

The measurement of Organizational Citizenship Behaviour and its impact on job satisfaction and loyalty among Christian Workers in Ghana

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Abstract : In recent years, there have been increasing research works in the benefits of extra-role behaviours of employees. Despite the good works being done, most of research works focus on the extra-role behaviour effect on customer responses and organisational performance. The focus has often neglected the behaviour of the employees' self-concept and well-being at the workplace. The Ghanaian and faith-based context has received less attention on organisational citizenship behaviour studies. This study used Sharma and Jain (2014) organisational citizenship behaviour measurement scale to explore the drives of job satisfaction and employee loyalty from behavioural perspective.

The research design includes the following steps: adaptation of organisational citizenship behaviour, job satisfaction and employee measurement scales to suit research context, assessment of reliability and validity of dimensions, and test of goodness-of-fit of model. In all 530 Christian workers participated in the study.

The research found that three dimensions each can be used to measure organisational citizenship behaviour, job satisfaction and employee loyalty. Organisational citizenship behaviour has significant effect on job satisfaction that also leads to high impact on employee loyalty. The direct effect of organisational citizenship behaviour on employee loyalty is minimal. This study provides implications for both researchers and managers who work with Christians.

Key words: organisational citizenship behaviour, job satisfaction, employee loyalty and Christian workers.

I. Introduction

Employees' loyalty at workplace is a function of internal motivations and workplace environment. The internal motivations are an integral part of self-concept which greatly affects the quality of employees' life and effort to perform. The theoretical interest in organisational citizenship behaviour, job satisfaction and employee loyalty have emerged in recent academic research works and textbooks, but less of such works are found in employees' whose faith made the application of these construct a non voluntary activity.

Some researchers have argued that, employees' spiritual and religious behaviour provides answers to complicated contemporary organisational problems (Driver, 2005; Fry and Slocum, 2008; Gotsis and Kortezi, 2008). In addition, it is important that, organisations should reduce employee cynicism and mistrust by acknowledging the importance of communal way of life at workplace (Fagley and Adler, 2012; Cartwright and Holmes, 2006; Duchon and Plowman, 2005). About 70% of United State of America employees is not interested to invest in discretionary effort for their organisations and undertaking extra-role activities could save the country about US\$450 to US\$550 billion (Gallup, 2013). In this global economic situation that is characterized by market competitiveness and self team-based work structures, all winning organisations are increasingly relying on employees who take on extra-role activities. This means that, organisations should heavily rely on employees who show both in-role and extra-role behaviours in the workplace (Bolino et al, 2002; Ilgen and Pulakos, 1999; Organ et al, 2006; Podsakoff et al, 2000). In-role behaviours are the task performance activities that are explicitly indicated in employees' job description. The extra-role behaviours are the contextual performance involving pro-activeness, discretionary and deliberate employee behaviours that are outside the job description, employment contract, or associated with the main job tasks (Organ, 1988; Schnake, 1991; Smith et al, 1983). In this regard, extra-role behaviours are aimed to improve the social, psychological and organisational environment where in-role behaviours happens (Bateman and Organ, 1983; Organ, 1997; Smith et al, 1983). The study into this extra-role behaviour is important as employees spend an increase amount of time at work

which impact on their well-being, employees are seeking meaning to work and work is also becoming intensified.

The importance of Christian workers' practice of their faith at workplace can be explained in four main ways. Christian workers like all other employees have human resource potential that are fundamental to the economic progress of organisations (Drucker, 2002; Say, 1845; Smith [1776] 1937; Schumpeter, 1934; Stevenson & Jarillo, 1990). In addition, the values and beliefs of employees have positive relationship with organisational culture, work performance and sustainable competitiveness of organisations (Barney, 1986; Leonard-Barton, 1992; Chewning, Eby & Roels, 1990; Goossen & Stevens, 2013; Howard & Welbourn, 2005; Malloch, 2008; Miller, 2007; Mitroff & Denton, 1999; Nash, 1994; Nash & McLennan, 2001; Pruzan & Pruzan Mikkelsen, 2007). There is also extensive ignorance of the contribution of Christian workers to co-workers' well-being, and the fight to workplace cynicism, suspicion, and antagonism (Gorringe, 1999; Duchrow & Hinkelammert, 2004, 2012; Ramadan, 2003). There is also less theoretical motivation for research into Christian workers' faith-work practice. It is generally recognised that workplace environment in developing and emerging economies differs considerably from that in developed ones. The practice of faith at workplace is relevant as those faiths place specific expectations on Christian workers adherents regarding issues of helping one another, selflessness, satisfaction, loyalty, truth and honesty.

There are biblical exhortations that also influence Christian workers behaviour at the workplace. The books of Proverbs places emphasis on Christian workers to have wholesome attitude of patience, self control, humility, contentment, fidelity, love for one another and diligence which are important requirement to healthy work environment. On the other hand, Christians are also tasked to refrain from anger, pride, envy, hatred and laziness which are also counterproductive (Proverbs 10:1-32). The Apostle Paul encourages Christians to work hard so that they can present themselves to God and receive His approval (2 Timothy 2:15). There is also biblical instruction to Christian employees to obey their employers in the things they do. Christians are required to please employers all the time but not just when employers are watching them. Christians are mandated to serve employers sincerely because of their reverent fear of the Lord and to work willingly at whatever they do as though they are working for the Lord rather than for people. These standpoints are endorsed unreservedly by Christian workers and managers of organisations and they are in line with the values of organisational citizenship behaviour. These activities are important to develop effective working relationships among employees (Gwinner et al, 1998). Christian workers are vital for ensuring success in this area as their faith compels them to do so.

