



Examining the Factors of Organizational Citizenship Behavior with Reference to Corporate Sectors in Sultanate of Oman

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ABSTRACT

The study aimed to analyze the factors of organizational citizenship behavior (OCB) in Sultanate of Oman. The employees in corporate sectors in Oman are expected to be highly effective and efficient in terms of commitment, productivity and performance. So the purpose of the study is to determine the extent to which employee's exhibit the OCB. Data was collected through a questionnaire by using Likert scale for all the factors such as altruism, conscientiousness, civic virtue, sportsmanship and courtesy. The study was conducted by collecting 91 samples from various corporate sectors in Muscat city. Data has been analyzed by using multiple regressions, correlation, Chi-square and weighted average. Research findings indicate that all the factors were having a significant association with OCB. Analysis results reveal that four factors are the better predictor of OCB. The results also prove that there is a positive relationship between the factors and the OCB.

Keywords: Organizational Citizenship Behavior, Altruism, Conscientiousness, Civic Virtue, Sportsmanship and Courtesy

JEL Classifications: L2, M1

1. INTRODUCTION

Organizational citizenship behavior (OCB) has been an important and growing area of research among the scholars for the past two decades. Lot of research studies has witnessed that the OCB become important since they facilitate the accomplishment of organizational goals by improving the commitment level of employees and enhancing the performance of the employees as well the organization (Ozturk, 2010). Scholars also noticed the importance of OCB as a prerequisite for organizational accomplishment and effectiveness (Bolino and Turnley, 2003; Zellars et al., 2002; Kandlousi et al., 2002). In Sultanate of Oman, the major corporate sectors of Oil and Gas, Banking and Service sector is helm of the Oman economy. The employees in these sectors are expected to be highly effective and efficient in terms of commitment, productivity and performance. However the organization plays a major role in motivating and satisfying their employees as their performance have an impact on economic development of the country. Since the above mentioned corporate sectors are the major sectors for boosting the economy of the country researcher pays more attention on the employees of these sectors. In this view the researcher intended to analyze the

major factors of OCB in corporate sectors of Sultanate of Oman. Researches especially focus on the scope of this behavior, factors which cause this behavior (Ehtiyar et al., 2010):

The OCB concept, defined as Organ (1988, p. 4) "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 has been studied at entrepreneurial level (Podsakoff et al., 2009 & Smit et al., 1983). By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable."

Morrison (1994) criticized Organ's (1988) OCB definition based on its emphasis on the discretionary characteristic. According to Morrison, employees may hold different views about their job responsibilities and may differ from each other while defining the boundary between what is in-role and extra-role behavior. That is, while coming to work early is an extra-role behavior

for an employee, the other employee may see it as an in-role behavior.

According to O'Reilly and Chapman (1986), OCB is a tool which ensures organizational harmony and success. OCB might enhance the performance of employees at all levels. It is also serve as effective means of coordinating activities among the employees in the team. OCB shows that the employee's take ownership of the organizational which will lead to improved productivity. OCB may improve the organizational effectiveness by reducing the difference along with the environmental changes (Ozturk, 2010).

There were lots of researchers conducted researches on OCB and studied the five factors such as altruism, conscientiousness, civic virtue, sportsmanship and courtesy. All these factors have significant relationship with OCB. The researcher has considered all the above mentioned major factors that increase the likelihood of the practice of OCB by employees in corporate sectors of Sultanate of Oman.

2. STUDY OBJECTIVES

The objectives pertaining to this study are:

1. To analyze OCB in relation to the following factors: Altruism, conscientiousness, civic virtue, sportsmanship and courtesy
2. To determine the extent to which employee's exhibit the OCB
3. To evaluate the perception of the employee's about different factors of the OCB.

3. VARIABLES USED IN THE STUDY AND THEORETICAL FRAMEWORK

Organ (1988) proposed an expanded categorization of OCBs including Altruism, Conscientiousness, Civic Virtue, Sportsmanship and Courtesy. The definitions of each of the five OCBs established by Organ (1988) can be summarized as follows.

Altruism: Behaviors expressing willingness to help colleagues performing their work, for example, offering assistance to new employees or helping those who have too great a workload.

Conscientiousness: Refers to behaviors indicating that an individual pays special attention, when carrying out his/her work, for example sticking scrupulously to protocol or keeping precisely to working hours.

