AN EXPLORATION OF EMOTION DRIVEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR - A PHENOMENOLOGICAL APPROACH

Dr. K. K. Ramachandran
Director
Institute of Management
Dr. G.R.D. College of Science
Coimbatore – India

A. Sarasu
Assistant Professor
Institute of Management
Dr. G.R.D. College of Science
Coimbatore – India

ABSTRACT

The purpose of this research is to investigate the relationships between servant leadership and organizational justice towards OCB. The study also evaluates the legitimacy of OCB in estimating emotional quotient and whether or not it is mediated by social exchange. This study comprehends the subsisting research gaps in the literature by studying the recommendations from previous studies and through extending the introspection on OCB among IT professionals towards organizational backdrop. A questionnaire is employed as a research instrument to collect the data from the respondents. Standardized questionnaires are modified to Indian context and used as research instrument. Multi-stage random sampling technique that belongs to the category of probability sampling is applied to choose the potential unbiased respondents into the sample. Eliminating and revising double-barreled, ambiguous, and misleading statements, 231 completely filled questionnaires remained at a response rate of 83.69%. The results of multiple linear regression observed that among the servant leadership and organizational justice variables – emotional healing, creating value, helping subordinates, procedural justice, interpersonal justice, and informational justice are significant with OCB. The conceptual framework – “KKR Emotion Propelled OCB Model” that integrates all the ascertained attributes determining OCB is suggested. Managerial implications and
recommendations for future research are also discussed in the later part of this research.

**Key words:** Servant Leadership, Organizational Justice, OCB, Emotional Quotient, and Social Exchange


1. INTRODUCTION

The organizational justice blankets the employees’ awareness about the precision of organizational decisions and executions, and the effects of such perceptual experience on employees' performance (Givarian and Farkoush, 2012; Greenberg, 1990). In an organizational setting, a new era of contemporary leadership practices prompted new ways of looking at leadership skills (Greenleaf, 1977; Hawkinson and Johnston, 1993; Walumbwa, Hartnell, and Oke, 2010). Dissimilar to most leadership theories, servant leadership measures the classical hierarchical structure exercised within organizations (Agosto, 2005; Frick, 2004; Stevens and Schoberg, 1990; Young, 1999). In this socio-economic stratum, a substantive amount of attention has been conceded to the concept of Organization Citizenship Behavior (OCB), which is a discretionary individual behaviors that employees exhibit normally above and beyond formal role demands of the workplace and is completely individual’s discretion (Organ, 1988; 1990; 1997; Organ, Podsakoff, and MacKenzie, 2006; Organ and Ryan, 1995; Podsakoff, 1990; Podsakoff et al., 1993; Podsakoff et al., 2000).

Over the decades, inter-departmental dynamics have been probed through various attributes; however, one dimension, the social exchange attribute, has yet to be compelled systematically towards measuring inter-departmental alliances (Chadwick-Jones, 1976; Cook and Emerson, 1987; Zeinabadi, 2013). One of the elemental concerns of today’s human resource managers is to enhance the OCB among their employees, by which, heightening the outcome of OCB with regard to emotional quotient. In spite of the substantial impact of servant leadership and organizational justice mediated by social exchange towards OCB, the social exchange factor as mediating effect and emotional quotient as the outcome are found to be largely neglected.

1.1 Problem Statement

The cybernation of the organization in India has intensified enormously over the last decade. The revolution in Information Technology (IT) is encountering globally at a great pace. This IT revolution has not only developed an economic boom but also has extended to raising and escalating concerns in the workplace. For having a rigorous insight towards the IT professions, it is substantial to look into the personality factors and organizational constituents that determine the OCB and its aftermaths in terms of emotional balance. Given the vehemence on the servant leadership and organizational justice mediated by social exchange towards OCB, it is astounding to know how very limited researchers have focused in these areas. Consequently, this present research will shed light on these very authoritative but less researched spheres.
1.2 Purpose & Scope of the Study
The purpose of this research is to investigate the relationships between servant leadership and organizational justice. The study assesses the legitimacy of OCB in estimating emotional quotient and eventually evaluates whether or not it is mediated by social exchange. This study comprehends the subsisting research gaps in the literature by studying the recommendations from previous studies and through extending the introspection on OCB among IT professionals towards organizational backdrop. A conceptual model that explicates the expression of the constructs is suggested in the later part of this study. The scope of this study is to formulate a research framework that determines OCB. By purposing a conceptual model, this research imparts to the IT professionals, IT industry, and academes. This study bestows to the contemporaneous body of knowledge related to OCB by rendering additional information pertaining to the relationship between servant leadership and organizational justice. This research is a modest step ahead in the on-going line of research on social exchange and emotional drive.

