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**AN EXPLORATION INTO THE CONSEQUENCES OF
ORGANIZATIONAL CITIZENSHIP BEHAVIOR
FOR THOSE WHO DO**

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AN EXPLORATION INTO THE CONSEQUENCES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR THOSE WHO DO

Organizational citizenship behavior (OCB) is defined as a discretionary behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance. OCB can be targeted either at other individuals (OCBI) or the organization (OCBO). Although extant research has explored the nature, antecedents, and consequences of OCB, very few studies have examined the individual level consequences of OCB. Our purpose in this paper is: a) to identify the proximal consequences of OCB; and b) to make these proximal individual level consequences the base for understanding OCB-turnover intention (distal individual level consequence) relationship. In Study 1, we establish that OCBI is positively associated with relatedness need satisfaction and negatively associated with burnout, indirectly through relatedness need satisfaction. We also establish that OCBO is positively associated with psychological health. As psychological health, relatedness need-satisfaction, and burnout are all related to, and subsumed in a broader construct, called 'subjective well-being', we explore the role of subjective well-being as a mediator between OCB (I and O) and turnover intentions, in Study 2. Results show that subjective well-being fully mediates the OCBI-turnover intention relationship and partially mediates OCBO-turnover intention relationship. This research contributes to the existing literature in two ways: a) by identifying the consequences of OCB; and b) by examining the mechanisms which make OCB a behavioral predictor of turnover.

INTRODUCTION

Organizational citizenship behavior (OCB) was initially defined by Organ (1988: 4) as 'behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization'. Later, Organ (1997: 91) redefined OCB as behavior that 'contributes to the maintenance and enhancement of the social and psychological context that supports task performance'. Since then, there has been rapid growth in research on the nature, antecedents, and consequences of OCB (Podsakoff, MacKenzie, Paine, and Bachrach, 2000; Podsakoff, Whiting, Podsakoff, and Blume, 2009). However, the growth in research is uneven, as the consequences of OCB have not been studied as extensively as the antecedents (Spitzmuller, Van Dyne, and Ilies, 2008).

In past research, OCB has been considered as the predictor of some valuable outcomes at organizational, group, and individual levels. Studies focusing on the organizational level outcomes of OCB (Dunlop & Lee, 2004; Koys, 2001; Podsakoff, Ahearne, and MacKenzie, 1997; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 2000; Podsakoff et al., 2009) have shown that OCB is positively related to a variety of organizational effectiveness measures (including production quantity, efficiency, profitability, and reduction of costs). At unit/group level, OCB is negatively related to unit-level turnover (Richardson and Vandenberg, 2005; Sun, Aryee, and Law, 2007; Podsakoff et al., 2009), and positively related to unit sales (Podsakoff et

al., 1997; Podsakoff and MacKenzie, 1997; Podsakoff et al., 2009) and customer satisfaction (Yen and Niehoff, 2004; Podsakoff et al., 2009). At the individual level of analysis, OCB-like behaviors are positively related to performance evaluations (Allen & Rush, 1998; Podsakoff et al., 2009) and reward recommendation decisions (Allen & Rush, 1998; Johnson, Erez, Kiker, & Motowidlo, 2002; Podsakoff et al., 2009); and negatively related to turnover intentions (Chen, 2005; Chen, Hui, and Segó, 1998; Mossholder, Settoon, and Henagan, 2005; Coyne and Ong, 2007).

It is evident from the past research that scholars have mostly focused on the outcomes of managerial interest. And, outcomes of OCB for the doer have been ignored. In recent times, an increasing body of research on pro-social behaviors has taken a social and personality psychology perspective for exploring its consequences for the doer (e.g., Brown, Nesse, Vinokur, and Smith, 2003; Penner, Dovidio, Piliavin, and Schroeder, 2005; Thoits and Hewitt, 2001). However, no such attention has been paid in the OCB research despite the fact that OCBs are a specific form of pro-social behaviors (Spitzmuller et al., 2008). We strongly believe that the focus on individual-level consequences of OCB from the social and personality psychology front offers a promising research avenue.

From the research on pro-social behaviors, it is evident that people who indulge in pro-social behaviors experience positive affect (Penner et al., 2005), less burnout (Grant and Campbell, 2007), good psychological health (Penner et al., 2005), and satisfaction of need for relatedness (Weinstein and Ryan, 2010). As OCB is a form of pro-social behavior, we suggest that people who indulge in OCB will experience lower burnout, better psychological health, and relatedness need-satisfaction. With this objective in mind, we conducted our first study (Study 1) to investigate the effect of OCB on the actor's psychological health, burnout, and relatedness need-satisfaction.

Past research on individual level consequences of OCB has established a negative relationship between OCB and turnover intentions (Chen, 2005; Chen, Hui, and Segó, 1998; Mossholder, Settoon, and Henagan, 2005; Coyne and Ong, 2007). However, little is known about the mechanisms explaining this relationship. We believe that social and personality psychology perspective of OCB can be vital in explaining this linkage. In extension to Study 1, we conducted another study (Study 2) to address this gap. In study 2, we substituted psychological health, burnout, and relatedness need-satisfaction with subjective well-being, for two reasons. Firstly, psychological health (Diener, Suh, Lucas, & Smith, 1999), relatedness need-satisfaction (Sheldon and Bettencourt, 2002), and burnout (Schaufeli, Bakker, van der Heijden, & Prins, 2009) are all related to individual's overall well-being, which is a more inclusive and broader

construct. Secondly, employee well-being is an important aspect for organizations to promote employee retention (Harter, Schmidt, and Keyes, 2002). Therefore, we conducted Study 2 to investigate the role of individual's well-being in explaining the 'OCB-turnover intention' relationship.

