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Construct Validation of Organizational Citizenship Behaviour in an Asian Context: An Evidence among Academicians in Private Universities in Pakistan

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ABSTRACT

The objectives of the research study were to explore the factorial structure and to establish validities of organizational citizenship behaviour among academicians' working in private universities in Pakistan. Purposive sampling and quota sampling were used for allocating samples of 347 academicians to 21 private universities in the Punjab/ Islamabad Capital Territory of Pakistan. Organizational citizenship behaviour consisted of seven items and after exploratory factor analysis all items loaded strongly on one component and were labelled as "Organizational Citizenship Behaviour". The instrument of organizational citizenship behaviour was validated in the Pakistan's context. The one factor solution for the organizational citizenship behaviour construct was also confirmed through PLS (SEM). This study is unique in validating empirically the instruments of Organizational citizenship behaviour in Pakistan's (Asian) context among academicians in private higher education industry. Moreover, because of validated factorial validities of organizational citizenship behaviour researcher can academically differentiate between the factor structure of task performance and organizational citizenship behaviour among academicians in private higher education

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industry in Pakistan, instead of mixing up the theoretical domain of two different constructs as a single construct.

Keywords: Construct validation, exploratory factor analysis, organizational citizenship behaviour, partial least square

INTRODUCTION

Organizational citizenship behaviour is an employee's behaviour which does not directly represent input or output on a job as with task performance, but that does enhance positive interpersonal relations, group cohesion, organizational morale and contributes to organizational efficiency and effectiveness (Broucek, 2011; Podsakoff et al., 2000). It is same across all jobs and it is not a part of the formal job description. The job performance inventory can be seen as a one-dimensional construct at the level of organizational effectiveness, and the behaviours themselves reveal potentially many facets (Spain, 2010). In the 1960s, Katz (1964) divided job performance into two major categories: in-role and extra-role performance. In-role behaviours are related to the written job description of the employees and it is a contractual obligation of employees to perform in-role behaviours (Kahya, 2007). In-role behaviours are also known as task performance (Miao, 2011). Extra-role behaviours are neither a part of the job description nor part of contractual obligations but play a crucial role in achieving organizational goals. Research scholars and practitioners have recognized the importance of employees' behaviours on the job other than task performance. Employers prefer employees who do more than their job description (Maarleveld, 2009). Employees are expected to exert extra efforts and helping each other. Employees are expected to implement and institutionalize ideas and become innovative (Scott & Bruce, 1994). This paper aimed at assessing the construct validity of organizational citizenship behaviour among academicians in a newer context (Pakistan).

Moreover, for the first time this study seeks to define systematically and empirically validate organizational citizenship behaviour within the context of private higher education industry in Pakistan. Construct validation is ascertained to be important measure for ensuring that results from a research are of substantial value to the theoretical domain of any field of study (Johari & Yahya, 2009), thus help to demonstrate the appropriateness and robustness of organizational citizenship behaviour construct. An important justification for the construct validation of organizational citizenship behaviour among academicians in private universities in Pakistan is based upon four reasons: (i) Most studies are adopting global or universal job performance measures as job performance of academicians (Shahzad et al., 2008; Tessema & Soeters, 2006) and ignoring organizational citizenship behaviour as a dimension of academicians' job performance (ii) most of the researches on organizational citizenship behaviour are mixing up dimensions of task performance

with organizational citizenship behaviour and thus not maintaining a clear difference between the two constructs (Amin & Khan, 2009; Awan et al., 2008; Chughtai & Zafar, 2006; Din et al., 2006); (iii) conceptually and empirically, a sound theory of job performance of academicians could only be established if researchers can maintain clear differences between task performance and organizational citizenship behaviour iv) The factor structure of organizational citizenship behaviour of academicians could vary from context to context and thus the measures of organizational citizenship behaviour should be explored before adopting them for further data analysis. In this connection, this study examined the construct validity and psychometric properties of organizational citizenship behaviour instrument. Specifically, the objectives of the study include: i) to assess the structure of construct of organizational citizenship behaviour using the responses of academicians working in private universities in Pakistan. ii) To assess validity properties including content validity, convergent and discriminant validity of constructs of organizational citizenship behaviour using respondents from the private higher education industry in Pakistan. Also, the study seeks to gather evidence or findings on the construct validation of organizational citizenship behaviour among academicians' in private universities in Pakistan's context based on following research questions. i) What is the factorial structure of organizational citizenship behaviour construct in the private higher education industry in Pakistan's context? ii) Do measures of the organizational citizenship behaviour construct have good validity properties to be used for future studies in Pakistan?

