Does Efficacy Equate Organizational Citizenship Behaviour?
A Phenomenological Approach

R. Shanmuga Valli
Doctoral Scholar
PG & Research Department of Management
Hindusthan College of Arts & Science
Coimbatore – India

Dr D. Kalpana
Professor
PG & Research Department of Management
Hindusthan College of Arts & Science
Coimbatore – India

Abstract:
This article attempts to observe the role of Organizational Climate and Hardy Personality with regard to Organizational Citizenship Behavior. This study also looks into the mediating effects of Self-efficacy towards Organizational Citizenship Behavior by proposing a conceptual framework – “KALVAL OCB Model”. Adopting a descriptive research, a multi-stage random sampling technique, which belongs to the category of probability sampling, is used to select the unbiased respondents. The sample size calculated for this study is 240 respondents. By eliminating and revising double-barreled, ambiguous, and misleading statements, 196 completely filled questionnaires (81.66% response rate) remained and are used for further analysis. The formulated hypotheses are tested by applying multiple linear regression, mediating effects, and structural equation modelling (SEM). Managerial implications and recommendations for further research are discussed in the article.

Keywords: Organizational Climate, Hardy Personality, Organizational Citizenship Behavior, and Self-efficacy

1. INTRODUCTION
The conception of organizational climate has gained strong degree of attention in the recent past (Cameron & Freeman, 1991; Pritchard & Karasick, 1973). Many studies relatively demonstrate that when an organization has an strong climate and harmony, it is found to be more efficacious than the organization which has a weak, incongruent, and disconnected working climate (Deal & Kennedy, 1982; Kotter & Heskett, 1992; Victor & Cullen, 1988). A personality feature which covers three traits, like: commitment, challenge, and control, and dissembles as a resistance resource mitigating the contrary consequences of stressful events in life are conceptualized as Hardiness (Kobasa, 1979; Kobasa, Maddi, & Kahn, 1982; Kobasa, Maddi, & Courington, 1982). The discretionary individual behavior displayed by the employees that is outside formal role requirements of the workplace is known as the Organization Citizenship Behavior (Organ, 1988; Organ, Podsakoff, Mackenzie, 2006; Smith, Organ, & Near, 1983). The employees’ assurance about self-ability is the root of Self-Efficacy (Lenz & Shortridge-Baggett, 2002; Wood & Bandura, 1989). Despite the detrimental impact of hardy personality and organizational climate towards Organization Citizenship Behavior (hereinafter referred as OCB), the Self-efficacy factor as mediating effect is found to be largely neglected.

1.1 Purpose & Scope of the Study
The primary purpose of this research is to explore the association among organizational climate and hardy personality and to evaluate whether or not it is mediated by self-efficacy. This research extends the existing gaps in the literature by considering the recommendations from previous studies and also by covering the examination on OCB among the working women. The scope of this article is to formulate a research framework that ascertains the antecedents of OCB. Furthermore, by suggesting a
conceptual framework, this study bestows to the working women and organizations. This article contributes to the present body of research related to OCB by furnishing additional information concerning the association between hardy personality and organizational climate.

1.2 Research Questions
   - What is the determination Organizational Climate and Hardy Personality with regard to Organizational Citizenship Behavior?
   - Does Self-efficacy mediate Organizational Climate and Hardy Personality towards Organizational Citizenship Behavior?

1.3 Objectives
   (i) To examine the role of Organizational Climate and Hardy Personality towards Organizational Citizenship Behavior.
   (ii) To measure the mediating effects of Self-Efficacy on Organizational Climate and Hardy Personality towards Organizational Citizenship Behavior.

2. LITERATURE REVIEW AND HYPOTHESES

2.1 Organizational Climate
Organizational climate is the set of immanent feelings of employees pertaining to their workplace and general atmosphere in an organization (Lewin, Lippit, & White, 1939; Litwin & Stringer, 1968; Kopelman, Brief, & Guzzo, 1990). Litwin and Stringer (1968) determined Organizational Climate as the set of properties of the work environment that is either directly or indirectly comprehended by the employees who work within the organizational environment that determines and actuates their behavior (Hobeanu, 2011; Khan, Ramzan, and Butt, 2013; Randhawa and Kaur, 2014; Reddy et al., 2014; Sharma and Magotra, 2013; Yilmaz, 2014). Rahimic (2013) notes Organizational Climate to have crucial influences of organizational and psychological processes of communication, problem solving, motivation, efficiency, and productivity of an organization. Suliman and Obaidli (2011) discover employee's behavior such as participation, absenteeism, stress, and commitment to be influenced by organizational climate. Organizational climate is found to be significant towards the level of job involvement (Allen and Meyer, 1990; Meyer and Allen, 1991; Porter et al., 1974) and also found to have a positive relationship with OCB (Mathieu & Zajac, 1990; Cooper-Hakim & Viswesvaran, 2005).

