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ORGANIZATIONAL CITIZENSHIP PERFORMANCE AS AN ANTECEDENTS TO ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL STUDY

DR. M. RAMAKRISHNAN
SR. VICE PRESIDENT (HR)
LOYAL TEXTILE MILLS LIMITED
CHENNAI

ABSTRACT

In SHRM research, attention has been devoted to examine the relationship between single or multiple HRM practices and Organizational performance. There is a lack of consensus among SHRM researchers over the direct relationship between HRM practice and organizational performance. The issue of intervening process or otherwise missing 'black box' in explaining HRM – Organizational Performance relationship is quite often raised in the existing literature and only handful numbers of empirical studies are available in this respect to explain impact of HRM practices on organizational performance. The existing body of literature supports relationship between HRM practices and HRM outcome variables such as satisfaction, commitment. Very negligible attempt has been made by scholars to examine the impact of HRM outcome variables on Organizational Performance. This study was conducted with an objective of finding impact of one of the most critical variables Organizational Citizenship performance, as an antecedent HRM outcome variable, on organizational performance. The study was conducted in the leading Engineering units having different product lineSBUs focusing automobile sector. The study finding indicates a stronger influence of organizational Citizenship on Organizational performance.

KEYWORDS

organizational citizenship, organizational performance.

INTRODUCTION

The subject matter of people management practices and its impact on performance of an organization is the central theme of articulation for management researchers, for the last one and half decades. A plethora of ideologies have been shared by academicians and numerous research papers on the subject of Human Resource Management (HRM) practices and performance have occupied volumes of leading research journals. Behavioral related stream of research have emphasized that the direct linkages between HRM practice and performance can not be established unless mediating issues such as employee satisfaction, commitment etc are properly investigated. The concept of employment commitment lies at the heart of any analysis of Human Resource Management. Indeed, the rationale for introducing Human Resource Management practices is to increase levels of commitment of positive outcomes. The literature defines commitment as an employee's level of attachment to some aspect of work. Literally hundreds of articles / research works have also been published on the concept of satisfaction and commitment since its introduction to organizational behavior research in the early 1950. It is empirically established that properly configured HRM practices have consequences on the attitudes and behaviour (task/non-task oriented behaviour) of employees and ultimately it impacts the organizational performance. This present study has been undertaken to explore the relationship between non task oriented behaviour, which is labeled as organizational citizenship performance (OCP), and organizational performance (OP) since these variables are less researched in the Indian business context.

LITERATURE REVIEW

Organizational commitment has, for many years, been identified as a central construct in understanding levels of relationship between the employee and the employer (Mowday, steers and Peter, 1982; Mathieu and Zafac, 1990; Allen and Mayer, 1996; Herscovith and Topolnystsky, 2002). Definitions of the construct "commitment" indicate its significance in binding the individual both to organization and to the course of action which are relevant to the target of the commitment (Meyer and Herscovitch, 2001). As regards to courses of action relevant to commitment, further relationships have been identified between components of organizational commitment and a range of discretionary and extra role behaviors or otherwise considered as non task oriented behaviour exhibited by individuals at worksite (Meyer and Herscovitch 2001).

In his seminal paper, Organ, (1977) argued that some aspects of employee performance engendered by job satisfaction and commitment might not be acknowledged in existing literature. This thought provoking paper had triggered a series of research in the area of beneficial non-task behavior of employees which otherwise recognized as discretionary and extra role behaviour at works and its impact on employee performance. The research area of non task behaviour was further explored by Bateman and organ (1983) and Smith, Organ and Rear (1983). Bateman and Organ, (1983) coined the term "**Citizenship Behaviour**" and explained organizationally desirable extra role behavior as citizenship behavior. Even in the seminal paper, Organ (1977) referred about organizationally desirable behavior and the significant relationship between desirable citizenship behaviour and levels of job satisfaction leading to organizational performance was empirically proved by many scholars.

