
ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN BANKING SECTOR OF
SULTANATE OF OMAN

Dr. Arvind Hans
*Assistant Professor, Department of Management
Waljat College of Applied Sciences,
P.O. Box 197, Rusayl, P.C. 124, Muscat, Sultanate of Oman*

Dr. Soofi Asra Mubeen
*Lecturer,
Higher College of Technology, Muscat, Oman*

Ameera Hamood Humaid Al-Badi
*EMBA Student, Department of Management
Waljat College of Applied Sciences,
P.O. Box 197, Rusayl, P.C. 124, Muscat, Sultanate of Oman*

ABSTRACT

Antecedents of Organizational Citizenship Behavior and OCB were studied in the banking sector in sultanate of Oman. The antecedents of OCB include Altruism, Conscientiousness and Civic Virtue in the study. Causal research design was adopted and purposive sampling was used. Unit of analysis was middle level manager in private sector banks. 50 Questionnaires were analyzed from different branches in Bank Muscat from Muscat governorate to identify the relationship between the antecedents of OCB and OCB. Results indicated that Civic Virtue explained more variance towards the construct of OCB compared to Conscientiousness and Altruism. Smart PLS software was used to verify the measurement and structural model in the study. The variance explained by the antecedents to OCB was highly significant with the value of high R^2 (.802). It was found that structural model has significant high global predictive ability.

Keywords: *banking sector, causal research, measurement model, organizational citizenship behavior, structural equation model.*

Abbreviations: *AVE=Average Variance Explained, HRDC= Human Resource Development Climate, OCB=Organizational Citizenship Behaviour, OBSE= Organizational Bases Self Esteem, PLS= Partial Least Square, SEM= Structural Equation Model*

1. Introduction

Banking sector plays an important role in economic development of the country as it affects the development of the entire financial sector. Organizational Citizenship Behavior is more popular in manufacturing sector but it is also important in other sector as it lead to positive voluntary employee behavior. Since, the employee exercises positive voluntary behaviors outside the scope of official roles without anticipation for a reward or exchange something specific it has definite impact on organizational effectiveness. Organizational citizenship behavior (OCB) has been studied since 1970s. Over the past three decades, interests in such behaviors have increased substantially. Organizational behavior has been linked to overall organizational effectiveness, thus these behaviors have important consequences in the workplace. Theoretical framework is showing a relationship between (OCB) and its dimensions. Dimensions represent the foundation upon which the concept of (OCB) was studied and explained. Even the nomenclature and number wise the dimension of OCB differs, but researchers kept the similar essence of OCB irrespective of its many conceptualized dimensions. There was an agreement among researchers that the dimensions are the basic ingredients in organizational citizenship behavior (OCB). There were a lot of research on conceptualizing and studying the dimensions of OCB such as Altruism, Civic Virtue, Sportsmanship, courtesy , etc. but the factors that was researched to have significant relationship with OCB , were Altruism, Conscientiousness and Civic Virtue (Bukhari,2008). These three dimensions of OCB were identified for the study in Bank Muscat, Oman among middle level managers. Following are the conceptual definition of those three dimensions.

1. **Altruism:** The extent of employee assistance for people who are around him (such as colleagues, superiors, customers) in work-related tasks.

2. **Conscientiousness:** It represents a voluntary employee behavior, which exceeds the minimum functional requirements in the area of attendance, respect for rules and regulations, restrooms, serious work

3. **Civic virtue:** It is defined as constructive and responsible participation in the management of matters of the organization, and attention to the fate of the organization through careful intentions to attend important meetings informal, preservation of the change, declarations of the Organization and performs work to help in preserving the reputation of the organization.

Organizational Citizenship Behavior (OCB) is the work of humanitarian and moral use to increases job satisfaction and performance that help to achieve the goals of the organization by committing fewer mistakes, being more punctual, timely completion of work and feeling happy while working. Organizational Citizenship Behavior has a definite impact on employee's performance and behavior in an organization. The study was undertaken to see the impact of these dimensions on OCB in banking sector in Oman.

2. Literature Review

Review of literature was done to report the studies related to key antecedents of Organizational Citizenship Behavior. Following studies examined the underlying phenomena and relationship between various professions, organizations and sectors of organizational citizenship behavior. Review provided a foundation to identify the research gap for the present study.