Recent research works in the area of organisational citizenship behaviour have focused on the effect that certain organisational variables have on customer responses and organisational performance (Reichheld, 1996; Reynolds and Beatty, 1999; Podsakoff and Mackenzie, 1997). The common objective for most of these research works is to define employees' behaviour which contributes to the long-term success of the organisation. The focus has often neglected the behaviour on the employees' self-concept and well-being at the workplace (Dyne et al, 1994). The Occupational Future Time Perspective (OFTP) concept gives explanation to the behaviour of employees in terms of their reflection on the opportunities they perceived as left in future occupation as well as God's given life (Weikamp and Goritz, 2016). The Socioemotional Selectivity Theory (SST) explains that, employees differ in their motives depending on their future time perspectives (Carstensen, 1995 and 2006). This study aims at exploring occupational future time perspective and Socioemotional selective theory perspective of Christian workers in the context of organisational citizenship behaviour, job satisfaction and loyalty at the work place. By this way, organisational citizenship behaviour, job satisfaction and loyalty can be understood in terms of theory and practice.

II. Literature review

Researchers have operationalised the definition of citizenship behaviour with measures that assess the performance of behaviours that are presumed to be extra-role (Bateman & Organ, 1983; Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Smith, Organ, & Near, 1983). Most of the organisation citizenship behaviour measures resemble one another in content and format. One of the most empirically studies into organisational citizenship behaviour frameworks has categorised it into two dimensions made up of behaviours that benefit the organisation as a whole – OCBO, and other behaviours that benefit the individual at the work place - OCBI (Williams and Anderson, 1991). This approach to separate organisational citizenship behaviour into components has been criticized for component overlap (Dalal, 2005; Hoffman et al, 2007; LePine et al, 2002; and Williams and Anderson, 1991) and components correlating with some predictors such as job attitudes, satisfaction, commitment, perceived fairness, leader supportiveness and conscientiousness (Organ and Ryan, 1995). Joireman et al (2006) studies shows that, employees who perceive being part of an organisation for

long time show more organisational citizenship behaviour. Van Dyke and Ang (1998) have also opined that employees who face job prospects outside their organisation expresses less organisation citizenship behaviour. As these research addresses timeframe of being in a particular organisation, there is less study on Christian workers whose faith places obligation on them to exhibit organisational citizenship behaviour at the workplace.

Kooij et al (2011) has reiterated that, growth and development motives decrease with increasing age, whereas security, generativity and affiliation motives increase with increasing age. The Socioemotional Selectivity Theory has emphasised that, it is not age but perceived future drive that determines people's motivations across lifespan. This means that, people's worldview can influence their behaviour at the workplace. In this regards, two set of goals are presented: knowledge-orientation and emotion-orientation. The knowledge-oriented goals are directed towards acquiring knowledge that provides for future benefits to obtain rewards in the future. The emotion-oriented goals are also directed towards feeling good, meaningful social interaction and obtaining rewards for the present (Carstensen, 2006; Fung and Cartensen, 2006). The Socioemotional Selectivity Theory has established that people's goal shift depending on the future time perspective of the person. In specific terms, people who prioritise knowledge-and future-oriented goals feel that they have more time left and have open-ended future time perspective. On the other hand, people with emotion-and present-oriented goals feel short of time and have constrained future time perspective (Penningroth and Scott, 2012). For example, people whose worldview is that "life is short, let us enjoy ourselves today" prefer relationships that are emotionally meaningful. The Socioemotional Selectivity Theory has become useful to organisational management because it covers both lifespan and occupational life of employees. This study follows on Christian workers' general future time of the coming of Christ and judgment after death, and their occupational future time perspectives (Zacher and Frese, 2009) to determine their organisational citizenship behaviours.

Smith et al (1983) identified two factors of organizational citizenship behaviour. The first organizational citizenship behaviour is altruism with items such as helping an overloaded worker catch up with the work flow to solve a problem and helping a new worker learn the job. The second factor termed as compliance or conscientiousness considers the sub factors that are more general and contribute to the group, department or organization which include punctual at work, low absenteeism, and refraining unnecessary breaks. Several different measures on organizational citizenship behaviour have clearly proved that altruism (helping) and compliance are two essential factors of organizational citizenship behaviour.

Organ (1988) made a case that courtesy is also a form of organizational citizenship behaviour. It refers to helpful behaviours that prevent a work related problem for occurring and help to lessen the severity of a foreseen problem. Organ (1988) has elaborated five specific categories of discretionary behaviour and the contribution of each to efficiency. They are:

- (i) Altruism which focuses on individual's behaviour that contributes to group efficiency by enhancing individual's performance, helping new employees and offer free time support.
- (ii) Conscientiousness which is about the considerate use of time to enhance the efficiency of both individuals and the group, employees given more time to the organization, and employees exerting effort beyond the formal requirements.
- (iii) Sportsmanship which emphasis the amount of time spent on organizational endeavours, employees decreasing time spent on humming, complaining and moaning.
- (iv) Courtesy which prevents problems and facilitates constructive use of time, employees given advance notices, timely reminders and appropriate information.
- (v) Civic virtue which promotes the interests of the organization in broader terms, employees voluntarily serving on committees and attending functions.

Graham (1986) considered civic virtue also as a worthwhile construct of organizational citizenship behaviour. Civic virtue describes a posture of responsible, constructive involvement in the political or governance process of the organization. Graham (1989) proposed four-dimension model of organizational citizenship behaviour. They are:

- (i) Interpersonal helping, which focuses on helping co-workers in their jobs when such help is needed.
- (ii) Individual initiative which describes communications to others in the work place to improve individual and group performance.
- (iii) Personal industry which describes the performance of specific task as and beyond the call of duty.
- (iv) Loyal boosterism which describes the promotion of the organizational image to outsiders.

