

MODERATING EFFECT OF ORGANIZATIONAL IDENTIFICATION ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL SILENCE, ORGANIZATIONAL VOICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS

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ABSTRACT

This study seeks to examine the moderating role of organizational identification on the relationships of organizational silence (OS) and voice (OV) with organizational citizenship behavior. From the empirical study conducted on a sample of teaching staff of three public sector universities. Evidently, organizational silence and voice based on the motive of resignation (acquiescent silence and voice) and defense (defensive silence and voice) lead to a decrease in organizational citizenship behavior. The prosocial motive (prosocial silence and voice) increases the display of organizational citizenship behavior. Further, this research explains that organizational identification moderates both the relationships of OS and OV with OCB, such as the relationship grows stronger when identification is high. These findings have notable implications for theory and practice by providing unique insight into the role of OV and OS in university setting. Also uniquely explaining the negative effects of OS and OV on OCB while also reporting strengthening this negative relationship in universities when the employees have high-level of OI.

Keywords: *Organizational Identification, Organizational Silence, Organizational Voice & Organizational Citizenship Behaviors*

INTRODUCTION

Researchers have commonly differentiated job performance between two types: task performance and non-task performance. Borman and Motowidlo (1993), define task performance as job-specific behaviors that include the core job responsibilities whose execution needs ability and experience. While non-task performance, according to them, is the display of behaviors such as cooperation with colleagues, dedication, helping and altruism with its antecedents being volition and personality (Borman & Motowidlo, 1993). Regarding the non-task performance, two relatively independent streams of literature exist. One stream of literature focuses on positive non-task behaviors which are grouped under the

construct of Organizational Citizenship Behavior (OCB) (Ghosh, Reio, & Haynes, 2012; Miao, Newman, & Huang, 2014; Nasra & Heilbrunn, 2015; Qureshi, Shahjehan, Zeb, & Saifullah, 2011). The second stream of literature concentrates on negative side of non-tasks performance and they are commonly called as Counterproductive Work Behaviors (Anjum & Parvez, 2013; Chernyak-Hai & Tziner, 2014; Czarnota-Bojarska, 2015; Kelloway, Francis, Prosser, & Cameron, 2010; Rotundo & Xie, 2008). This study focuses only on the positive non-task behaviors i.e. the organizational citizenship behavior.

Frameworks such as prosocial behaviors (Brief & Motowidlo, 1986) and contextual performance (Borman & Motowidlo, 1993) have been presented by authors who included a set of behaviors that are generally labeled as OCBs (Smith, Organ, & Near, 1983). The primary focus of all the mentioned frameworks is to identify positive behaviors that lead to increased organizational performance and effectiveness however; they are not treated as part of the core job. OCB is defined as employees behaviors that is not formally recognized by the organizational compensation and reward systems, is discretionary and results in promoting the efficiency and effectiveness of the organization (Kelloway, Loughlin, Barling, & Nault, 2002; Zhong, Lam, & Chen, 2011). Johnson, Holladay and Quinones (2009) argue that OCB Beneficial, helpful and altruistic acts performed by the employees for creating an environment where task performance improves and the organizational members benefits from these positive behaviors.

Organizational identification can be defined as the feeling of an individual when he identifies him/herself with an organization in such a way that it becomes part of his identity, his/her definition about oneself and long-term belongingness to that institution (Bartels, Douwes, Jong, & Pruyn, 2006). The objective of this study is to empirically analyze the relationship of silence and voice with OCB, while also being tested for moderation effects of OI in Teaching Faculties of Public Sector Universities in KP, Pakistan. Researchers have identified OCB critical for the advancements of organization (Bellou, Chitiris, & Bellou, 2005). In case of university OCB becomes much important and essential as they deal with students and their futures consecutively depends on the survival and financial success of organization its quality, commitment and loyalty of educational and administrative staff.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

From the last 50 years academicians, researchers and scholars have enhanced their interest in identifying behaviors that are helpful, discretionary and not recognized by formal reward systems yet results in improving the functionality of the organization. In 1938, Barnard posited that the organizations where employees cooperate and help each other have more efficient and effective systems (Barnard, 1938). Researchers have conceptualized cooperative behaviors and attitudes under various constructs such as willingness to cooperate (Ayoko & Paterson, 2013), organizational loyalty (Whiting, Podsakoff, & Pierce, 2008), organizational commitment (Feather & Rauter, 2004), extra-role behavior (Rho, 2012), organizational citizenship behavior (Hoffman, Blair, Meriac, & Woehr, 2007), contextual performance (Borman & Motowidlo, 1997), and prosocial organizational behavior.