This paper is organized into seven sections. First section presents general introduction of the topic. Second section represents research questions and research objectives. Third and fourth sections present the conceptual and operational definitions of organizational citizenship behaviour along with literature review. Section five and six discusses the methodological techniques, procedures employed and data analysis in the study. Seventh section presents and discusses results along with theoretical managerial implications.

Organizational Citizenship Behaviour

The importance of organizational citizenship behaviour among employees and employers is increasing at a rapid pace. Because of changing organizational structures, global competition, team-based organizations, downsizing and customer service orientation. The common view of job performance is limited to task performance only. It is because of commonly used job analysis methods which always results in task dimensions. Researchers such as Borman and Motowidlo (1993, 1997) focused on a separate construct of performance, namely citizenship performance. Citizenship performance refers to all activities such as helping others with their jobs, supporting the organization and volunteering for extra work or responsibility (Motowidlo, 2000).

Barnard (1938) should be considered as the pioneer in identifying employee citizenship behaviours like the cooperation of the organization's members with each other. Katz (1964) and Organ (1988) also recognized the importance of organizational citizenship behaviours and accepted the importance of citizenship performance as extra-role performance or discretionary behaviour for the smooth functioning of an organization. This definition of organizational citizenship behaviour is closely related to the elements of citizenship performance discussed by Borman and Motowidlo (1997). Organizational citizenship behaviour is quite distinct from task performance. Task performance varies from job to job. However, organizational citizenship performance stays the same for every job. It is not the part of the job description, but peers, boss and subordinates expect cooperation and helping behaviour from each other (Organ & Paine, 1999).

However, there are three categories of organizational citizenship behaviour in the literature: organizational obedience, organizational loyalty, and organizational participation. Organizational obedience focuses on accepting and obeying formal rules and regulations of the organization. Organizational loyalty means putting organizational interests above personal interests and organizational participation means participating in different organizational tasks (Graham, 1991). Organizational citizenship behaviour is oil in the social machinery of the organization. The individual's willingness to contribute to the organization is indispensable (Dipaola & Tschannen-Moran, 2001).

Activities such as volunteering or cooperating are the same for different jobs (Borman et al., 2001). The concept of organizational citizenship behaviour/ performance is derived from organizational citizenship concepts (Bateman & Organ, 1983; Organ, 1988) and later on (Borman & Motowidlo, 1997) contributed to the debate on organizational citizenship behaviour, introducing the concept of contextual performance to the literature.

Ahmadi et al. (2010), in a study in Iran, described organizational citizenship behaviour not as a job qualification. It is also not required as a part of the job, nor could it be considered as part of the "good soldier syndrome".

Belogolovsky and Somech (2010) investigated the organizational citizenship behaviour of teachers and it was defined as all helping behaviours extended to colleagues, supervisors, and students. The researchers further concluded that task performance is not enough for the achievement of organizational goals. A model based on organizational citizenship behaviour was retested in Korea (Young, 2010). The model studied the relationship of organizational justice and perceived organizational support with respect to organizational citizenship behaviour and pointed out that organizational citizenship behaviour was a vital source of organizational effectiveness. Organizational citizenship behaviour with respect to transformational leadership styles was investigated by

Givens (2008). The study further pointed out three characteristics of organizational citizenship behaviour, namely; positive benefits of organization and organizational employees, positive effects on employee behaviours and positive, selfless behaviours. The study concluded that organizational citizenship behaviour plays a critical role in the effectiveness of employees and the organization.