We present Study 1 and Study 2 in subsequent sections and discuss their results and implications.

STUDY 1

In this study, we examine the effect of OCB on the actor's psychological health, burnout, and need for relatedness satisfaction. We begin by elaborating on the central constructs of our process model.

THEORY AND HYPOTHESES

Organizational Citizenship Behavior (OCB)

Organ defined OCB as the contribution to the maintenance and enhancement of the social and psychological context that supports task performance (Organ, 1997). Further, Organ et al. (2006) emphasized the discretionary nature of OCB by defining it as discretionary contributions that go beyond the strict description and that do not lay claim to contractual recompense from the formal reward system.

Since the early work of Organ and colleagues, the domain of citizenship behavior has grown at an impressive rate and citizenship behaviors have been categorized in several ways. One framework describes a typology based on clusters of behaviors (e.g., sportsmanship, conscientiousness, civic virtue, altruism, and courtesy; Organ, 1988). Another approach distinguishes behaviors by the intended beneficiary of the behavior (e.g., OCBs targeted at individuals or OCBI vs. OCBs targeted at organizations or OCBO; Williams & Anderson, 1991). Spitzmuller et al. (2008) opine that the vast majority of OCB research can be subsumed into two categories defined by Williams and Anderson (1991): OCBI and OCBO. Therefore, in this study, we follow the classification of OCB by Williams and Anderson (1991).

Relationship of OCB with Relatedness Need Satisfaction

Natural groups are characteristic of all human beings (Coon, 1946). People in every society belong to small primary groups that involve face-to-face, personal interactions (Mann, 1980). Interpersonal relationships are the foundation and theme of human life and, therefore, most human behavior takes place in the context of the individual's relationships with others (Reis,

Collins, & Berscheid, 2000). In Maslow's (1968) views 'love and belongingness needs' formed the middle of his motivational hierarchy. Human beings, therefore, have a pervasive drive to form and maintain at least a minimum quantity of lasting, positive, and significant interpersonal relationships (Baumeister & Leary, 1995). The need for relatedness is defined as individual's inherent propensity to feel connected to others, that is, to be a member of a group, to love and care and be loved and cared for (Baumeister & Leary, 1995). The need for relatedness is a nutriment that is cross-developmentally and cross-culturally required for psychological growth, integrity, and well-being (Deci & Ryan, 2000). It is satisfied when people experience a sense of communion and develop close and intimate relationships with others (Deci & Ryan, 2000).

OCB contributes to employees' socialization in the organization (Feather and Rauter, 2004). Helping is inherently interpersonal and, thus, impacts relatedness by directly promoting closeness to others, positive responses from others, and cohesiveness or intimacy (Weinstein and Ryan, 2010). Caprara and Steca (2005) claim that the human capacity to help is essential to the maintenance of mutually rewarding relationships and humans are evolutionarily wired to experience relatedness through helping others. From a relational perspective, behavior performed to benefit co-workers (OCBI) indicates the depth of feeling for and connection with others in an organization. This may evoke positive emotions from both parties involved in help exchanges, reinforcing perceptions of relatedness (Mossholder et al., 2005). Therefore, we hypothesize:

Hypothesis 1. OCBI is positively related to relatedness need satisfaction of the actor.

Relationship of OCB with Burnout

Burnout has been defined as a syndrome of emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment, which can occur among individuals who work with people in some capacity (Maslach and Jackson, 1981). As per this definition, burnout was considered to occur exclusively in the human services among those who do 'people work' of some kind (Maslach and Schaufeli, 1993). Gradually, it became clear that burnout also exists outside the human services (Maslach and Leiter, 1997).

Emotional exhaustion refers to feelings of being emotionally overextended and drained by one's contact with other people. It may be described as wearing out, lack of energy to face another day, depletion, debilitation, and fatigue. Depersonalization refers to an unfeeling and callous response toward people, who are usually the recipients of one's service or care. Reduced personal accomplishment refers to a decline in one's feelings of competence and successful achievement in one's work with people.

In past research, it has been established that pro-social behavior leads to higher positive affect (Piliavin, Dovidio, Gaertner, and Clark, 1981), relieves/reduces bad moods (Cialdini and Kenrick, 1976), and enhances personal efficacy, self-esteem, & confidence (Giles and Eysler, 1994; Yates and Youniss, 1996). As all of these constructs are negatively associated with burnout, it is implied that indulgence in pro-social behavior, like OCB, can reduce the burnout levels of the actor.

Moreover, in OCB research, it is well established that employees who display OCB get favorable treatment and support from their supervisors in form of favorable performance evaluation, reward allocation, among others (Podsakoff et al., 2000). So, OCBI is likely to build a supportive climate for the actor. This supportive climate can reduce the burnout levels of employees (Hatton and Emerson, 1998; Moore, 2001; Firth, Mellor, Moore, and Loquet, 2004). For example, in a study on nurses it was found that supervisory support reduced two components of burnout, namely depersonalization and emotional exhaustion (Kalliath & Beck, 2001).

Based on the above rationale, we believe that citizenship behaviors towards individuals (OCBI) will reduce burnout by building a supportive climate and enhancing esteem, self-efficacy, and positive affect.

Hypothesis 2. OCBI is negatively related to burnout of the actor.

Relationship of OCB with Psychological Health

The psychological component of health, as conceptualized by Testa and Simonson (1996), reflects one's affective experiences, which interact with associated cognitive states, processes, and judgments about one's life, oneself, and the future. The notion of 'positive psychological health' refers to behaviors, attitudes, and feelings that represent an individual's level of personal effectiveness, success, and satisfaction.