Yadav & Punia (2013) documented the empirical researches on OCB which found the effect on job satisfaction, reward, emotional intelligence, spiritual intelligence, personality, organizational justice and extra role behavior. The study indicated that OCB promises to emerge as a significant and new

management paradigm having multifarious outcomes and implications in individual context and organizational functioning. Neeta (2013) identified a link between job satisfaction, organizational commitment and employee engagement with organizational citizenship behavior among faculties in private engineering colleges. Qamar (2012) explored the relationship of job satisfaction and organizational commitment with organizational citizenship behavior (OCB) in banking sector among 96 employees working in banks in Lahore, Pakistan. It was found that job satisfaction had positive moderate relation whereas organizational commitment has significant strong relation with OCB. Ahmed et.al (2012) proposed a model to explain OCB and its relation with job satisfaction, commitment, employee engagement and human resource development climate (HRDC). It was found that well established predictors of OCB may lead to promote required behaviors among employees for improved performance and negative voluntary intentions. Ye (2012) studied OCB under the background of Chinese culture with a sample of 201 employees in Chinese enterprises. The results indicated that organizational values have significant and direct impact on employees' organizational citizenship behaviors by the mediating effect of organizational identification and organizational based self esteem (OBSE). Akinyemi (2012) studied about Climate as a predictor of Citizenship Behavior and Voluntary Turnover Intentions in the commercial banks in South Western Nigeria. Analysis showed a positive relationship between HRDC and OCB and inverse relationship with turnover intention and absenteeism. Becton & Field (2009) identified the difference in the perceptions of organizational citizenship behavior (OCB) between 393 Chinese and American employees. Analyses showed that Chinese and American employees reported similar levels of personal support and conscientious initiative in their organizations but Chinese employees reported higher level of organization support than American employees. Chinese culture was found more close to the (OCB) because it emphasizes more on collective self-discipline and commitment to moderation, stability and humanitarian.

The further literature focused on the study and impact of antecedents of OCB. Bartlett & Rurkkhum (2012) studied the relationship between employee engagement and organizational citizenship behavior in Thailand. Data was collected and analyzed from 522 employees from four large Thai organizations. Study indicated a positive relationship between employee engagement and all components of OCB. The relationship was strongest for the civic virtue component of OCB and no support was found for the hypothesized moderating effect of HRD practices between employee engagement and OCB. Paille & Grima (2011) studied the relationship between organizational citizenship behavior and employee intention to leave the organization and current job on 355 French employees. It was found that there was no relationship existed between altruism and intention to leave the organization and the current job. Sportsmanship, Civic Virtue and Helping others emerged as the strongest predictors of intention to leave the organization and leave the current job. Bukhari et al. (2009) focused on the effects of Altruism, Conscientiousness and Civic Virtue on Organizational Citizenship Behavior (OCB) in corporate sector of Pakistan and found that all the three antecedents had significant positive relationship with OCB. Result also showed that country and hierarchical level do not interact to influence perceptions of organizational citizenship behavior. Bukhari (2008) focused on the effects of Altruism, Conscientiousness and Civic Virtue on Organizational Citizenship Behavior (OCB) in the banking sector of Pakistan. Result conferred that all the antecedents have significant positive relationship with OCB. But, Conscientiousness loading was reported more than Altruism and Civic Virtue. Lo & Ramayah (2009) studied the dimensionality of Organizational Citizenship Behavior in Malaysia among 113 manufacturing companies' managers. It was found that except one dimension four dimensions of OCB, namely Civic Virtue, Conscientiousness, Altruism, and Courtesy are capable of explaining sufficient variation in the OCB construct measured in Malaysia among managers in manufacturing company

Literature related to OCB was primarily based on the study in different organizations. Some of the studies focused on some specific sectors to examine the phenomena and relationships related to the antecedents of OCB as predictor and criterion. Some study focused on identifying the dimensions of OCB and its impact on Organizational Citizenship Behavior. The study made an attempt to test the relationship between these antecedents and OCB in banking sector of Oman.

3. Significance of the Study

The study focused on the effects of three of the antecedents of OCB such as Altruism, Conscientiousness and Civic Virtue on Organizational Citizenship Behavior in banking sector in Sultanate of Oman.

4. Objectives of the Study

- a. To evaluate the cause and effect relationship between Civic Virtue, Conscientiousness, Altruism and organizational citizenship behaviors (OCB) in bank Muscat by using Structural Equation Modeling (SEM) techniques with Smart PLS 2.0 M3 software
- b. To report the relationship between the dimensions of OCB (Altruism, Conscientiousness and Civic Virtue) and organizational citizenship behaviors (OCB) in bank Muscat.

5. Scope of the study

OCB is important for proper functioning of an organization as it helps to achieve the goals through the employees work as employees has some definite role in an organization. Their performance depends upon the various factors including the attitude of the employees towards their job. The performance of the employees depends on OCB. The organizational citizenship behavior is the most important behavioral stages that any organization wants to cultivate to get desired results to achieve organizational goals. In the gulf countries few organizations properly used the (OCB) concept to achieve sustained organizational productivity.

The study focused on the effects of Altruism, Conscientiousness and Civic Virtue, the three antecedents of organizational citizenship behavior on OCB in the banking sector (Bank Muscat) in Sultanate of Oman.

