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THE EFFECT OF WORK ENVIRONMENT, PROMOTION OPPORTUNITIES AND BENEFITS ON OCB: AN EMPIRICAL STUDY

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ABSTRACT

This study examines the effect of work environment, promotion opportunities and benefits on organizational citizenship behavior (OCB). A convenient sample of eighty medical promotion officers was surveyed from Incepta Pharmaceuticals Limited, Bangladesh. The questionnaire was used to obtain information through five point Likert Scale. Multiple regressions were used to analyze the data collected. The Pearson correlation results support three hypotheses stating that there is a positive relationship among work environment, benefit, promotional opportunities, and organizational citizenship behavior. Though ANOVA shows that the overall result is significant but the coefficient result revealed that only work environment has significant effect on OCB, other two variables benefit and promotional opportunities have no effect on OCB. So, Management should redesign these two variables to ensure high level of OCB in their organizations.

Keywords: Belongingness, Work Environment, Organizational Citizenship Behavior.

INTRODUCTION

There is no disagreement in any organizational expert that organizational citizenship behavior is the most expected behavior of the people of any organization. Because human beings could be motivated through different dynamic factors but when they want to do some wellbeing for their organization voluntarily, there will be nothing better than that behavior for the healthy atmosphere, sustainable growth and development of that organization. These are the behavior known as good intentions, willing support and cooperation, voluntary contribution to the organization which contains the value nobody could measure by any means except indicating the word "belongingness". Granovetter (1995) argued that an environment that affords profits is not a sufficient condition for organizational survival, but it is more important to consider the social structure within which individuals and groups try to

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construct it. The social structure and culture of the organization reflect the managerial philosophy and HRM practice as well. Human resources management of an organization play a very significant role in developing positive working environment, establishing fair promotion policies and providing employee benefit package according to the need and demand of the employees as well as organizational capacity. Dizgah (2011) suggests that human capital must be organized and led, trained and developed in ways that lead to the development of the right core competencies and organizational capabilities. An organizations capabilities and competencies are its mead of creating value. Organizations need to be designed to make human capital a source of competitive advantage (Lawler, 2009). High-performance human resource practices consist of a set of coherent practices that enhance OCB, employee skills, participation in decision making and motivation to forth discretionary effort (Applebaum et al., 2000). When workers undertake OCB, they become more engaged and fulfilled in their work that ultimately results high performance and better personal work lives (Jacqueline and Milton 2014). Therefore the organizational value enhances the positive attitude to increase organizational commitment which helps to build organizational citizenship behavior.

Incepta Pharmaceuticals Ltd. Bangladesh was established in 1999. It is serving the society by producing and distributing essential medicines throughout the country as well as abroad. Its marketing team comprised of pharmacists and doctors at the core of the marketing operation and a large sales force and distribution network working from 18 different locations throughout the country. These professionals play a crucial role in providing the necessary strategic guideline for the promotion of its product. Around 4000 individuals are working nationwide under the umbrella of Incepta. Most of the sales team comprised of highly professional science graduate and post-graduate people who are involved in the timely and smooth promotion of products. Incepta considers its employees as a valuable asset and protects their rights and provides a full range of staff facilities including life insurance and disbursement of 5% of the company profit to them. As it is a well known company with large size of medical promotion officers, authors have selected this company for conducting the study.

OBJECTIVES

The major objective of this study is to investigate the effect of work environment, promotion opportunities and benefits on Organizational Citizenship Behavior. Other objectives are in the following:

1. To find the relationship among work environment, promotion opportunities, benefits, and OCB.
2. To explore the factors that significantly effect on OCB.
3. To provide recommendations to the policy maker to ensure OCB.

Hypothesis:

The hypotheses of this study are as follows:

Hypothesis 1: There is a positive relationship between work environment and OCB.

Hypothesis 2: Benefits and OCB are positively related to each other.

Hypothesis 3: There is a positive relationship between promotion opportunities and OCB.