Civic virtue: Includes behaviors showing a strong sense of responsibility toward the organization, for example, offering advice and suggestions or trying to solve problems thus improving efficiency.

Sportsmanship: Is linked to demonstrations of a positive attitude and loyalty to the company, often emphasizing quality and the best aspects of the company or avoiding paying attention to less positive aspects.

Courtesy: Includes actions demonstrating special attention to establishing relationship characterized by kindness and cooperation, for example trying to avoid arguments and being willing to keep other people's best interests at heart.

The theoretical framework is showing the relationship among OCB and its factors (altruism, conscientiousness, civic virtue, sportsmanship and courtesy) which will helpful in testing the relationship and will try to improve organizational effectiveness through OCB.



4. LITERATURE REVIEW

4.1. OCB

Over the years OCB has generated the attention of many scholars in the field of Human Resources. This concept has its roots from work of Chester Bernard. In the 1930s, Bernard observed the phenomena of OCB and he later called it as "extra role behavior" (Barnard, 1938). Katz, 1964 Katz and Kahn (1966) coined the term "citizenship" to represent the workers that displayed these extra-role behaviors. Managers and executives value employees who display "citizenship behavior." According to Organ's (1988) definition, it represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (p. 4).

Organ's work underlined the relevance of OCBs and was a catalyst for the production of a large number of studies which analyzed the nature, measured the intensity, specified the antecedents, and described the consequences of OCBs (Argentero et al., 2008). To the present day, this definition has remained practically unchanged: For example Van Dyne et al. (2000) view an OCB as a "cooperative behavior that has positive consequences for the organization but is not required or formally rewarded" (p. 3).

Research on OCB has benefited greatly from Organ (1988) conceptualization of OCB as consisting of five distinct factors: Altruism (e.g., helping specific individuals), conscientiousness (e.g., going beyond minimally required levels of attendance), sportsmanship (e.g., tolerating the inevitable inconveniences

of work without complaining), courtesy (e.g., informing others to prevent the occurrence of work-related problems) and civic virtue (e.g., participating in and being concerned about the life of the company). This behavior is important in every type of the job behavior but there are certain professions whose superiority and complexity demand OCB more than the other professions (Farooqui, 2012). Ozsahin and Sudak (2015) presents the new view towards the OCB which means that employees go beyond the formal rules determined by the organization and perform more than required from them.

4.2. Altruism

Organ (1988) defines altruism as all discretionary behaviors of the employees in form of helping other members of the organization in their specific tasks or in organizationally relevant problems. At the heart of this behavior lies coworkers' sense of helping each other. Altruistic behaviors help develop voluntary collaboration among work groups in the organization (Organ, 1988). Falvo et al. (2002) refer to a "spontaneous, pro-social behavior, such as acts of collaboration and altruism when dealing with colleagues and supervisors, which go beyond the individual's prescribed role, and can, therefore, be described as extra-role behaviors" (p. 59). Altruism, which has been identified as an essential component of OCB by most of the researchers working in this field, refers to the "behaviors that directly and intentionally aimed at helping a specific person in face to face situations" (Ozturk, 2010).

4.3. Civic Virtue

The dimension of civic virtue includes development of and support for organizational policies, and organization members' involvement in the operations (Organ, 1988). "Civic virtue" refers to behaviors that demonstrate a responsible concern for the image and wellbeing of the organization (Redman and Snape, 2005). It involves total organizational commitment, and macro-level interest in the organization (Podsakoff, 2000). When considered as provision of support for organizational development, civic virtue includes having a say at personal discretion, suggesting solutions to problems, participation in the decisions, and making constructive suggestions to improve unit functions (Bommer and Lilliy, 1999). It involves expressing opinions clearly and encouraging other colleagues to do so (Organ, 1988). It is keeping pace with the developments in the organization, following closely the changes in the organization and active involvement in other's adopting changes (Ozen İşbaşı, 2000). Civic virtue: Includes behaviors showing a strong sense of responsibility toward the organization, for example, offering advice and suggestions or trying to solve problems thus improving efficiency (Ozturk, 2010).