6. Research Methodology

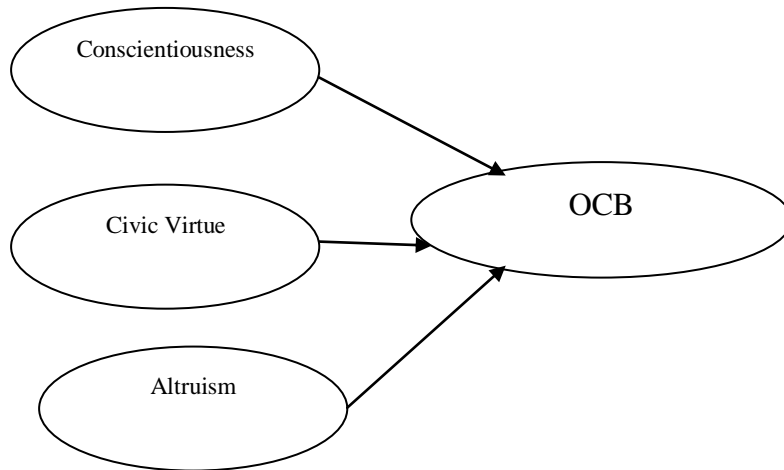
Causal Research design was used for this research by using survey method. Standard structured questionnaire were taken to collect the data related to the study. Questionnaire on Organizational Citizenship Behavior (OCB) was taken from Motowidlo & Van Scotter (1994) and Lee & Allen (2002). Altruism, Conscientiousness and Civic Virtue questionnaire was adopted from Podsakoff et al. (1990) and Podsakoff & Mackenzie (1994) respectively. Data collected from middle level managers of Bank Muscat in Oman to know the causal relationship between the dimensions of OCB and OCB. 75 survey questionnaires were distributed but only 50 managers completely filled and returned it. So, sample size for the study here is 50. Purposive sampling technique was adopted because the middle level manager's citizenship behaviors definitely have an impact on organizational development. Sample unit consisted of managers of Bank Muscat in Oman. Secondary data was collected from various internet sources. Electronic research data base, EBSCO was also used to identify the literature related to OCB and dimensions of OCB in different sectors. Books and other journals were referred to do the literature review for the study on OCB. Data collected from the sample was analyzed by

using Smart PLS 2.0 M3 software to verify the proposed framework. Measurement model and structural model were verified by Structural Equation Modeling using Smart PLS software.

8. Conceptual Framework

The four constructs (Altruism, Conscientiousness and Civic Virtue and OCB) of the study are conceptually related to each other by the structural model as shown:

Figure 1: Proposed Framework



The proposed framework was analyzed in two stages.

1. Measurement Model
2. Structural Model

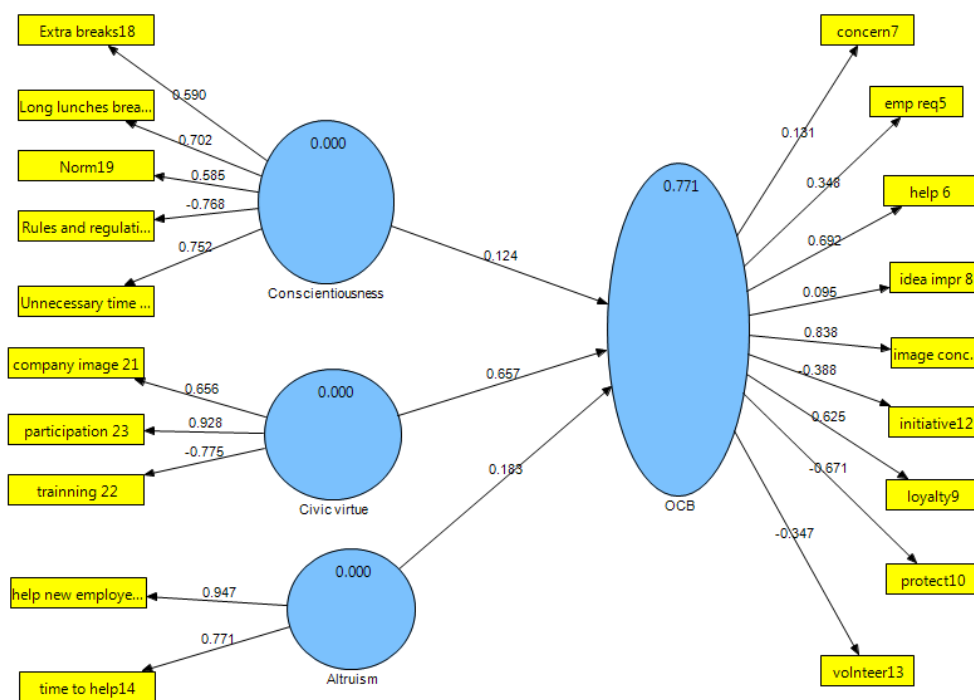
Measurement Model was evaluated in first stage and Structural Model was evaluated after that. Measurement Model evaluates the relation between manifest variable (Observed items) and Exogenous/Endogenous latent variable by analyzing the factor loading on each constructs (Hulland, 1999). Structural model verify the relationship between exogenous latent variable and endogenous latent variable by analyzing path coefficients between them. Higher path coefficients and resultant R^2 values reported is the indicator of better model predictive ability. The study used Smart PLS to estimates the measurement model and structural model simultaneously (Ringle, et. al., 2005). The proposed model is shown in Figure1. The proposed model has four latent constructs. The three latent exogenous latent constructs such as Civic Virtue, Conscientiousness and Altruism were conceptualized as the dimensions of OCB. OCB alone was taken as an endogenous latent construct. The study tried to identify the effect of these three antecedents on OCB by the PLS algorithm. This causal study tried to report the cause and effect relationship between the antecedents of OCB and OCB.