LITERATURE REVIEW

Many researchers conducted different types of research on organizational citizenship behavior and they tried to find out various aspects in the organization which has close relationship as well as significant impact on employees OCB. Jacqueline et al. (2004) refers, OCB to be an extra-role behavior i.e. it is any behavior not officially required by the organization; rather its practice depends solely on the consent of employee as a consequence of the organizational environment. OCB can be defined as defending the organization when it is criticized or urging peers to invest in the organization (Turnipseed & Rassuli, 2005), or a behavior that exceeds routine expectations (Joireman et al. 2006). There is persuasive evidence that OCB is an outcome consistent with a social exchange relationship (Deckop et al. 1999). Organizational concern emerged as the motive most closely related to OCB directed towards the organization (Dick et al. 2006). OCBs yield significantly higher outcomes in the long term than in the short term for the organization (Joireman et al. 2006). Organ (1988) conceptualized organizational citizenship behavior (OCB) and defined it as "individual 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". OCB includes behaviors like helping coworkers who have high workloads, helping newcomers adjust to the organization, and so forth. Since by definition, OCB is not formally rewarded; it is generally considered extra role behavior. But all the dimensions of the quality of work life (fair and sufficient payment, safe and healthy work place, the opportunity of growth and constant security, rule of law in the organization, social dependence of work life, the general atmosphere of life, integrity and coherence in the organization and development of human capacities) have a positive relationship with organizational citizenship behavior (Papi A. and Nuralizadeh R. 2014).

Michelle Vondy (2010) found that there is a relationship between servant leadership and organizational citizenship behavior (OCB) and that person-organization fit and organizational identification moderate that relationship. One hundred fourteen participants completed a cross-sectional self-report survey. Hierarchical regression analysis revealed that servant leadership behavior partially predicts organizational citizenship behaviors and that person-organization fit and organizational identification partially moderate the relationship between servant leadership and organizational citizenship behavior. The result of his study is that leaders who want to encourage citizenship behaviors among employees would do well to model those same behaviors toward others. Min-Huei. Chien (2003) explained how to improve organizational citizenship behavior and how to develop a plan to obtain continual OCB through formal system and informal environmental setting in work place. This study focused on clearly defining the relationship between organizational effectiveness and OCB. This paper also discussed the implications of the OCB and tries to find out how to improve OCB. The finding was that positive work climate, organization resources, employee's personality, organizational culture and so on are all related to OCB. Ki Yeong Lee and Seongsu Kim (2010) investigated the effects of commitment-based HRM on OCBs. They also studied the mediating role of the psychological contract. Results of regression analyses, based on a survey of 209 employees in 19 firms in Korea, suggested that commitment-based HRM was positively related to OCBs. This relationship was mediated by psychological contract types, but not by psychological contract fulfillment.

Hua Yao, Yu Mingchuan (2011) examines the relationship between organizational citizenship behavior and organizational performance. They surveyed based on the questionnaire in the state-owned enterprises, private enterprises, foreign-funded enterprises. The finding of their study was organizational citizenship behaviors not only affect organizational performance but also have an impact on individual performance of employee. The final of the paper, based on the theory of