4.4. Conscientiousness

Conscientiousness is another important antecedent of OCB, much of the studies have taken place to study its relationship with OCB. Konovsky and Organ (1996) found in their study that, conscientiousness was significantly inter-related to all types (facets) of OCB. According to Yen and Neihoff (2004), more conscientious employees will stay informed with up-to-date knowledge about products or services offered. It is defined as

voluntary behaviors shown by the organization members that go beyond the minimum roles required from them in certain matters related to the internal order of the organization such as attendance to work, punctuality, and protection of resources (Organ, 1988). Conscientiousness refers to behaviors indicating that an individual pays special attention, when carrying out his/her work, for example sticking scrupulously to protocol or keeping precisely to working hours (Ozturk, 2010). "Conscientiousness" refers to discretionary behaviors that go beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance (Redman and Snape, 2005). In other words, conscientiousness means the thorough adherence to organizational rules and procedures (Bukhari et al, 2009), even when no one is watching. It is believed to be, the mindfulness that a person never forgets to be a part of a organization (Bukhari, 2008).

4.5. Sportsmanship

Organ (1988) defines sportsmanship as the ability to tolerate, resist, and prevent prostration resulting from unavoidable negativities and hardships arising from work. Sportsmanship is further defined as the behavior of tolerating grievances and annoying issues in organizational life without protest and complaint (Schnake and Dumler, 2003). Individuals who show sportsmanship behavior do not complain when things do not go well in the organization and they take on a positive attitude. Sportsmanship is linked to demonstrations of a positive attitude and loyalty to the company, often emphasizing quality and the best aspects of the company or avoiding to pay attention to less positive aspects (Ozturk, 2010). Podsakoff and MacKenzie (1997) revealed that good sportsmanship would enhance the morale of the work group and subsequently reduce employee turnover.

4.6. Courtesy

Courtesy includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development. Early research efforts have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishes the time spent on conflict management activities (Podsakoff et al., 2000). Courtesy includes actions demonstrating special attention to establishing relationships characterized by kindness and co-operation, for example trying to avoid arguments and being willing to keep other people's best interests at heart (Ozturk, 2010). Courtesy refers to continuous interaction among organization members, who work for shared purposes of the organization, and collective, positive behaviors such as communicating with the other members the work accomplished, and decisions made. Creating an environment in which all parties affected by decisions could contribute to the decision-making process will open channels for required communication which is vital (Bingöl, 2003).

5. METHODOLOGY

The main focus of this research is to measures OCB in relation to its factors. The study adopted the survey research design through

the use of structured questionnaire that collects demographic data, to examine the relationship of demographic factors on the OCB in the corporate sector of Sultanate of Oman. The questionnaire also collects data on the various factors such as altruism, conscientiousness, civic virtue, sportsmanship and courtesy which will improve the organizational effectiveness through OCB.

The dependent variable is OCB while the independent variables are Altruism, conscientiousness, civic virtue, sportsmanship and courtesy.

6. RESEARCH INSTRUMENT AND ITS RELIABILITY

The major instrument for collecting data is the questionnaire. The questionnaire was developed under 7 categories. The first category is demographic variables, the second category on dependent variable which is OCB consist of 5 questions. The remaining categories are independent variables such as Altruism, Conscientiousness, Civic Virtue, Sportsmanship and Courtesy respectively which equally consist of 6 questions in each category (Sharma and Jain, 2014). In this research, the respondents were required to indicate their opinion on each statement on a 5-point Likert type scale: 1 = Strongly agree to 5 = Strongly disagree.

The questionnaire was submitted to the experts in the field of human resource and organizational behavior for getting feedback. Based on their feedback minor changes has been made on the questionnaire and distributed to few sample population for the pilot study and the reliability was calculated with the help of Cronbach alpha (Hair et al., 1998). Cronbach alpha value was calculated and it was found to be 0.789 and the total numbers of questions were 35. The values were found to be in the range of 0.60 and 0.90, hence it might be suggested that all the scales met the reliability condition (Hair et al., 1998. p. 118).