8.1. Measurement Model: There are three criteria used to determine overall quality of the measurement model (Tenenhaus et. al., 2005). Initial path model was generated to analyze the measurement model in Figure 2 by using PLS algorithm. Measurement model verifies the constructs reliability and validity. Factor loading, Composite Reliability and Average Variance Explained (AVE) are the indicators and criteria to evaluate the quality of measurement model. Factor loading and Composite Reliability determines the construct reliability of the instrument used. Initial factor

loading and path coefficient values of proposed model are shown in the initial path model given in Figure 2. When the factor loading is equal or more than 0.5 and composite reliability exceeds 0.7, than the measurement model is expected to have construct reliability. Factor loading reported less than 0.5 were dropped in the final path model given in Figure 3.

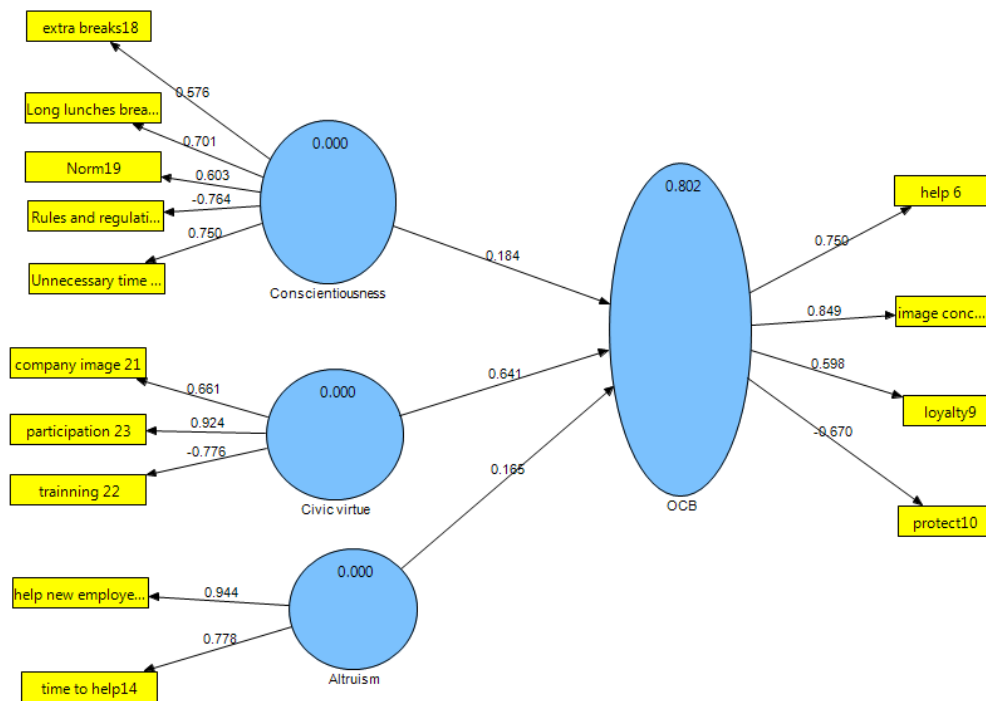
AVE is used to determine the convergent validity. The quality of the measurement model was tested in the study by assessing the construct reliability followed by convergent and discriminant validity of the constructs (Bhakar, et. al., 2012). PLS algorithm was applied and the resultant relationships, path coefficients and values of loading were shown in initial path model reported in Figure 2.

Figure 2: Initial Path Model



In PLS, factor loading on their respective latent constructs were examined to assess the reliability of the construct (Hulland, 1999). Final path model shown in Figure 3 was decided after dropping out insignificant factors having factor loading of less than 0.5. There were five items identified in OCB construct having factors loading less than 0.5. OCB was an endogenous latent variable in the study. The factor loading less than 0.5 were excluded from the initial path model given in Figure 2. Item no 1, 3, 4, 8, & 9 from the OCB questionnaire were found insignificant because the factor loading were less than 0.5. These 5 items were excluded from the OCB questionnaire prepared by Motowidlo & Van Scotter (1994) and Lee& Allen (2002). Rest of the exogenous and endogenous variables factor loading were more than 0.5 so no other factors were dropped to determine the final path model given in Figure 3. The negative factor loading suggest the negative influence of the items on the latent variables. Conscientiousness, Civic Virtue and Altruism were the exogenous latent variable in the proposed model. The factor loading in these constructs was found more than 0.5 and items were not dropped from these constructs in the final path model reported in Figure 3. The final path model is given below.