In the existing literature, performance is broadly classified in to contextual performance and task performance. Borman and Motowidlo, (1993) defined "contextual performance "as behaviors supporting organizational, social and psychological environment in which the technical core must function. They made a distinction between 'contextual performance' and 'task performance' of formally identified aspects of Job (Campbell, 1993). The contextual performance is considered as more of non task / extra role or otherwise discretionary behaviour. It was argued that while technical proficiency is a fundamental requirements for a task performance and contextual performance is independent of technical proficiency (Borman and Motowidlo, (1993) as quoted in Coleman and Borman (2000); Motowidlo and Van Scotter (1994). Another distinction has been suggested by Van Scotter and Motowidlo, (1996), that task performance differentiates one job from another, while contextual performance is common to most jobs. Motowidlo and VanScotter, (1994) established the distinction between task and contextual aspects of performance. They showed that task and contextual performance contributed independently to overall performance assessment. They also found that different individual variable associated with task performance and contextual performance. While experience correlated significantly more with the task performance than it did with contextual performance, the reverse was the case with personality variables like work orientation, dependability, cooperativeness and internal control.

Different dimensions have been formulated by different researchers to explain the concept of contextual performance. Borman and Motowidlo, 1993(cited again in Mortowidlo and Van Scotter, 1994) conceptualized five dimensions of contextual performance – viz,

- Persisting with extra enthusiasm when necessary to complete own task activities successfully
- Volunteering to carryout task activities that are formally part of job
- Helping and co-operating with others
- Following organizational rules and procedures even when it is personally inconvenient.
- Endorsing, supporting and defending organizational objectives

Vanscotter and Motowidlo,(1996) conceptualized two dimensions viz.(a)Interpersonal facilitation (co-operative, considerate and helpful acts that assist co-workers performance)(b) Job dedication(self-disciplined, motivated acts such as working hard taking initiatives and following rules to support organizational objectives). A closer examination of five dimensions conceptualization as discussed above, with that of two dimensions would reveal that first and second

dimensions manifest in the job dedication of Van Scotter's works. Remaining three dimensions of Borman and Motowidlo reflect in combination of interpersonal felicitations and job dedication dimensions of Van Scotter's work and it is more covered in contextual performance.

Coleman and Borman, (2000) refined and integrated various concepts such as contextual performance, job dedication and citizenship behaviour and covering it as beneficial non-task employee behaviors and dimension used in their works include:

- Citizenship behaviors directed towards individuals
- Citizenship behaviors towards organization
- Citizenship behaviors towards job / task.

Even though the last dimension of the above work resembles job dedication dimensions of Van Scotter, it is indistinguishable from task performance. Scullen, Judge and Mount,(2003) conceptualized contextual performance as high order of construct and treating citizenship performance as lower order factors as dimensionalised by Coleman and Borman.

Further it is evidenced from analyzing various scholarly works that the concepts are interchangeably used and the multiplicity of concepts on contextual performance necessitated concept clarification. Organ,(1997)made an attempt to clarify after reviewing various constructs discussed herein and suggested to use organizational citizenship behaviour (OCB) more along lines of Contextual performance. Organ, (1988), as quoted in Organ, (1997) has defined organizational citizenship behavior as," individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of organization". As mentioned earlier, contextual performance has been defined as 'behavior supporting organizational Social and psychological environment in which the technical core must function' (Borman and Motowidlo, (1993), Kiker and Motowidlo (1999).

Further Coleman and Borman, (2000) provided support for Organ's view of continuing with label of organizational citizenship behaviour for easy communication, through this favoured the specification of Contextual performance and used the label 'citizenship performance' interchanging with OCB. Johnson (2001) confirmed in his research showing that citizenship performance can be another label for contextual performance. Borman, Penner, Allen, Motowidlo (2001) used contextual performance and citizenship performance interchangeably in their studies. To clarify context, it is appropriate to prefix a word organizational and term the concept as '*organizational citizenship performance*' (OCP). Employees who do certain activities spontaneously, that goes beyond the defined call of duty but valued by the management as good performance. In any given business operational situations, the manager cannot visualize or forecast all possible contingencies that are likely to impede organizational effectiveness and any volitional behavior beyond call of duty would improve organizational performance in contingency situation. (Katz and Kahn, 1978, organ 1989) Any work behavior that goes beyond the reach of organizational measures of job performance holds promise for long term organizational success. VanDyne, Graham and Dienesch 1994 viewed that these types of behaviors are purported to improve the organizational efficiency, effectiveness and adoptability or otherwise act as enhancer of organizational performance. Doing jobs beyond what is required without operating to be rewarded is what is referred to in this study as Organizational Citizenship Behavior (OCB) since behavior is equated with performance and is otherwise referred in this study as Organizational citizenship performance (OCP). The same behavior pattern identified and labeled as *pro-social behaviour* (Brief and Motowidlo, 1986) and Organizational spontaneity (George and Brief, 1992) are often used interchangeably with OCP in the present literature.