Building on the conceptual work of Organ (1988), Podsakoff et al (1990) also identified the same five major categories of organizational citizenship behaviour: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. In addition, Organ (1990b) suggested two more dimensions which are:

- (i) Cheerleading which involves the celebration of co-workers' accomplishments. The effect is to provide positive reinforcement for positive contributions, which in turn makes such contributions more likely to occur in the future.
- (ii) Peacemaking where employees notice that a conflict is on the verge of developing into a personal war between other employees and appropriate steps are taken to cool heads, help the antagonists save face, and help discussants get back to consideration of personal issues.

In the work of Williams and Anderson (1991), two major organizational citizenship behaviours were identified. The first are behaviours that benefit the organization in general. They named such behaviours as OCB-O. The second organisation citizenship behaviours are those behaviours that immediately benefit specific individuals and through this means contribute to the growth of the organization. This second behaviour is also called OCB-I.

Sharma and Jain (2014) reviewed literature and consulted academicians and industry practitioners and developed measurement scale for organisational citizenship behaviour. The study categorised the behaviours into altruism, organizational compliance, sportsmanship and loyalty.

- (i) The Altruism is measured by 22 items which include creating healthy and cheerful atmosphere at workplace, listening to co-workers problems and providing solutions, trying to improve working conditions, volunteering to take additional tasks, spreading goodwill in the organization, giving constructive suggestions for improvement, being enthusiastic about my job and about co-workers welfare, helping subordinates to develop required skills, providing suggestions to co-workers related to their work, consulting colleagues whenever possible, following organization's rules even when not watched, taking initiative for new assignments, helping new employees adjust in new working environment, protecting organizational resources.
- (ii) The Organizational Compliance is measured by 5 items. The items include boosting organization's image, promoting organization's products and services, projecting good image of organization to the people, providing suggestions to co-workers related to their work.
- (iii) The Sportsmanship is measured by 6 items. The items include not complaining about insignificant things at workplace, putting extra effort on job, taking feedback from co-workers and superiors, opposing favoritism in the organization and encouraging family member to patronize our organization.
- (iv) The Loyalty is measured by 3 items. The items looks at employees' opinion regarding their views on buying the organisation's shares at market price, ready to send children in the organisation and feeling that the organisation is best in industry to work for.

Looking at the coverage of study into organisational citizenship behaviours of employees, it is unambiguous to say that, the mixture of dimensions are all used in the context of direct organisational benefits. The benefit of the individual providing the extra-role activities is less understood.

III. Organisational Citizenship Behaviour Measurement Scale

A good number of researchers have concluded that organisational citizenship behaviour can be measured by altruism, compliance, courtesy, sportsmanship, loyalty and civic virtue. Different measures have been designed and developed by researchers and have been successfully applied in diverse culture settings. The first scale was designed by Bateman and Organ (1983) which was used to measure organizational citizenship behaviour. Their measurement was a 30 item scale made up of items like cooperation, altruism, compliance, punctuality, housecleaning, protecting company property, conscientiously following company rules and dependability. In the works of Van Dyne et al (1994), organisational citizenship behaviour can be measured by employee's obedience, loyalty and participation. Van Dyne et al (1994) also suggested two determinants of organisational citizenship behaviour. The first determinant was attitudinal with items such as job satisfaction, fairness, commitment, and leader supportiveness. The second determinant was dispositional with items like conscientiousness, agreeableness, positive affectivity and negative affectivity. Fred Luthans (2011) found three dimensions of organisational citizenship behaviour namely loyalty, service delivering, and participation, and concluded that all the dimensions lead to high performance and increase work effectiveness.

Smith, Organ and Near (1983) have also developed 16-item measurement scale to organisational citizenship behaviour. According to them, citizenship behaviours comprise dimensions that affect individual and group

functioning. The group functioning was regarded as a function of the formal organization and the logic of facts. The dimensions identified were altruism and generalized compliance. Podsakoff, Mackenzie, Moorman, and Fetter (1990) also identified five factors of organizational citizenship behaviour, namely altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Williams and Anderson (1991) classified organizational citizenship behaviour into two broad categories with 14-item scale made up of 7 items on OCBO and 7 items on OCBI. The first category was OCBO which are behaviours that benefit the organization in general like given advance notice when unable to come to work and adheres to informal rules devised to maintain order. The second category was OCBI which are behaviours that immediately benefit specific individuals and indirectly through this means contribute to the organization such as helping others who have been absent, take personal interest in other employees' welfare.

Podsakoff and MacKenzie (1994) came with a 14 item scale which identified two new forms of organisational citizenship behaviours namely peacekeeping and cheerleading along with the other conventional forms like altruism, courtesy, civic virtues and sportsmanship. Another organisational citizenship behaviour measurement scale was developed by Van Dyne, Graham and Dienesch (1994) to serve the need for Political Science literature. The authors explain the fundamental categories as organizational obedience which reflects acceptance of the necessity and desirability of national rules and regulations governing organizational structure, job description and personnel policies. These authors had 34-item scale comprising items such as obedience, loyalty, social participation, advocacy participation and functional participation. The Van Dyne et al (1994) measurement scale acted as theoretical foundation for Moorman and Blakely (1995) when they came out with another scale on organisational citizenship behaviour. Moorman and Blakely (1995) developed 19-item scale that comprised of items on Interpersonal Helping, Individual initiative, Personal industry and Loyal Boosterism dimensions.