Fig3: Final Path Model



8.1b Reliability

Factor loadings from final PLS measurement were reported in the measurement model given in Figure 3. Altruism's composite factor reliability coefficients was found as 0.85 in the PLS generated report, which met the standard value of composite reliability of 0.70 as suggested by Fornell and Larcker (1981). Rest of the other construct did not have the reliability coefficient more than 0.70. Conscientiousness and OCB have approaching 0.6 value of composite reliability. It can be inferred that the standard questionnaire used in Omani context need some contextual change in the questionnaire items for improved internal consistency. The factor loading, composite reliability and Average Variance Extracted (AVE) values were tabulated in Table 1:

Table 1: Factor loadings, Composite reliability and (AVE)

Latent variables	Factor loading	Composite Reliability	AVE
Altruism		0.853169	0.747892
Help New Employee	0.943565		
Time To Help	0.778119		
Civic Virtue		0.371405	0.631249
Company Image	0.661105		

Participation	0.924110		
Training	-0.776343		
Conscientiousness		0.566240	0.466420
Long Lunches Breaks	0.700515		
Norms	0.603013		
Rules And Regulation	-0.763598		
Unnecessary Time Off Work	0.750232		
Extra Breaks	0.576044		
OCB		0.549936	0.52251
Help Company	0.750180		
Image Concern	0.848932		
Loyalty	0.598329		
Protect	-0.66977		

8.1c Convergent validity

Convergent validity can be established if the variance values extracted exceeds 0.50 (Fornell & Larcker (1981). Results indicated that the variance extracted in four scales ranged from .466 to 0.74. It was reported in Table 1. This showed that the scale used for determinants of OCB (Civic virtue, Conscientiousness & Altruism) and OCB except Conscientiousness possessed convergent validity.

8.1d Discriminant Validity

Fornell and Larcker (1981) suggested that the square root of AVE in each latent variable can be used to establish discriminant validity, if this value is larger than other correlation values among the latent variables. The correlations between the latent variables are copied from the "Latent Variable Correlation" section from the path model report and reported in Table 2. The Discriminant Validity was adequate for the proposed construct as average variance explained (AVE) loading was more than 0.5 for the constructs except with Civic Virtue and OCB. AVE equal or greater than 0.5 suggest that at least 50 percent of measurement variance was captured by the construct taken in the study (Chin, 1998). It was also confirmed because the values of diagonal elements (calculated as square root of latent variables AVE's) were found higher than the off-diagonal values in the corresponding rows and columns except Civic Virtue and OCB in Table 2.

Table 2: Discriminant Validity Results

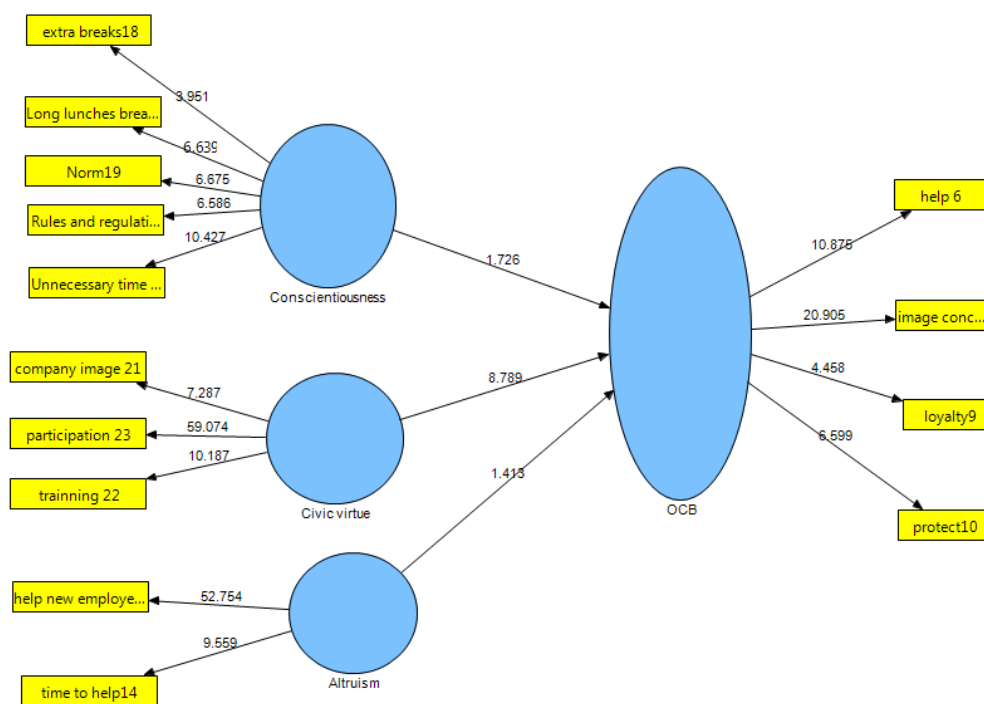
	Altruism	Civic virtue	Conscientiousness	OCB
Altruism	0.864			
Civic virtue	0.644451	0.794		
Conscientiousness	0.726468	0.630391	0.68	
OCB	0.696560	0.853185	0.671175	0.722