organizational citizenship behavior, they discussed how to make good use of organizational citizenship behavior to improve organizational performance. Dizgah et al. (2011) clarified the relationship between high performance human resource practices and corporate entrepreneurship, and tried to demonstrate the mediator role of citizenship behavior and procedural justice in this relationship. The sample was 93 small to-medium-sized enterprises in Guilan province. The findings was that high performance human resources practices is positively related to corporate entrepreneurship and this relationship is mediated by the organizational behavior and procedure justice. Zirgham ullah Bukhari (2008) focused on the effects of Altruism, Conscientiousness, and Civic Virtue (three of the antecedents of Organizational Citizenship Behavior - OCB) and their relationship with Organizational Citizenship Behavior (OCB) in the Banking Sector of Pakistan. Results proved that all the above mentioned antecedents have significant positive relationship with OCB. Randy Hodson (2002) developed the concept of management citizenship behavior (MCB) as a complement to the widely used concept of organizational citizenship behavior. He used data coded from the population of organizational ethnographies (N = 108) to evaluate the determinants and consequences of MCB. He found that strong positive effect on organizational citizenship behavior and also reduces conflict between employees and managers and infighting among employees. MCB thus functions both as a mediator of organizational effects and as a strong independent influence. He also found that increased attention to the causes and consequences of management citizenship behavior may assist in the identification of optimal conditions for organizational success and for meaningful work. Samuel O. Salami (2009) investigated the relationship between conflict resolution strategies and organizational citizenship behavior (OCB) and the moderating role of trait Emotional intelligence (EI). Participants were 320 public servants (male = 180, female = 140) randomly selected from five states in Southwestern Nigeria. Measures of trait EI, OCB, and conflict resolution strategies were administered to the respondents. Multiple regressions were used to analyze the data collected. The results indicated that forcing and withdrawing strategies negatively and significantly predicted OCB. Confronting, compromising and smoothing strategies significantly predicted OCB. Trait EI moderated the relationship between OCB and forcing and withdrawing strategies. Sabine Boerner, Silke Astrid Eisenbeiss, & Daniel Griesser (2007) focused on the mediating processes by which transformational leadership influences follower performance and innovation, respectively. They hypothesize that transformational leaders boost follower performance by stimulating organizational citizenship behavior, whereas they enhance follower innovation by triggering controversial discussion of task related issues (debate). On the contrary, they did not expect these mediating effects to hold for the relationship between transactional leadership and follower performance and innovation respectively. Their hypotheses were confirmed in an empirical study of N = 91 leaders from 91 German companies. Lynn McFarlane Shore and Sandy J. Wayne (1993) addressed the question of whether POS (perceived organizational support) or the more traditional commitment concepts of affective commitment (AC) and continuance commitment (CC) were better predictors of employee behavior (organizational citizenship and impression management). Participants were 383 employees and their managers. Although the results showed that both AC and POS were positively related to organizational citizenship and that CC was negatively related to organizational citizenship, POS was the best predictor. These findings support the social exchange view that POS creates feelings of obligation that contribute to citizenship behaviors. Reeshad S. Dalal (2005) clarified the relationship between organizational citizenship behavior (OCB) and counterproductive work behavior (CWB) by conducting a meta-analysis. Results indicated a modest negative relationship (- 0.32). The relationship strength did not increase appreciably when the target of the behavior (the organization vs. other employees) was the same. Moreover, OCB and CWB exhibited somewhat distinct patterns of relationships with antecedents. The OCB-CWB relationship was moderated by the source of the ratings, the presence of antithetical items, and the type of response options. An employee-centric

perspective is proposed whereby both OCB and CWB are perceived as adaptive behavior. Patrick D. Dunlop and Kibeom Lee (2004) examined the influences of organizational citizenship behavior (OCB) and workplace deviant behavior (WDB) on business unit performance were investigated using data from branches of a fast food organization. Data included measures of WDB and OCB obtained from staff, ratings of performance provided by supervisors, and objective measures of performance. The finding was that WDB negatively and significantly associated with business unit performance measured both subjectively and objectively. OCB, however, failed to contribute to the prediction of business unit performance beyond the level that was achieved by WDB. It appeared, therefore, that the presence of deviant employees among business units impinges upon the performance of the business unit as a whole, whereas OCBs had comparatively little effect. Ali Asgari, Abu Daud Silong, Aminah Ahmad and Bahaman Abu Samah (2008) explored the relationship between transformational leadership behaviors, and organizational justice and organizational citizenship behavior (OCB), that mediated by LMX, POS and Trust. Survey data was collected from a sample of 162 employees in five ministries in Putra Jaya city of Malaysia. The results of structural equation modeling showed that the hypothesized model fit the data very well. There are positive and direct relationship between transformational leadership behaviors (transformational and transactional), and organizational justice (distributive, procedural, and interactional justice) and OCB with leader-member exchange (LMX), perceived organizational support (POS), and Trust as the mediators. In this relation another research revealed that temporary employment related negatively to service oriented OCB. Moreover, both internal mobility opportunity and job insecurity mediated the employment status – service-oriented OCB linkage (Su-Fen, Tzu & Shian Han, 2015).

Mahmood Noor, Afkar Majeed Bhatti, Muhammad Asif Ali Khan and Muhammad Yaqoob Khan (2011) investigated the impact of employee perception of organizational climate on citizenship behavior of employees in public sector organization of Pakistan. The data was collected from seven public sector organization in Pakistan that are Pakistan Telecommunication Authority, OGDCL, WAPDA, Rawalpindi Cantonment Board, Punjab Police, Ministry of Defense, Atomic Energy and Attock Refinery. Test results clarify the significant relationship between the component of workplace condition and OCB. The Result obtained highlights the positive relation between commitment and OCB. They found that employees who perceive justice in organization are more committed towards organization that influences the citizenship behavior in workforce for a particular organization. However, Organ (1988) acknowledged that OCB can have a beneficial cumulative effect for an individual and that the individual may consider these long-term benefits. OCB can also benefit organizations directly and/or indirectly. Examples of directly beneficial OCB include volunteerism, assistance between coworkers, unusual attendance or punctuality, and active participation in organizational affairs (Farh, Podsakoff, & Organ, 1990). Smith, Organ, and Near (1983) stressed the cumulative, indirect benefits of OCB for “lubricating the social machinery of the organization”. They linked OCB to spontaneous behavior that “goes beyond role prescriptions”. Katz (1964) considered such behavior essential for strong organizational social systems. The organization gains a measure of systemic resiliency from these small, spontaneous acts of selfless sensitivity, cooperation, and uncompensated contribution. A recent research revealed that a conducive work environment leads to job satisfaction and organization commitment thus encourages showing organizational citizenship behavior in achieving organization goals (Pitaloka and Paramita, 2014).

