this was obviously, the high knowledge intensive service focus of the organizations. The exogenous latent constructs for the survey is OCB. The endogenous latent constructs for this study were CSR and PERF. The sample size was based on convenience sampling.

Using the survey instrument, data was gathered from the knowledge workers through online survey in the three knowledge intensive service sectors. The pilot study comprised 742 responses with junior executives (62%), mid-level executives (29%), and senior executives (9%) with 56 percent male and 44 percent female employees. Experience wise about 20 percent had more than 15 years of experience, 40 percent had 10 to 15 years of experience, 15 percent had 5 to 10 years of experience and the rest had less than 5 years of experience. So by and large, the respondents were quite competent to respond to the study and give inputs to improve the questionnaire. The original questionnaire (Appendix 1) comprised had 87 items measuring one exogenous dimension and six endogenous dimensions, which was reduced to 41 items through factor reduction. A five points Likert-type scale was used, where 1= strongly disagree and 5 = strongly agree.

Reliability and validity

agree. There were seven discarded data sheets as entries were incomplete.

B. Measurement Model

Normality assumption was not violated with an acceptable range of Skewness and Kurtosis statistics (<1.00 and -3 to +3 respectively) (Table 4). Therefore, the maximum likelihood method of estimation was chosen for conducting Structural Equation Modeling (SEM) analysis. To verify the reliability of the latent variables in the model, internal consistency reliability measure, item reliability measure and composite reliability measures were calculated. Table 6 shows the Cronbach's alpha coefficient and the composite reliability result for the final model. The alpha coefficient has the acceptable value ranging from (> 0.7), indicating a high level of internal consistency. The result of item reliability (IR) measured as standardized factor loading (FL) ranged from 0.4 to 0.9 as shown in Table 5. The composite reliability is 0.9 indicating a high reliability score. The results of the convergent validity assessed based on factor loading and composite reliability indicate moderate to high acceptable range of factor loading for all items and good composite reliabilities in general.

To test for discriminant validity, the square root of average variance extracted (AVE) for each construct was compared with the correlation between the construct and the other constructs. Table 7 shows acceptable discriminant validity between each pair of construct, with all AVE square roots greater than the correlation between the constructs. This result can be accepted as very high measures are indicated in all the rest of the methods of reliability and validity.

C. The Structural Model

The hypothesized model designed to test 15 hypotheses built based on the contemporary research literature. The iterative process of testing for convergent and discriminant validity of the model suggested combining items took place during the unstructured interviews with the knowledge workers from various knowledge intensive service organizations. The hypothesized model with path coefficient and the explanatory power (R²) for each dependent construct is displayed in figure 1. While path coefficients show the strength of relationship between the two latent variables, the t-values (figure 2 and Table 8) are indicative of the significance of relationships which enable hypotheses testing.

Table4: Skewness and Kurtosis

Sample	Missing	Mean	Std. Dev.	Skewness	Kurtosis	Range
742	0	3.3636	1.24545	-.546	-.856	4.00

Table5: Factor loading after reduction

	DSC	FP	MRP	NFP	OPERF	OCB	RLP
alt2	0	0	0	0	0	0.6006	0
alt4	0	0	0	0	0	0.6114	0
alt5	0	0	0	0	0	0.5739	0
cons2	0	0	0	0	0	0.7271	0
cons5	0	0	0	0	0	0.6727	0
cons6	0	0	0	0	0	0.6164	0
cou2	0	0	0	0	0	0.5215	0
cou3	0	0	0	0	0	0.7275	0
cou8	0	0	0	0	0	0.5589	0
cvi2	0	0	0	0	0	0.6626	0
cvi3	0	0	0	0	0	0.5479	0
cvi5	0	0	0	0	0	0.6743	0
dsc1	0.7905	0	0	0	0	0	0
dsc2	0.7854	0	0	0	0	0	0
dsc3	0.7912	0	0	0	0	0	0
dsc4	0.7497	0	0	0	0	0	0
fp2	0	0.9111	0	0	0	0	0
fp3	0	0.928	0	0	0	0	0
fp4	0	0.9137	0	0	0	0	0
mrp1	0	0	0.8077	0	0	0	0
mrp2	0	0	0.802	0	0	0	0
mrp3	0	0	0.836	0	0	0	0
nfp2	0	0	0	0.8438	0	0	0
nfp3	0	0	0	0.9035	0	0	0
nfp5	0	0	0	0.8665	0	0	0
operf3	0	0	0	0	0.8595	0	0
operf4	0	0	0	0	0.8656	0	0
operf5	0	0	0	0	0.8652	0	0
rlp1	0	0	0	0	0	0	0.7659
rlp2	0	0	0	0	0	0	0.7004
rlp3	0	0	0	0	0	0	0.8135
rlp4	0	0	0	0	0	0	0.7642
rlp5	0	0	0	0	0	0	0.7208
spt3	0	0	0	0	0	0.7369	0
spt5	0	0	0	0	0	0.7159	0
spt6	0	0	0	0	0	0.4449	0