The result indicated in Table 2 that all the constructs possessed Discriminant Validity with each other except Civic Virtue and OCB because diagonal elements are not significantly higher than the off-diagonal values.

8.2 Structural Model Analysis

A structural model is conceptualized related to some endogenous latent variable to other exogenous latent variables. The Structural model is termed as inner model whereas Measurement model is called as outer model (Tenenhaus et al., 2005).

Fig 4: Bootstrapping



R^2 measures a construct's percent variation that is explained by the model (Wixom & Watson, 2001). In the present study on OCB, conceptual model showed the positive relationship between determinants of OCB (Civic virtue, Conscientiousness & Altruism) and OCB. All three determinants of OCB explained some variance to OCB. It was found that civic virtue explained more variance (0.641) than other two determinants. 0.165 variance was explained by Altruism and 0.184 variance was explained by Conscientiousness respectively by Bootstrapping method shown in Figure 4. The final (R^2) to OCB was found as 0.802. It was found that variance of 80.2 percent in OCB was explained by these three determinants such as Civic Virtue, Conscientiousness & Altruism in the final model.

The objective of PLS algorithm is to maximize variance explained rather than fit, therefore prediction-oriented measures such as (R^2) were used to evaluate PLS models (Chin, 1998). A bootstrap procedure was used to evaluate the statistical significance of each path coefficient by using 5000 sub samples. The bootstrapping values on final path model are shown in Figure 4.

The following Table-3 showed the final path coefficient along with their bootstrap values, "T" values.

Table 3: Path coefficient along with their bootstrap values, "T" values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Altruism -> OCB	0.165107	0.166125	0.114868	0.114868	1.437363
Civic virtue -> OCB	0.641341	0.640582	0.073011	0.073011	8.784140
Conscientiousness -> OCB	0.184460	0.189928	0.104912	0.104912	1.758223

The Relationship between Civic virtue, Conscientiousness & Altruism and OCB was significant. It was observed that relationship between Civic virtue and OCB was very significant with $\beta = .6413$ and $T = 8.78$ (Table value is 1.96 at α (significance level) of 0.05 degree of freedom > 120) Indicating that the specially Civic Virtue has direct positive influence on OCB in Bank Muscat middle level managers. Civic Virtue changes in direct proportion with the OCB with coefficient of .641. This clearly indicates that 100 point change in Civic Virtue will bring 64.1 point changes in OCB among middle level managers in Bank Muscat in Oman. Similarly it can be inferred that 100 point change in civic virtue, conscientiousness & altruism brought 80.2 point changes in OCB among middle level managers working in Bank Muscat in Sultanate of Oman.

8.3 Model Evaluation

Goodness of Fit (GoF) was employed to judge the overall fit of the model. GoF is the geometric mean of the average communality and the average R^2 represents an index for validating the PLS model globally, as looking for a compromise between performance of the measurement model & and the structural model (Tenenhaus et al., 2005). The GoF index was calculated based on the Table-4. The result of $GoF = 0.529$ Indicated that model has a significant global predictive validity.

Table 4: Model Evaluation Results

BLOCK	R^2	COMMUNALITY	H^2 (CV-Communality Index)	F^2 (CV-Redundancy Index)
Altruism		0.747891	0.745375	0.745375
Civic virtue		0.631249	0.628932	0.628932
Conscientiousness		0.466420	0.464290	0.464290
OCB	.802	0.522512	000	0.386399
Average	.802	0.591		
GoF=Vaverage R^2 × average communality= 0.529 (Tenenhaus et al., 2005)				

