

Multi-Dimensional Relationships between Organizational Citizenship, Charismatic Leadership, Job Satisfaction, Organizational Commitment and Ethical Climate

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Abstract

The aim of current study is to analyze multidimensional relationships among organizational citizenship, charismatic leadership, job satisfaction, organizational commitment and ethical climate. The sample of this study consists of 199 full-time employees in a group of companies which has 8 firms in Istanbul in Turkey. Self-report data were obtained with a questionnaire survey. The study was conducted using Structural Equation Modeling.

The result of analysis indicates that job satisfaction and organizational commitment could be accepted as a promoter of organizational citizenship behaviors. But enhancing commitment does not seem to be the most effective way of increasing organizational citizenship behaviors. A more effective way to achieve high organizational citizenship behaviors is to increase job satisfaction. Moreover, the results also suggest the importance of charismatic leadership in promoting organizational citizenship behaviors. Improving charismatic leadership perception of followers promotes their positive work attitudes and behaviors directly or indirectly. Ultimately their positive attitudes and behaviors can result in more important organizational outcomes such as reduction in both absenteeism and turnover and increase in both productivity and profitability.

Keywords: organizational citizenship behavior, charismatic leadership, job satisfaction, organizational commitment, ethical climate, Structural Equation Modeling



1. Introduction

Organizational citizenship behavior (OCB), charismatic leadership (CL), job satisfaction (JS), organizational commitment (OC) and ethical climate (EC) have been widely studied in organizational behavior and management research. But existing literature emphasizes on relationship among two or more variables or mediating role of one of the variables stated above.

This study contributes to the literature by exploring the multidimensional relationship among OCB, CL, JS, OC and EC with an integrated model.

Beginning with the definitions of concepts and literature review research hypotheses relating to the relationships between OCB, CL, JS, OC and EC are highlighted in the following section. Thereafter, research method and data analysis are provided. Finally, the results of the research are given.

2. Concepts

OCB is defined as employees' contributions to organizational effectiveness that are not mandated by individual job requirements or recognized by the organization's formal reward system (Organ & Moorman, 1993: 6). Taking a personnel interest in other employees, punctuality, suggestions for development, care for organization, willingness to endure cost and refraining from complaining about insignificant matter are some of the behaviors and gestures (Organ, 1990: 45)

Porter (1974) defined OC as "strength of an employee's identification with and involvement in an organization" (Mowday, 1998: 387-401). Organizational commitment is a "psychological state that binds the employees to organization" (Allen & Mayer, 1990: 14). If an individual shows high organizational commitment that individual engages in citizenship behavior and high performance (Jaros, 1997: 319) and accepts the organization's objectives and values, shows effort for the organization and desire to remain with the organization in future (Dubin et al., 1975: 414).

JS is a positive emotional response to the job (Oshagbemi, 1999: 388; Scarpello, 1992: 128). Robbins (2000: 20) stated that JS refers to an employee's general attitude towards the job. If employees perceive that the job meets their values, they experience a "pleasurable emotion of satisfaction" (Henne & Locke, 1985: 223). Thus, OC is an employees' response to an organization, but JS is an employees' response to a specific job.

EC is considered a type of organizational climate and refers to employees' perceptions about the organizational policies, practices and procedures, both formal and informal which have ethical content (Victor & Cullen, 1988: 101). Deshpande (1996: 655) states that EC is "shared perception of personnel about how ethical issues should be addressed and what ethically correct behavior is" An organization's EC contributes employees to makes ethical decisions such as "what (or how) should I do?" (Cullen et al., 1989: 53). If an organization tries to behave ethically, it creates an EC that encourages ethical activities, rewards ethical behaviors and punishes unethical ones (Gareth, 2007: 42; Schwegker et al., 1997: 100). In contrast, when EC is weak, thereby employees experience a high degree of ambiguity about the ethical practices and procedures of their organization (Shin, 2012: 304).

Sociologist Weber conceptualized charisma as an umbrella term for forces of changes and innovations in the society. After 1980s attention to CL was turned to focus in understanding organizational transformation and innovation (Conger et al, 1997; 291). Conger and Kanungo stated that CL is an “attributional phenomenon” which is based on follower perceptions of their leader's behavior in the organizational context (Conger, et al 2000: 748; Conger & Kanungo, 1987: 639).