7. SAMPLING

The survey population of this study consists of various sectors such as oil and gas, construction, banking, health and service sectors of Sultanate of Oman. Convenience sampling method was used to draw 130 samples from various sectors in Muscat City. The respondents were clearly explained about the purpose of this research before collecting data. At the final stage, 130 questionnaires, which consist of the measurement, was distributed among employees of various sectors of Sultanate of Oman. 106 completed questionnaires were returned. Due to some limitations the sample size was 106 employees from the above mentioned sectors, but accuracy is not compromised, all the samples were thoroughly evaluated and on the other hand it was found that there were few errors in 15 samples; they were not valid, so it got removed and finally 91 samples were taken for the final analysis.

8. FINDINGS AND RESULTS

The data that was collected for this study was processed manually through coding and then entered electronically. The Microsoft

Table 1: Demographic analysis

Description	Frequency (%)
Gender	
Male	56 (62)
Female	35 (38)
Age	
21-25	1 (1)
26-30	43 (47)
31-35	27 (30)
36-40	20 (22)
Tenure	
<2	8 (9)
2-4	30 (33)
5-7	14 (15)
8-10	16 (18)
>10	23 (25)
Type of organization	
Oil and gas	21 (23)
Construction	9 (10)
Banking	22 (24)
Health	8 (9)
Service	31 (34)

Excel and Statistical Package for Social Sciences were used for the analysis. The use of statistical distributions such as tables showing frequencies and percentages were adopted in the study. The weighted average method was adopted for all the factors of OCB. The hypotheses stated in the study were analyzed with the help of Chi-square, inter correlation and multiple regression.

8.1. Demographic Analysis

Table 1 presents the demographics data on the basis of age, gender and experience, type of organization of respondents with their description range and frequency.

The analysis reveals that majority of the respondents 62% were male and the remaining 38% were female. In respect to the age of the respondents, 47% of them fall between the age bar of 26 and 30 and the next high frequency 30% between 31 and 35 years. It also shows that 22% of respondent were in the age bar of 36-40 years.

In the experience categorization, the current work experiences of the respondents were analyzed and it was found that 33% of respondent were having experience of 2-4 years. It is also evident that 33% of the respondents were more than 5 years of experience and 22% of the respondents have experience of above 10 years. Moreover, a good percentage i.e. 55% of employees had spent more than 4 years with their current organizations. These categories of respondent usually have rich experience in their field of expertise. In this study the experience is one of the major variables used in testing the hypothesis.

In concern to the sector which the respondents belongs, the majority of the sample respondents were from service 31%, banking 24% and oil and gas 23% sector respectively, very few from construction and health care sector.

8.2. Weighted Average Analysis

The weighted average analysis was conducted for all the independent variable such as altruism, conscientiousness, civic

virtue, sportsmanship and courtesy. In each stimulant, the researcher was trying to list out the important factor in rank order.

8.2.1. Altruism

From the weighted average analysis (Table 2) it was found that there exists a enhancement in team work due to altruism as it gives the chance to understand each ones strength and weakness and extend the right help was ranked first followed by positive exponential growth when the work group demonstrates altruism

in specific problem times and the third was shared by mutual voluntary collaboration among work groups in my organization and altruism enables people to understand their limits and also ensure their involvement does not affect their coworkers.

8.2.2 Conscientiousness

From the collected data on conscientiousness (Table 3), the weighted average analysis was made and it was very clear that the attendance to work and punctuality demonstrates highest level

Table 2: Altruism

S. No.	Opinion	SA 5	A 4	N 3	SDA 2	DA 1	Score	Average	Rank
1.	There is a mutual voluntary collaboration among work groups in my organization	09	49	30	03	00	337	3.70	3
2.	There exists atmosphere which enables coworkers to raise to the occasion voluntarily for relevant problems that stands before organization growth	04	46	33	08	00	319	3.51	5
3.	We see positive exponential growth when the work group demonstrates altruism in specific problem times	18	32	41	00	00	341	3.75	2
4.	Altruism enables people to understand their limits and also ensure their involvement does not affect their coworkers.	11	42	38	00	00	337	3.70	3
5.	There exists a enhancement in team work due to altruism as it gives the chance to understand each ones strength and weakness and extend the right help	21	39	30	01	00	353	3.88	1
6.	Altruism not provides chance for the new employee to get accommodated into the core of their work as there is an extension of help and that improves productivity	00	00	07	67	17	172	1.89	6