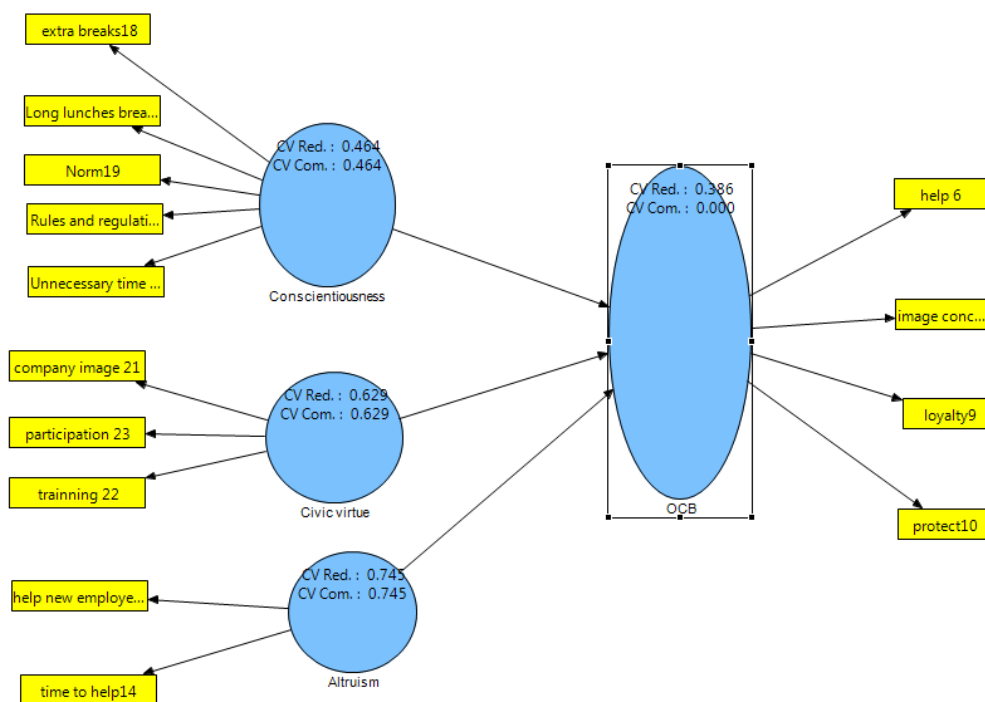
(R^2) was found as 0.802. It suggest that variance of 80.2 percent in OCB is explained by Civic Virtue, Conscientiousness & Altruism. The quality of path model was evaluated the Q-square statistic. The

Q-Square statistics measures the predictive relevance of the model. A Q-Square greater than 0 (zero) means the model has predictive relevance and vice versa (Fornell & Cha, 1994).

H^2 (Cross- validated communality) and F^2 (Cross-validated redundancy) are the measures of Q-square statistics. It was estimated by using Blindfold method of calculation in PLS software. H^2 measures helps in determining the capacity of a model to predict the manifest variables directly from the latent variables, whereas F^2 measures the capacity of the path model to predict the endogenous manifested variables by cross validation (Bhakar, et al., 2012). Finally, Blindfolding method was carried out to employ Q-square statistic with omission distance $G=25$ and the results were presented in Figure 5.

Result revealed that for this model all the block constructs had high values of H^2 ranging from 0.000 to 0.74 and F^2 values 0.38 to 0.74. All H^2 and F^2 values were positive (above threshold level), meaning that the model had acceptable significant predictive relevance. It was inferred that Civic virtue, Consciousness and Altruism positively determines Organizational Citizenship Behaviors among Bank Muscat managers in Oman.

Figure 5: Blindfolding



9. Conclusion

Study found that Civic Virtue was the most important antecedents of OCB in Bank Muscat managerial level employees compare to other two antecedents. Result showed that 80 percent of the total variance in OCB was explained by Civic Virtue where as rest 20 percent of the variance was explained by Conscientiousness and Altruism together. This suggested that most of the managers have constructive and responsible participation in the management matters and they performs and

complete their tasks only to preserve the reputation of the organization rather than having a voluntary behavior in assisting people around them in work related tasks. Conscientiousness and Altruism as a dimension of OCB did not explain much variance in the proposed linear relationship. It can be inferred that in banking sector of Oman Altruism and Conscientiousness did not contribute to the construct of Organizational Citizenship Behavior. It means managers working for a significant duration in the organization were also not voluntarily inclined to help and assist the people who are working with or under them. Such lesser Altruism displayed by those employees could be the effect of high competitive environment in the modern organization. The lesser contribution of Conscientiousness towards OCB in the banking sector suggested that middle level managers in such organizations did not overdo with their effort to complete the organizational task. They stick to their normal routine task and follow the normal rules and regulation to perform their duty. They did not voluntarily take initiative to improve on the internal process of the organization pertaining to rules and regulations. This antecedent of OCB did not contribute much towards the construct of OCB because of the increased work pressure in these organizations. The final model suggested that all the antecedents of OCB do contribute towards the construct of OCB in banking sector of Oman because 80.2% of the variance was explained by three antecedents taken in this study. The variance shown in the linear model was significantly higher to validate and accept any model. It can be inferred that all three antecedents did contribute to determine the construct of OCB. Civic Virtue was found as one of the significant antecedents of OCB compare to other two. The reason to this phenomenon was discussed and explained above.