Social psychological research has found positive effects of pro-social behavior on psychological health of those who engage in the behaviour (Thoits and Hewitt, 2001). Penner and colleagues (2005) suggest three reasons for this relationship: First, pro-social behavior can lead to more favorable self-assessments, which then translate into better psychological health. Second, helping others can provide distraction from personal troubles. Third, pro-social behavior includes a social component which facilitates social integration and interaction. When people help individuals (OCBI) or community (OCBO), for larger good, these mechanisms will likely influence their psychological health. Therefore, we hypothesize:

Hypothesis 3. OCBI is positively related to psychological health of the actor.

Hypothesis 4. OCBO is positively related to psychological health of the actor.

Relationships among Relatedness Need Satisfaction, Burnout, and Psychological Health

Self-determination theory holds that basic psychological need satisfaction will result in more self-determined forms of behavior regulation, and in turn, signs of optimal functioning and well-being. On the contrary, need frustration is considered to lead to the adoption of more controlled regulations (i.e., behavior driven by internal or external contingencies), understood to lead to states of ill-being (Deci and Ryan, 2000). Work-related need satisfaction has furthermore been related to general well-being in terms of vitality, life-satisfaction, self-esteem, and less ill-being as indexed by anxiety, depression and somatization (Baard, Deci, and Ryan, 2004). This leads us to an understanding that relatedness need satisfaction leads to positive affect at the workplace and reduces burnout (Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008; Perreault, Gaudreau, Lapointe, and Lacroix, 2007). Moreover, burnout has widely been associated negatively with psychological health (Schaufeli and Bakker, 2004; Tang, Au, Schwarzer, and Schmitz, 2001). Therefore, we hypothesize:

Hypothesis 5. Relatedness need satisfaction is negatively related to burnout of the actor.

Hypothesis 6. Burnout is negatively related to psychological health of the actor.

METHOD

Sample and Procedures

We conducted the first study among working executives, who took part in a management development program at a top rated Indian B-school. The participants were majorly from private sector organizations across diverse industries (e.g., information technology, banking, pharmaceuticals, telecommunication, automobiles, oil and gas, etc.).

A web based survey link was sent through email communications to 415 participants of the programme. A total of 389 usable responses were considered for analysis. In terms of demographics, out of the 389 respondents, 5% were female, and 84% were married. Mean age of the respondents was 33 years. The respondents had an average tenure of 56 months while average overall experience for them was 127 months.

Measurement

Organizational citizenship behavior - OCB was measured using a 14-item scale by Williams and Anderson (1991). This scale is based on two dimensional conceptualization of OCB: OCB-Individuals (OCBI) and OCB-Organization (OCBO). A sample item of this scale measuring

OCBI is: “I am viewed here as one who helps others who have heavy work load”. A sample item measuring OCBO is: “I am seen as one who adheres to informal rules devised to maintain order”. Scale responses were scored on a five-point Likert scale ranging from 1 = completely disagree to 5 = completely agree. Factor analysis revealed three factors. All items measuring OCB towards individuals loaded on a single factor. However, positively worded items measuring OCB towards organization loaded separately than negatively worded items. Moreover, one item measuring OCBO was dropped due to poor factor loading. Thus, we use three components of OCB in our study: OCBI, OCBO (Negative), and OCBO (Positive). The Cronbach’s alphas for OCBI, OCBO (Negative), and OCBO (Positive) were 0.75, 0.70, and 0.61 respectively.

Burnout - We measured only the emotional exhaustion dimension of burnout using an eight-item scale developed by Maslach and Jackson (1981). A sample item of this scale is: “I feel emotionally drained by my organization”. Scale responses were scored on a five-point Likert scale ranging from 1 = completely disagree to 5 = completely agree. Out of eight items, one item was dropped in the confirmatory factor analysis due to poor loading. The Cronbach’s alpha coefficient for seven items was 0.92.

Relatedness need satisfaction - It was measured using a nine-item scale adapted from Leary, Kelley, Cottrell, and Schreindorfer (2005). A sample item of this scale is: “There are people in this organization to whom I can easily turn to in times of need”. Scale responses were scored on a five-point Likert scale ranging from 1 = completely disagree to 5 = completely agree. The Cronbach’s alpha coefficient was 0.83.

Psychological health - It was measured using a twelve-item scale by Goldberg and Williams (1988). A sample item of this scale is: “I have recently been able to concentrate on what I am doing”. Scale responses were scored on a five-point Likert scale ranging from 1 = completely disagree to 5 = completely agree. Confirmatory factor analysis indicated two separate factors for positively and negatively worded items. Moreover, one item was dropped in the confirmatory factor analysis due to poor loading. The Cronbach’s alphas for psychological health (positive) and psychological health (negative) were 0.78 and 0.81 respectively.

Analysis

We rely on self-reports as the data collection technique, therefore the threat of common method variance is present. To determine the extent of this problem, we conducted Harman one-factor test (Podsakoff, MacKenzie, Lee, and Podsakoff, 2003). All the items were included in a one-factor model and estimated using LISREL 8.52 (Jöreskog and Sörbom, 1993). If the results

indicate that one-factor model fits the data well, then common method variance is a powerful force in the study. Otherwise, the problem is not prevalent.