3. Literature review and hypotheses development

EC-OC

Research indicates that organizations that have strong ethical values may benefit from having more committed employees. Thus, EC is positively related to OC (Hunt et al., 1989: 79-90; Kelley & Dorsch, 1991: 55-66; Schwepker, 2001: 39-52; Shafer, 2009: 1087-1110; Tsui & Huang, 2008: 565-581; Valentine et al., 2002: 349-360; Zehir, et al., 2011:49-59). Drawing on the stated empirical findings above, OC is expected to be positively associated with employees' perceptions of EC.

OC-OCB-JS

Prior work regarding the linkage between JS and OC has shown that JS is positively associated with OC. There is growing evidence to suggest that JS of employees is significantly related with their OC. JS is the most important determinant of employees' commitment (Brown & Peterson, 1993: 63-77; Cetin, 2006: 78-88; Harrison & Hubbard, 1998: 609-623; Jun et al., 2006: 791-812; Koh & Boo: 2004: 677-693; Zehir et al., 2011:49-59).

According to Zeinabadi (2010: 998-1003) JS and OC can be as an outcome and an antecedent to each other despite most of the literature. Bateman and Strasser (1984: 95-112) indicated that OC was antecedent to JS rather than an outcome of it. Therefore, enhancing commitment level may make direct positive behavioral changes and increase employee satisfaction indirectly. A study also indicates that OC significantly predicts JS (Tekingündüz & Kurtuldu, 2015: 1509)

Research findings indicate that OC has a positive and significant effect on OCB (Salehi & Gholtash, 2011: 306-310; Zeinabadi & Salehi, 2011: 1472-1481). A committed employee is possibly more reasonable to engage in behaviors that enhance his or her value and supports the organization (Zeinabadi, 2010: 998-1003). But there are also some contradictory findings. For example, a research indicated that OC is not a significant predictor of OCB (Williams & Anderson, 1991: 601-617). Also, some dimensions of OC can predict only some dimension of OCB (Hung et al, 2012: 524).

JS-OCB

Relationships between JS and OCB vary across various research. But there is considerable empirical evidence that JS is strongly and positively related to OCB (Bateman & Organ, 1983: 587-595; Çekmecelioğlu, 2011: 29-47; Gürbüz ve Yüksel, 2008: 174-190; Organ & Lingl, 1995: 339-350; Organ & Ryan, 1995: 775-802; Parnell & Crandall, 2003: 45-65; Podsakoff et al, 1990: 107-142; Schappe, 1998: 277-290). According to Schnake et al (1995:

209-221) if employees experience a positive situation with their job, they engage in pro-social behaviors.

There are also some contradictory studies. A study shows that JS is a weak predictor of OCB (Mehboob et al., 2012: 1447-1455). Other studies indicate that JS is not a significant predictor of OCB (Mogotsi, 2009:106; Tekingündüz & Kurtuldu, 2015: 1509). Moreover, according to Ertürk et al (2004: 89-210) OC and JS together do not predict OCB although both OC and JS influence OCB independently. At the same time only some dimensions of JS can predict only some dimensions of OCB. For example, Hung et al (2012:524) indicates that growing higher satisfaction of employees with their coworkers helps them display OCB (individual). But the other facets of JS had not a significant influence on either OCB.

CL-EC-JS-OC

Conger et al (2000:749) argued that when subordinates perceive that their manager exhibits leadership behaviors, they do not only attribute charisma to the manager but also, they change their attitudes, values, and behavior consistent with what the manager wants.

Studies show that leadership styles have significant effects on EC, OC and JS. For example, some studies (Shin, 2012: 306; Zehir et al, 2014: 1370) show that leadership is positively related to EC.

A meta-analytic study (Sun et al, 2016: 268) shows that specifically how leadership affects workers' JS. Results of this meta-analysis indicate that charismatic and transformational leadership has the highest positive correlations with JS. Another study also indicates that there is a strong relationship between leadership style and employees' JS (Parveen & Tariq, 2014: 5). Also, some studies indicate that all or some dimensions of CL have a statistically significant relationship with aggregate JS or some dimensions of JS (Holloway, 2012:69; Yaldızbaş, 2015: 147, 157). Some dimensions of CL have significant effects on affective commitment and continuance commitment (Gül, 2003: 156).

