

Impact of Altruism and Courtesy on Employees' Attitudes: A Study of Telecom Industry of Pakistan

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Abstract: Pakistan is a developing country where Telecom industry is one of the flourishing industries in it. The most significant apprehension of organizational theorists and practitioners is for attaining organizational effectiveness through identifying employees' attitudes those are tending towards organizational growth and productivity. The motivation of employees to go ahead of the formal specifications of job roles is attained through job satisfaction and high commitment to relinquish the job is support from Organization and its members. When Employees perceive more support from the organization as a whole; they are likely to develop more positive attitudes towards the organization like job satisfaction and commitment to their jobs. Organizational citizenship behavior's construct Altruism is a helping behavior and courtesy is affection for other workers that also help progress positive employee attitudes. The exploratory study contained a simple random sampling technique. Data was gathered from the telecom sector of Pakistan through the survey method by developing questionnaire. The questionnaire contained the items of all the variables used in the study, for the reason to get the accurate and correct results. The data collected was analyzed by using SPSS 16.0 The result states that supportive environments gives job satisfaction and up boost the commitment level. Employee job satisfaction and Job Commitment was affected positively by altruism and courtesy.

Key words: Organizational Citizenship Behavior • Job Satisfaction • Organizational Commitment • Altruism and Courtesy

INTRODUCTION

Pakistan is a developing country where Telecom industry is one of the flourishing industries in it [1]. The most significant apprehension of organizational theorists and practitioners is for attaining organizational effectiveness through identifying employees' behaviors that are tending towards organizational growth and productivity. The motivation of employees to go ahead of the formal specifications of job roles is attained through job satisfaction, high commitment and lower intention to relinquish the job is support from Organization and its members [2, 3]. Only a few studies have scrutinized employees' attitudes in different cultural contexts [4-9]. Nonetheless, researchers have found that the motivational basis of employee attitudes fluctuates in the West and East [5, 7]. From a Eastern prospect, employees' behavior is not simply an outcome of job satisfaction or organizational commitment [2], but to a certain extent a kind of service that is typically accredited to personal

loyalty and attachment to specific others rather than as an impersonal form of commitment [4]. Hui, Lee and Rousseau (2004) [10] suggested that eastern societies, including Pakistan are a relational society, in that a strong relationship may be sufficient for inducing employee mutual share. Paine and Organ (2000) [11] also suggest that dissimilar cultures/nations may construe or assess the employees' behavior differently. Consequently, there is a need for providing insight on some of the predictions of expatriates' work attitudes and outcomes in the Pakistani perspective [12].

Farh *et al.* [6] suggested that the implications of the specific behaviors are different in Eastern and Western literature. For example, helping coworkers in China includes non-work helping, which is typically not considered part of altruism in the United States. Non-work helping can be defined as support given to coworkers on a merely personal level, e.g. helping coworkers with family problems or home issues, or looking after to them when they are ill. In East, the coworker is not only considered a

colleague, but also considered a friend, neighbor and companion. The courtesy dimension of OCB in Western literature does not emerge in eastern society [5]. In addition, Hui and Law (1999) [7] found that in comparison with employees from Australia and the United States, employees from Eastern region were more likely to consider courtesy as in-role behaviors. It is possible that employees also considered courtesy to be largely in-role behavior and thus not OCB. However, the eastern people have long been known for their concern for harmony and unity (solidarity) in social relationships [13].

This research has gazed in the context of the support each employee perceive in the Pakistani Telecom industry which plead with them to stay to their job while being committed, satisfied and loyal to their respective jobs. Under this study it has been focused and analyzed the impact of organizational citizenship behavior on the employees' attitudes of job satisfaction and organizational commitment of telecom sector employees in Pakistan. The objective of the study was to provide guidelines to HR professionals for the providence of support and helping behavior in context to increase job satisfaction and organizational commitment. As we observe that Telecom sector is flourishing in services marketing with the purpose to catch the enormous market share. Telecom sector representatives are in a position to keep current business, promote new business and develop solid customer relationship for the future.

Literature Review: Organizational Citizenship Behavior refers to such kind of behaviors those are well known as extra role behaviors and are exhibited by employees those are unrestricted and happily go beyond formal and official job compulsion. OCB is more of a matter of individual choice and option that may not be officially required from employees. In this research, it is to be seen the OCB of that an employee receives at work form his peers and supervisors.