In the next step, we determined the dimensionality and correlations of all the constructs. We conducted confirmatory factor analysis for all the constructs to confirm the dimensionality and then checked for the discriminant validity using LISREL. This helps in identifying the sources of misspecification and enhances the reliability of parameter estimates (Andrews and Kacmar, 2001). To test our hypotheses, we followed structural equation modeling approach using LISREL. To assess model fit, we will report the overall model chi-square measure, Non-Normed Fit Index (NNFI), Comparative Fit Index (CFI), Standardized Root Mean Square Residual (SRMR) and Root Mean Square Error of Approximation (RMSEA) (Hooper, Coughlan, and Mullen, 2008). Relative χ^2 (χ^2/df) less than 3; RMSEA less than 0.08; CFI greater than 0.95; SRMR less than 0.08; and NNFI greater than 0.95 were taken as acceptable threshold levels (Hooper et al., 2008; Kline, 2005).

For checking the significance of indirect effects, we used the more rigorous and powerful bootstrap test instead of Sobel test, as suggested by Zhao, Lynch, and Chen (2010). In this test, if 'Bootstrap Results for Indirect Effects' at 95% confidence interval do not include 0 (zero), the indirect effect is significant and mediation is established.

Results

Our first step was to validate the factor structure of individual constructs. For this, we loaded items on their respective latent factors. Apart from relatedness need satisfaction and OCBI, one item each was dropped from burnout, psychological health, and OCBO constructs due to poor factor loadings (factor loading less than 0.4). These items were removed from further analysis. CFA1, 2, 3, 4, 5, 6 and 7 refer to single-factor models of OCBI, OCBO (Positive), OCBO (Negative), psychological health (positive), psychological health (negative), burnout, relatedness need satisfaction, respectively. All the seven models revealed a good fit to the data: CFA1 (χ^2 [11] = 45.4, CFI = 0.96, NNFI = 0.93, RMSEA = 0.08, SRMR = 0.04); CFA2 (χ^2 [1] = 1.62, CFI = 0.99, NNFI = 0.99, RMSEA = 0.04, SRMR = 0.01); CFA3 (χ^2 [1] = 2.87, CFI = 0.98, NNFI = 0.99, RMSEA = 0.06, SRMR = 0.02); CFA4 (χ^2 [3] = 4.82, CFI = 0.99, NNFI = 0.99, RMSEA = 0.04, SRMR = 0.02); CFA5 (χ^2 [4] = 8.95, CFI = 0.99, NNFI = 0.98, RMSEA = 0.05, SRMR = .02); CFA6 (χ^2 [13] = 42.97, CFI = 0.99, NNFI = 0.98, RMSEA = 0.07, SRMR = 0.02); CFA7 (χ^2 [27] = 84.22, CFI = 0.97, NNFI = 0.96, RMSEA = 0.07, SRMR = 0.04).

Next, the discriminant validity of the measurement model was verified. A measurement model where all items load on a single factor was compared with a measurement model where items load on the seven factors. The results show that the one-factor model ($\chi^2 [773] = 4163.09$, CFI = 0.85, NNFI = 0.85, RMSEA = 0.10, SRMR = 0.13) doesn't fit the data well and seven-factor model ($\chi^2 [752] = 1486.17$, CFI = 0.95, NNFI = 0.95, RMSEA = 0.05, SRMR = 0.09) fits the data better. Thus, support for the discriminant validity of the variables in the current study is provided. Moreover, as the one-factor model did not fit the data well, common method variance is not a great concern in the data; and is unlikely to confound the interpretation of results.

A preliminary correlation analysis was then performed. The findings, presented in Table II, confirm that relations proceeded in the expected directions. Descriptive statistics are provided in Table 1.

Table 1
Means, Standard Deviations, and Correlations (Study 1)

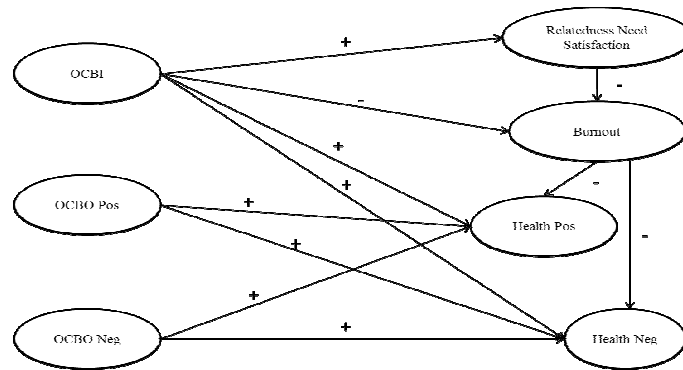
Sl. No	Variable	1	2	3	4	5	6	7	8	9	10	11
1	Gender											
2	Marital Status	-.07										
3	Age	-.12*	.57**									
4	Tenure	-.12*	.38**	.55**								
5	OCBI	-.01	-.08	-.02	.01	(.75)						
6	OCBOP	.08	-.08	.05	-.00	.41**	(.61)					
7	OCBON	-.08	.16**	.19**	.10	-.12*	.15**	(.70)				
8	Burnout	.12*	-.16**	-.17**	-.12*	-.07	-.09	-.14**	(.92)			
9	Relatedness	-.04	.10	.12*	.16*	.19**	.14**	.11*	-.45**	(.83)		
10	HealthP	-.11*	.13**	.24**	.07	.12*	.22**	.15**	-.44**	.24**	(.78)	
11	HealthN	-.08	.12*	.16**	.08	-.02	.02	.25**	-.47**	.24**	.28**	(.81)
12	M					3.63	4.19	3.98	2.57	3.62	3.64	3.57
13	S.D.					.65	.69	.88	.97	.66	.76	.90

Note: N = 389. The Cronbach's alpha estimates are given on the diagonals.

* $p < .05$. ** $p < .01$.

Next, we specified a model with hypothesized relationships. The hypothesized model is presented in Figure 1.