Table 3: Conscientiousness

S. No.	Opinion	SA 5	A 4	N 3	SDA 2	DA 1	Score	Average	Rank
1	My organization makes me more enthusiastic about my job	21	53	17	00	00	368	4.04	2
2	The diligence within team members gives an extra effort from each member of the team	18	48	23	02	00	355	3.90	3
3	The members in the team always follows the rules and process of the company and its departments	20	43	27	01	00	355	3.90	3
4	The attendance to work and punctuality demonstrates highest level of conscientiousness within members	31	38	18	04	00	369	4.05	1
5	The meticulousness in the team demonstrates activities getting completed without error in the activity	19	45	23	04	00	352	3.87	5
6	The team members doesn't takes additional tasks which are not part of their work and go beyond	00	00	16	57	18	180	1.98	6

Table 4: Civic virtue

S. No.	Opinion	SA 5	A 4	N 3	SDA 2	DA 1	Score	Average	Rank
1.	The team and its members keep pace with the developments of the organization and have their active involvement in others adopting those changes	15	46	30	00	00	349	3.84	3
2.	The team members demonstrates development and support for organizational policies	25	43	22	01	00	365	4.01	1
3.	There exists expression of opinions and also encourage colleagues to do so in our organization	07	61	17	06	00	342	3.76	4
4.	There is no clear personal discretion and suggestions in solving problems in the organization	00	01	15	58	17	182	2.00	6
5.	There is a clear demonstration of members in their involvement towards operations of the organization	14	51	25	01	00	351	3.86	2
6.	The unit function is improved through constructive suggestions, participation in the decisions by the members	20	29	39	03	00	339	3.73	5

of conscientiousness within members was ranked first followed by organization makes me more enthusiastic about my job. It was found that in conscientiousness also the third rank was shared between the members in the team always follows the rules and process of the company and its departments and the diligence within team members gives an extra effort from each member of the team.

8.2.3. Civic virtue

Civic virtue data was analyzed with weighted average (Table 4) and it was evident that the team members demonstrates development and support for organizational policies is ranked first followed by clear demonstration of members in their involvement towards operations of the organization. The third rank was that the team and its members keep pace with the developments of the organization and have their active involvement in others adopting those changes.

8.2.4. Sportsmanship

The data collected on sportsmanship was analyzed (Table 5) with the help of weighted average and found that the team in the organization display sportsmanship when there is an error made by a team and camouflage avoiding bigger damage was ranked first followed by annoying issues are handled with positive attitude and with great demonstration of resistance. The third rank was identified as there is a demonstration of tolerance within team during hardships in the organization.

8.2.5. Courtesy

The courtesy data was analyzed (Table 6) using weighted average and it was evident that there is a healthy atmosphere of continuous interaction among organization teams was ranked one and followed by there is a positive behavior of communicating within the members of the organization. The third rank was

Table 5: Sportsmanship

S. No.	Opinion	SA 5	A 4	N 3	SDA 2	DA 1	Score	Average	Rank
1.	There is a demonstration of tolerance within team during hardships in the organization	03	51	37	00	00	330	3.63	3
2.	There exists no prostration culture on negativities arising in work and focus on system that caused the negativity	05	30	47	09	00	304	3.34	4
3.	Individuals positive attitude is exhibited without complaints when the organization do not go well	11	26	37	17	00	304	3.34	4
4.	Annoying issues are handled with positive attitude and with great demonstration of resistance	05	65	21	00	00	348	3.82	2
5.	The team in the organization display sportsmanship when there is an error made by a team and camouflage avoiding bigger damage	21	35	35	00	00	350	3.85	1
6.	The sportsmanship dose not helps in learning and recording of the problems encountered in an organization	00	00	05	66	20	167	1.84	6

Table 6: Courtesy

S. No.	Opinion	SA 5	A 4	N 3	SDA 2	DA 1	Score	Average	Rank
1.	There is a healthy atmosphere of continuous interaction among organization teams	23	46	22	00	00	365	4.01	1
2.	There is a positive behavior of communicating within the members of the organization	19	54	17	01	00	364	4.00	2
3.	Courteous environment enrich collective behavior of communicating with the other members in an organization	16	37	38	00	00	342	3.76	3
4.	Member affected by decisions are provided with environment in which all affected by decisions could contribute to the decision making process	09	46	36	00	00	337	3.70	5
5.	In a polite thoughtful courteous organization there is exhibition of bold decision making capability between members	13	43	35	00	00	342	3.76	3
6.	There is no good chance of communication channels getting opened for required flow of communication in a courtesy based organization	00	00	11	62	18	175	1.92	6