Social exchange theory often tries to explain why employees display OCB based on reciprocity and equity assumptions. When employees experience a relatively positive influence or perception in their organizations, they return the favor in the most economic and effective way, and OCB is one of the best ways to show their favor (Hung et al, 2012: 520). Based on the theory and literature review the hypothesis proposed are as follows:

H1: Employees' perception of CL has a significant effect on employees' JS.

H2: Employees' perception of CL has a significant effect on employees' OC.

H3: Employees' OC has a significant effect on employees' JS.

H4: Employees' OC has a partial mediating role on the relationship between employee's perception of CL and employees' JS.

H5: Employees' JS has a significant effect on employees' OCB.

H6: Employees' OC has a significant effect on employees' OCB.

H7: Employees' JS has a partial mediating role on the relationship between employees' OC and employees' OCB.

H8: Employees' perception of CL has a significant effect on employee's perception of EC.

H9: Employees' perception of EC has a significant effect on employees' OC.

H10: Employees' perception of EC has partial mediating role on the relationship between employee' perception of CL and employee's OC.

4. Methodology

4.1. Data acquisition

The target population of this research included employees from a group of companies in Istanbul. The group has 8 firms employing 800 incumbents. These firms vary in size and industry. Data were obtained by structured online questionnaires. A link to the questionnaire was distributed with the assistance of human resource managers of the firms to the incumbents randomly. A total of 330 questionnaires were posted and 199 of them returned. [1] To test the hypothesis the data were conducted using a statistical package and AMOS.

4.2. Measures

Five measures were used in the current study. The measures were taken from previous studies. OCB scale was developed by Podsakoff et al (1990: 107-142). OCB has five dimensions and was measured with 19 items. JS scale was developed by Chirchill et al. (1974) and was taken from Schwepker (2001: 39-52). JS scale has 17 items with 6 dimensions. OC scale was developed by Allen and Mayer (1990: 1-18). Two dimensions of OC have 12 items. EC scale which was developed by Quails and Puto (1989) was taken from Schwepker (2001: 39-52). EC scale has 6 items whit single dimension. CL scale was developed by Conger ve Kanungo (1994). CL scale has 24 items with 6 dimensions. Turkish version of this scale was used by Gül (2003). Turkish version of EC and JS scales were used by Zehir et al. (2003; 2011; 2012). Turkish version of OCB and OC scales were used by Dilek (2005) and Ünüvar (2006). All the items were scored on a five-point Likert type scale ranging from 1 "strongly disagree" to 5 "strongly agree".

4.3. Data analysis

Primarily normality of data set was controlled. The range of Skewness and Kurtosis of data set for the current study for normal distribution is acceptable for both scales (between +1 and -1). The analyses include reliability testing and confirmatory factor analysis. In order to test hypotheses Structural Equation Modeling is conducted.

4.4. Reliability testing and confirmatory factor analysis

In the first step, all measures were subjected to reliability analysis. The Cronbach's alphas for OCB, JS, OC, EC and CL are 0.78, 0.92, 0.88, 0.75 and 0.96 respectively. Thus, all scales were sufficiently reliable.

In the second step, a series of confirmatory factor analysis using AMOS was conducted to assess construct validity of the observed variables. The number of dimensions and relationship among these dimensions for each scale were tested. Confirmatory factor analyses provided a good fit to the data. Chie Square (χ^2), goodness-of-fit index (GFI), comparative fit index (CFI), Normed Fit Index (NFI) and root mean square error of approximation (RMSEA) suggest that the items converge on their respective observed variables and each measure represents a distinct observable variable. All the scale items have statistically significant

factor loadings ($p < 0.05$) for their respective observed constructs (lambda values ranged from 0.3 to 0.9).

Table 1 shows the results of confirmatory factor analysis. All the fit indexes for each scale are acceptable.

Table 1. Results of confirmatory factor analysis

Model	χ^2	df	p	X ² /df	GFI	CFI	NFI	RMSEA
JS	192,763	104,0	0,000	1,853	0,901	0,959	0,915	0,066
EC	22,660	8,0	0,004	2,833	0,964	0,967	0,950	0,096
OC	126,017	50,0	0,000	2,520	0,904	0,942	0,908	0,088
CL	582,943	233,0	0,000	2,502	0,801	0,924	0,880	0,087
OCB	243,400	140,0	0,000	1,739	0,886	0,903	0,804	0,061
Perfect fit	-	>0	-	<3	>0,95	>0,97	>0,95	0-0,05
Acceptable fit	-	>0	-	3-5	0,90-0,95	0,95-0,97	0,90-0,95	0-0,08

5. Findings

In order to test the proposed model and hypotheses among the observed variables Structural Equation Modeling was conducted. In this stage, the overall fit of the model as well as the individual parameter estimates were tested. The overall model fit is examined by looking at the following indices including χ^2 , GFI, CFI, RMSEA and NFI.