Organ [14] defines OCB as: "*individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes effective functioning of the organization.*" A good citizen is an employee who proffers support to the organization, even when such support is not in words or orally demanded [15]. Despite the fact that, there is no clear conformity within the literature on the number of OCB proportions, there are five categories of OCB that are commonly identified and examined in research which are altruism,

conscientiousness, sportsmanship, courtesy and civic virtue out of which Altruism and courtesy were taken for this research [16].

Constructs of Organizational Citizenship Behavior: Organ [14] demonstrated five groups of OCB out of which altruism and courtesy were chosen for the research. Altruism means that employees help others and courtesy indicates that they treat others with respect. Given that the practice of citizenship behavior is not obligatory, a good organizational citizen can be well thought-out as an all-around contributor - the ones who are not only good in completing official duties but also support those around them by helping others, being good support or demonstrating high levels of Altruism ALT and Courtesy COU. Moreover, an active and vigorous behavioral contribution in a social group (e.g. helping co-workers and supervisors, always willing to cooperate or tolerating inconvenience at work) should also reflect the employees' constructive and productive approaches in a variety of aspects and a strong organizational attachment.

Altruism, Courtesy and Job Satisfaction: Altruism ALT and Job satisfaction JS has been well coordinated. ALT is that employee is ready to help others and courtesy indicates that they treat others with respect. Organizational citizenship behaviors are behaviors of an optional nature that are not part of employees' official role necessities, nonetheless these behaviors add to the effectual functioning of an organization [14]. ALT and COU are beneficial and advantageous from an organizational point of view, but managers have complicatedness extracting their incidence or exhausting their absence through contractual agreement and formal rewards because the behaviors are voluntary [15].

Organization citizenship behavior's constructs altruism and courtesy will influence employee loyalty [17]. OCB-employee loyalty relationship may be due to improved service excellence in the circumstance of Telecom sector [18, 19]. Bienstock *et al.* (2003) [20] claimed that among employees that have direct contact with other employees, ALT and COU becomes exceptionally important, in view of the fact that the OCB of this group of employees escorts to a decrement in intention to leave leaving with job satisfaction JS in an employee.

High employee job satisfaction JS is significant to managers who consider that "*an organization has a responsibility to provide employees with jobs that are challenging and intrinsically rewarding*" (Robbins,

2001, p. 82). It has been distinct job satisfaction as “individual’s positive emotional reaction to particular job”. Gill (2008) [21] claimed that employees with higher degree of altruism and courtesy will have higher levels of job satisfaction in the industry.

H1a: Altruism will positively affect job satisfaction of employees in Telecom Industry

H2a: Courtesy will positively affect job satisfaction of employee in Telecom Industry

Altruism, Courtesy and Organizational Commitment: Employee’s commitment might be attributed to several factors like leader, career, occupation/profession or organization. Among these factors, organizational commitment refers to the commitment to one’s organization and is the most discreetly developed and investigated construct of employees’ commitment [22]. Altruism means that employees help others and courtesy indicates that they treat others with respect. Employees tend to be more committed when they are loyal. Since Altruism ALT and Courtesy COU are constructs of loyalty that is OCB, so OC is linked to ALT and COU

H1b: Altruism will positively affect organizational commitment of employee in Telecom Industry

H2b: Courtesy will positively affect organizational commitment of employee in Telecom Industry

Proposed Model-1 Job Satisfaction: The first model studies the effect of the predictors on the dependent variable Job Satisfaction JS. The empirical model according to the hypothesis claims that ALT and COU will positively affect JS. The relationship among all the variables is sorted and expected to be significantly positive.

$$JS = \alpha + \beta_1ALT + \beta_2COU + \epsilon$$

Proposed Model-2 Job Commitment: The second model studies the effect of the predictors on the dependent variable Organizational Commitment OC. The empirical model according to the hypothesis claims that ALT and COU will positively affect OC. The relationship among the dependent and independents are sorted and expected to be significantly positive.