METHODOLOGY OF THE STUDY

This study is exploratory in nature. Both primary and secondary data have been collected for conducting this study in between May to August, 2011. A convenient sample of eighty medical

promotion officers was surveyed from Incepta Pharmaceuticals Limited. The sample frame and sample utilized were N=80. In this study, non-probability sampling method used and convenience sampling technique was applied. Convenience sampling attempts to obtain a sample of convenient elements. Often, respondents are selected because they happen to be in the right place at the right time. The survey was conducted through structured questionnaire. The questionnaire used to seek to obtain information from respondents about different statements regarding dependent and independent variable. Several statements were asked to respondents give their opinion rated on a 5 point Likert scale from "1= strongly disagree to 5= strongly agree", with 3 as a neutral mid-point. Different statistical tools have been used to assess and interpret data. Dependent and independent variables are analyzed by using Pearson correlation matrix and multiple linear regressions. Descriptive statistics also used to compute the value of mean and standard deviation. SPSS 17.0 and Excel have been used to find out the results and analyzed the data.

MODEL

The authors have used the organization citizenship behaviors as dependent variable and work environment, benefits and promotion opportunities are independent variables. The authors has activated linear regression model to know the significance level of effect the variables for organizational citizenship behavior.

The general form of the model was as follows:

$$Y_i = \alpha + \beta_1 X_i + \dots + \beta_n X_n + e_i$$

Y_i denotes dependent variable and X_i denotes number of Independent variables.

Where,

Y_i = Organizational Citizenship Behavior (OCB)

X_1 = Work Environment (WE)

X_2 = Benefits (B)

X_3 = Promotion Opportunities (PO)

And α is constant value, β_i is the coefficient of variables and e_i is error term associated with variables.

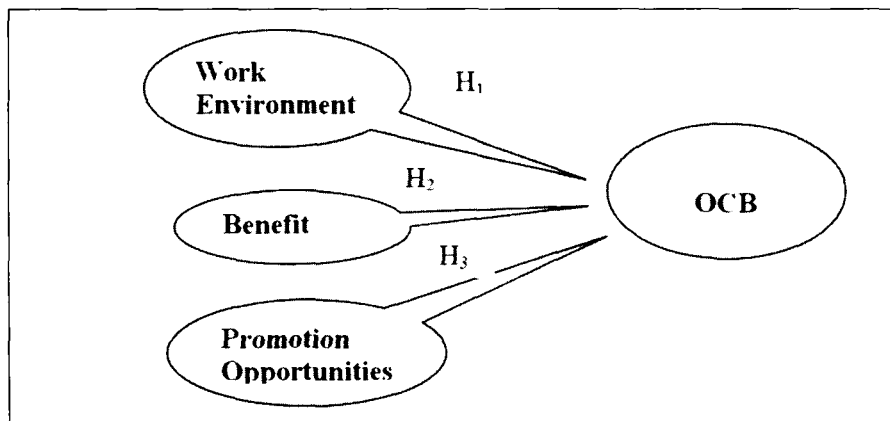


Fig: Conceptual framework of the research

FINDINGS

Pearson correlation is used for finding the degree of relationship between several variables; generally, two variables are correlated when they tend to simultaneously vary in same direction. If both variables tend to increase or decrease together, the correlation is said to be direct or positive. When one variable tends to increase and the other variable decreases, the correlation is said to be negative or inverse.