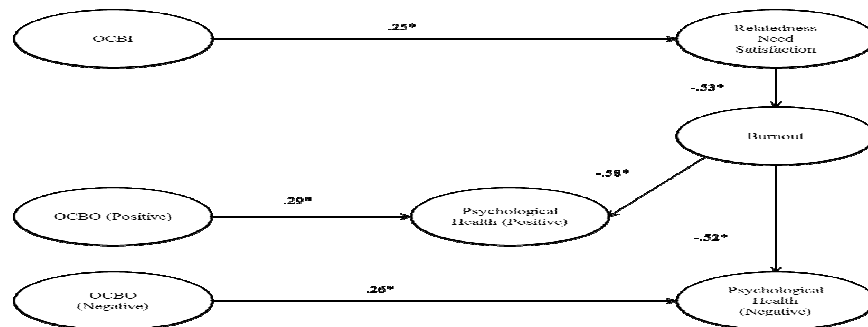
FIGURE 1
Hypothesized Model



When we subjected the specified model to test in LISREL, our data supported many of the specified relationships between constructs. Specifically, the direct path from OCBI to relatedness need satisfaction was significant, but direct paths from OCBI to burnout and health (both positive and negative) were insignificant. On the other hand, paths from OCBO (positive) to psychological health (negative) and OCBO (negative) to psychological health (positive) were insignificant. However, paths from OCBO (positive) to psychological health (positive) and OCBO (negative) to psychological health (negative) were significant. In other words, results lend full support to hypotheses 1, 5, and 6; and partial support to hypothesis 4. Hypotheses 2 and 3 were not supported by the results.

Once we removed these insignificant paths from the specified model, the overall model (Figure 2) showed a good fit to the data ($\chi^2 [679] = 1231.94$, CFI = 0.98, NNFI = 0.99, RMSEA = 0.04, SRMR = 0.04).

FIGURE 2
Structural Model



*Relationships significant at $p < 0.01$ level

To further validate the significance of indirect paths, we performed Bootstrapping test (as suggested by Zhao et al., 2010). First test was performed to check if there was an indirect relationship between OCBI and burnout through relatedness need satisfaction. From the bootstrap analysis, we found that the mean indirect effect is significant with a 95% confidence interval excluding zero (-0.1934 to -0.058). This indicates that even if there isn't a direct relationship between OCBI and burnout, there is an indirect effect through relatedness need satisfaction. Second test was performed to check if there was an indirect relationship between relatedness need satisfaction and psychological health (positive) through burnout. We found that the mean indirect effect is significant with a 95% confidence interval excluding zero (0.1184 to 0.2177). Next test was performed to check if there was an indirect relationship between relatedness need satisfaction and psychological health (negative) through burnout. The mean indirect effect is significant with a 95% confidence interval excluding zero (0.1667 to 0.3420). These results lend support to the existence of an indirect relationship between relatedness need satisfaction and psychological health (positive and negative) through burnout.

DISCUSSION

Study 1 clarifies how the display of organizational citizenship behaviors (targeted at individuals and organization) affects the individual. On one hand, OCBI leads to relatedness need satisfaction, which is an essential nutriment for individual well-being. On the other hand, OCBO leads to better overall psychological health. Importantly, relatedness need satisfaction also improves the psychological health indirectly by reducing the burnout level of an individual. These individual level outcomes are vital for ensuring a continuous indulgence in such valuable behaviors.

It is important to highlight that in this study, we encountered some problems with the negatively worded items in OCBO and psychological health constructs. Albeit the proponents of mixed wording approach suggest that this practice reduces the dangers of response bias such as acquiescence, critics suggest that this mixture may lessen a scale's internal consistency and disrupt its dimensionality (Wong, Rindfleisch, and Burroughs, 2003). In our case, mixed worded scales lead to disruption of dimensionality of OCBO and psychological health constructs. In this case, it is important to decide whether the two factors are substantively meaningful rather than a method artifact. Since, we have used well tested and psychometrically validated scales in our study, we expect this problem to be a method artifact, like in many other cases (reported in Tomas and Oliver, 1999; Wong et al., 2003). Moreover, OCBO (positive) and OCBO (negative) displayed uniform relationships with other constructs in our study, as did

psychological health (positive) and psychological health (negative). Further, in our second study, we reworded all the negative items positively for the measurement of OCB to check if this problem is due to method artifact.

STUDY 2

In this study, we examine the effect of OCB on the actor's subjective well-being and turnover intentions. We begin by elaborating on the central constructs of our process model.

THEORY AND HYPOTHESES

Turnover Intentions

Unlike actual turnover, turnover intent is not explicit. Intentions are a statement about a specific behavior of interest (Berndt, 1981). Turnover intent is defined as the reflection of the (subjective) probability that an individual will change his or her job within a certain time period and is an immediate precursor to actual turnover (Lambert, Hogan, & Barton, 2001).

Research on turnover was triggered by March and Simon's (1958) notions concerning the perceived desirability and ease of leaving one's job. However, other factors besides work attitudes and job alternatives may be important for understanding turnover intention (Mossholder et al., 2005). Mossholder et al. (2005) take a relational perspective of turnover and distinguish between structural (e.g. network centrality), attitudinal (e.g. job satisfaction), and behavioural predictors (e.g. interpersonal citizenship behaviors) of turnover. Attitudinal and behavioral predictors have stronger negative relationship with the turnover intentions than situational predictors. Past research has widely explored the role of attitudinal predictors of turnover (e.g., Griffeth, Hom, & Gaertner, 2000; Firth et al., 2004; Eddleston, 2009). However, not much research has explored the role of behavioral predictors of turnover.