Researchers have identified OCB as a behavior that has great financial and non-financial benefits for the organization (Bande Vilela, Varela González, & Fernández Ferrín, 2010; J. N. Choi & Sy, 2010; Lin, 2008; Piercy, Cravens, Lane, & Vorhies, 2006; Singh & Srivastava, 2009; Wong, Tjosvold, & Liu, 2009). Organ (1988) identified OCB and Borman and Motowidlo (1993) recognized contextual performance as behaviors that go beyond the core task of the employee. Moreover, for both these behaviors the employees are not held accountable under the formal reward systems of the organization. Organ (1988) has defined OCB as “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization” (pp. 4).

Organizational Silence (OS)

Organizational silence pervades at different levels within organizations. However, there has been limited body of knowledge regarding silence behavior. Elizabeth Wolef Morrison and Milliken (2000) noted that silence is a powerful force in organization however; it has not received the desired attention in the field of research. Pinder and Harlos (2001) are of the view that OS has generally been neglected by the researchers due to its pervasive nature. They further discussed OS as withholding of “genuine expression about behavioral, cognitive and/or affective evaluations of organizational circumstances to people who seem capable of changing the situation” (pp. 332). Furthermore, Morrison and Milliken (2000)

are of the view that OS is a process in which employees collectively restrain control themselves and others in the group from expressing their opinions, objections and observations regarding organizational issues. It is further posited that OS can develop as an integral part of the organizational culture that results in non-expression of ideas, lack of providing truthful observation, fear of negative repercussion for expressing their views and the feeling that their ideas are not valued enough.

Organizational Voice (OV)

Unlike silence behavior, abundant literature is available on the construct of organizational voice. OV is a discretionary behavior that stresses on communicating positive information, suggestions and observation with the purpose of bringing improvement in the practices and procedures of the organizations under the stipulation that the whole process should be based on constructive input not on mere criticism. Regarding OV Tangirala and Ramanujam (2008a) are of the view that “it is the employees’ expression of challenging but constructive opinions, concerns or ideas about work-related issues” (p. 1189).

Organizational Identification (OI)

Organizational identification has been taken as a moderating variable in this study. According to Cheney and Tompkins (1987), it is a feeling of oneness with the goals, objectives and philosophy of the organization. OI is a psychological linkage between individual and organization whereby individual feels a deep, self-defining affective and cognitive bond with the organization as a social entity (Bartels et al., 2006).

Relationship of Organizational Voice and Silence with Organizational Citizenship Behavior