Table 7: Inter-correlation of research variables

Variables	Mean±SD	OCB	Altruism	Civic	Conscientiousness	Sportsmanship	Courtesy
OCB	3.72±0.769	1	0.513	0.619	0.230	0.291	0.094
Altruism	3.40±0.974	0.513	1	0.498	0.337	0.273	0.002
Civic virtue	3.53±0.993	0.619	0.498	1	0.408	0.439	0.248
Conscientiousness	3.62±1.040	0.230	0.337	0.408	1	-0.069	0.198
Sportsmanship	3.30±0.966	0.291	0.273	0.439	-0.069	1	0.253
Courtesy	3.52±0.986	0.094	0.002	0.248	0.198	0.253	1

OCB: Organizational citizenship behavior, SD: Standard deviation

shared by courteous environment enrich collective behavior of communicating with the other members in an organization and polite thoughtful courteous organization there is exhibition of bold decision making capability between members.

8.3. Inter-correlation of Research Variables

Descriptive statistics were run for the independent and dependent variables. Table 7 shows the means and standard deviations for the descriptive statistics of the variables that were used. A correlation analysis was conducted between OCB (dependent variable) and the independent variables of altruism, conscientiousness, civic virtue, sportsmanship and courtesy.

The test of correlation was performed for every independent variable with the dependent variables. Table 7 shows the output of the Pearson correlation tests of all the variables identified as OCB, altruism, conscientiousness, civic virtue, sportsmanship and courtesy. All the variables are inter-correlated. Findings show that there were positive and strong relationships between OCB with the five factors of Altruism, Conscientiousness, civic virtue, sportsmanship and courtesy.

8.4. Chi-square Test

Chi-square test was conducted for the all the independent variable (altruism, conscientiousness, civic virtue, sportsmanship and courtesy) with the OCB (dependent variable) to find out the significant association between the independent variable and the dependent variable (Tables 8-12).

The Chi-square test was conducted to find the significant association between OCB and altruism. Table 8 shows the output of Chi-square test which shows that the P value is 0.000. There is a statistically significant association between OCB and altruism.

The Chi-square test was conducted to find the significant association between OCB and Conscientiousness. Table 9 shows the output of Chi-square test which shows that the P Value is 0.000. There is a statistically significant association between OCB and Conscientiousness.

The Chi-square test was conducted to find the significant association between OCB and civic virtue. Table 10 shows the output of Chi-square test which shows that the P value is 0.000. There is a statistically significant association between OCB and civic virtue.

The Chi-square test was conducted to find the significant association between OCB and sportsmanship. Table 11 in annexure shows the output of Chi-square test which shows that the P value is 0.000. There is a statistically significant association between OCB and sportsmanship.

The Chi-square test was conducted to find the significant association between OCB and courtesy. Table 12 in annexure shows the output of Chi-square test which shows that the P value is 0.000. There is a statistically significant association between OCB and Courtesy.

Table 8: Chi-square tests to find the significant association between organizational citizenship behavior and altruism

	Value	df	Asymptotic significant (2-sided)
Pearson Chi-square	21.448 ^a	2	0.000
Likelihood ratio	23.863	2	0.000
Linear-by-linear association	20.910	1	0.000
Number of valid cases	91		

Table 9: Chi-square tests to find the significant association between organizational citizenship behavior and conscientiousness

	Value	df	Asymptotic significant (2-sided)
Pearson Chi-square	16.814 ^a	2	0.000
Likelihood ratio	17.115	2	0.000
Linear-by-linear association	14.306	1	0.000
Number of valid cases	91		

Table 10: Chi-square tests to find the significant association between organizational citizenship behavior and civic virtue

	Value	df	Asymptotic significant (2-sided)
Pearson Chi-square	27.262 ^a	2	0.000
Likelihood ratio	29.316	2	0.000
Linear-by-linear association	25.083	1	0.000
Number of valid cases	91		

Table 11: Chi-square tests to find the significant association between organizational citizenship behavior and sportsmanship