A review of the literature on organisational citizenship behaviour measurement again shown that, a number of the research findings and measures were influenced by western culture. In this regard, some researchers began work on organisational citizenship behaviour that has culture specification and global appeal. Farh, Earley and Lin (1997) came out with a global scale measurement on organisational citizenship behaviour. These authors developed 20-item organisational citizenship behaviour scale that has China work culture appeal. The dimensions identified comprised of items on identification with the company, altruism towards colleague, conscientiousness, interpersonal harmony and protecting company resources dimensions. Bakhshi Arti and Kumar Kuldeep (2009) developed 30-item measurement scale for Indian organisations on conscientiousness, courtesy, sportsmanship, helping co-workers and civic virtue dimensions. Sharma Vivek and Jain Sangeeta (2014) also developed 36-item measurement scale for Indian manufacturing sector. The dimensions for their scale were altruism, organizational compliance, sportsmanship and loyalty. The literature on organisational citizenship behaviour can be summarised in the Table-1.

Table-1: Summary of Prior Research

Author(s)	Organisational Citizenship Behaviour Dimensions used	Number of items in Organisational Citizenship Behaviour Dimensions	Target Population
Singh and Kolekar (2015)	Conscientiousness, courtesy, helping behaviour and sportsmanship.	10	Non-Teaching staff in College
Sharma and Jain (2014)	Altruism, organisational compliance, sportsmanship and loyalty	36	Manufacturing sector
Fred Luthans (2011)	Loyalty, service delivery and participation	Not clearly stated	Not clearly stated
Bakhshi Arti and Kuma Kuldeep (2009)	Conscientiousness, courtesy, helping behaviour, sportsmanship, and civi virtue.	30	Not clearly stated
Deborah L. Kidder (2002)	Altruism and civic virtue		Not clearly stated
Farh, Earley and Lin (1997)	Identification with company, altruism,	20	Not clearly stated

	Conscientiousness, interpersonal harmony and protecting company resources		
Moorman and Blakely (1995)	Interpersonal helping, individual initiative, personal industry and loyal boosterism	19	Not clearly stated
Van Dyre, Graham, and Dienesch (1994)	Obedience, loyalty, social participation, advocacy participation and functional participation.	34	Not clearly stated
Padsakoff and Mackenzie (1994)	Peacekeeping and cheerleading	14	Not clearly stated
Williams and Anderson (1991)	OCBO and OCBI	14	Not clearly stated
Padsakoff, Mackenzie, Moorman and Fetter (1990)	Altruism, conscientiousness, sportsmanship, courtesy and civic virtue	Not clearly stated	Not clearly stated
Smith, Organ and Near (1983)	Altruism and generalised compliance	16	Not clearly stated

Source: Banahene, S. (2017)

The Ghanaian and faith-based context has received less attention on organisational citizenship behaviour studies. This study used Sharma and Jain (2014) organisational citizenship behaviour measurement scale which is fairly new and has a number of the dimensions and items found in the other measurement scales.

IV. Employee Loyalty and Job Satisfaction

This study adopted loyalty scale developed by Bobalca et al (2012) in the study of young buyers of cosmetic products. The scale has four distinct phases namely cognitive, affective, conative and action. As regards job satisfaction, the study adopted the academic job satisfaction scale developed by Al-Rubaish et al (2011) in Saudi Arabia. This scale has the following dimensions: authority, supervision, policies and facilities, my work itself, interpersonal relationship, commitment, salary, and workload.

On the definition of loyalty, there are number of different opinions. Oliver (1997) has emphasised that, loyalty is about one's deep commitment to an activity in a consistent manner. This means that, loyal employees do not moved to other organisations under the influence of undertaking extra-role activities. By extension, employees' loyalty can be considered as an attitude and behaviour construct. In the works of Gronholdt et al (2000) as cited by Du and Tang (2014), loyalty is made up of four factors namely repurchase intention, price tolerance, referrals, and cross-buying intentions. Yao Dan (2011) has also noted that, loyalty covers one's behaviour and emotions. This study is interested in employees' loyalty because it provides theoretical and managerial implications for self-concept and management action (Aaker, 1992; Reichheld, 1996). In the service sector, most researchers have emphasised the importance of loyalty which leads to lower marketing cost (Aaker, 1991), promotes brand extension and stretching, and increase market shares (Buzzel et al, 1975; Buzzell and Gale, 1987). Loyalty studies have also indicated positive word of mouth relationship and reduction of employees' resistance (Dick and Basu, 1994).

Hooi Lai Wan (2013) studies has revealed that, there is no correlation between employee loyalty and the degree of Japanese style of human resource management policies used at the workplace. Jain and Singh (2013) have indicated that employees' attitudes reflect the values of their organisations. Khare and Pandey (2012) study have found that, there is an impact of job satisfaction and organisational commitment on employee loyalty. Kumara and Pandey (2011) studies have revealed that, job performance is comparatively high when positive belief and effective experiences are salient and predominant. Kabir and Parveen (2011) empirical test on the factors affecting job satisfaction suggested that, focus should be on factors that enhance employees' job satisfaction. Khoung and Tien (2013) reiterated that, in order to achieve high employee loyalty, organisations in the banking sector should achieve job satisfaction, enhance supervisor support and teamwork among employees and provide good working environment. Abugre and Sarwar (2013) noticed that, reward system in organisation plays an important role in achieving job satisfaction. Adjetey and Prako (2013) have indicated that, there are significant linear correlations among employee loyalty, engagement and performance. Bauer (2004) has showed that, high involvement of employees in high performance organisations is associated with high level of job satisfaction.

Akbar et al (2011) have identified that employee empowerment has positive and significant impact on job satisfaction and there exist significant difference between male and female employees regarding job satisfaction. These studies have considered loyalty and satisfaction from the context of the organisation. Exploring into what drives job satisfaction and employee loyalty from behavioural perspective can promote theoretical and practical development.