1.3 Research Questions
The background of the study exposes that there is only a little investigated knowledge about the study constructs. Hence, following research questions are stimulated:

- What is the determination of servant leadership and organizational justice with regard to organizational citizenship behavior?
- Does social exchange mediate servant leadership and organizational justice towards organizational citizenship behavior?
- Does the organizational citizenship behavior contribute emotional quotient?

1.4 Objectives
With regard to answering the above listed research questions, following objectives are developed:

- To ascertain the impact of servant leadership and organizational justice towards organizational citizenship behavior.
- To determine the mediating effects of social exchange on servant leadership and organizational justice towards organizational citizenship behavior.
- To evaluate the role of organizational citizenship behavior in terms of emotional quotient.

2. LITERATURE REVIEW AND HYPOTHESES

2.1 Servant Leadership
Servant Leadership is brought in by Greenleaf (1977) who conceives the leader as a servant. The scriptural roots of servant leadership are established by Akuchie (1993) that explicate the religious and spiritual articulations of the construct. But the author failed to formulate a clear framework for understanding servant leadership. Spears (1995) formulated 10 features of a servant leader: healing, awareness, persuasion, listening, conceptualization, empathy, commitment, foresight, stewardship, and community building. A hierarchical framework of servant leadership was demonstrated by Farling, Stone, and Winston (1999). Servant leadership is normally discerned into three predominant leadership paradigms – the trait, the behavioral, and the contingency patterns of leadership (Barbuto and Wheeler, 2002; Dennis and

2.2 Organizational Justice
Organizational justice refers to perceptions of staff concerning fairness of intervention experienced from an organization and staff’s behavioral reaction to such perceptions (Alexander and Ruderman, 1987; Cropanzano, 1993; Elanain, 2010; Deutsch, 1975; Greenberg, 1990; 1996; Lam, Schaubroeck, and Aryeeet, 2002; Leventhal, 1973; Lind and Tyler, 1988; Pillai, Scandura, and Williams, 1999; Sweeney and McFarlin, 1993). A two-dimensional approach, distributive justice and procedural justice, of organizational justice is found to be widely used in the literature (Folger and Konovsky, 1989; Leung et al., 1996; Pillai et al., 1999; Suliman, 2007; Yoon, 1996). Tang and Sarsfield-Baldwin (1996) foregrounded that organizational justice leads to organizational effectiveness. Lam et al. (2002) manifested that researches of the outcomes of distributive and procedural justice do not provide reproducible and reciprocally ancillary conclusions as to extrapolate organizational justice across cultures. Colquitt (2001) identified four components of organizational justice: procedural justice, distributive justice, interpersonal justice, and informational justice.

2.3 Social Exchange
Social exchange theory was conceptualized to probe interpersonal exchanges that were not believed to be exclusively economic (Bignonx, 2006; Homans, Hamblin, and Kunkel, 1977). The social exchange theory studies social behaviour in terms of exchanges of information (Blau, 1964; Levine and White, 1961). Blau (1964) narrates social exchange relation as the socio-emotional expressions of the employee-employer relationship, and thus the comprehended fictitious character of the employment relationship. Das and Teng (2003) mentioned social exchange theory as it is fabricated and preserved by the scarcity of resources, prompting individuals to engage with one another to obtain valuable inputs. Sub-constructs of social exchange are leader-member exchange and perceived organizational support (Ahmed et al., 2013; Aselage and Eisenberger, 2003; Bal, Chiaburu, and Jansen, 2010; Eisenberger et al., 1986; Katrinli et al., 2008; Liao, Hu, and Chung, 2009; Lo et al., 2010; Rhoades and Eisenberger, 2002).