2.2 Hardy Personality
Hardy Personality is regarded as a psychological personality trait acquainted by Suzanne C. Kobasa in 1979. Maddi et al., (2006) intended hardiness as the ability to prosper and thrive under condition of strain. Individuals with high hardiness incline to deal effectively with stressful situations (Maddi et al., 2009). Hardiness might modify the perception of events to make them less stressful and help in optimistic and active coping (Kobasa, 1979, 1982; Maddi and Kobasa, 1984; Rhodewalt and Augustsdottir, 1984; Rhodewalt and Zone, 1989). Maddi et al., (2006) detected hardy people to have the power to understand the stressful situations and interpret such occurrences in a positive manner. Hardiness constitutes three sub-dimensions: Commitment, Control, and Challenge (Allred and Smith, 1989; Chan, 2000; Iso-Ahola and Park, 1996; Judkins, Massey, and Huff, 2006; Kashubeck, 1994; Kobasa, 1979; Sansone et al., 1999; Vergara and Gardner, 2010; Yakunina et al., 2013). Vergara and Gardner (2010) noted hardiness to be associated with adaptive appraisal and coping strategies.

2.3 Organizational Citizenship Behavior
OCB was initially coined by Katz (1966) and was refined by Organ (1983) as a formatting description of “in role behavior and extra role behavior” (Lin, 2013; Maharani, Troena, and Noermijati, 2013; Nafei, 2014; Naghdi and Shatalebi, 2013; Oplatka, 1996; Priyadharshini and Mahadevan, 2014; Wei, 2014). Smith et al. (1983) delimitates OCB as a behavior which encourages the effective working of the organization, which is not directly or explicitly recognized by the formal reward system. Organ (1988) explains OCB as an individual's autonomous behavior which enables the effective working of the organization. Organ (1988) and Podsakoff et al. (1990) have classified OCB as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship (Darougheha et al., 2013; Harwiki, 2013; Magnini, 2013; MahnazShahi and Feizi, 2013; Paille et al., 2014; Raddanipour and Siadat, 2013;
Rahman et al., 2014; Wang, 2014). Lievens and Ansell (2004) ascertained employees who have OCB are more cooperative and provide assistance to others in finishing work tasks and establish loyalty.

2.4 Self-Efficacy

Self-efficacy is a combination of individual’s intention and belief to the outlook of personal outcome (Bandura, 1977, 1982; Mischel, 1973). An individual’s experience is grounded on the events and its outcome that leads to change in professional self-efficacy (Bandura, 1991; 1993; 1998). Self-efficacy can be understood as the conviction that one can successfully execute the behavior required to produce successful outcome (Houle et al., 2009; May et al., 2003; Peelle, 2006; Ross et al., 1999; Seilheimer and Doyal, 1996; Surkan et al., 2008; Zhao, Mattila and Tao, 2007). Rahimian et al. (2010) pointed out self-efficacy to empower women with regard to confidence about self-ability towards making better choices. An employee’s self-efficacy is associated to performance (Harrison et al., 1997), hope, optimism (Carifio & Rhodes, 2002), burnout (Salanova, Peiro, & Schaufeli, 2002), conscientiousness (Barrick & Mount, 1991), need for achievement (Ruf & Chusimir, 1991), self-efficacy (Sadri & Robertson, 1993; and Rao, 1981), intellectual skills, self-confidence, and dominance (Witkowski, 1997).

2.5 Research Hypotheses

Research hypotheses developed after reviewing the extant literature are as follows:

H1: There is a significant relationship between Organizational Climate and Hardy Personality towards OCB.

H2: Self-Efficacy significantly mediates Organizational Climate and Hardy Personality towards OCB.

2.6 Conceptual Framework

Figure 1: Conceptual Framework – “KALVAL OCB Model”

3. RESEARCH METHODOLOGY AND STRATEGIES

The research methodology is the domain of digging into the scientific ability of the research. The research design followed in this study is Descriptive Research. A descriptive research in social science is a confirmable interrogation that depicts the state of affairs as it persists at the time of study (Creswell, 1997, 1998; Creswell & Creswell, 2007; Kirsch & Sullivan, 1992; Oakes & Ji, 2012). The primary data are collected using a questionnaire as a research instrument. The constructs of this study are Organizational Climate (Reward, Warmth, Support & Commitment, Structure, Risk & Conflict, and Standards); Hardy Personality (Control, Commitment, and Challenge); Self-Efficacy; and Organizational Citizenship Behavior (Altruism, Conscientiousness, Civic Virtue, Courtesy, and Sportsmanship).