V. Research Methodology

Research Objectives

On the basis of research works on organisational citizenship behaviour, job satisfaction and employee loyalty, this study set the objective of exploring into Christian workers citizenship behaviour, how they are satisfied with their work and their loyalty to the organisations they work for in the Ghanaian context.

Research Design

The research data were collected by the use of structured questionnaire made up of three sections. The section A is on organisational citizenship behaviour and used an adapted measurement scale developed by Sharma and Jain (2014). The measurement scale contains four dimensions, namely altruism, organisational compliance, sportsmanship and loyalty. The altruism dimension has twenty two (22) items, organisational compliance has 5 items, sportsmanship has six (6) items and loyalty has three (3) items.

The section B is on employee loyalty and used an adapted measurement scale developed by Bobalca, Gatej and Ciobanu (2012). The measurement scale has four (4) dimensions namely cognitive with three (3) items, affective with five (5) items, conative with two (2) items and action with three (3) items. The section C is on job satisfaction and used an adapted measurement scale developed by Al-Rubaish et al (2011). This job satisfaction scale has eight (8) dimensions namely authority with nine (9) items, supervision with five (5) items, policies and facilities with nine (9) items, my work itself with five (5) items, interpersonal relationships with five items, commitment with four (4) items, salary with four (4) items, and workload with four (4) items.

The items in the three sections were presented as statements on the questionnaire with rating scales ranging from 1 (strongly agree) to 7 (strongly disagree). The drafted questionnaire were put to test with 30 students and were requested to give their opinion on the state of the questions in the area of clarity, omissions and errors. The feedbacks received were on the number of questions involved which translates to more time needed for completion, and clarity of some items. Number of questions could not be reduced due to the research scope but action was taken on the clarity of the questions. Subsequently, the revised questions were sent to three faculty members whose specialties are in human resource management and industrial psychology.

The questions were administered to Christian workers located in Kumasi, Ghana. The data was collected using personal contact approach at the workplaces of the respondents which is in line with the recommendations by Sureshchandar et al (2002) that personal contact provides detail engagement to survey. In all, 580 questionnaires were sent to the five Private Universities and 530 were valid out of the 550 returned questions. The number of usable sample size was 91.38%. The usable sample size of 530 for a population size of nearly 5000 active students in the Private Universities that were involved in the study was in line with the generalised scientific guideline for sample size decisions as recommended by Krejcie and Morgan (1970).

Data Analysis and Findings

The first step was to enter the data into SPSS 20.0 and checked for incorrect entries and missing data. A series of exploratory factor analysis (EFA) were performed to purify the scales, evaluate their internal consistency, and assess their discriminant validity. A test of reliability was conducted to measure the reliability of each measurement item to measure their said constructs. Cronbach's alpha values exceeding or very closed to 0.6 cut-off as recommended by Hair et. al. (2010) was used in the study. The principal component analysis method was used in this study to locate the underlying dimensions of the citizenship behaviour and job satisfaction. The objective of the principal component analysis was to derive a relatively rich and manageable number of factors that capture as much information as possible in the observed variables (Leech et al, 2011). The factor scores for each dimension can be used in further analysis including regression to lessen multicollinearity problem. In achieving the final set of items for each construct, the authors deleted five measures based on item-to-total correlations and the standardised residual values (Byrne, 2001; Rokkan et al, 2003). The deleted items were "I volunteer to take additional tasks that are not part of my work in my workplace", "I do not complaint about all things in my workplace" and "I take feedback from my co-workers and superiors and work on them" for altruism construct and "My department has a policy manual" and "I receive regular and timely feedback on my performance" under the job satisfaction construct.

The resulting pool of items was subsequently subjected to confirmatory factor analysis and a completely standardised solution using maximum likelihood method showed some items loading onto other components.

As regards organisational citizenship behaviour, six (6) components were emerged (see appendix 1). These components were identified to be altruism, organisational compliance, civic virtue, enthusiasm, self discipline and leadership. Job satisfaction and employee loyalty loaded well.

To test the internal consistency of each construct, Cronbach's reliability coefficients were applied. The table-2 below shows the number of items and Cronbach's reliability coefficients.

Table-2: Cronbach's Reliability Coefficient of Construct Dimensions

Dimension	Number of items	Cronbach's reliability coefficient
Organisational Citizenship Behaviour		
Altruism	10	0.869
Organisational compliance	8	0.850
Civic virtue	4	0.642
Enthusiasm	4	0.711
Self discipline	2	0.488**
Leadership	2	0.423**
Job Satisfaction		
Authority	9	0.896
Supervision	5	0.879
Policies and facilities	9	0.863
My work itself	5	0.825
Interpersonal relationship	5	0.820*
Commitment	4	0.746*
Salary	4	0.822*
Workload	4	0.672*
Loyalty		
Cognitive	3	0.680
Affective	5	0.889
Action	3	0.797
Conative	2	0.569**

*items that affected the Structural Equation Model's Goodness-of-fit and were deleted.

**items not meeting the acceptable Cronbach's reliability coefficient of 0.6 and were deleted.

Three loyalty dimensions (cognitive, affective and action) were identified to have good Cronbach's reliability coefficient and were used in the study. This result is different from those from Bobalca et al (2012), Harris and Goode (2004) and Evanschitzky and Wunderlich (2006). One of the reasons for this might be that, the scale was borrowed from different foreign research setting and the possibility that some employees do not want to spend all or substantial working life in one organisation in Ghana. Two organisational citizenship behaviour dimensions were also deleted due to lower Cronbach's reliability coefficient. They are "self discipline and Leadership". The organisational citizenship behaviour dimensions used is a hybrid form of the works of earlier research works including those from Williams and Anderson (1991), Podsakoff and MacKenzie (1994), Graham (1986) and Organ (1988).

