



Determinants of organisational citizenship behaviour and organisational performance in automobile sales professionals

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**Determinants of organisational citizenship behaviour and
organisational performance in automobile sales professionals**

Hassan Mahfooz Rao

**A thesis submitted in partial fulfilment of the requirements of the dual
award programme of Sheffield Hallam University/ Business School
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(International)**

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Abstract

This study aims to investigate the relationship among determinants of Organisational Citizenship Behaviour (OCB) and organisational performance of automobile sales professional of Pakistan. Determinants of OCB including personal (self-efficacy and wellbeing at work), attitudinal/behavioural (job satisfaction and self-control) and environmental (work design) variables were selected based upon social cognitive learning and need motivation theory. The automotive industry of Pakistan has shown rapid growth over a long period of recession that requires strategies for enhancing performance. It was hypothesised that determinants of OCB would be positively related to OCB and organisational performance.

The study utilised the quantitative method of survey research. Data was gathered by disseminating standardised survey form of General Perceived Self-efficacy, Basic Need Satisfaction at Work Subscale, Job Satisfaction Scale, Self-Control Scale, Work design scale, OCB Scale and Organisational Performance Scale from automobile sales professionals (N=500) of five cities of Pakistan. Moreover, the self-prepared socio-demographic form was also administered. Results statistically confirmed the hypotheses. Structural Equation Modelling (SEM) was used for Model testing. The Model was found a good fit. Multiple regression was conducted to measure the predictive association of OCB with personal, attitudinal/behavioural, environmental variables and employee perceived performance. The Multiple Regression analysis predicted the significant association of OCB with its determinants, whereas, the relationship between OCB and performance was found significant ($p < .01$). Partial correlation, ANOVA and Multiple regression were conducted for additional statistical analysis.

During the implementation stage, the action learning method was applied to test the hypothesis that OCB will be positively related to an action learning method. Strategies of the situational analysis, business model and organisational model canvas and rating scales were applied. Many risk factors were identified including OCB, communication, commitment, culture and innovation.

To contribute to the existing pool of knowledge in the field of OCB and organisational performance, this study provided in-depth knowledge of OCB determinants based upon the theoretical framework of SCT and NMT and to provide implementation action learning plan for automobile sales professionals to enhance organisational performance in Pakistan. The current study is the first attempt to measure the effects of OCB on organisational performance of automobile sales professionals in Pakistan. Insights from this study could be used by the automobile sector to enhance OCB with minimum efforts and can increase the organisational performance of the automobile sales professionals in Pakistan.

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- 5- Finally, to my parents, especially my late Mother, I know she would be exceptionally proud of my achievements.

DECLARATION

I certify that the matter of this thesis has not been already submitted for any degree and is not currently being submitted for any other degree. I also certify that to the best of my knowledge any assistance received in preparing this thesis, and all sources used, have been acknowledged and referenced in this thesis.

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Chapter 1

Introduction

1.1 Need for OCB for Organisation

Organ (1988, p.4) defined OCB as “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation”. The factors of OCB defined by Organ strengthen the positive culture of organisations. For instance, helping the initiative is to help the members of the organisation in solving work-related problems. This factor is closely related to the knowledge sharing component of job characteristics, as well as those employees who manifest such behaviour which is representative of team cohesiveness. The second factor of civic virtue means remaining attentive and proactive while participating in organisational activities and cultivating a sense of competence. Furthermore, going beyond the requirements of the job description and complying with organisational rules grows from strong motivation and further enriches self-control. Finally, sportsmanship means tolerating trivial matters without complaining and obeying organisational regulations, leading towards better employee perceived organisational performance. Thus, OCB contributes to organisational effectiveness, which means that OCB makes a difference in organisational outcomes (Podsakoff et al., 2009, pp. 122-141).

Every organisation has a specific organisational culture. It can facilitate or hamper the progress not only at an individual level but also at the organisational level of employee perceived organisational performance. Thus, it is unavoidable to understand the social learning mechanism in order to develop and enhance OCB among the employees.

Moreover, it was found in previous research (Islam et al., 2012, pp. 795-799) that knowledge sharing can promote OCB and social responsibility. This process can be enhanced through an understanding of individual motivation, learning process and by encouraging healthy communication within the work setting.

This study aims to explore the determinants of Organisational Citizenship Behaviour (OCB) based upon the theoretical framework of Social Cognitive Theory

(SCT) and Need Motivation Theory (NMT) and its relationship with employee perceived organisational performance among automobile sales professional of Pakistan.

1.2 Rationale for the Study

Many gaps were found in knowledge regarding OCB and employee perceived organisational performance in automobile sales professional of Pakistan that led to the exploration of this area regarding research. These issues involved many challenges for automotive inductor and there is urgent need for new strategies of OCB development, cultural differences, lack of theoretically based approach of OCB, insufficiency of the SCT model to cover issues of automobile sales professional regarding OCB in maximum range, and lack of action learning implementation in Pakistan (Sigal 2017, para. 14).

First and foremost, an issue related to this study is to fill the gap of research-based evidence of OCB and its related factors/determinants among automobile sales professionals of Pakistan. OCB is not a well-researched area for automobile sales professional in Pakistan. For this purpose, this study aims to assess the interrelationship of personal, attitudinal/behavioural and environmental determinants of OCB among automobile sales professionals of Pakistan. Further, the relationship of OCB with employee perceived organisational performance will be studied.