Organizational citizenship behaviour was studied in China by Miao and Kim (2010) who found and admitted that organizational citizenship behaviour had not been studied in a wider cultural context. Also, in India, the influence of organizational culture on organizational citizenship behaviours was studied (Mohanty & Rath, 2012). It was concluded that organizations cannot afford to follow only the prescribed behaviour of employees; the employees have to act beyond the call of duty. Organizational citizenship behaviour, though not recognized by the formal reward structure of the organization, has a lot to offer for the better working of the organization. The critical link between organizational citizenship behaviour and employee engagement was explored in human resource management practices in different organizations (Mansoor et al., 2012). They took organizational citizenship behaviour as a mechanism to increase resources and productivity of the resources through creative and innovative ways.

Organizational citizenship behaviours were studied in a Japanese organization by Ueda (2012). The researcher studied the effect of job involvement, organizational commitment, and collectivism on organizational citizenship behaviour by collecting data from 131 professors and clerical workers in a private Japanese university. It was noted that the Japanese employees did not view the boundary between their job and extra role performance (Ueda, 2012). Among Iranian nurses, the relationship of organizational citizenship behaviour and job satisfaction was studied (Dargahi et al., 2012). The research design was cross-sectional, covering 510 nurses from 15 teaching hospitals in Tehran. Sportsmanship, civic virtue, conscientiousness, and altruism were considered to study organizational citizenship behaviour among the nurses (Dargahi et al., 2012).

Dimensions of Organizational Citizenship Behaviour

Researchers summarized and reconfigured various dimension sets of contextual performance and renamed the performance domain as organizational citizenship performance. Coleman and Borman (2000) assembled a list of all dimension sets that belonged to organizational citizenship behaviours' studies, pro-social behaviour model studies and model of soldier's effectiveness. The 27 dimensions and definitions were sorted into different categories in accordance with their content. Moreover, 44 industrial psychologists were involved in the sorting process. Through sorting solutions, a pooled similarity matrix was developed, and the indirect similarity correlation matrix was developed (see

Borman & Brush, 1993 for the description of this method).

Factor analysis, and multidimensional scaling analysis, cluster analysis, was conducted and an agreed three factor solution emerged (Coleman & Borman, 2000). The three-category system was then converted into a three dimensional model of citizenship performance (Maarleveld, 2009). These factors were: (a) personal support (b) organizational support (c) conscientious initiative focused on the elements of volunteering and extra effort (Maarleveld, 2009; Motowidlo, 2000). Personal support represents the single dimension of helping others. Organizational support represents the different facets of supporting-the-organization and conscientiousness, and conscientious initiative covers elements of volunteering and extra effort (Maarleveld, 2009; Motowidlo, 2000). As far as factor structure of organizational citizenship behaviour is concerned Sesen et al. (2011) reported that the one-factor solution was the best solution. Moreover, Hoffman et al. (2007) went through OCB literature and tested whether the OCB dimensions fitted the five factors, two-factor or one-factor model. They reinforced the argument that the one factor solution was the best solution.

To measure employees' organizational citizenship behaviour, in this study, a seven-item scale developed by Koys (2001) based on the Organs (1988) five-dimensional taxonomy was used. Each item represented one of the five dimensions of organizational citizenship behaviour constructs: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Organizational citizenship behaviour is measured on a five-point Likert-type scale from (1) "Strongly Disagree" to (5) "Strongly Agree".

METHODOLOGY

For pilot study, forty-five questionnaires were returned out of 65 from the permanent faculty members of different universities in Rawalpindi and Islamabad. Five of the questionnaires were partially completed and therefore discarded. The test of internal consistency (Cronbach's alpha) was conducted to assess the reliability of each of the measures used in the questionnaire. All the measures demonstrated an adequate level of internal consistency reliability. The internal reliability was 0.885 for the measure of organizational citizenship behaviour. The target population in this research is all the academicians (professors, associate professors, assistant professors, lecturers) working in the private universities of Pakistan. There are all together 43 HEC recognized private universities in Pakistan. The choice of 21 private universities located in the Punjab/Islamabad Capital Territory out of total 43 universities in Pakistan was based on Purposive sampling technique. Therefore Punjab/Islamabad Capital Territory was chosen through purposive sampling technique, as data was accessible from these regions of Pakistan. Most private universities were in the Punjab province/Islamabad Capital Territory regions, which have a sufficient proportion of the population in this study. Moreover, Punjab is the largest province of Pakistan

with 65% of the population of the country (Ahmed & Ahsan, 2011).