	Value	df	Asymptotic significant (2-sided)
Pearson Chi-square	16.688 ^a	2	0.000
Likelihood ratio	15.835	2	0.000
Linear-by-linear association	1.883	1	0.170
Number of valid cases	91		

Table 12: Chi-square tests to find the significant association between organizational citizenship behavior and courtesy

	Value	df	Asymptotic significant (2-sided)
Pearson Chi-square	16.952 ^a	2	0.000
Likelihood ratio	17.497	2	0.000
Linear-by-linear association	14.718	1	0.000
Number of valid cases	91		

Table 13: Multiple regression - model summary

Model	R	R ²	Adjusted R ²	Standard error of the estimate
1	0.612 ^a	0.375	0.338	0.478

^aPredictors: (Constant), courtesy, sportman, conscien, altruism, virtue

8.5. Multiple Regression

In this study the researcher tried to explain the variation to increase in OCB of the employees based on the variation in OCB evaluation dimensions (Tables 13-15).

The variables are explained below:

- | | |
|--------------------------|---------|
| 1. Dependent variable: | OCB |
| 2. Independent variable: | |
| a. Altruism: | X_1 |
| b. Conscientiousness: | X_2 |
| c. Civic virtue: | X_3 |
| d. Sportsmanship: | X_4 |
| e. Courtesy: | X_5 |
| 3. R ² value: | 0.375 |
| 4. F value: | 10.199 |
| 5. P value: | 0.000** |

The sample co-efficient of determination R square or R2 (r2 is commonly used in simple regression analysis while R square is approximately reserved for multiple regression analysis). It measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variable explained by the fitted sample regression equation or SRP. Thus the value of R Square is 0.375 that independent variables explain 37.5% of the variability of dependent variable, OCB is explained or accounted for by the estimated SRP that uses altruism (X_1), conscientiousness (X_2), civic virtue (X_3), sportsmanship (X_4) and courtesy (X_5) as the independent variable. The information is quite useful in assessing the overall accuracy of the model. This model is significant at 1% level. The estimated SRP or sample regression equation can be written as:

$$Y = 0.237 + 0.271 x_1 + 0.248 x_2 + 0.451 x_3 - 0.002 x_4 + 0.010 x_5$$

It was inferred that the independent variables such as x_1, x_2, x_3, x_5 (Altruism, conscientiousness, civic virtue and courtesy) represent

the partial effect on increase in OCB, holding other dimensions of independent variable constant. The independent variables such as x_4 (sportsmanship) represent the partial effect decrease in OCB, holding other dimensions of independent variables constant (Table 11).

Result: A multiple regression was run to predict OCB from altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. Four variables such as altruism, conscientiousness, civic virtue and courtesy added statistically significantly to the prediction, $P < 0.05$. The table shows that the independent variables statistically significantly predict the dependent variable (i.e.) $P < 0.0005$ (i.e. the regression model is a good fit of the data) (Table 10).

9. DISCUSSION AND IMPLICATION

Introduced by Organ (1983), OCB has attracted the interested of the researchers. It has been discussed and proved by several researcher that OCB, aggregated over time and employees contribution to the organizational performance in terms of achieving the organizational goals (Podsakoff et al., 2000; Organ et al. 2006. Podsakoff (2006) presented that the OCB were significantly and positively related to the organizational effectiveness and efficiency. Over a period of time and employees, the OCB enhances the organizational effectiveness and efficiency in corporate sectors in Sultanate of Oman.

The present research findings and results highlighted above, several implications are considered. The study establishes the framework that is found to be interlinked with many literatures in the past. However this study attempts to provide a practical scenario in corporate sectors in Sultanate of Oman, this will help the corporate sectors and future researchers and scholars in various aspects and helping them to try an intensive study in Oman context. It can be suggested that the demographic variables such as gender, age, tenure should be consider while explaining the OCB (Farooqui, 2012).