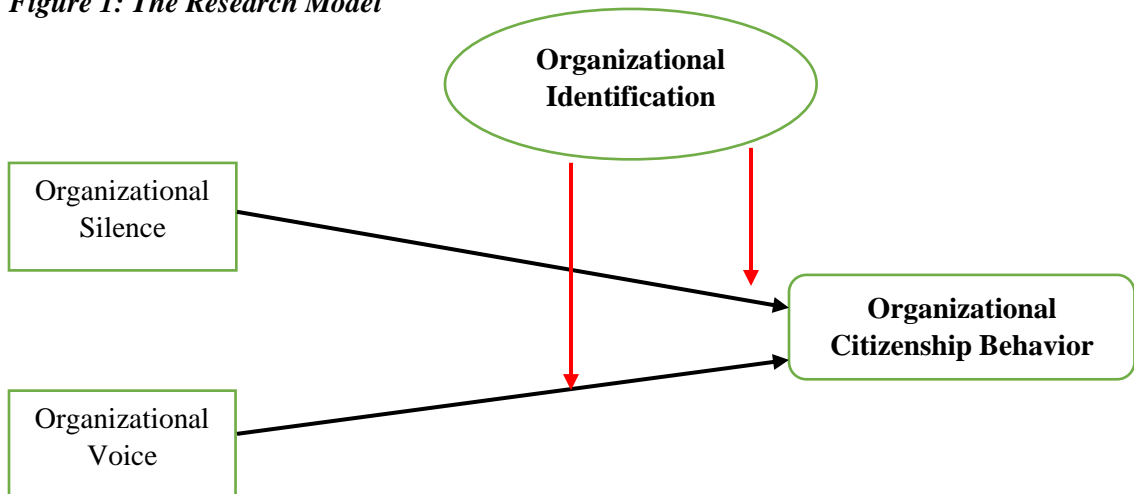
OCB is a voluntary behavior that is beneficial for the organization yet it is not recognized by the formal reward system and is not mandatory. Moreover it is a proactive behavior undertaken to help others and beneficial to the organization. One of the major motives for OS and OV is the other oriented motive. Research shows that individual sometimes indulge in OS and OV with the purpose of helping others even some times at their own cost and they are called as prosocial silence and prosocial voice.

Moderating Effects of Organizational Identification

The major objective of this study is to evaluate the moderating effects of OI on the relationships between the independent and dependent variables of this study. As far as independent relation of OI with the variables of the study is concerned, we can find adequate literature. Many studies have evaluated the relationship of OI and OCB e.g. Van Dick et al. (2006) presents a positive relationship between OI and OCB, Van Der Vegt, Van De Vliert, and Oosterhof (2003) also presents the similar relationship between these variables and observed that OI enhance the employees ability to display OCB and most recently Evans and Davis (2014) have observed a significant positive relationship between OI and OCB similar to our study.

H_{4a}: Organizational Identification will moderate the relationship between organizational voice and organizational citizenship behavior such that the relationship between organizational silence and organizational citizenship behavior will be negative for Low level of OI and strengthens for High level of OI.

Figure 1: The Research Model



METHODOLOGY

Data collection and Sample

The population of this study is teaching staff from the public sector universities of Khyber Pakhtunkhwa province in Pakistan. These universities are selected based on their relevant phase of lifecycle identified by a panel of experts. The experts

evaluated the universities based on Lester, Parnell and Carraher (2003) stages of organizational lifecycle. From each life cycle one university was selected. The population of the study is 1039, by using Cochran's sample size formula for categorical data (Kotrlík & Higgins, 2001), a sample of 473 was calculated. From the sample, 381 responses were complete in all forms to be used for data analysis.

MEASURES

Organizational Citizenship Behavior

For this study, we have used Williams and Anderson (1991) two-factor model of OCB. The scale includes 7 items for measuring OCBI (Organizational citizenship behavior Individual) and 6 items measuring OCBO (Organizational citizenship behavior Organization). Reliability reported by Williams and Anderson for OCBI was 0.91 and of OCBO was 0.85. All the responses for the items are made on 5-point Likert scale ranging from 1 never and 5 always.

Organizational Silence

The organizational silence scale developed by Dyne et al. (2003) is used to identify the level of Silence behavior displayed by the respondents in their respective organization. The total number of items included in the scale is 15. These items are divided into three sub-dimension acquiescent silence, defensive silence and pro-social silence with each containing 5 items. Kılınç and Ulusoy (2014) have conducted the reliability analysis of the scale and presented alpha values of 0.869 for the overall scale. While for the sub scales, they have ascertained alpha values of 0.814 for Acquiescent Silence, 0.885 for the Defensive Silence and 0.899 for the Pro-Social Silence

Organizational Voice

Dyne et al. (2003) Scale for Organizational Voice is employed to measure the level of Voice behaviors displayed by the employees. The number of items in the overall scale is 15. The scale comprised of three subscales Acquiescent Voice, Defensive Voice and Pro-Social Voice with 5 items each. Lee, Diefendorff, Kim and Bian (2014) presented the reliability of the subscales of organizational voice i.e. Acquiescent voice ($\alpha=0.89$), Defensive voice ($\alpha=0.83$) and Prosocial voice ($\alpha=0.87$).