We know from the psychological withdrawal theory (Hanisch and Hulin, 1990, 1991) that psychological withdrawal (in forms of job dissatisfaction, low affective commitment, lack of job interest, burnout, and stress) precedes any form of behavioral withdrawal, like withholding effort at work or social loafing (Birati & Tziner, 1996), lateness (Hanisch and Hulin, 1990, 1991), and absenteeism (Hanisch and Hulin, 1990, 1991). Thus, behavioral predictors should be most crucial and accurate in predicting turnover. We consider organizational citizenship behaviors as one such behavioral predictor of turnover and dwell over its role in the rest of this paper.

Organizational Citizenship Behavior (OCB) and Turnover Intentions

Chen et al. (1998) argued that previously studied behavioral predictors of turnover, such as lateness, tardiness and absenteeism, have not been good predictors of turnover because they are explicit. Even if an employee intends to leave an organization, it would not be in his/her best interest to display explicit avoidance behaviours as they could jeopardize his/her pay, reference, etc. (Coyne and Ong, 2007). However, OCB, as a discretionary behaviour, generally comprises of extra-role actions, would be withdrawn when an employee intends to leave the organization, as decreasing the level of OCB exhibited would not have any direct negative consequences on the individual (Chen et al., 1998). This is in agreement with Organ (1988) contention that on the continuum from more to less discretionary organizational behaviors, it is the more discretionary organizational behaviors that are likely to be withheld as a relationship becomes defined in more contractual exchange terms (i.e. lowered social exchange evaluations in terms of job satisfaction and/or organizational commitment).

From organizational effectiveness perspective, if turnover is indicative of the ineffective functioning of an organization, by definition, OCB should have a negative relationship with turnover. In past, Chen et al. (1998) investigated the relationship between OCB and turnover in China. They found that OCB was a strong predictor of turnover intentions and turnover. Findings of Mossholder et al (2005), Coyne and Ong (2007), Pare and Tremblay (2007), & Biswas and Varma (2012) further corroborate the negative relationship between OCB and turnover intentions.

Mediating Role of Subjective Well-Being in OCB and Turnover Intentions Relationship

Subjective well-being is an umbrella term for different valuations that people make regarding their lives, the events happening to them, their bodies and minds, and the circumstances in which they live (Diener, 2006). Subjective well-being refers to how people evaluate their lives. This evaluation may take the form of cognitions when a person makes a conscious evaluative judgment about his or her satisfaction with life as a whole. An employee has high work-related subjective well-being if he or she is (a) satisfied with his/her job and (b) experiences frequent positive emotions and infrequent negative emotions (Bakker and Oerlemans, 2011).

From the results of study 1, it is clear that OCBI is positively related to relatedness need satisfaction (directly) and psychological health (indirectly), and negatively related to burnout (indirectly). Similarly, OCBO is positively related to psychological health. As discussed earlier, all the three constructs (relatedness need satisfaction, burnout, and psychological health) are related to subjective well-being in some form.

In particular, Deci and Ryan (2000) posit that factors in the person or situation that facilitate relatedness need satisfaction (one among the three psychological needs) are expected to enhance well-being, whereas factors that detract from fulfillment of this need should undermine well-being. In support of this argument, studies show that people who feel satisfied with their interpersonal connections are happier and healthier than those who feel dissatisfied (Myers, 1992; Reis, Sheldon, Gable, Roscoe, and Ryan, 2000). On the other hand, burnout is considered as a negative form of work related subjective well-being (Bakker & Oerlemans, 2011). Many studies report a negative relationship of burnout with subjective well-being (Cenkseven-Önder & Sari, 2009; Schaufeli, et al., 2009). Also, there are substantial positive associations (Okun, Stock, Haring, & Witter, 1984; Lee and Browne, 2008) between psychological health and subjective well-being so that people who rate their psychological health as “high” tend to experience better subjective well-being compared to those who rate their health as “low”.

As we have established the relationships between these three constructs and OCB (I and O), we expect that OCBI and OCBO will also be positively related to subjective well-being. Further, employee well-being is an important aspect for organizations to promote employee retention (Harter, Schmidt, and Keyes, 2002). In a longitudinal study, Wright and Bonett (1992) found that employees low on well-being were less likely to stay on the job. The rationale for this relationship emanates from Hobfoll’s (1989) ‘conservation of resources theory’, which suggested that human beings strive to build, retain and safeguard resources, the potential or actual loss of these valued resources would be considered as a threat. Loss in well-being is akin to loss of resources, which would possibly drive individuals to quit their jobs in order to reduce continuous loss of resources in the present circumstances. Therefore, we hypothesize:

Hypothesis 7. The relationship between OCB-I and turnover intentions is mediated by subjective well-being

Hypothesis 8. The relationship between OCB-O and turnover intentions is mediated by subjective well-being

METHOD

Sample and Procedures

We selected employees working in the Indian IT sector for this study. Indian IT services sector has achieved a remarkable global brand identity (Economic survey, 2011). The sector has increased its contribution to India's GDP from 1.2% in FY1998 to 7.5% in FY2012 and this sector employs a diverse population (in terms of age, gender, educational background, etc.) of about 2.8 million people (Nasscom, 2012). Therefore, we conducted this study in a large Indian IT multi-national company.

A web-based survey link was sent through e-mail to 700 employees working in the company. Survey included self-report items that asked about employees' well-being, turnover intentions, and citizenship behaviors. Finally, a total of 330 usable responses were received ($N = 330$), making the overall response rate to be 47.1%. Respondents varied in demographic profile. Out of the 330 respondents, 88.8% were male and 56.96% were married. Out of our respondents, 24.25% were in the age group of 20-30 years; 60% in the age group of 30-40 years; and rest 15.75% in the age group of 40 and above. In terms of tenure, 32.8% of respondents had tenure of less than 3 years; 11.8% had tenure between 3-5 years; and 55.4% respondents had tenure of more than 5 years in the organization.