As can be seen in Table 2, the CFI is 1.00 and the GFI is 0.996. Both indices suggest perfect model fit. The NFI and the RMSEA are also consistent with a good model fit. Although χ^2 is not statistically significant, the other fit indices are consistent with good model fit. The t tests for all seven specified paths are also statistically significant at $p < 0.05$.

Table 2. Model fit indices

Model	χ^2	df	p	χ^2 /df	GFI	CFI	NFI	RMSEA
Model	2,054	3	0,561	0,685	0,996	1,000	0,994	0,000
Perfect fit	-	>0	-	<3	>0,95	>0,97	>0,95	0-0,05
Acceptable fit	-	>0	-	3-5	0,90-0,95	0,95-0,97	0,90-0,95	0-0,08

Figure 1 indicates the graphical representation of the relationship between the observed variables (main variables). The Figure shows the parameter estimates for the structural model as standardized regression weights and variances of observed values.

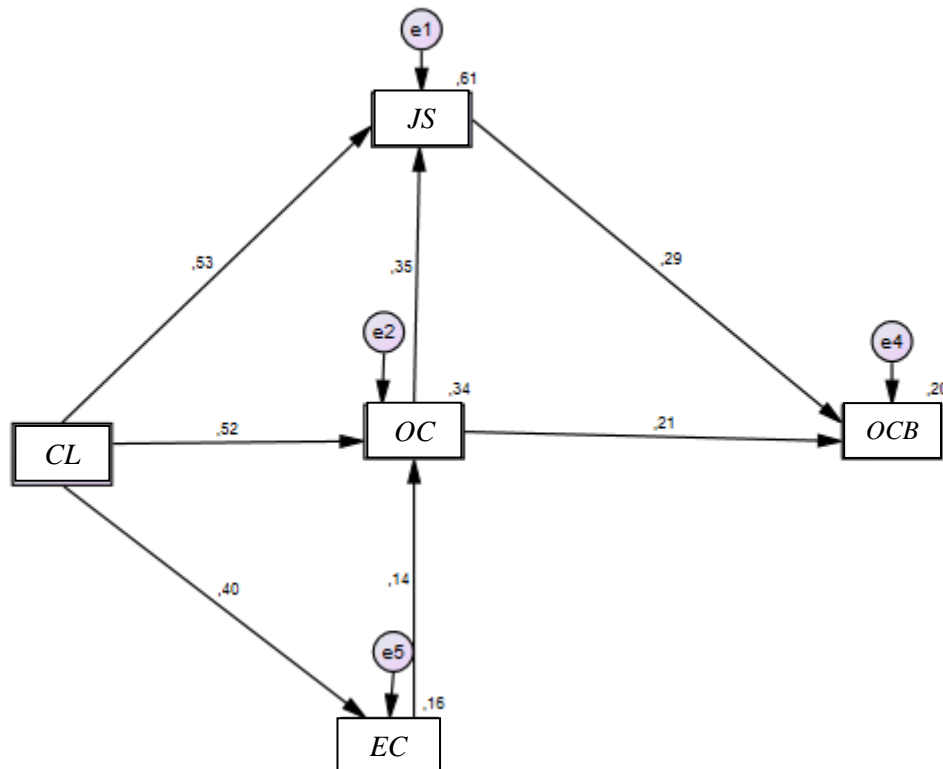


Figure 1. The integrated model

Table 3 shows observed variables and the factor loadings (regression weights), standardized regression weights, error values for these weights, t values (critical ratio), significances and variances of the observed variables indicated in Figure 1. The t values for path coefficients for all the indicated relationships are statistically significant ($p < 0.05$) supporting the model accuracy.