It is deduced from the above review of literature that OCP, being non task behaviour, relates to organizational commitment and acts as facilitators of organizational performance and supplement efforts made in task performance motivated by goal internalization occurs, when the individual adopts attitudes and behaviors because their content is congruent with the individuals personal value system. Several researches have suggested an individual's motivation will be significantly related to his or her organizational citizenship behavior (Penner, 1997, Tang and Ibrahim, 1998).

For the purpose of this study Van Scotter dimensions of interpersonal facilitation or otherwise referred as contextual performance and job dedication are adopted as independent variables.

Organizational performance is probably the most widely used dependent variable in organizational research today (Rogers and Wright, 1998). Yet at the same time it remains one of the vaguest and loosely defined constructs. Performance is measured in terms of output, outcome, profit, internal processes and procedures, organizational structures, employee attitudes, organizational responsiveness to the environment and so on. The views expressed by leading theoreticians confirm that the organization performance is a very complex concept and requires multiple measures. (Cameron, 1986, 1995; Meyer and Gupta, 1994). For the purpose of this study, perceived views of the respondents are solicited on the following aspects such as Level of profitability, Growth rate of revenues, Market share, Quality of products and services, Cost of poor quality, Innovativeness, Employee Relationship and engagement, satisfaction, Customer relationship & satisfaction, Corporate social responsibility and Stability in level of overall performance from year on year.

There has been much research conducted on the topics broadly discussed above, but the relationship between OCP and OP is still relatively less explored area of study in the Indian organizational context. This present study has been undertaken to explore the relationship between organizational citizenship performance (OCP) and organizational performance (OP).

OBJECTIVES OF THE STUDY

The literature review highlights the relationship that might exist between the respondents' perception of the organizational citizenship performance and the organizational performance. The prime objective of this study is to examine direct relationship between organizational citizenship performance (OCP) and the organizational performance (OP).

RESEARCH HYPOTHESIS

Based on the extensive review of literature and research questions set out for undertaking this research work, the following null and alternative hypothesis was formulated to test the relationship between Organizational citizenship performance and organizational performance.

HO: Organizational citizenship performance (Contextual performance and job dedication together) will not significantly relate with Organizational performance.

HA: Organizational citizenship performance (Contextual performance and job dedication together) will significantly relate with the Organizational performance.

DEFINITION OF STUDY VARIABLES

All variables studied in this research work are defined and constitute definitions are provided below:

CONSTITUTIVE DEFINITION OF STUDY VARIABLES

1	Organizational Citizenship Performance (IV)	Discretionary extra role behavior that are not a formal part of job but benefit the organization.
2	Organization Performance (DV)	Perceived Organizational Performance comparing similar performing organization in the sector / industry / business in terms of organizational performance.
3	Age	Years as of last Birthday
4	Band	Classification of Managerial Staff group into upper / middle / front line managers
5	Tenure	Length of time worked in the present organization.
6	SBU	Business portfolio segmented on the basis of products manufactured.

RESEARCH METHODOLOGY

SAMPLE DESIGN

The population for this study composed of all managerial staff of the SBUs of a larger Engineering Company situated in the city of Chennai and having its factory, sales office spread over various parts of the country. These Strategic Business Units are having Business Portfolio of manufacturing and selling of bicycles, precision steel tubes for making auto components manufacturing, passenger car door frame making and industrial chains units (SBU) activities. From the study

units, all managerial staff cadre details covering name, designation, grade, name of SBU were taken for the preparation of sampling frame document. It is the normal practice that if a population from which a sample is to be drawn does not constitute homogeneous group, *stratified random sampling* technique is generally applied in order to obtain a representative sample. The present study being the nature of finding relationship between OCP and OP, it was decided to treat all four Strategic Business Units as strata since sub-populations. The SBUs are individually more homogeneous than the total population. The nature of business of each SBU was taken as common characteristics for dividing into stratum. The method of proportional allocation was followed to get the desired size of the sample from each stratum.