Measurement

Organizational citizenship behavior. OCB was measured using a 14-item scale by Williams and Anderson (1991). Scale responses were scored on a seven-point scale ranging from 1 = completely disagree to 7 = completely agree. For this study, we reworded all the negatively worded items in the scale positively. The Cronbach's alphas for OCBI and OCBO were 0.90 and 0.92, respectively.

Subjective well-being. It was measured using a five-item scale developed by Diener, Emmons, Larsen, & Griffin (1985). This scale is designed to measure global cognitive component of subjective well-being (Diener et al., 1985). A sample item of this scale is: "In most ways my life is close to my ideal". Scale responses were scored on a seven-point scale ranging from 1 = completely disagree to 7 = completely agree. The Cronbach's alpha coefficient was 0.90.

Turnover intentions. It was measured using four items adapted from the scale of Bozeman and Perrewe (2001). A sample item of this scale is: "I will probably look for a new job in near future". Scale responses were scored on a seven-point scale ranging from 1 = completely disagree to 7 = completely agree. The Cronbach's alpha coefficient was 0.89.

Analysis

We followed similar procedures as explained in study 1. We first checked for the threat of common method variance. Subsequently, we determined the dimensionality and correlations of all the constructs. Finally, we tested our hypotheses by following structural equation modeling approach using LISREL. For checking the strength of indirect effects, we performed bootstrapping test, as suggested by Zhao, Lynch, and Chen (2010).

Results

Our first step was to validate the factor structure of individual constructs. For this, we loaded items on their respective latent factors. All the items loaded onto their respective latent factors with factor loadings above 0.4.

CFA1, 2, 3, and 4 refer to single-factor models of OCBI, OCBO, turnover intentions, and subjective well-being, respectively. All the four models revealed a good fit to the data: CFA1 (χ^2 [10] = 26.7, CFI = 0.99, NNFI = 0.98, RMSEA = 0.07, SRMR = 0.02); CFA2 (χ^2 [8] = 20.9, CFI = 0.99, NNFI = 0.99, RMSEA = 0.07, SRMR = 0.01); CFA3 (χ^2 [1] = 2.76, CFI = 1.00, NNFI = 0.99, RMSEA = 0.07, SRMR = 0.01); CFA4 (χ^2 [3] = 7.13, CFI = 1.00, NNFI = 0.99, RMSEA = 0.06, SRMR = 0.01).

Next, the discriminant validity of the measurement model was verified. A measurement model where all items load on a single factor was compared with a measurement model where items load on the seven factors. The results show that the one-factor model (χ^2 [217] = 1135.34, CFI = 0.96, NNFI = 0.96, RMSEA = 0.11, SRMR = 0.06) doesn't fit the data well and four-factor model (χ^2 [211] = 572.40, CFI = 0.98, NNFI = 0.98, RMSEA = 0.07, SRMR = 0.04) fits the data better. Thus, support for the discriminant validity of the variables in the current study is provided. Moreover, as the one-factor model did not fit the data well, common method variance is not a great concern in the data; and is unlikely to confound the interpretation of results.

A preliminary correlation analysis was then performed. The findings, presented in Table II, confirm that relations proceeded in the expected directions. Descriptive statistics are provided in Table 2.

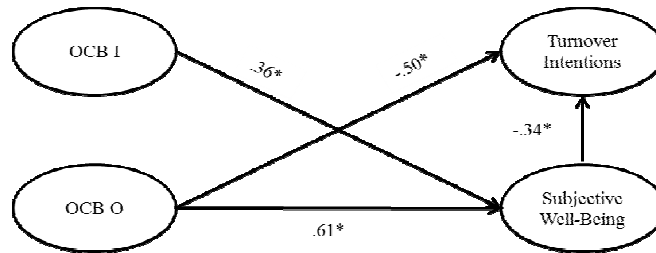
Table 2
Means, Standard Deviations, and Correlations (Study 2)

Sl. No.	Variable	1	2	3	4	5	6	7
1	Gender							
2	Age	-.06						
3	Tenure	-.10	.21*					
4	OCBI	.04	.02	-.00	(.90)			
5	OCBO	.00	-.08	.02	.66*	(.92)		
6	TI	.03	-.01	.00	-.58*	-.68*	(.89)	
7	SWB	.05	-.02	-.02	.74*	.74*	-.70*	(.90)
8	M				5.58	5.39	3.24	5.06
9	S.D.				.93	1.14	1.37	1.27

Note: N = 330. The Cronbach's alpha internal consistency reliability estimates are on the diagonals.

Next, we specified a model with hypothesized relationships for test in LISREL. Data supported most of the specified relationships between constructs. However, direct path from OCBI to turnover intentions was insignificant. This suggests existence of a full-mediation between OCBI and turnover intentions by subjective well-being. Thus, hypotheses 7 and 8 were supported. After removing the insignificant paths, the overall model (Figure 3) showed a good fit to the data ($\chi^2 [211] = 572.40$, CFI = 0.98, NNFI = 0.98, RMSEA = 0.07, SRMR = 0.04).

FIGURE 3
Structural Model



* Relationships significant at $p < 0.01$ level

To further validate the significance of indirect paths, we performed Bootstrapping test. First test was performed to check if there was an indirect relationship between OCBI and turnover intention through subjective well-being. From the bootstrap analysis, we found that the mean indirect effect is significant with a 95% confidence interval excluding zero (-0.8301 to -0.4225). Second test was performed to check if there was an indirect relationship between OCBO and turnover intention through subjective well-being. In support, we found that the mean indirect effect is significant with a 95% confidence interval excluding zero (-0.5382 to -0.2108). These results provide credence to the hypothesized indirect effects.