The resulting regression analysis indicated, 56% of loyalty variance can be explained by organisational citizenship behaviour and job satisfaction. However, changes in organisational citizenship behaviour and job satisfaction can cause employee loyalty to change by 37.73% and 71.49% respectively. The regression model is presented in appendix A. It can be seen from the regression analysis that, the proposed relationship between employee loyalty on one hand and organisational citizenship behaviour and job satisfaction on the other were significantly related.

Structural Equation model

Structural equation modeling was used to estimate parameters of the structure model to specify the relationships among organisational citizenship behaviour, job satisfaction and employee loyalty. The model specifies altruism, organisational compliance, civic virtue and enthusiasm as the exogenous constructs. The altruism, organisational compliance, civic virtue and enthusiasm were each selectively related to the satisfaction construct which was in turn related to the endogenous construct namely employee loyalty. The exogenous construct (job satisfaction) was directly related to the employee loyalty.

The initial model developed to explain the relationship among organisational citizenship behaviour, job satisfaction and employee loyalty did not give a good model fit. The initial model is showed in figure-1.

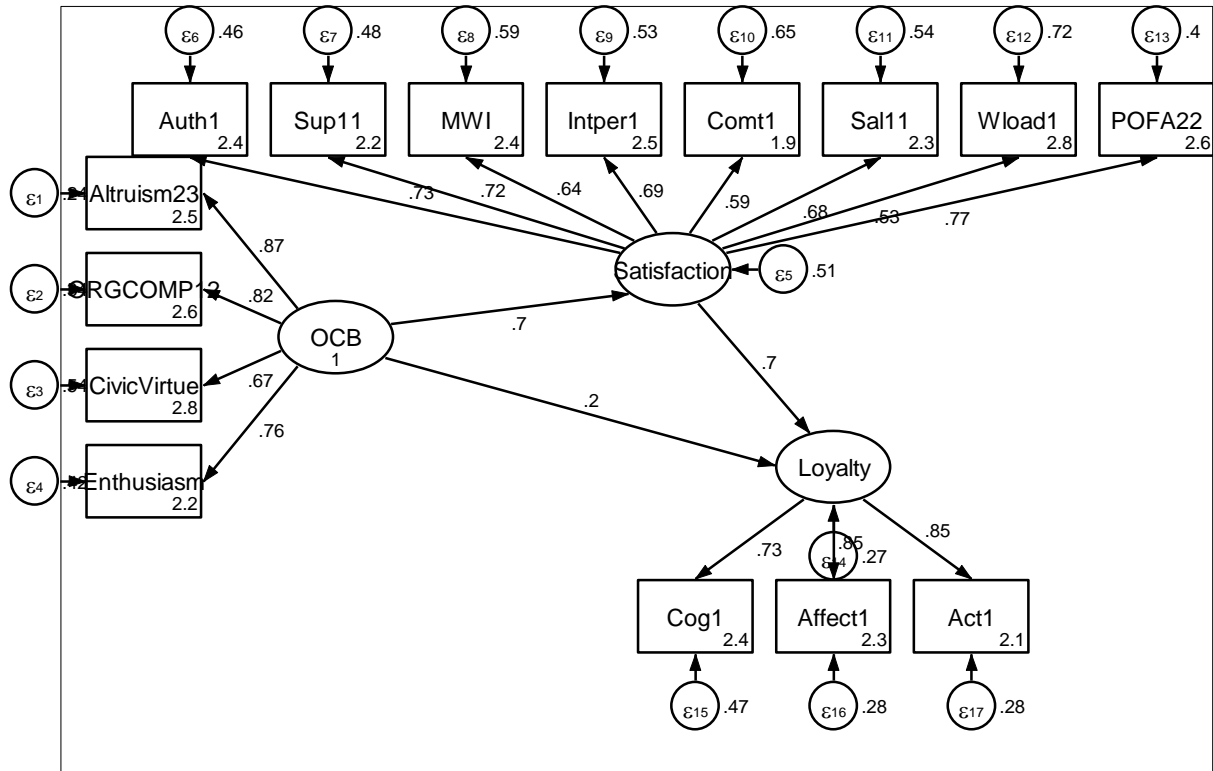


Figure-1: Initial Structural Equation Model for Organisational Citizenship Behaviour, Job Satisfaction and Employee Loyalty

From the figure-1 model, six dimensions (five from satisfaction construct and one from organisational citizenship behaviour construct) were poorly loaded on the model. Not surprising, the Goodness-of-fit results were not too good: $\chi^2 = 648.531$; p value = 0.000; RMSEA = 0.110; CFI = 0.874; TLI = 0.848; and SRMR = 0.070 (see appendix B).

The six dimensions were deleted from the model and the result is showed in figure-2.