The sample units deliberated are the women members of a renowned Chamber of Commerce Organization operating in the selected metropolitan cities in India. A multi-stage random sampling
technique, which belongs to the category of probability sampling, is used to select the unbiased respondents. The sample size calculated for this study is 240 respondents using Sample Size Determination Model (Krejcie & Morgan, 1970) at 99% confidence level and 5% confidence interval. By eliminating and revising double-barreled, ambiguous, and misleading statements (Churchill, 1979), 196 completely filled questionnaires (81.66% response rate) remained and are used for further analysis.

4. DATA ANALYSIS AND FINDINGS

Cronbach's Alpha values above 0.7 are often considered to be acceptable (Nunnally, 1967). Applying Cronbach's Alpha reliability test, it was observed that each variable in the study has an acceptable degree of internal consistency. The Kaiser-Meyer-Olkin (KMO) sample adequacy value was discovered to be at 0.704 and Barlett’s value at 0.00. Therefore, the adequacy criteria were ascertained to be appropriate for further analysis (Dziuban & Shirkey, 1974).

Objective 1: To measure the relationship between Organizational Climate and Hardy Personality towards OCB, multiple linear regression is executed. The attributes of Organizational Climate and Hardy Personality: Challenge, Support & Commitment, Commitment, Structure, Control, Standards, Risk & Conflict, Warmth, and Reward are considered as independent variables and OCB is considered as dependent variable. The regression value 'R' which is established for 41.0%, the R Square value is at 19.8%, and the adjusted R Square value is at 18.2%. It is observed from the R Square value that the weighted combination of the predictor variables formulates 19.8% of the variance of dependent variable. It can be understood that 19.8% variability in OCB is reported by Organizational Climate and Hardy Personality. The outcome of ANOVA is found to be significant at F (9, 1.450) = 14.241, p < 0.01. Thus the model is found to have an adequate fit. The results of the correlation coefficients noted that all the Organizational Climate and Hardy Personality variables are significant towards OCB.

Objective 2: An ascertained relationship between independent variable and dependent variable through the comprehension of an explanatory variable – mediator variable, is known as mediation model (MacKinnon et al., 2000; Preacher, Rucker, & Hayes, 2007). This study attempts to measure the degree to which the effect of the independent variables (Organizational Climate and Hardy Personality) on the dependent variable (OCB) via the mediator (Self-Efficacy) by employing AMOS statistical package. It was noticed that Self-Efficacy does not significantly mediate Organizational Climate and Hardy Personality towards OCB. It is also established that there is no mediating effect between the dependent and independent variables. The path diagram of the mediating effects is represents in Figure 2.

![Figure 2: Path Diagram of the Mediating Effects](image-url)
CMIN/DF of this model was 2.994, which showed a perfect fit. The AGFI was 0.941, which depicted a good fit. The GFI was 0.963, which hinted a very good fit. The IFI was 0.962, which conveyed an acceptable fit. The CFI was 0.938, which evidenced a good fit. The RMR was 0.064, which presented a borderline fit. The PCLOSE and Hoelter's critical N were significant at 0.000, which conveyed a perfect fit. Hence, regarding the aforesaid fit indices, it can be established that the proposed – KALVAL OCB Model has an adequate fit (Arbuckle, 2010; Bollen, 1986; Byrne, 2012; Hoyle, 2012; MacCallum, 1986; Raykov and Marcoulides, 2000).

**Figure 3: Unstandardized Estimates of the proposed “KALVAL OCB Model”**

**Figure 4: Standardized Estimates of the proposed “KALVAL OCB Model”**

**5. CONCLUSION AND RECOMMENDATION**

This article integrates versatile apprehensions from Organizational Climate and Hardy Personality, including the Self-Efficacy as mediating influences, to explain the antecedents of OCB among the working women. The findings of this study contribute to the existing literature by ascertaining the novel practices that determine the OCB. The proposed conceptual framework – “KALVAL OCB Model” has conceptualized the constructs that determine OCB. This study has a couple of limitations worth addressing which could have influenced the results. The correlations among constructs may be complicated due to the problem of same-source bias (Podsakoff et al., 2003). Despite revealing discriminant validity of the constructs and a negligible degree of same-source bias, it is always better to derive criterion variables from different sources (Podsakoff and Organ, 1986; Podsakoff et al., 2003). This study renders the initial stage for further research on OCB that leads to the understanding...
of the employees' efficacy. This study has integrated the concepts of Hardy Personality towards OCB; however, another personality trait that may be applicable in the study of OCB is a need for achievement. Exploration and elaboration of these studied concepts in different circumstances can ameliorate the overall understanding of OCB.

REFERENCES