2.4 Organizational Citizenship Behavior
Organ (1988, p. 4) defined OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. Van Dyne, Cummings, and Parks (1995) contemplated OCB as positive intentions with the primary impulse to assist someone else or the organization itself rather than to care one’s self. Smith, Organ, and Near (1983) classified OCB as beneficial actions taken for the sake of the system. Turnipseed (2002) formulated OCB as extra-role behaviors that are discretionary outside the realm of those evaluated by conventional job evaluations which welfare the organization. Bogler and Somech (2004) presented OCB to be an essential organizational factor as it facilitates to encourage organizational efficiency without the need for formal organizational resources. OCB has continued to remain as a focal construct to researchers in the fields of Human
2.5 Emotional Quotient
In spite of the possibility of intelligences beyond memory and problem solving, it was not acknowledged until early 1990s comparatively grievous attempts were made to conceptualize emotional quotient (Brown, Bryant, and Reilly, 2006; Cooper and Sawaf, 1997; Goleman, 1995; Goleman, Boyatzis, and McKee, 2002; Weisinger, 1998). Emotional quotient is the ability to sense, empathize, and efficaciously enforce the judgment and insightfulness of emotions to alleviate high levels of cooperation and productivity (Bar-On and Parker, 2000; Goleman, 1998; Lynn, 2005). Ngah, Jusoff and Rahman (2009) commented that concentrating on emotional quotient of employees would contribute towards more adequate to participate in innovation at work place.

2.6 Research Hypotheses
Subsequently reviewing the extant literature following research hypotheses are explicated:
H₁: There is a significant relationship between Servant Leadership and Organizational Justice towards Organizational Citizenship Behavior.
H₂: Social Exchange significantly mediates Servant Leadership and Organizational Justice towards Organizational Citizenship Behavior.
H₃: There is a significant relationship between Organizational Citizenship Behavior and Emotional Quotient

2.7 Conceptual Framework

![Conceptual Framework](image)

Figure 1 Conceptual Framework – “KKR Emotion Propelled OCB Model”
3. RESEARCH METHODOLOGY AND STRATEGIES

3.1 Subject and Procedure
In general, research refers to a deliberate investigation or inquiry especially in search of new facts in any branch of knowledge (Jha, 2008; Ketchen and Bergh, 2004; Newman and Benz, 1998; Picciano, 2004; Punnett & Shenkar, 1996; Samuels, Biddle, and Emmett, 2009; Scruggs and Mastropieri, 2006). The research design adopted in this research is of Descriptive type. Descriptive research is an empirical interrogation that delineates the attribute of affairs as it remains at the time of study (Kane, 1985; Kirsch and Sullivan, 1992; Oakes and Ji, 2012; Salkind, 2010).

3.2 Research Instrument
In this research, a questionnaire is employed as a research instrument to collect the data from the respondents. The sub-scales that determine Servant Leadership, Organizational Justice, Social Exchange, Organizational Citizenship Behavior, and Emotional Quotient are supported from an extensive literature search. The sub-scales of Servant Leadership are emotional healing, creating value for the community, empowering, helping subordinates grow and succeed, and behaving ethical; adopted from “Servant Leadership: Development of a Multidimensional Measure and Multi-Level Assessment” developed by Liden et al., 2008. The sub-scales of Organizational Justice are procedural justice, distributive justice, interpersonal justice, and informational justice; constructed by using the modified Japanese version of the Organizational Justice Scale developed by Colquitt (2001) used in the study “On the dimensionality of Organizational Justice: A construct validation of a measure”. The Social Exchange factors sub-scales are leader-member exchange and perceived organizational support; framed using the modified Leader–Member Exchange Scale developed by Graen and Uhl-Bien (1995) used in the study “Relationship-Based Approach to Leadership: Development of Leader–Member Exchange (LMX) Theory of Leadership Over 25 Years: Applying a Multi-Level, Multi-Domain Perspective” and Perceived Organizational Support Scale developed by Eisenberger et al. (1986) used in the study “Perceived organizational support”. The sub-scales of Organizational Citizenship Behavior are Altruism, Civic Virtue, Courtesy, Conscientiousness, and Sportsmanship; adopted from the modified Italian translation of Organizational Citizenship Behavior Scale formulated by Podsakoff et al. (1990) in the study “Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors”. The sub-scales of Emotional Quotient are intrapersonal, interpersonal, and adaptability; adopted from the modified Bar-On Emotional Quotient Inventory developed by Bar-On and Parker (2000). The respondents are requested to establish their degree of agreement with each statement on a five-point Likert Scale ranging from “1-Strongly Disagree” to “5-Strongly Agree”.