The essence of OCB seemed to exist in banking sector in Oman. Future study may be undertaken to explore the phenomenon of OCB to bring more insight and understanding in this sector with increased sample size

10. Directions for Future Research

- The phenomena of Organizational Citizenship Behavior (OCB) can be explored among middle and top level managers with increased sample size in various other industries in Oman for better generalization of the result.

11. Limitations

- Sample size was on a lower side due to the managers tight work schedule and more involvement in the organization's activities.
- Time duration to collect the data was less than 2 months.

Bibliography and References:

- 1- Ahmed, N., Rasheed, A., & Jehanzeb, K. (2012). An Exploration of predictors of Organizational Citizenship Behavior and its significant link to Employee Engagement. *International Journal of Business, Humanities and Technology*, 2(4), 99-106.
- 2- Bartlett, R.K., & Rurkkhum, S. (2012). The relationship between employee engagement and organizational citizenship behavior in Thailand. *Human Resource Development International*, 15 (2), 157-174.
- 3- Becton, B.J., & Field. S.H. (2009). Cultural differences in Organizational Citizenship Behavior: A comparison between Chinese and American employees. *The International Journal of Human Resource Management*, 20(8), 1651-1669.

- 4- Benjamin, A. (2012). Human Resource Development Climate as a Predictor of Citizenship Behavior and Voluntary Turnover Intentions in the Banking Sector. *International Business Research*, 5(1), 110-119.
- 5- Bhakar, S. S., Bhakar, S., Bhakar, S., & Sharma, G. (2012). The impact of co-branding on customer evaluation of brand extension. *Prestige International Journal of Management & IT*, 1 21-53.
- 6- Bukhair, U.Z. (2008). Key Antecedents of Organizational Citizenship Behavior (OCB) in the Banking Sector of Pakistan. *International Journal of Business and Management*, 3(1), 106-115.
- 7- Bukhari, Ullah, Z., Ali,U., Shahzad, K., & Bashir, S. (2009). Determinants of Organizational Citizenship Behavior in Pakistan. *International Review of Business Research Papers*, 5(2), 132-150.
- 8- Chin, W. W. (1998). The partial least squares approaches to structural equation modeling. In: G. A. Marcoulides (Ed.), *Modern Methods for Business Research* (pp. 295-358). Mahwah, NJ: Lawrence Erlbaum Associates.
- 9- Fornell, C., & Cha, J. (1994). Partial least squares. In R. P. Bagozzi(Ed.), *Advanced methods of marketing research* (pp. 52-78). Cambridge, England: Blackwell.
- 10- Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing research*, 18(1), 39-50.
- 11- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies. *Strategic Management Journal*, 20(2), 195-204.
- 12- Lee, K., & Allen, N.J. (2004) Organizational Citizenship Behaviors and Work place deviance: the role of affect and cognitions. *Journal of Applied Psychology*, 87, 131-142.
- 13- Lo, M. C., Ramayah, T. (2009). Dimensionality of Organizational Citizenship Behavior (OCB) in a Multicultural Society: The Case of Malaysia. *International Business Research*, 2(1), 48-55.
- 14- Motowidlo,S.J., & Scooter, J.R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79,475-480.
- 15- Neeta (2013). Organizational Citizenship Behavior of Faculties in Private Engineering Colleges W.E.F Lucknow. *International Journal of Management and Business Studies*, 3(1), 116-123.
- 16- Paille, P., & Grima, F. (2011). Citizenship and Withdrawal in the workplace: Relationship between Organizational Citizenship Behavior, Intention to Leave Current Job and Intention to Leave the Organization. *The Journal of Social Psychology*, 15(4), 478-493.
- 17- Podsakoff, P.M., & MacKenzie,S. B. (1994). Organizational citizenship behaviors and sales unit effectiveness. *Journal of Marketing Research*, 31, 351-363.
- 18- Qamar, N. (2012). Job satisfaction and Organizational Commitment as Antecedents of Organizational Citizenship Behavior (OCB). *Interdisciplinary Journal of Contemporary Research in Busines*, 4(7), 103-122.
- 19- Ringle, C., Wende, S., &Will, A. (2005). Smart PLS 2.0 (Beta). Hamburg, (www.smartpls.de)
- 20- Tenenhaus, M., Esposito Vinzi, V., Chatelin, Y. M., & Lauro, C. (2005). PLS Path Modeling. *Computational Statistics & Data Analysis*, 48(1), 159-205.
- 21- Wixom, B. H., &Watson, H. J. (2001). An Empirical Investigation of the Factors Affecting Data Warehousing Success. *MIS Quarterly*, 25(1), 17-38.
- 22- Yadav, P., & Punia, B.K. (2013). Organizational Citizenship Behavior: A Review of Antecedent, Correlates, Outcomes and Future Research Directions, *IJHPD*, 2(2), 1-19.
- 23- Ye, J. (2012). The Impact of Organizational Values on Organizational Citizenship Behaviors. *Public Personnel Management*, 41(5), 35-46.