POPULATION AND SAMPLE SIZE COMPUTATION

S. No.	Strategic Business	Managerial Staff (n)	Intended Sample (n)	Sample used for Study (n)
1	Bicycle business	183	92	90
2	Steel tubes and strips business unit	277	138	130
3	Car door frame business unit	64	32	31
4	Chain business unit	152	76	75
	TOTAL	676	338	326

INSTRUMENTS FOR DATA COLLECTION

For the purpose of the present study, a survey questionnaire was constructed. The psychometric properties tested scale with twenty six items developed and used to measure organizational citizenship performance. The independent variable OCP had two dimensions viz., job dedication and contextual performance. There were twelve measures chosen to ascertain perceived organizational performance from the respondents to compare the performance of the study organization with the best performing similar organization in the chosen sector of the industry.

The questionnaire response format was used as a 5 point Likert type scale (1 = strongly disagree 2 = Disagree 3 = Neither agree Nor disagree 4 = agree 5 = strongly agree). The responses were slightly modified in line with words like effective, importance depending upon the nature of responses solicited from the respondents. A consistent response format of 1 and 2 being negative (bottom box) and 4 and 5 being positive (Top box) was used for all sections of the questionnaire to reduce respondent confusion, yet provide adequate variability for the various scales as explained. Whenever original scale item measures in reversal form the same was retained in the questionnaire for the purpose of preserving original identity. All items were selected from the scales that have been shown to have good reliability and validity.

ANALYSIS

The selective demographic variables of respondents covering age group, tenure in the study organization, and hierarchical levels of managerial staff are tabulated and presented in Table 1.

It may be observed from Table 1 that 31.6% of the respondents were between the age group of 30- 35 and more or less equal percentage of 33.10 was in the age group of 35-40 years. This indicates that majority of the respondents (n = 211) relatively fall in this category and a very negligible percentage of 8.90 % was in the age group of more than 40 years (n = 29). Around one fourth of the respondents (cumulative percentage 26.38%) were between the ages of 18 and 25 (n = 86). The survey participants average age was 33.7 years.

From the table 1, it may be noted that nearly one third of the respondents had less than five years of tenure (n=101) and another one third of the respondents had 5-10 years of service in the organization. Negligible percentage of the respondents (1.23%) had more than 20 years of service. This indicates that the organization had wider dispersion of respondents in terms of tenure up to 15 years in the organization. Average tenure of respondents in the organization was 7.4 years.

According to table 1, 59.2% of respondents (n=193) were placed in the middle management hierarchy and the remaining respondents occupied either upper or lower levels of managerial positions.

Results of factor analysis of "Organizational Citizenship Performance" are given in Table No. 2. There were twenty six items entered for factor analysis using principal component analysis (PCA) with varimax rotation. All twenty six items emerged as two interpretable factors with item loadings more than 0.40.

The first interpretable factor with nineteen items was labeled as "contextual performance" with Eigen value of 13.401 and accounted for 51.54% of proportion of variance. The second factor with seven items was named as "Job dedication" with Eigen value of 6.736 and accounted for 25.90% proportion of variance.

Table 3 shows the mean and standard deviations of all the study variables. Scores of the negative items (reverse items) statements in the questionnaire were reversed for computing mean and standard deviation values of study variables. It is noted from the table that contextual performance dimension of OCP exhibited more variance than the second dimension Job dedication.

Table 4 deals with the results of bivariate correlations among the study variables with dependent variable Organizational performance. Correlation matrix is the pivotal information for most multivariate procedure and matrix information confirms that all the independent variables had stronger association with the dependent variable. Both dimensions of OCP were very significantly correlated with organizational performance.

Results of regression analysis of OCP and OP were presented in the Table 5. Inclusion of items pertaining to organizational Citizenship performance in the regression equation resulted in positive relationship with organizational performance. This is inferred from the F statistical significance, R square value, adjusted R square values and multiple R.

Table 5 explains the relationship effects of organizational citizenship performance with organizational performance. From the empirically tested model, it may be noted that explanatory power of the model was at 89.1% by including both the dimensions of organizational citizenship performance as an independent variable in the equation, to explain variance in organizational performance (Multiple R = 0.944; $R^2 = 0.891$; adjusted $R^2 = 0.889$, $F = 114.61^{***}$).

Multiple R = 0.944 confirmed that the causal relationship between OCP and op were very well established. Further it is noted that OCP as independent variable had explained significantly 89.1% variance in OP. Hence the null hypothesis is rejected and accordingly it is concluded that organizational citizenship performance is significantly related with organizational performance. Further it is found that the difference between R square and adjusted R square value is very negligible and thereby the model is accepted.