DISCUSSION

In Study 2, we identified subjective well-being as the mediator between OCB (I and O) and turnover intentions. We found support for partial mediation by subjective well-being in OCBO-turnover intentions relationship and full mediation in OCBI-turnover intentions relationship. These results support the extant research (Chen et al., 1998; Mossholder et al., 2005; Coyne and Ong, 2007; Pare and Tremblay, 2007; Biswas and Varma, 2012) that considers OCB as a behavioral predictor of turnover intentions. In addition, this study fills the gap in literature by identifying subjective well-being as the mechanism behind OCB-turnover relationship.

With respect to the factor structure of OCBO, we found that after rewording all the items positively only one substantial factor emerged, contrary to two factors in Study 1 (where the items were mixed). This also assures us that dimensionality disruption in Study 1 was indeed a method artifact.

GENERAL DISCUSSION

Theoretical & Practical Contributions

The consequences of organizational citizenship behavior have not been studied as extensively as antecedents of citizenship, perhaps because most empirical studies focus on OCB as a valuable outcome in and of itself (Spitzmuller et al., 2008). Studies that consider OCB as the predictor of other outcomes focus majorly on OCB as a predictor of individual, group, and organizational performance. This tendency is not surprising due to the managerial bias of early work on OCB (Organ, 1997). We viewed this as an opportunity to expand our understanding of the individual level consequences of OCB, specifically from social and personality psychology perspective, which provides strong evidence that helping behavior has important implications for those who do the helping.

Taking a lead from the research on pro-social behaviors, we tested that individuals who indulge in citizenship towards other individuals experience relatedness need satisfaction due to reception of positive responses from the receivers of help and experience of cohesiveness or intimacy, which is essential to the maintenance of mutually rewarding relationships that humans are evolutionarily wired for. The satisfaction of relatedness need keeps a check on the burnout levels of the actor that may emanate from emotional exhaustion, otherwise. On the other hand, citizenship behaviors targeted at the organization may help improve the psychological health of the actor due to the feelings of effectiveness, success and satisfaction. Moreover, social integration that results from such behaviors may also lead to heightened positive affect at work. This positive affect can originate from the feeling of warmth that one receives from others as well as other advantages that one may get.

Past research has not explored these consequences of citizenship behaviors. However, these individual level outcomes are of great importance. An individual who stays free from burnout and enjoys good psychological health will continue indulging in these behaviors. This answers a major question: what motivates people to continually engage in citizenship behaviors?

Further, past research (Chen et al., 1998; Coyne and Ong, 2007; Pare and Tremblay, 2007; & Biswas and Varma, 2012) has found OCB to be a good predictor of turnover intentions. It becomes clear from this research that it is the resultant well-being that makes OCB a good behavioral predictor of turnover intentions. In other words, individuals who continually indulge

in citizenship experience personal well-being that motivates them to stay with their employers. On the other hand, if their citizenship is not encouraged in the organization, it will lead to reduction in well-being. This will result in reduced citizenship, as a proximal outcome, and turnover, as a distal outcome.

Limitations & Implications for Future Research

Despite the contributions discussed above, this study has limitations that should be noted. First, the primary data for the investigation came from a self-report survey, making it possible that common-method variance inflated relationships between variables (Podsakoff et al., 2003). Albeit we conducted the Harman one-factor test for assuring that common-method bias was not prominent in our study, future studies can temporally separate the measurement of predictor and criterion variables to further minimize the effect. To inhibit the occurrence of common-method bias, future studies in this area can collect data using multiple methods (e.g., interviews, surveys, peer reports, etc.).

Second, our second study was based on data collected from single organization, which raises the likelihood of reduced variance due to the normative influence of a single organizational culture (Davis-Blake and Pfeffer, 1989). Future studies can consider multiple organizations for better generalization.

Third, we have identified only one mechanism (subjective well-being) behind the relationship between OCBO and turnover intentions. As evident, partial mediation signals the possibility of other mediators that can be modeled to better understand the relationship.

A final limitation of our study is its research design that prohibits statements of causality. The strongest evidence of mediation effects is derived using experimental research designs (Spencer, Zanna, and Fong, 2005), thus suggesting future quasi-experimental designs as a useful extension of this study.

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<i>Abstract:</i> <p><i>Organizational citizenship behavior (OCB) is defined as a discretionary behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance. OCB can be targeted either at other individuals (OCBI) or the organization (OCBO). Although extant research has explored the nature, antecedents, and consequences of OCB, very few studies have examined the individual level consequences of OCB. Our purpose in this paper is: a) to identify the proximal consequences of OCB; and b) to make these proximal individual level consequences the base for understanding OCB-turnover intention (distal individual level consequence) relationship. In Study 1, we establish that OCBI is positively associated with relatedness need satisfaction and negatively associated with burnout, indirectly through relatedness need satisfaction. We also establish that OCBO is positively associated with psychological health. As psychological health, relatedness need-satisfaction, and burnout are all related to, and subsumed in a broader construct, called 'subjective well-being', we explore the role of subjective well-being as a mediator between OCB (I and O) and turnover intentions, in Study 2. Results show that subjective well-being fully mediates the OCBI-turnover intention relationship and partially mediates OCBO-turnover intention relationship. This research contributes to the existing literature in two ways: a) by identifying the consequences of OCB; and b) by examining the mechanisms which make OCB a behavioral predictor of turnover.</i></p>			
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