3.3 Sampling Technique
The geographical area refers to Coimbatore – the employees of IT & ITES companies. The sample units covered for this research are the employees of companies occupied at 2 major IT campuses in Coimbatore. Applying Krejcie & Morgan (1970) sample size determination model, at 99% confidence level and 5% margin of error, the sample size of this research is computed as 276. Multi-stage random sampling technique that belongs to the category of probability sampling is applied to choose the
potential unbiased respondents into the sample. Initially, the locations where the IT & ITES companies operate are classified into geographical clusters: Hub-1 and Hub-2. Later, IT & ITES companies in each hub are determined by selecting the respondents randomly. Accordingly, the researcher prepared 276 questionnaires and distributed them to the respondents. Eliminating and revising double-barreled, ambiguous, and misleading statements (Churchill, 1979), 231 completely filled questionnaires remained at a response rate of 83.69%.

3.4 Statistical Tools
Using the statistical packages, IBM SPSS V.21 and AMOS V.18, the empirical assessment of the above mentioned conceptual framework is tested using Stepwise Multiple Linear Regression, Mediating Effects, Analysis of Variance, and Structural Equation Modelling (SEM) with Maximum Likelihood Estimation as the statistical techniques.

4. DATA ANALYSIS AND FINDINGS
The sample adequacy of the constructs is measured using KMO and Bartlett’s test. It is understood that the factor model cannot be accepted if the KMO score is less than 0.5 and the Bartlett’s test score is more than 0.5 (Pishghadam and Noghani, 2011; Sreejesh, Mohapatra, and Anusree, 2014). The KMO score is found to be more the 0.761 and Bartlett’s score is 0.00 for all the selected constructs. Hence the factor model is acceptable for further analysis. Cronbach’s Alpha reliability coefficient is tested to measure the reliability of the items. The outcomes of Cronbach’s Alpha reliability coefficient range from 0.722 to 0.906, which is said to be a good degree of internal consistency (Leech, Barrett, & Morgan, 2008; Parsons, 1998; Salkind, 2014).

Objective 1: A Multiple Linear Regression is performed to measure the impact of servant leadership and organizational justice towards organizational citizenship behavior. Furthermore, Stepwise Linear Regression is also executed, each time withdrawing the weakest correlated variable, and the most effectual sets of independent variables that interpret the distribution best are summarized. The outcomes of multiple linear regression noted that among the Servant Leadership and Organizational Justice variables - Empowering, Behaving Ethical, and Distributive are not significant with OCB; and Emotional Healing, Creating Value, Helping Subordinates, Procedural Justice, Interpersonal Justice, and Informational Justice are significant with OCB. Stepwise Linear Regression revealed a total of six significant models – Emotional Healing, Helping Subordinates, Creating Value, Procedural, Informational, and Interpersonal to be significant with OCB. It is noticed that “Emotional Healing” accounts for 9.9%, “Emotional Healing, Helping Subordinates” account for11.4%, “Emotional Healing, Helping Subordinates, Creating Value” account for 18.5%, “Emotional Healing, Helping Subordinates, Creating Value, Procedural” account for 21.3%, “Emotional Healing, Helping Subordinates, Creating Value, Procedural, Informational” account for 26.8%, and “Emotional Healing, Helping Subordinates, Creating Value, Procedural, Informational, Interpersonal” account for 28.7% of variance in OCB. Hence, it is interpreted that when an independent variable is introduced the model, the $R^2$ value undergoes a considerable change. These are in consensus with the findings of Zehir et al. (2013) and Cohen-Charash and Spector (2001) who found that Organizational Justice perceptions can improve organizational-relevant attitudes and Servant Leadership behavior is positively associated with Organizational Justice, and at the same time, Servant
Leadership and Organizational Justice shares a significant and positive correlation with OCB.

**Objective 2:** This study seeks to evaluate the degree to which the effect of the independent variables (Servant Leadership and Organizational Justice) on the dependent variable (OCB) via the mediator (Social Exchange). Using AMOS, the mediating effect is further studied. From the regression weights of the direct model, it is interpreted that among the independent variables, Servant Leadership is found to be significant with OCB and Organizational Justice is not found to be significant with OCB. It can be observed for the mediating effect that Social Exchange significantly mediates Servant Leadership and Organizational Justice towards OCB. This determination is in line with the findings of Ishak and Alam (2009) and Moideenkutty and Schmidt (2011) who found social exchange to mediate the relationship between leadership and OCB.