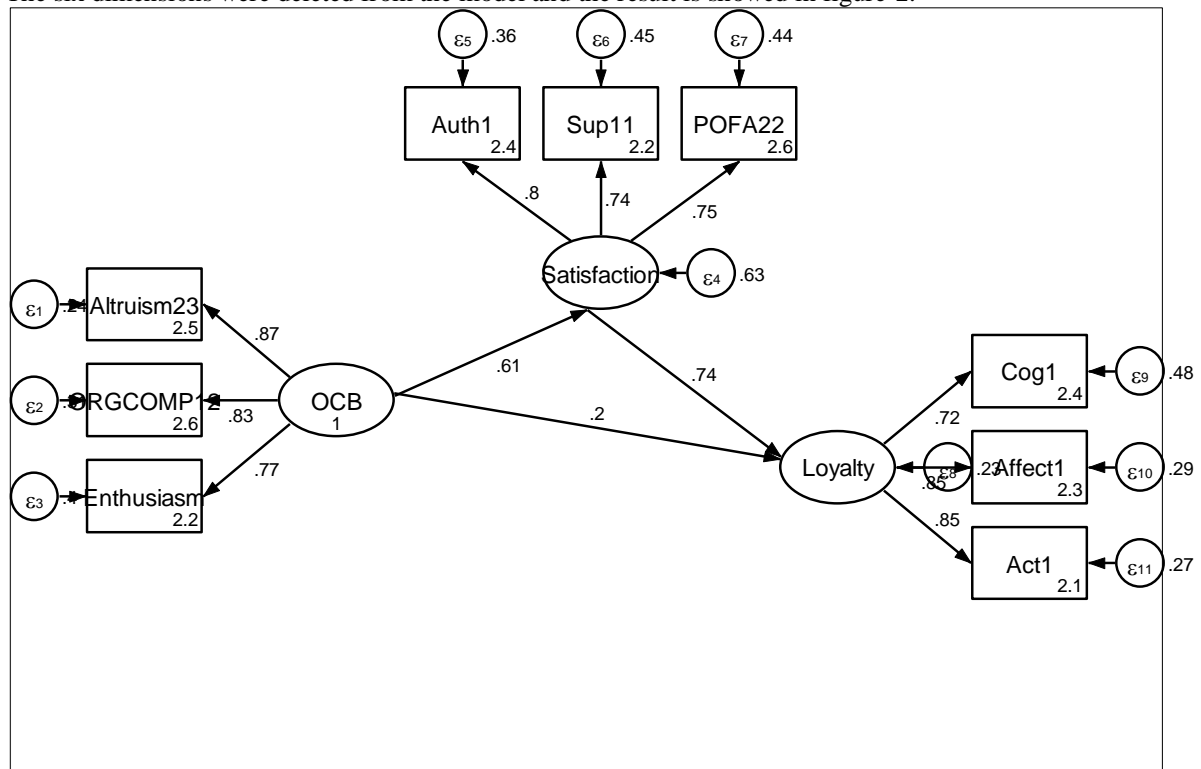


Figure-2: Final Structural Equation Model for Organisational Citizenship Behaviour, Job Satisfaction and Employee Loyalty

The figure-2 shows that organisational citizenship behaviour indirectly affects employee loyalty more than its direct effect. This means that, employees with good citizenship behaviour and job satisfaction can become loyal employees to their organisations. In contrast, good organisational citizenship behaviour minimally affects loyalty directly. The Goodness-of-fit statistics, showing the overall acceptability of the structural model analysed were acceptable: $\chi^2 = 86.798$; $p = 0.000$; degree of freedom 529; CFI = 0.978; TLI = 0.966; and SRMS = 0.027 (see appendix C). This results show considerable improvement in the model.

VI. Conclusions

The current study aimed to investigate measurement of organisational citizenship behaviour and its effect on job satisfaction and employee loyalty among Christian workers. In particular, the study links the construct of organisational citizenship behaviour at its dimensional levels to job satisfaction and employee loyalty and thus contributes towards increasing the diagnostics of explaining employee loyalty.

The study found that, the organisational citizenship behaviour loyalty dimension does not measure organisational citizenship behaviour well in the study. This is different from what Sharma and Jain (2014) has proposed. The some items on the altruism, organisational compliance and sportsmanship dimension loaded differently on other dimensions. As a results, new factor groupings has been developed to measure organisational citizenship behaviour construct under new set of altruism, organisational compliance and enthusiasm. Under job satisfaction, “my work itself”, “interpersonal relationship”, “commitment”, “salary” and “workload” did not improve on the model and cannot contribute much to the theoretical development of job satisfaction as proposed by Al-Rubaish et al (2011).

The study found that, altruism, organisational compliance and enthusiasm have direct and significant effect on job satisfaction. In addition, authority, supervision, and policies and facilities have direct and significant effect on employee loyalty. In contrast, altruism, organisational compliance and enthusiasm have less direct and significant effect on employee loyalty. This means that, organisational citizenship behaviour affect job satisfaction and subsequently impacts on employee loyalty.

VII. Managerial implications and future research studies

The major conclusion from our study is that, for predictive purposes managers should focus on altruism, organisational compliance and enthusiasm dimensions of organisational citizenship behaviour to measure, control and improve job satisfaction levels of their employees. Similarly, managers’ concentration on authority, supervision, and policies and facilities can improve the prediction to measure, control and improve on job satisfaction which can lead to employee loyalty. Measure of altruism, organisational compliance, and enthusiasm and job satisfaction can provide better feedback to managers regarding the overall loyalty levels experienced by their employees.

Given the significance of faith in the working life of Christians, managing organisational citizenship behaviour can be treated as a powerful tool to achieve job satisfaction and employee loyalty. As many organisations depend on extra-role performance of employees, special attention needs to be put on managing employees’ faith at workplace. This could be done by making sure that faith practice is allowed within the organisational context and employees’ extra-role performance are also recognised but not in the same method as the in-role performance. Since employees tend to spend relatively more hours at the workplace, organisations that employ Christian workers can still improve on employees’ workplace behaviours by improving the overall family-like work style. Christian employees need to be encouraged to have inner joy for working for no man but their creator as He will one day call them to account for the talent given them. The use of biblical references for good work practices can be integrated into presentations given at all organisation level platforms to improve the inner joy of employees. This can also stimulate the inner drive of employees to perform extra-role activities.