Table I: Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|----|---------|---------|--------|----------------|
| WE | 80 | 2.00 | 5.00 | 3.2875 | .93041 |
| B | 80 | 1.00 | 5.00 | 3.0000 | 1.03116 |
| PO | 80 | 1.30 | 4.70 | 3.0175 | .69424 |
| OCB | 80 | 1.00 | 5.00 | 3.6125 | .94793 |
| Valid N (listwise) | 80 | | | | |

Table II: Correlations

| | | WE | BT | PO | OCB |
|-----|---------------------|-------|-------|-------|-------|
| WE | Pearson Correlation | 1 | -.079 | .170 | .257* |
| | Sig. (2-tailed) | | .485 | .131 | .021 |
| | N | 80 | 80 | 80 | 80 |
| BT | Pearson Correlation | -.079 | 1 | .065 | -.194 |
| | Sig. (2-tailed) | .485 | | .564 | .084 |
| | N | 80 | 80 | 80 | 80 |
| PO | Pearson Correlation | .170 | .065 | 1 | -.038 |
| | Sig. (2-tailed) | .131 | .564 | | .740 |
| | N | 80 | 80 | 80 | 80 |
| OCB | Pearson Correlation | .257* | -.194 | -.038 | 1 |
| | Sig. (2-tailed) | .021 | .084 | .740 | |
| | N | 80 | 80 | 80 | 80 |

*Correlation is significant at the 0.05 level (2 tailed)

Correlation between different variables are shown in Table II and descriptive statistics comprising standard deviation, mean, minimum, maximum values are shown in Table I. There is a low degree of positive correlation of .021 between work environment and organizational citizenship behavior. So it supports hypotheses H1. And the mean value of work environment is 3.28 and standard deviation is 0.930, indicating that most of the medical promotion officers are satisfied with the working environment prevailing in that organization. A low degree of positive correlation of .084 between

benefit and organization citizenship behavior indicates that favorable benefit package is positively related to organization citizenship behavior. So, it supports hypotheses H2. And the mean value of benefit is 3.00 and standard deviation is 1.03, indicating that the medical promotion officers are satisfied with their benefit package. So this positive correlation creates OCB among the employees. A high degree of positive correlation of .740 between promotional opportunities and organization citizenship behavior indicates that promotional opportunities are positively related to organizational citizenship behavior. Thus, it supports hypotheses H3. And the mean value of promotional opportunities is 3.01 and standard deviation is .694, indicating that promotional opportunities play significant role to create organizational citizenship behavior. Mean values for different variables indicate that medical promotion officer are satisfied about the work-related dimensions (work environment, benefit and promotional opportunities) practiced by the authority. Examples include mean of work environment (3.28), benefit (3.00), promotional opportunities (3.01), with standard deviation of 0.930, 1.03, and 0.694 respectively. For finding the effect of independent variable on dependent variable, linear regression analysis is used. In this analysis, it shows that work environment, benefit and promotional opportunities have significant effect on organizational citizenship behavior. The ANOVA shows that at 5% significance level the calculated sig. value .043 is less than 0.05 confidence level. So statistically it is significant.

ANOVA^b

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|-------|-------|
| 1 Regression | 7.189 | 3 | 2.396 | 2.855 | .043* |
| Residual | 63.799 | 76 | .839 | | |
| Total | 70.988 | 79 | | | |

a Predictors (Constant), PO, BT, WE

b Dependent Variable: OCB

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 3.513 | .621 | | 5.653 | .000 |
| WE | .260 | .113 | .256 | 2.307 | .024 |
| BT | -.156 | .101 | -.169 | -1.548 | .126 |
| PO | -.096 | .151 | -.070 | -.633 | .528 |

a Dependent Variable: OCB

Coefficient analysis shows that work environment is positively related with organizational citizenship behavior but benefit package and promotional opportunities is negatively related with OCB. From the above chart, we found that calculated value of work environment (.024) is less than sig. value 0.05. Therefore, work environment has significant effect on OCB. But the calculated value of benefit package and promotional opportunities is greater than sig. value 0.05. This result indicates that these two variables have no significant effect on OCB.

CONCLUSION AND RECOMMENDATIONS

From the findings of this research we found that the work environment of the organization has significant effect on the employees' organizational citizenship behavior. But benefit package and promotional opportunities offered by the management has no effect on OCB. So, the management should revise their benefit package and promotion policies. Besides, to ensure OCB in their organization other factors like job security, stress in the workplace, fair treatment, supervisory behavior etc. should get managerial attention to motivate the employees for getting their best level efforts.

LIMITATIONS

For conducting this research we have taken responses from eighty (80) medical promotion officers in Dhaka city. It could be better if we took more samples from outside of Dhaka city. Besides, the response bias may prevail. So, there is ample scope for further research on this field.

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