**Objective 3:** To measure the role of OCB towards Emotional Quotient of the respondents, ANOVA is executed. It is observed that there is significant relationship between all the sub-scales of OCB and Emotional Quotient. This result can be further validated by the findings of James, Velayudhan, and Gayatridevi (2010) who illustrated that OCB is positively correlated with Emotional Quotient. Therefore, it is apparently generalized that OCB contribute significantly towards Emotional Quotient of the employees.

Comforting all the primary assumptions, the KKR Emotion Propelled OCB Model is performed using AMOS. The Chi-Square value is found to be significant ($p = .000$) (Browne and Mels, 1992). CMIN/DF is determined to be 4.137 establishing an acceptable fit (Marsh and Hocevar, 1985). GFI is ascertained to be 0.992 evidencing a satisfactory fit (Tanaka and Huba, 1985). AGFI is discovered to be 0.987 showing a good fit (Tanaka and Huba, 1985). RMR is observed to be 0.041 conveying a very good fit (Arbuckle, 2010). CFI is noticed to be 0.921 exhibiting a borderline fit (McDonald and Marsh, 1990). IFI is noted to be 0.930 proving a satisfactory fit (Bollen, 1986). PCLOSE of this KKR Emotion Propelled OCB Model is 0.000 imparting a perfect fit (Browne and Cudeck, 1993). Considering the aforesaid fit indices it can be extrapolated that the KKR Emotion Propelled OCB Model has an
An Exploration of Emotion Driven Organizational Citizenship Behavior - A Phenomenological Approach

adequate fit (Arbuckle, 1997; Bollen, 1986; Brown, 2015; Byrne, 2013; MacCallum, 1986; Preacher, 2003; Raykov and Marcoulides, 2006).

Figure 4 Unstandardized Estimates of the proposed “KKR Emotion Propelled OCB Model”

Figure 5 Standardized Estimates of the proposed “KKR Emotion Propelled OCB Model”
5. CONCLUSION
The concept of OCB can be habituated as an attribute that bridges various patterns to construct well emotionally balanced workforce in organizational contexts. The vitality of OCB model is based on the insight and the big picture the model depicts from personality factors and organizational factors. This study proposes novel apprehensions from Servant Leadership and Organizational Justice, including Social Exchange as mediating element, to explicate the antecedents of OCB. The research findings impart to the existing literature by identifying the bracing patterns that ascertain OCB. This study has also integrated Emotional Quotient of the respondents furthered by OCB. The conceptual framework – “KKR Emotion Propelled OCB Model” that integrates all the ascertained attributes determining OCB is suggested.

5.1 Limitations
This research is subject to couple of limitations could have determined the research findings. Given the working population in the IT & ITES sectors along with the intense size and cultural diversity of the nation, as the data were gathered from IT & ITES companies belonging to Coimbatore, the results cannot be generalized for the whole sector. Limited availability of literature relevant to Indian context of IT & ITES sector served as a serious limitation. The research findings depend purely on the responses provided by the respondents that are circumstantial and relational.

5.2 Managerial Implications
The findings of this research provide awakening phenomena by appending empirical endorsement to the existing theoretical knowledge. Not a final statement on the research theme, though, this study contributes to the growing body of evidence that OCB encourages to perform considerably better in organizations. By recognizing how employees emotionally balance in organizations, it is possible to observe new pathways towards creating emotion propelled OCB framework. Intrinsically, this study extends to positive organizational scholarship literature that facilitates to reveal dynamics toward OCB in human systems.

5.3 Recommendations for Future Research
This study has stretched out the doors for many interesting discussions in OCB domain. Irrespective of the fact that the proposed “KKR Emotion Propelled OCB Model” manifested a satisfactory fitness towards formulating OCB, there is always a chance for a better model to exist. There are other dimensions, like: behavioral factors, talent management, performance management, organizational commitment, discipline, employee engagement, and efficacy still remain unexplored in this sphere. Meta-analysis could be employed in future research on elucidating the relationships. Furthermore, studies related to OCB can be conducted focusing on societal factors.

REFERENCES


An Exploration of Emotion Driven Organizational Citizenship Behavior - A Phenomenological Approach


An Exploration of Emotion Driven Organizational Citizenship Behavior - A Phenomenological Approach


An Exploration of Emotion Driven Organizational Citizenship Behavior - A Phenomenological Approach