Organizational Identification

A six items scale developed by Edwards and Peccei (2007) for evaluating the level Organizational identification of employees. Researchers have reported a healthy Cronbach alpha value 0.87 to 0.93 across different samples on a five point Likert scale.

DATA ANALYSIS

To evaluate the model this research uses a variance based structure equational modeling (SEM) i.e. partial least squares (PLS). The reason for using this technique is first the sample (381) is relatively small and according to Roldán and Sánchez-Franco (2012) PLS overcomes the drawbacks and biasness of small samples. Secondly, the aim of this study is to evaluate the effects on the dependent variable. Thirdly unlike other techniques PLS handles the complexity of the relationships much more efficiently and delivers results that are easily comprehensible. Lastly, this research uses the latent variable scores for analysis, which is, generated much more easily by PLS technique. This study uses two SEM software in parallel SmartPLS (Ringle, Wende, & Will, 2005) and SPSS PROCESS template (Hayes, 2013).

RESULTS AND DISCUSSIONS

The PLS has been conducted in two phases. In the first phase the measurement model is assessed which provides us with the reliability and validity statistics. In the second phase we assess the structural model with provides us with the information about the relationships between the variables.

Measurement Model

The measurement model provided us with multiple statistics to evaluate the quality of the model. The analysis presented is as follows:

Table 1: Summary of Measurement Model

	Weight	VIF	Loading	Cronbach Alpha	Composite Reliability (CR)	Average Variance Explained (AVE)
AS	-0.111	2.489		0.875	0.907	0.664
AS1			0.687			
AS2			0.821			
AS3			0.872			
AS4			0.826			
AS5			0.851			

DS	-0.013	2.684		0.918	0.939	0.754
DS1			0.815			
DS2			0.893			
DS3			0.856			
DS4			0.872			
DS5			0.902			
PS	0.135	1.599		0.837	0.881	0.598
PS1			0.701			
PS2			0.781			
PS3			0.772			
PS4			0.834			
PS5			0.781			
AV	-0.234	2.954		0.877	0.911	0.674
AV1			0.845			
AV2			0.849			
AV3			0.711			
AV4			0.886			
AV5			0.802			
DV	0.034	2.208		0.934	0.95	0.792
DV1			0.875			
DV2			0.939			
DV3			0.904			
DV4			0.824			
DV5			0.904			
PV	0.157	2.153		0.92	0.94	0.757
PV1			0.866			
PV2			0.909			
PV3			0.83			
PV4			0.847			
PV5			0.896			
OID	0.134	1.831		0.901	0.924	0.67
OID1			0.747			
OID2			0.845			
OID3			0.899			
OID4			0.859			
OID5			0.75			
OID6			0.8			
OCBI				0.727	0.83	0.551
OCBI2			0.755			
OCBI3			0.763			
OCBI4			0.764			
OCBI5			0.76			
OCBI7			0.72			
OCBO				0.755	0.784	0.645

OCBO1	0.73
OCBO2	0.713
OCBO3	-0.764
OCBO4	-0.743
OCBO5	-0.766

This matrix identified the items with the lowest loadings in each construct. The lowest loading items were removed until the average loading of all the items in the construct was greater than 0.7. These exclusions improved the quality criteria of the model. The results also show that all the major quality indicators are in the acceptable region and fulfill the quality indicators i.e. all constructs have alpha values more than 0.7, composite reliability values greater than 0.6 and AVE values higher than 0.5.

Table 2: Correlation between Latent Variables

	OCB	OID	OS	OV
OCB	1			
OID	0.3818	1		
OS	-0.4874	-0.4427	1	
OV	-0.4998	-0.5084	0.8191	1

The measurement model also generated the correlation matrix between the latent variables. We can observe a positive correlation between OCB and OID while a negative relationship of OS and OV with OCB providing support for the approval of H₁ and H₂. This clearly shows that in faculties of the target universities both OS and OV leads to decrease in the level of OCB. Also the greater the identification of the faculty with its respective university the higher would be the ability of its faculty in displaying OCBs.