Table 3. Final model

Factor	Direction	Factor	Std. Regression Weights	Regression Weights	S.E.	C.R.(t)	p	R ²
EC	<---	CL	0,401	0,394	0,064	6,168	***	0,16
OC	<---	CL	0,516	0,464	0,057	8,194	***	0,34
OC	<---	EC	0,138	0,126	0,058	2,188	0,029	
JS	<---	CL	0,529	0,458	0,047	9,757	***	0,61
JS	<---	OC	0,345	0,332	0,052	6,362	***	
OCB	<---	JS	0,287	0,158	0,046	3,452	***	0,20
OCB	<---	OC	0,208	0,11	0,044	2,5	0,012	

As it can be seen from Table 3, CL has significant positive effects on both OC ($r=0.516$) and JS ($r=0.529$) independently. JS is most strongly related to CL. At the same time OC has a significant positive effect on JS ($r=0.345$). Hence, it can be concluded that H1, H2 and H3 hypothesis are confirmed. Both CL and OC explain 62% of variances in employee' JS. This is also the highest percentage of explained variances in the model. Besides a direct effect on JS, CL also has an indirect effect on OC. Thus, Hypothesis (H4) assuming that "employees' OC has partial mediating role on the relationship between employee's perception of CL and employee's JS" is confirmed.

OC has a significant positive effect on employee' OCB ($r=0,208$). JS and OC together explain one fifth of the variance in employee' OCB ($R^2 = 0.20$). That is, H5 and H6 are confirmed. In addition, OC has an indirect effect on OCB through JS. Therefore, Hypothesis (H7) assuming that "employees' JS has a partial mediating role on the relationship between employees' OC and employee's OCB" is confirmed.

CL has a significant positive effect on EC ($r=0.401$) and estimates of 16% of variances. EC has a significant effect on OC ($r=0.138$). Both EC and CL predict OC ($R^2 =0.34$). Hence, H8 and H9 are confirmed. Moreover, CL has an indirect effect on OC through EC. In a similar vein, hypothesis (H10) assuming that "employees' perception of EC has a partial mediating role on the relationship between employee's perception of CL and employee's OC" is confirmed.

Hence, we can conclude all the hypotheses are confirmed. Consistent with Hypotheses 1 to 10, these findings confirm the importance of CL, EC, JS and OC in enhancing OCB. Results of hypotheses testing are shown in Table 4.

Table 4. Hypotheses

Hypotheses	Structural Equation Modeling		
	β	p	Result
H1	0,529	***	confirmed
H2	0,516	***	confirmed
H3	0,345	***	confirmed
H4	0,197	0,001	confirmed
H5	0,287	***	confirmed
H6	0,208	0,012	confirmed
H7	0,094	0,001	confirmed
H8	0,401	***	confirmed
H9	0,138	0,029	confirmed
H10	0,055	0,024	confirmed

6. Conclusion

The aim of this study is to examine multidimensional relationships among OCB, CL, JS, OC and EC in an integrated model.

The results given by SEM reaffirm the findings of former studies.

First, JS and OC could be accepted as a promoter of OCB. But enhancing commitment does not seem to be the most effective way of increasing OCB. A more promising way to achieve high OCB is to increase JS.

The results of current study also suggest the importance of CL in promoting OCB. Perception of CL by followers is positively associated with followers' JS, commitment and perception of EC. Besides CL can directly increase employees' JS, CL also indirectly affects JS which is moderating OC. Moreover, CL has an indirect effect on OC which has a direct effect on JS via EC. In turn, OCB is affected positively by OC and JS. Thus, improving followers' perceptions of CL promote positive work attitudes and behaviors of employees directly or indirectly. Ultimately positive attitudes and behaviors of employees may result in important organizational outcomes such as a reduction in absenteeism and turnover and an increase in productivity, job performance and profitability.

Current study has the limitations of firm-based study. So, the results cannot be generalized. Future researchers can focus on different types of organizations and can be extended to more organizational outcomes.

End notes:

[1] Data of this current study was used in previous studies of Unal: "Relationship between the Dimensions of Organizational Citizenship Behavior and the Facets of Job Satisfaction (an empirical study in a group of companies in Turkey)" in West East Institute International Eurasian Academic Conferences 2013-Antalya Proceedings, 216-129; "Organizational Commitment and Ethical Climate: The Mediating Role of Job Satisfaction Dimensions (A Study in A Group of Companies in Turkey)" in Journal of WEI Business and Economics", 1(1), 2012, 92-105 and "Relationship between The Facets of Job Satisfaction and The Dimensions of Organizational Citizenship Behavior: Mediating Role of Organizational Commitment", Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 18(1), 2013, 243-269.

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