Moreover, Punjab and Islamabad Capital Territory have the highest literacy rates in Pakistan, which are 62% and 86% respectively (Higher Education Commission [HEC], 2013b). The 21 private universities in Punjab/Islamabad Capital Territory have accommodated the largest numbers of academicians in the country as permanent employees (HEC, 2013a). As such, total population and sampling error tolerance were used to calculate the minimum sample size through Israel's (2009) formula**:** n= N/ [1+N (e^2)] was used. Using a sampling error tolerance of 5% and a total population of 2,618, the formula generated a minimum sample size of 347 participants. To achieve a representative sample, 21 subgroups were created based on the 21 private universities' total population of 2,618 academicians. The sample of 347 academicians was allocated to the 21 private universities' academicians on the proportionate population basis (quota sampling). Thus, a representative sample size of 347 academicians from 21 private universities was achieved for further data analysis in this research as shown Table 1.

Table 1

Sample allocated to private universities of Punjab/Islamabad capital territory of Pakistan

Sr. No.	Private Universities in Punjab/ Islamabad Capital Territory	Population	Sample
1	Beacon National University Lahore	76	10
2	Foreman Christian College University	174	23
3	Gift University Gujranwala	55	07
4	Hajvery University Lahore	197	26
5	Hitech University Taxila	69	09
6	Lahore Leads University	48	06
7	Lahore School of Economics	46	06
8	Lahore University of Management Sciences	118	16
9	Minhaj University Lahore	152	20
10	Qarshi University Lahore	11	02
11	Superior University Lahore	312	41
12	University of Central Punjab Lahore	170	23
13	University of Faisalabad	116	15

Table 1 *(Continued)*

Sr. No.	Private Universities in Punjab/Islamabad Capital Territory	Population	Sample
14	University of Lahore	61	08
15	University of Management Technology Lahore	185	25
16	University of Wah	87	12
17	University of South East Asia Lahore	62	08
18	Foundation University	191	25
19	Riphah International University	365	49
20	University of Emerging Sciences	78	10
21	Tameer-e-Millat University Islamabad	45	06
Total		2618	347

DATA ANALYSIS AND INTERPRETATION

A total of 380 questionnaires were administered to the academicians included in the sample size to overcome the probable loss or misplacement of questionnaires. The questionnaires were administrated based on proportionate allocation which used a sampling fraction in each of the universities that was proportional to the total population of 2618 academicians. Finally, within a period of approximately 4 months, data was collected equivalent to the size of the sample on the measures of organizational citizenship behaviour. The descriptive statistics of all the variables involved in this research are given in Table 2.

Table 2

Items codes and descriptive statistics (N=347)

Variables	Content	Mean	SD	Min	Max
Organizational Citizenship Behavior					
OCB1	I manage to help other workers when they are in need.	3.9683	0.86126	1	5
OCB2	I willingly give of my time to help others out who have work-related problems	3.9078	0.86527	1	5

Table 2 *(Continued)*

Variables	Content	Mean	SD	Min	Max
Organizational Citizenship Behavior					
OCB3	I work to exceed the role requirements.	3.8588	0.89002	1	5
OCB4	I obey department/ organization's rules, even if no one is watching.	3.9914	0.92645	1	5
OCB5	I work with a "can do" attitude.	3.9251	0.89645	1	5
OCB6	I treat my co-workers with respect.	4.1297	0.94221	1	5
OCB7	I work with a sense of responsibility for our success.	4.0893	0.88701	1	5

Exploratory Factor Analysis of Organizational Citizenship Behaviour

In the first run of EFA based on PAF on the variables of organizational citizenship behaviour, it was necessary to examine the correlation matrix of the items of the constructs of organizational citizenship behaviour, it was discovered that items OCB1, OCB2, OCB3, OCB4, OCB5, OCB6, and OCB7 have comparatively strong correlations >0.3 with other items (Field, 2009), as shown in Table 3.