DISCUSSION

The collective attitudes of managerial staff in an organization have a great potential to have an impact on organizational performance. Analyzed results from the correlation matrix and results of regression model indicate the existence of strong positive relationship between OCP and OP. The results of this study generally supported our predictions and although the results of this study were based on a relatively from four different SBU under common management, the consistency in pattern of correlation and results regression indicate the presence of OCP as a stronger antecedent variable to explain impact its on organizational performance.

The results drawn from this study would help employers to capitalize on the social exchange dynamics that exist in the study organization, by concentrating on employees' perceptions on OCP and organizational performance. Such understanding concerning the managers will provide clues to the organization on what they need to do in promoting different types of OCP. Managers will also be able to better manage and provide the relationship between meaningful organizational attitudes and beneficial organizational behaviours of their employees in terms of improved performance.

Findings suggest that explanatory power of the model was significantly (in terms of explaining percentage of variance) enhanced on introduction of organizational citizenship performance in the equation. Evidence in the empirical literature showed that organizational citizenship performance has a direct effect on employees' performance beyond their job scope (Rajivkumar, 2005). This study confined its scope to managerial staff and it is natural that managerial staff being superiors in most of instances and when the subordinates see their superiors giving them support and encouragement to them at work and make

them to demonstrate OCP behaviours. In an environment in which the relationships are important, the superior's emotional support and guidance appeared to assist the subordinates in higher level of performance.

The results of the study also implied that having good team work and team cohesiveness through superior subordinate relationship at the work place leads to employees growing more confident in terms of their appearance, ability and power (Buss, 2001). The existence of team work, team cohesiveness and employee engagement is indicator of satisfied relationship prevailing in the study organization. When employees are satisfied and hoping with their interactions with superiors, they feel worthy of themselves which may be described as an issue of character (Buss, 2001). The practicing professionals thus can benefit from the study through the understanding of how relationships portrayed by the superiors can play a major in put in influencing subordinates to perform work that goes beyond the call of duty without expecting to be rewarded which is otherwise considered as OCP by some known scholars in this stream of research.

This study has focused on OCP as being important in influencing performance because spontaneous, cooperative behaviors on the part of employees that may go beyond their formal work requirements are necessary for the accomplishment of organizational goals (Katz & Kahn, 1966). Consistent with Katz and Kahn's (1966) claim, this study has chosen OCP as study variable since employees exert more discretionary effort in the form of non task oriented behaviour and engage in organizational citizenship behaviors that favorably influence organizational performance (Bowen, Schneider, & Kim, 2000; Morrison, 1997). Podsakoff and his colleagues (2000) suggest that OCP enhance customer satisfaction at the unit level when employees help each other with work-related problems, thereby freeing the manager to spend more time on other productive tasks. Meta-analysis of OCP by Podsakoff, MacKenzie, Paine, and Bachrach (2000) suggests an even stronger relationship, with OCP accounting for roughly 38% of the variance in customer satisfaction indicators. On the other hand, this study findings suggest that OCP as an independent variable explained 89.1% of variance in Organizational performance. Thus, accordingly, it is concluded that there is stronger relationship between OCP and OP.

CONCLUSION

This research study was able to explain and have provided a clearer understanding of the relationship between OCP and OP. Empirical finding suggests the existence of significant relationship between study variables. Finally, despite the limitations of this study, this research produced consistent and reliable results which led to the overall conclusion that this research was able to achieve its key objective of assessing the impact of OCP behaviour on organizational performance and in the process, all study variables got statistically tested and the same will ultimately facilitate and foster a better understanding of the relationship between OCP behaviour at managerial levels and organizational performance through direct relationship path.

In over all conclusion, it must be reiterated that organization should place adequate emphasis on modeling and designing managerial practices using various techniques (like study units using Policy deployment and Balanced score card) in such a manner so as to make satisfied and committed managerial force contributing for a higher order organizational performance by way of exhibiting OCP behaviour pattern and there by, HRM professionals can also demonstrate their professional contributions for business and organizational growth through showcasing direct such extra role behaviour on organizational performance.