Table 6: Reliability measures

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
Discretionary practices	0.6075	0.8609	0.15	0.7846	0.6075	0.0896
Financial performance	0.8421	0.9412	0.2146	0.9062	0.8421	0.0939
Moral practices	0.6648	0.8561	0.1657	0.7495	0.6648	0.1094

Non-Financial Performance	0.7597	0.9046	0.3202	0.8418	0.7597	0.1028
Operational performance	0.7455	0.8978	0.2465	0.8294	0.7455	0.0658
Org. citizenship behaviour	0.3991	0.9073	0	0.8898	0.3991	0
Relational practices	0.5685	0.8679	0.1584	0.8093	0.5685	0.0903

Table 7: AVE Square roots and inter-correlation

	DSC	FP	MRP	NFP	OPERF	OCB	RLP
DSC	1	0	0	0	0	0	0
FP	0.4133	1	0	0	0	0	0
MRP	0.7003	0.3755	1	0	0	0	0
NFP	0.4905	0.7107	0.4539	1	0	0	0
OPERF	0.428	0.4908	0.4478	0.6395	1	0	0
OCB	0.3873	0.4094	0.407	0.5206	0.5612	1	0
RLP	0.7424	0.446	0.746	0.5524	0.4676	0.3979	1

Alpha level = 0.05

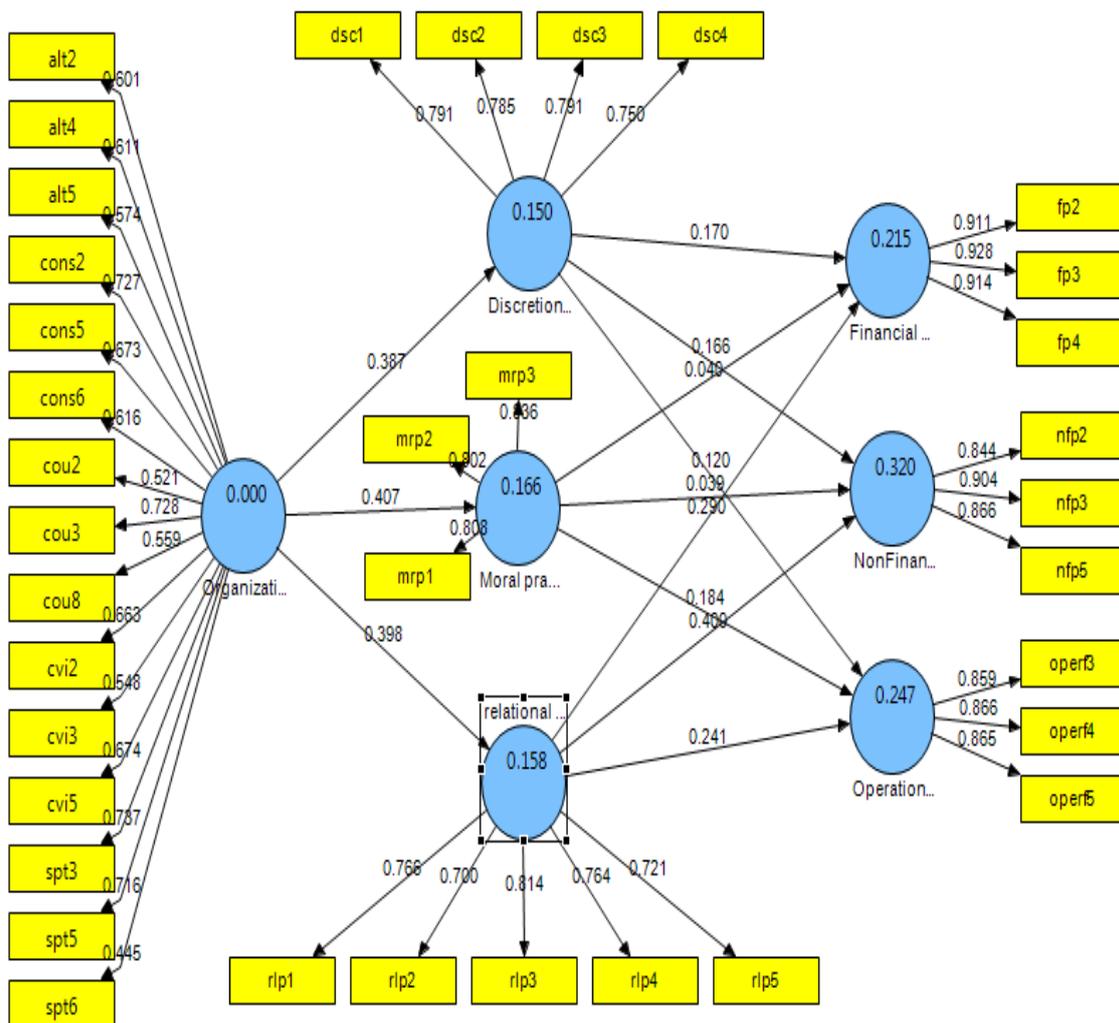


Fig 2: Path coefficients and factor loadings of structural model

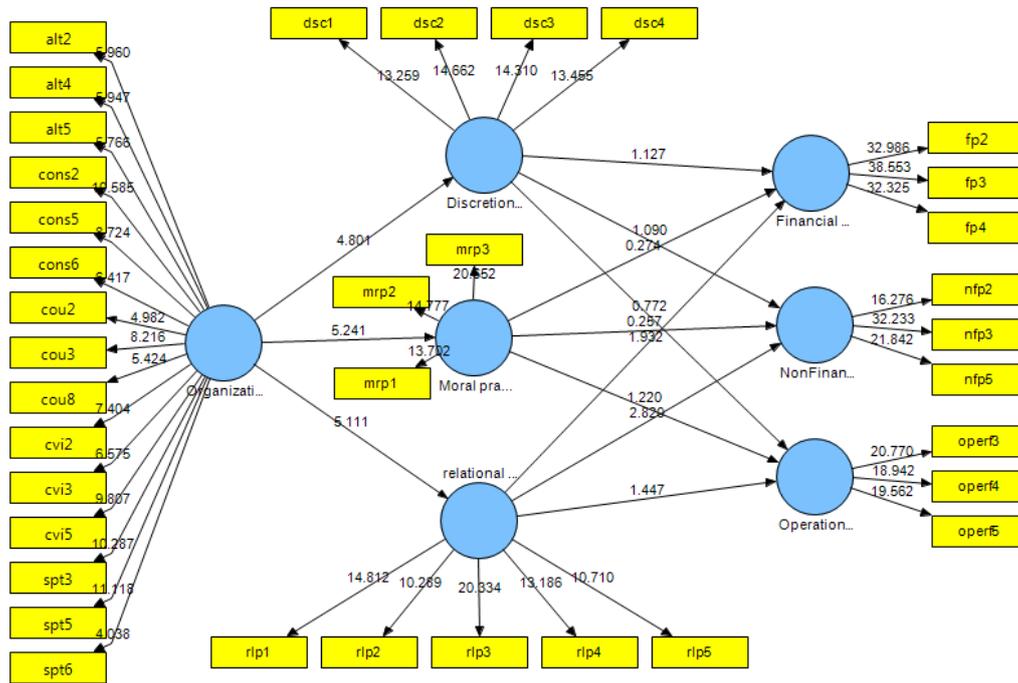


Fig 3: t-values of structural model

Table 8: t-values of all the dimensions

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ((O/STERR))
Discretionary practices -> Financial performance	0.17	0.1759	0.1508	0.1508	1.1273
Discretionary practices ->Non Financial performance	0.1663	0.1825	0.1526	0.1526	1.09
Discretionary practices -> Operational performance	0.1202	0.1208	0.1557	0.1557	0.772
Moral practices -> Financial performance	0.0404	0.0426	0.1476	0.1476	0.2736
Moral practices ->Non Financial performance	0.0393	0.0361	0.1526	0.1526	0.2574
Moral practices -> Operational performance	0.1835	0.1938	0.1504	0.1504	1.22
Organizational citizenship behaviour -> Discretionary practices	0.3873	0.4288	0.0807	0.0807	4.8012
Organizational citizenship behaviour -> Financial performance	0.1976	0.2259	0.0671	0.0671	2.9425
Organizational citizenship behaviour -> Moral practices	0.407	0.4476	0.0777	0.0777	5.241