Table 3

Inter-item correlation matrix of OCB

	OCB1	OCB2	OCB3	OCB4	OCB5	OCB6	OCB7
OCB1	1.000						
OCB2	0.531***	1.000					
OCB3	0.450***	0.523***	1.000				
OCB4	0.365***	0.497***	0.514***	1.000			
OCB5	0.353***	0.393***	0.421***	0.514***	1.000		
OCB6	0.432***	0.348***	0.318***	0.501***	0.508***	1.000	
OCB7	0.446***	0.372***	0.386***	0.448***	0.430***	0.626***	1.000

**Note: *****Correlations are significant at P< 0.001(2-tailed)

The next step was to determine if the data are adequate for EFA and if the sample size is adequate for EFA. This objective was accomplished by the Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of sphericity. The results of these two procedures are also shown in Table 4.

The KMO measure of sampling advocacy was acceptable (0.849) and Bartlett's test of sphericity produced significant results. The results demonstrated that the variables used to measure the construct of organizational citizenship behaviour can be factor analysed. Further, the second run of EFA was carried out on the variables OCB1, OCB2, OCB3, OCB4, OCB5, OCB6 and OCB7 while PAF extraction and Oblimin rotation was performed on these variables. Only one component was extracted, and the resulting component loadings are shown in Table 5.

i. There is a number of indications that supports a one factor solution. The total variance explained is 52.595% for only one factor recording an eigenvalue above 1.

ii. Factor analysis showed that only the first eigenvalue (3.682) was larger than the corresponding values generated from a random data set.

iii. The examination of the Scree plot also suggests a one factor solution (Figure 1).

iv. Inspection of the component matrix table shows all items load strongly on one underlying component (all above 0.5).

Table 4

KMO and Bartlett's Test results for OCB construct

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.849
Bartlett's Test of Sphericity	Approx. Chi-Square	90.562
	df	21
	Sig.	0.000

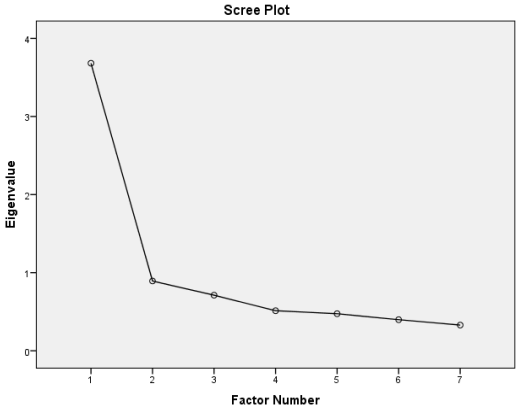

Figure 1. Scree plot for OCB construct

Table 5

Factor matrix for the components of OCB

Sr. No.	Items in the Scale	Component 1
OCB1	I manage to help other workers when they are in need	0.636
OCB2	I willingly give of my time to help others out who have work-related problems.	0.661
OCB3	I work to exceed the role requirement.	0.647
OCB4	I obey department/organization's rules, even if no one is watching.	0.717
OCB5	I work with a "can do" attitude.	0.653
OCB6	I treat my coworkers with respect.	0.687
OCB7	I work with a sense of responsibility for our success.	0.678

The study used PLS structural equation modelling (SEM) to estimate its theoretical model using the software application SmartPLS (Ringle et al., 2005). PLS (SEM) is based upon two multivariate techniques including factor analysis, and multiple regressions. The assessment of the measurement model, or the outer model is the first important step in PLS analysis. Measurement model is concerned with determining the goodness of measures or the questionnaire items. The two main criteria used in the PLS analysis to assess the measurement model include reliability and validity. Reliability test tries to find how consistently a measuring instrument measures the concept it is supposed to measure. Whereas the validity tests try to find out how well an instrument measures a concept it is designed to measure. The Cronbach's Alpha, Composite Reliability, convergent and discriminant validities of the instrument used in this study are evaluated using the approaches developed for a PLS context by Fornell and Larcker (1981).