The result shows that altruism, conscientiousness, civic virtue, sportsmanship and Courtesy are the important variables in predicting the OCB in corporate sectors of Sultanate of Oman. All the independent variable has a positive impact over the OCB that can benefit the corporates of Sultanate of Oman. Thus the study sample and the analysis reviled that the corporate sectors in Sultanate of Oman, OCB plays a major role in contributing to the organizational performance by employees. The employees

Table 14: Multiple regression - ANOVA^b

Model	Sum of squares	df	Mean square	F	Significant
1					
Regression	11.637	5	2.327	10.199	0.000 ^a
Residual	19.396	85	0.228		
Total	31.033	90			

^aPredictors: (Constant), courtesy, sportman, conscien, altruism, virtue. ^bDependent variable: Organizational citizenship behavior

Table 15: Multiple regression - coefficients^a

Model	Unstandardized coefficients		Standardized coefficients	t	Significant	95% confidence interval for B	
	B	Standard error	Beta			Lower bound	Upper bound
1							
Constant	0.237	0.603		0.393	0.695	-0.961	1.435
Altruism	0.271	0.125	0.231	2.177	0.032	0.023	0.519
Conscien	0.248	0.116	0.207	2.133	0.036	0.017	0.479
Virtue	0.415	0.135	0.339	3.086	0.003	0.148	0.683
Sportman	-0.002	0.125	-0.002	-0.018	0.985	-0.251	0.246
Courtesy	0.010	0.118	0.008	0.087	0.931	-0.224	0.245

^aDependent Variable: Organizational citizenship behavior From the "Sig." column that all independent variable coefficients are statistically significantly different from 0 (zero)

will take the ownership of the organization and have the sense of belongingness. The finding from this study is supported by many literatures.

As the result of analysis, it is found that there is a significant relation between the major factors of OCB and OCB. The correlation analysis shows that there exist strong and positive relation between OCB with the five factors of altruism, conscientiousness, civic virtue, sportsmanship and courtesy. It was evident from the findings that the sample employees represent from study determine the extent to which employee's exhibit the OCB. It is also evident from the study that the employees are expected to be highly effective and efficient in terms of commitment, productivity and performance. At the same time, it was suggested by the sample employees that the organization should also motivate the employees in terms of pay and other benefits. When the employees are satisfied with their jobs, they perform their job very effectively (Golparvar and Javadian, 2012). It can be inferred that this study contributes to OCB and the factors of OCB by providing evidence from the Sultanate of Oman.

It is suggested that after knowing the positive relationship of OCB on organization, the top management in corporate sectors of Oman should pay more attention on improving the job scope and satisfy the employees in order to gain the employees commitment and involvement to achieve OCB. The organization should also take care in managing the employees and gain their willingness to work towards the organizational goal. The employees use their potential, core competencies while carrying out their job effectively. Top management also notices that when employees are satisfied, they tend to show OCB. In order to satisfy the employees, the top management should motivate the employee and encourage the employee to share their ideas, allow them to contribute to the management decision, provide opportunity for self-development through various training programs also offer guidance in terms of career development and recognizes achievements of the employee.

10. LIMITATIONS

The present study has a number of limitations. The first limitation for this research is that it is mainly conducted (survey) in the Muscat City. The location is chosen because of the fact that the most of the organizations is located in the Muscat city and the area has the largest number of diversified employees in terms of experience, age, educational level. The second limitation is that this research employed convenience sampling to accomplish the research objectives. The limitations associated with the convenience sampling are applicable for this study. The sample size is yet another limitation to this study, the sample size is not enough to represent all the sectors. Maybe in future there is a possibility of going an intensive research in specific sectors.

11. CONCLUSION

In light of the present research findings presented earlier, several implications are considered. From the theoretical perspective, the present research has enriched the literature. This study contributed

to the literature on OCB by investigating the various factors in corporate sectors in Oman. The results of the present study clearly indicate that the factors play a vital role in influencing OCB. The study has also certainly broadened the understanding all the factors as the indicator to enhance the OCB. This study is the modest attempt to evaluate the perception of the employee's about different factors of the OCB. Positive attitude will motivate the employee to engage in OCB (Koys, 2001). Overall the findings of the study will provide a bird's eye view to the top management to adopt effective tools to make the employees more committed and involvement to achieve OCB. It is suggested that the corporates in Sultanate of Oman should give more priority to all the variables such as altruism, conscientiousness, civic virtue, sportsmanship and courtesy that will encourage the employees to perform better and show willingness to achieve the organizational goals. This research will stimulate other researcher for further research in national settings which is not included in the present research in order to enrich the literature on OCB.

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