Organizational citizenship behaviour ->Non Financial performance	0.2394	0.2705	0.0667	0.0667	3.5911
Organizational citizenship behaviour -> Operational performance	0.2173	0.2536	0.0682	0.0682	3.1888
Organizational citizenship behaviour -> Relational practices	0.3979	0.4299	0.0779	0.0779	5.1114
Relational practices -> Financial performance	0.2897	0.2949	0.15	0.15	1.9319
Relational practices ->Non Financial performance	0.3996	0.3954	0.1417	0.1417	2.8195
Relational practices -> Operational performance	0.2415	0.2429	0.1669	0.1669	1.447

H_{3a}: OCB has significant influence on the Relational practices of the organization.

Following hypotheses stand supported:

H_{1a}: OCB has significant influence on the Moral practices of the organization.

H_{2a}: OCB has significant influence on the Discretionary practices of the organization.

H_{10a}: Relational practices have significant influence on the financial performance of the organization.

H_{11a}: Relational practices have significant influence on the Non-financial performance of the organization.

H_{13a}: OCB has significant influence on the financial performance of the organization.

H_{14a}: OCB has significant influence on the Non-financial performance of the organization.

H_{15a}: OCB has significant influence on the Operational performance of the organization.

The results indicate that hypotheses H₁, H₂, H₃, H₁₀, H₁₁, H₁₃, H₁₄, and H₁₅ stand supported but the remaining stand unsupported (Table 8 and Figure3). So, OCB has significant influence on all the three measures CSR and all the three measures of Performance. Further, the dimension Relational practices has influence on financial performance as well as Non-financial performance. The model has about 15 – 32% explanatory power and model fit is good enough. In terms of the strength through path coefficients, the OCB to CSR it is about 0.4 and also relational practices to financial and Non-financial performance is about 0.3 and 0.4.

V. DISCUSSIONS, IMPLICATIONS TO MANAGERS AND CONCLUSIONS

The contemporary research is rich in theoretical models on OCB, CSR and PERF, but the empirical evidence to the relationships is lacking. This research has contributed to the body of knowledge in this direction. It is important for the managers of the Indian service sector companies in general that CSR plays a very important role in the success of the organization in terms of its Performance measures (both Financial and Non-financial as well as Operational performance). The CSR is also an important aspect in the service industry and this research has indicated a strong causal linkage between the OCB and CSR. This means that the OCB has the ability to build a strong CSR, and thus, enhance the Organizational performance. So, if at all the service sectors look for a competitive advantage in business, they need to focus well on the OCB as well as CSR as they can enhance the Organizational performance. Many organizations have ignored the CSR and exhibit their corporate social responsibility only for the advertisement purpose. This research has proved that CSR can influence the organizational performance and it can be considered seriously by the managers.

This research opens up the scope for undertaking an extensive study with a larger sample size spread across the cross section of the organization so that it can lead to the drawing of the implications for the managers to strengthen these key strategic enablers to enhance the performance of the organization. Future study can focus on linking these to other strategic enablers such as Total Quality Management and Knowledge Management which were extraneous factors in this study.

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