Convergent Validity

Convergent validity is referred to as "the degree to which multiple methods of measuring a variable provide the same results" (Gefen & Straub, 2005). It is demonstrated when each of the measurement items loads with significant t-values on its latent construct at least at the 0.05 significance level and each average variance extracted value is greater than 0.50 (Hair et al., 2006). In the first run of PLS, the AVE values of organizational citizenship behaviour were computed. All items of organizational citizenship behaviour construct loaded significantly on their respective factors, which indicate stronger indicator loadings. As indicated by the Table 5. Gefen and Straub (2005) had reported that loadings in

PLS could be as high as 0.50. Composite reliability and Cronbach's Alpha values exceeded the minimum threshold value of 0.70. Moreover, the results demonstrated that the AVE for organizational citizenship behaviour exceeded the acceptable value of 0.50 (Gefen & Straub, 2005), which was indicative of stronger convergent validities for all these scales. It is also recommended that if the AVE value is less than 0.50 but composite reliability is higher than 0.60, the convergent validity of the construct is still established (Fornell & Larcker, 1981; Hair et al., 2011). The final significant factor loadings, composite reliabilities, Cronbach's Alpha reliabilities and AVE value for the construct of organizational citizenship behaviour are presented in the Table 6.

Table 6

Items loadings, scales' reliabilities, discriminant validities and convergent validities

Constructs/ Items	Loadings	T-Values	Composite Reliability	Cronbach's Alpha	AVE
Organizational Citizenship behavior			0.885	0.850	0.525
OCB1	0.688066	14.768			
OCB2	0.708239	16.550			
OCB3	0.687832	16.956			
OCB4	0.764734	25.902			
OCB5	0.712412	17.411			
OCB6	0.756914	18.908			
OCB7	0.750531	22.793			

Discriminant Validity

Discriminant validity is "the degree to which measures of different latent variables are unique, i.e., the variance in the measure should reflect only the variables attributable to its intended latent variable and not to other variable and not to other latent variables" (Lehmann, 1988; Farrell, 2010). Complementary to convergent validity, discriminant validity is demonstrated by two factors: (i) When the measurement items show an appropriate pattern of loadings in which the measurement items load highly on their theoretically assigned factor and not highly on other factors, and (ii) when the square root of AVE for each factor is larger than any pair of its correlations with any other factor. The results of the discriminant validity analysis of organizational citizenship behaviour construct shows a high square root of AV (i.e. All measurement items of organizational citizenship behaviour showed appropriate pattern loadings, i.e., that each item loaded higher on its principal construct than any other constructs. Further, the cross-loadings of organizational citizenship behaviour based on the PLS algorithm were

higher than EFA results demonstrated in the earlier sections, and the magnitude of loading differences between the loading on the principal constructs, and any other loadings were higher than the suggested threshold of 0.1 (Gefen & Straub, 2005).

The inter-factor correlations and their comparison with square roots of AVE values along the diagonal correlation matrix is an evidence of enough discriminant validity for all latent variables in this study. Fornell and Lacker (1981) tested for discriminant validity and also revealed relatively high variances extracted for each factor compared to the inter-scale correlations, which was an indication of discriminant validity of all constructs. The result of discriminant validity analysis of organizational citizenship behaviour construct shows a higher square root of AVE (i.e. 0.727). This established an evidence of discriminant validity for the construct of organizational citizenship behaviour.