$$OC = \alpha + \beta_1ALT + \beta_2COU + \epsilon$$

MATERIALS AND METHODS

In research, sample selection from the target population plays a pivotal role in the authenticity of the research work. This calls for the attentive selection of an impartial sample to get impartial response from the participants (Henry, 1990; SalantandDillman, 1994). To make sure this impartiality in the present study, the target sample was selected from 5 major Telecom giants of Pakistan that are being badly affected by the issue of turnover among them.. Among all, organizations were selected by using the simple random sampling technique and 60 participants from each organization were selected for data collection by equal allocation method. The equal allocation method was preferred on proportional and optimal allocation method due to unknown variance in the proportion of respondents. The study was focused on the lower and middle management of these organizations. Salant and Dillman (1994) argue that different methods of data collection are ascribed for exploratory studies. In the present study, survey instrument (questionnaire) was distributed among the participants to get the response. The response rate was approximately 76.6% as almost 70 questionnaires were discarded from a total of 300 distributed questionnaires for being filled incompletely. 8 items for Organizational commitment Meyer and Allen (1997) [22] and 8 items for Organizational citizenship behavior Simon J. Bell and Bulent Menguc (2002) [19] making a sub category 4 for altruism and 4 for courtesy. A Likert’s scale of five is used from “Strongly Disagree” to “Strongly Agree”. The coding for all items was same, (1) for “Strongly Agree”, (2) for “Agree”, (3) for “Neutral”, (4) for “Disagree” and (5) for “Strongly Disagree”.

| Constructs | Reliability Analysis | |
|---------------------------|----------------------|----------------|
| | No. of Items | Cronbach Alpha |
| Job Satisfaction | 3 | 0.927 |
| Organizational Commitment | 8 | 0.828 |
| OCB Altruism Courtesy | 8 | 0.838 |

The scale reliability test was applied to check the reliability of the scale developed to undertake the present research. According to Cronbach (1951) and Nunnally (1978) the values of 0.70 or above for the reliability coefficient are considered acceptable. The value of Cronbach’s alpha coefficient for the research instrument was 0.909 which is good enough

Correlation Matrix N=230

| | | Correlations | | | |
|-----|---------------------|--------------|--------|--------|--------|
| | | JS | ALT | COU | OC |
| JS | Pearson Correlation | 1 | .719** | .647** | .721** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| ALT | Pearson Correlation | .719** | 1 | .656** | .739** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| COU | Pearson Correlation | .647** | .656** | 1 | .669** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| OC | Pearson Correlation | .721** | .739** | .669** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | OC |

** . Correlation is significant at the 0.01 level (2-tailed).

The constructs of OCB were found to be significant and positively correlated to each other (.656**, p= 0.00). Altruism and Courtesy support each other and collectively act well on the dependent variable JS and OC for resulting in the right relationship that is among them all similarly, the dependent variables JS and OC are significantly related to each other. JS was positively correlated to OC. OC was found to be positively correlated to JS. Moreover, the positive correlation values of the predictors for each other portray the facilitation each predictor variable provides to other predictor variable for its inclusion and performance.

Model 1: Multiple Linear Regression Model

| ANOVA ^b | | | | | |
|--------------------|----------------|-----|-------------|---------|-------------------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 Regression | 235.678 | 4 | 58.919 | 368.211 | .000 ^a |
| Residual | 36.003 | 225 | .160 | | |
| Total | 271.681 | 229 | | | |

a. Predictors: (Constant), COU, ALT

b. Dependent Variable: JS

The Table depicts the Model significance value. Model 1 consists of Independent variables such as altruism ALT and courtesy COU. The dependent variable in Model 1 was job satisfaction JS. The Model-1 significance as Table shows is (.000) that is less than p-value (0.05). The F-value is (368.21) with a mean square of (58.91). This examining proves that Model-1 is significant for studying the dependent ALT and COU effects on JS. So more detailed analysis further can be made and were made and accordingly the results were interpreted to reach a conclusion to the built relationship model of the study.

| Model Summary | | | | |
|---------------|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .931a | .867 | .865 | .40002 |

a. Predictors: (Constant), COU, ALT

The value of R square is (86.7%). The adjusted R square consists of a value (86.5%). It states that the predictor variables, COU and ALT show (86.7%) of the information in the study to predict the relation with JS.

| | | Coefficients ^a | | | |
|-------|------------|-----------------------------|------------|---------------------------|--------|
| | | Unstandardized Coefficients | | Standardized Coefficients | |
| Model | | B | Std. Error | Beta | T |
| 1 | (Constant) | .382 | .241 | | -1.585 |
| | ALT | .111 | .013 | .551 | 8.571 |
| | COU | .036 | .020 | .059 | 1.832 |

a. Dependent Variable: JS

In Model-1 of multiple linear regression analysis model the predictors ALT and COU were tested against the dependent variable JS. The first predictor was altruism ALT for the hypothesis (H1a). The significance value of this predictor is (.000). The sig value is less than α (0.05) which proves that the hypothesis is supported and accepted. Behavior of altruism of an employee affects positively on employees' job satisfaction. The second hypothesis (H2a) in Model-1 contains predictor courtesy COU. The sig value of COU is (.050) that is less than α (0.05), hence accepted as the predictor is significant to predict the dependent variable JS.