VIII. Limitations

The current research makes us to understand how organisational citizenship behaviour, job satisfaction and employee loyalty is compared with one another from a perspective where the attainment of the construct is non voluntary. To date, most of the studies in these areas do not focus on employees whose inner drive makes the practice of these constructs a must do activity. The present findings suggest that organisational citizenship behaviour can be measured by three dimensions: altruism, organisational compliance. Job satisfaction can also be adequately measured by authority, supervision and policies and facilities of the organisation. Loyalty measurement scale can comprise cognitive, affective and action. However, caution is needed in generalizing the findings although considerable evidence of relative efficacy has been found in the modified constructs. The present study is limited to Christian workers and the assertion needs to be validated by further studies in different faiths and locations. Further research should use the measurement scales in similar context and across different samples to find how consistent the results shall be.

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Appendix A

Source	SS	df	MS	Number of obs = 530		
				F(2, 527) = 341.65		
Model	404.324861	2	202.16243	Prob > F = 0.0000		
Residual	311.837014	527	.591721089	R-squared = 0.5646		
				Adj R-squared = 0.5629		
Total	716.161874	529	1.35380317	Root MSE = .76923		

Loyalty23	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	

OCB23	.3773225	.0508478	7.42	0.000	.2774332	.4772118
Satisfaction1	.7149332	.047929	14.92	0.000	.6207777	.8090886
_cons	-.1231617	.1227065	-1.00	0.316	-.3642156	.1178921

Appendix B

Fit statistic	Value	Description

Likelihood ratio		
chi2_ms(87)	648.531	model vs. saturated
p > chi2	0.000	
chi2_bs(105)	4560.842	baseline vs. saturated
p > chi2	0.000	

Population error		
RMSEA	0.110	Root mean squared error of approximation
90% CI, lower bound	0.102	
upper bound	0.118	
pclose	-0.000	Probability RMSEA <= 0.05

Information criteria		
AIC	21419.936	Akaike's information criterion
BIC	21625.034	Bayesian information criterion

Baseline comparison		
CFI	0.874	Comparative fit index
TLI	0.848	Tucker-Lewis index

Size of residuals		
SRMR	0.070	Standardized root mean squared residual
CD	0.894	Coefficient of determination

Appendix C

Fit statistic	Value	Description

Likelihood ratio		
chi2_ms(24)	82.798	model vs. saturated
p > chi2	0.000	
chi2_bs(36)	2659.052	baseline vs. saturated
p > chi2	0.000	

Population error		
RMSEA	0.068	Root mean squared error of approximation
90% CI, lower bound	0.052	
upper bound	0.084	
pclose	0.030	Probability RMSEA <= 0.05

Information criteria		
AIC	12535.904	Akaike's information criterion
BIC	12664.091	Bayesian information criterion

Baseline comparison		
CFI	0.978	Comparative fit index
TLI	0.966	Tucker-Lewis index

Size of residuals		
SRMR	0.027	Standardized root mean squared residual
CD	0.883	Coefficient of determination

**Appendix D
Organisational Citizenship Behaviour Rotated Component Matrix^a**

	Component		
	1	2	3
My present job provides good opportunities for promotion.	.723		
I have been rewarded for my good performance.	.728		
My opportunity for promotion is unlimited in my present workplace.	.721		
My present organisation has help me to pursue my professional goal.	.716		
Job promotion is based on job performance and achievement in my present organisation.	.724		
My present organisation has recognised my accomplishments.	.755		
My job encourages competitive spirit.	.628		
M y job is compatible with my experience.	.453		
I feel that my present organisation has a high degree of loyalty to me.	.640		
M y immediate supervisor treats staff fairly.	.309		.726
I can trust my immediate supervisor.			.771
My immediate supervisor does a good and efficient job.			.766
My immediate supervisor uses positive feedback with staff.			.770
No administrative tension with my immediate supervisor.		.374	.665
The office or area o work in my present organisation is comfortable and safe.		.629	.337
Amenities used i my present workplace is clean.		.714	
There is no shortness in financial resources in my present organisation.		.671	
The available equipment works properly.		.721	
Number of personnel is sufficient to run work in my present organisation.		.671	
There is fairness in my organisation's policies.	.365	.583	
My Department has a policy manual.	.472	.457	
There is capable administrative staff.		.606	
I receiver regular and timely feedback on my performance.	.514	.441	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with

Kaiser Normalization.

a. Rotation converged in 5 iterations.

Appendix E
Job Satisfaction Rotated Component Matrix^a

	Component		
	1	2	3
My present job provides good opportunities for promotion.	.727		
I have been rewarded for my good performance.	.745		
My opportunity for promotion is unlimited in my present workplace.	.727		
My present organisation has help me to pursue my professional goal.	.719		
Job promotion is based on job performance and achievement in my present organisation.	.729		
My present organisation has recognised my accomplishments.	.763		
My job encourages competitive spirit.	.636		
M y job is compatible with my experience.	.457		
I feel that my present organisation has a high degree of loyalty to me.	.651		
M y immediate supervisor treats staff fairly.			.744
I can trust my immediate supervisor.	.303		.766
My immediate supervisor does a good and efficient job.			.768
My immediate supervisor uses positive feedback with staff.			.774
No administrative tension with my immediate supervisor.		.384	.660
The office or area o work in my present organisation is comfortable and safe.		.662	
Amenities used i my present workplace is clean.		.722	
There is no shortness in financial resources in my present organisation.		.684	
The available equipment works properly.		.749	
Number of personnel is sufficient to run work in my present organisation.		.697	
There is fairness in my organisation's policies.	.365	.581	
There is capable administrative staff.		.561	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.