RESULTS AND DISCUSSIONS

OCB consisted of 7 items and after EFA all items loaded strongly on one component and were labelled as "Organizational Citizenship Behaviour". This was in line with Podsakoff et al., (1990). Also, Sesen et al. (2011) reported that the one-factor solution was the best solution. Moreover, Hoffman et al. (2007) went through OCB literature and tested whether the OCB dimensions fitted the five factors, two-factor or one-factor model. They reinforced the argument that the one factor solution was the best solution. Thus, the Western researchers' conclusion was authenticated more in this thesis by validating a one-factor solution of OCB in an Asian context. However, Kandlousi et al. (2010), in a study on an electrical manufacturing company in Iran, found that the results of EFA indicated a five-factor solution, which was inconsistent with the EFA results for OCB in this research. Along the way, among Malaysian hotel employees, self-rating of OCB generated a new dimension of OCB as "efforts expended" (Khalid et al., 2009). This was because of additional items added in the inventory of OCB represented as efforts expended.

The one factor solution for the OCB construct was also confirmed through CFA. The facets of conscientiousness and courtesy emerged as strongest with highest loadings of 0.764 and 0.756 respectively. Nonetheless, the results of CFA on OCB are consistent with Koys (2001) study which created a single dimensional 5-item OCB scale based on one item from each of Organ's (1988) five-dimension scales. This was also in line with studies conducted by Miao (2011). OCB was also established as a separate construct by Young (2010) in Korea which also supported the conclusions drawn in this study for the OCB construct. However, the results are inconsistent with Bachrach and Jex (2000), which also reported Organ's (1988) dimensions as separate scales. Thus, the meaning of OCB varies from study to study and it can use multiple behaviours and dimensions, or it can target on only one dimension, yet it could be labelled as OCB (Moon et al., 2008).

Theoretical and Managerial implications

This study is unique in validating empirically the instruments of OCB in Pakistan's (Asian) context among academicians in private higher education industry. Moreover, because of validated factorial validities of organizational citizenship behaviour researcher can academically differentiate between the factor structure of task performance and organizational citizenship behaviour among academicians in private higher education industry in Pakistan, instead of mixing up the theoretical domain of two different construct as a single construct. Generally, in the extant literature, the factor structure of OCB in this research corroborates the factor structure in Asian and Western contexts which favours a one-factor solution for OCB. The existence of multi-dimensional job performance in private universities is urging Asian managers to evaluate employees' behaviour, not only on task performance, but also on other dimensions of job performance like OCB for organizational effectiveness. The challenges of globalization in education industry can be met through varieties of job performance (Wagner, 2014). Practitioners can also help scholars provide more empirical evidence of demonstration of OCB. This can be accomplished through the redesigning the HRM practices in accordance with the multi-dimensional nature of the construct of job performance. The hiring, compensation, and assessment practice in private higher education industry should be aligned with OCB. The identification of potential academicians with tendencies of OCB and aligning OCB with compensation programs are some of the HRM practices that influence the constructs investigated in the present thesis (Ozturk, 2010).

Nonetheless, practically, some researchers have warned practitioners about the negative side of OCB. OCB could originate from self-serving and self-monitoring intentions which can give rise to impression management in an organization (Bolino et al., 2006). Individual performance appraisals could be damaged because of the OCB of others. Further, continuous demonstration of OCB could give birth to limitless expectations from the managers (Sesen et al., 2014). Thus, managers in private education industry should be aware of possible harmful effects of OCB. In the long term, expecting more OCB from academicians could give rise to "escalating citizenship behaviour" and could further developed as a phenomenon of "social loafing" (Sesen et al., 2014). Managers in the private universities in Pakistan should be aware that escalating OCB from academicians could also be at the expense of not focusing on the development of students, knowledge and innovation but spending most of the time managing recurring impressions to keep one's job intact. In developing countries like Pakistan where job mobility is low, OCB can become a bounded obligation and labour of employees. In the longer run the organization can coalesced into a criminal enterprise, run by blackmailed employees bending down to their supervisors.

Excessive demand of OCB gives extra room to incompetent and morally low people to be hired and retained by their supervisors. In a top down structure, the value of task performed becomes worthless and value of heads of organizations and departments become higher. The relationships with supervisors become more important than the relationships with the task performed. Thus, flattery and bounded yesmanship would be counted, among employees and their bosses, as organizational citizenship behaviour and task performance.

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