Estimated Model-1 Job Satisfaction

$$JS = .551 ALT + .059 COU$$

Model 1 shows the relationship of Courtesy COU and altruism ALT with job satisfaction JS. The direction of Model-1 is positive. The predictor in the Model-1 regression equation is altruism ALT. The standardized beta value (.551) shows that a unit increase in ALT behavior of an employee will give 55.1% increase in his JS. The last predictor COU has a standardized coefficient beta value .059 which show that with every 1 unit behavior increase of COU in an employee will give a 5.9% of increase in that employee's Job satisfaction behavior. All together the Estimated Model-1 concludes the occurrence of job satisfaction behavior in employees is a result of an environment containing altruism and courtesy.

Model 2: Multiple Linear Regression Model

| ANOVA ^b | | | | | |
|--------------------|----------------|-----|-------------|---------|-------------------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 Regression | 133.588 | 4 | 33.397 | 541.683 | .000 ^a |
| Residual | 13.872 | 225 | .062 | | |
| Total | 147.461 | 229 | | | |

a. Predictors: (Constant), COU, ALT

b. Dependent Variable: OC

Model 2 is studied through Multiple Linear regression analysis. As it is evident from the Significance value (.000) is less than our Alpha <0.05, so we reject Ho. This proves that our model is Significant and perfect to run regression. Along with it the F- value is (541.68) regarding all the predictors COU and ALT. As per the

analysis, the Model-2 has been found to be significant for the study of employee's altruism and courtesy impact on organizational commitment

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .952 ^a | .906 | .904 | .24830 |

a. Predictors: (Constant), COU, ALT

Model 2 summary shows the values of R, R square Adjusted R Square. This table is important output of regression analysis. Adjusted R square actually predicts the involvement or the amount of information the dependent variables show in defining the independent variable. Correspondingly, in the case of present study, R square values means that COU and ALT all together contribute (.906) of information in defining OC of employees in an organization. The value of adjusted R square is (.904). R Square is also known as coefficient of determination. It states that the predictor variables, COU, WRS, MS and ALT show 90.6% of the information in the study to predict the relation with OC and the value of R square is reasonable enough for the prediction of OC.

| Coefficients ^a | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | .342 | .150 | | 2.282 | .023 |
| | ALT | .084 | .008 | .570 | 10.525 | .000 |
| | COU | .035 | .012 | .079 | 2.888 | .004 |

a. Dependent Variable: OC

Model 2 of multiple linear regression analysis is the last model. It consists of Independent variables ALT and COU against the dependent variable OC. The first hypothesis of Model-2 is (H1b) in which altruism ALT is stated to be positively affecting organizational commitment OC. The sig value of ALT is (.000) that is less than α (0.05) so ALT is instituted to be significantly affecting OC in Model-2. Hence (H1b) is supported and accepted. The last hypothesis (H2b) of Model-2 states that courtesy COU will affect organizational commitment OC positively. The sig value as shown in Table is (.004) which is less than α (0.05) so COU is significantly affecting OC. Hypothesis (H2b) is hence supported and accepted. In model-2 both hypothesis were accepted.

Estimated Model-3 Organizational Commitment
 $OC = .570 ALT + .079 COU$

The regression equation of Model-2 shows the predictors those are significantly affecting the dependent variable. The standardized beta coefficient of this variable is .091. ALT has a standardized beta (.570) in Model-2. This shows that a unit increase in employee's behavior of ALT; there will be an increase of 57% of OC in him. Similarly, the last predictor COU also is significantly affecting OC with a standardized beta value (.079). This shows that a unit increment in COU will give an increase of 7.9% in OC behavior of an employee.

CONCLUSION

The present study was made to investigate the effect of citizenship behavior on employees' attitudes of their Job satisfaction and their Organizational commitment in Telecom sector of Pakistan. Studies reveal citizenship behaviors construct Altruism and Courtesy are significantly related in increasing Job satisfaction and Organizational commitment [22, 23 and 24]. Results for this study indicate implications for the dire need of Support and a supportive environment in an organization by colleagues and super ordinates. In Pakistan, a need for such attitudes from organization, peers and supervisor are much needed. Over all, most of the employees desired for a supportive environment which gave them a reason to be job satisfied and committed to the organization which is eventually better for the organization's productivity. Sufficient environment deliver hopefulness, optimism, resilience and effectiveness on the employees in stipulations of high level of organizational commitment and Job satisfaction. It is suggested to HR professionals to devise such kind of policies, procedures and plans which encourages employees to feel sense of honor and ownership inside the organization and become an important and valued asset for the organization by providing them Courteous and Altruistic behavior from significant others.

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