The correlation matrix is also generated to present the relationship between the OCB and the antecedents of OS and OV.

The structural model

The structural model of this study is as follows:

Figure 2: Structural Model

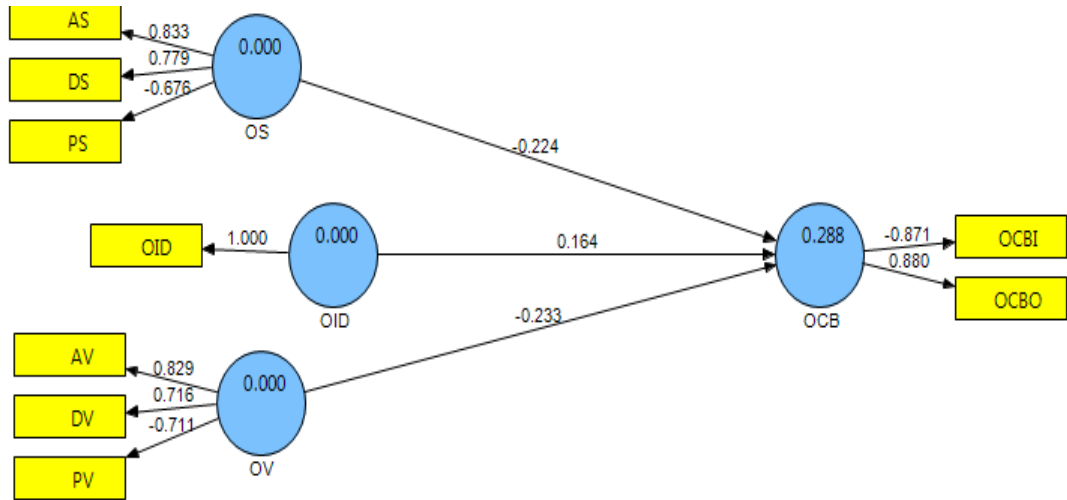


Table 3: Path Analysis of model

Predictors	OCB (R ² =0.288)		
	β	T value	VIF
OID	0.164	2.5309	3.57
OS	-0.224	2.4187	3.39
OV	-0.233	2.4861	1.27

Table no 5 shows us the relation of independent and moderating variables with OCB. OS, OV and OID explains 28.8% of variance in OCB (R²=0.278, p<0.01). OS (β= -0.22) and OV (β= -0.23) have negative beta coefficients while OID (β=0.16) has positive beta coefficient. For the relationships pertaining OCB All these coefficient have p < 0.05 and VIF < 5 showing high significance and no major multicollinearity issues providing further support for the acceptance of H₁ and H₂.

Interaction moderation analysis

The last step of the data is analyzed on the SPSS process template to obtain the unstandardized β coefficients for independent and moderating variables and then plotted for examining interaction moderation effects.

CONCLUSION

The main purpose of this study was to test empirically the relationship of OS and OV with OCB and to assess the moderation effects of OI on these relationships faculty of selected universities. Many researchers have examined the ties between these variables but no study has empirically addressed inclusion of OI as a moderating variable. This study makes three major contributions. First, it tries to cover the literature gap about the moderating effects of OI on the relationships of OS and OV with OCB. Second, this study analyzes the relationship of OCB with different motive based silence and voice behavior providing unique insight into the relationship. Our findings enrich knowledge on voice and silence behavior in applied research and contribute to the literature on OCB. The studies presented here are to test the potential of OS and OV to predict desirable workplace behaviors. Finally, this study provides insight into the dynamics of OCB in universities and how these dynamics would change with the increase or decrease of OS, OV and OI.

This study enriches the literature by adding a new dispositional moderator OI between prevalent job demand variables OS and OV and an important behavioral outcome OCB. Our study also contributes to a growing literature by showing that employee identity is an important dispositional variable to consider in work settings. We found that, the way in which employees define themselves affects how they perceive and respond to the climate of OS and OV. It is our hope that these findings help produce further insights into the antecedents of OCB and prompt further research in that direction.

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