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APPENDIX

TABLE NO. 1: PROFILE OF THE RESPONDENTS Sample (n) = 326

Age Group	Frequency	percentage
Up to 25 years	34	10.45
25-30	52	15.95
30-35	103	31.60
35-40	108	33.10
> 40	29	8.90
Years of Experience	frequency	percentage
Up to 5 years	101	30.98
5 – 10	106	32.52
10-15	85	26.07
15-20	30	9.20
> 20	4	1.23
Managerial level	frequency	percentage
Top management	39	11.96
Middle management	193	59.20
Front line Executive	94	28.84

TABLE NO. 2: RESULTS OF FACTOR ANALYSIS OF STUDY VARIABLES

s.no	ITEMS	Contextual performance	Job dedication
1	In my unit employees put heart and soul in job	0.31	0.838
2	Employees decisions are oriented towards organizational interest	0.288	0.912
3	Employees in my organization are willingly put in extra time on the job	0.138	0.781
4	Employees in my workgroup gladly take on other people’s responsibilities in an emergency	0.299	0.898
5	In my organization employees do not like to work on stretch goals (R)	0.554	0.729
6	Employees in my group are encouraged to do their job the way they see it.	0.536	0.691
7	All employees willingly go beyond call of duty	0.618	0.665
8	Within my work-team , I try not let formal hierarchy (of team members) hinder the work	0.91	0.365
9	I try to create a cheerful atmosphere at workplace	0.906	0.367
10	I try to ensure my customer’s needs are fulfilled	0.694	0.114
11	While telling something unpleasant to other people in the organization , I take care so as not to hurt their feelings	0.847	0.296
12	I participate regularly in events that lead to team building ; (eg) going together on outings with colleague	0.898	0.392
13	I empathetically listen to problem of other people In this organization	0.899	0.399
14	I Motivate a colleague to go for further studies / skill building that would enhance his / her work – related capacity and help him / her in career	0.87	0.444
15	I comfort my organization by giving suitable support in the event of crisis like non-receipt of quality product / component etc., time delay in completing tasks , Fire incidents etc.,	0.876	0.404
16	I helped peers on issues other than their work; for example, helped a colleague in putting up a case with consumer’s court when a doctor wrongly diagnosed him with a serious disease and it caused his family a lot of tension etc	0.413	0.103
17	If outsiders have any misconceptions about my organization, I clarify, even though it was not my explicit duty	0.905	0.35
18	I try to improve the safety of working conditions (like arranging for shoes, other necessary equipment, etc) by talking to suitable people/higher authorities in this organization	0.64	0.353
19	I try to participate events that lead to team bonding; for example, going together on outings, having joint reading sessions, etc with coworkers	0.913	0.326
20	I motivate people of my organization for all development and attainment of organizational objectives even though this was not my explicit duty	0.763	0.506
21	I try to motivate a junior or new colleague	0.887	0.387
22	I discuss any perceived harm from outsiders to this organization with suitable people/higher authorities of this organization	0.876	0.439
23	I do not give credit to coworkers/juniors for some good work done by them (R)	0.905	0.394
24	I encourage silent members to speak up in meetings/trainings/workshops, etc	0.358	0.107
25	I take care of norms and customs of my organization	0.415	0.182
26	I try to facilitate meetings in such a way that even weaker members could speak, still not making stronger members feel offended	0.816	0.361
	Eigen Value	13.401	6.736
	Proportion of variance	51.543	25.907

TABLE NO. 3: MEAN, STANDARD DEVIATION OF STUDY VARIABLES

	Contextual Performance	Job dedication	Org. Performance
Mean	69.89	27.01	32.41
Std. deviation	24.04	7.43	5.36

TABLE NO. 4: CORRELATION COEFFICIENT OF STUDY VARIABLES

	Contextual Performance	Job dedication	Org. Performance
Contextual Performance	1.000		
Job dedication	0.641**	1.000	
Org. Performance	0.766**	0.452**	1.000

** < 0.01 (2tailed)

TABLE NO. 5: RESULTS OF REGRESSION ANALYSIS OF ORGANIZATIONAL CITIZENSHIP PERFORMANCE AND ORGANIZATIONAL PERFORMANCE

	Contextual Performance	Job dedication
Std.Coefficient β	0.916***	0.379***
"t " value	24.386	13.780
Multiple R	0.944	
R square	0.891	
Adj. R square	0.889	
F	114.61***	

p = < 0.01***



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