The automobile sector is one of the fastest emerging and revenue generating industry in Pakistan. The automobile industry has not only attracted local as well as global investors such as Toyota Motors, Suzuki Motors, Honda and others (Mirza & Manarvi 2011, pp. 34-47). Currently, the automobile sector is becoming more competitive due to the arrival of international automobile companies (Hyundai, Renault and Volkswagen group) in Pakistan (Sigal 2017, para. 4). As far as OCB related studies are concerned, many studies have been conducted in various sectors of Pakistan, e.g., Banking (Bukhari 2008, pp. 106-116), Telecom (Kashif, et al. 2011, pp. 91-97), business entrepreneur, (Hussain, et al. 2012, pp. 6378-6389) and education (Iqbal et al. 2012, pp. 1348-1354; Baig et al. 2012, pp. 25-49; Swati et al. 2012, pp. 329-338) but there is a dearth of literature related to OCB in automobile sales professionals in Pakistan. It is necessary to understand at this stage how automobile companies can promote OCB within their sales professionals. This study could help to develop and adopt different organisational strategies to promote OCB.

The researcher is working with a leading automobile company as sales and marketing manager at the regional level since 2007. Thus, many essential factors related

to OCB, culture and employee perceived organisational performance came in observation and were raising questions in the researcher's mind. Most of the studies related to OCB were found based on the context of western culture (Khalid et al. 2009, pp. 16-25). In the sub-continent region, cultural patterns are different (Bukhari 2008, pp. 106-116). The variety of organisations and culture can yield different results with OCB (Japsen & Rodwell 2006, pp. 670-674). It is close to reality that culture is based on a set of norms and values which people in the community do not talk about (Schein 2004, p. 14), but usually, they have firm beliefs in them. Furthermore, all these values appear in their attitude and behaviour. Therefore, it is crucial to understand the culture if there is some change being required. It is well said that culture creates the environment for implementing the strategy (Schultz & Walt 2015). All these ideas become mature during the coursework of DBA. The researcher found through the application of situational analysis that most of the identified risks of the organisation were related to culture. It was found that within the organisation, the *Role culture* was prominent and creating communication difficulties between employees and management. Simultaneously, it was decreasing commitment, job satisfaction, positive organisational behaviours and performance. All the field experiences, literature evidence (will be discussed in chapter 2) and the current demands for sales scenario become the reason to develop, test and implement the framework. There is a need to provide a picture of the South Asian automobile sales sector about OCB as there is no research evidence found in the reference of automobile sales professionals in Pakistan.

The second major issue was to follow the suitable theoretical approaches for OCB development among automobile sales professionals. Although many theoretical frameworks had been found in the literature to explain OCB in terms of types/dimensions (Smith et al. 1983, pp. 653-663; Williams & Anderson 1991, pp. 601-617; Moorman & Blakely 1995, pp. 127-142; Podsakoff et al. 1990, pp. 107-142; Dipaola & Tschannen-Moran 2001, pp. 424-447), the antecedent (Organ & Ryan 1995, pp. 775-802), and consequences of OCB (Podsakoff 2009, pp. 122-141) instead of determinants of OCB. Individuals' characteristics and behavioural factors interact with the situation to produce OCB (Li & Sekiguchi 2014, pp.14-18). Therefore, it is essential to understand the determinants of OCB. In this regard, one of the assignments during the DBA coursework supported to understand the implementation of theoretical approaches to action as action learning. Through this, the researcher had the chance to learn about Social Cognitive Theory (SCT), which emphasises that the social environment and cognition (thought process) of people have a strong interlink. The social cognitive perspective applied to

OCB research acknowledges the influence of a triad of factors. The study was designed in the theoretical framework of social cognitive learning and need motivation. Social cognitive learning theory provided the bases of the three determinants of OCB. The first of them known as the person triad helps in the decision to engage in helping behaviour; second is behavioural or attitudinal, understood as the behaviour of the individual, the third is the situation in which an individual operates (Vansteelandt & Mechelen 2004, pp.367-393). In this regard, the SCT model was found to define the determinants of OCB, but it was not completed without the fulfilment of various variables into each determinant. For the motivational aspect of the workplace, the need motivational theory was utilised as well-being at work. Thus, the merged model of SCT and NMT was utilised to fill the gap of personal determinants of OCB among automobile sales professionals of Pakistan.

Furthermore, some variables were attached to each determinant of personal determinant, (self-efficacy and well-being), behavioural and attitudinal determinant (self-control and job satisfaction) and environmental determinant (work design). All these ideas lead to verifying the implications of the theoretical background of OCB. This study explores explicitly how self-efficacy, a sense of well-being, job satisfaction, self-control and work design determine whether an employee engages in helping behaviour/OCB. The objectives of the study were to investigate the relationship of OCB with employee perceived organisational performance among automobile sales professional; to utilise the Western theories in South Asian culture to explore the differences of response pattern to fill the gap of theoretical knowledge regarding the application to the management field.

The last issue was to check the practical implication of theoretical models. This study will provide an opportunity to have a closer look at the implication of Social Learning Theory (SCT) and Need Motivation Theory (NMT) in the business management field. Chapter 6 will be addressing the said issues through action learning. Although the spectrum of the study becomes broad but to have a holistic view of OCB and employee perceived organisational performance, it is unavoidable to limit it to a few factors. All of these factors mentioned above-required research evidence.

1.3 Rationale for Choosing Pakistan and the Automobile Sales Professionals for the Study

Organisational Citizenship Behaviour is not a new area of study in the West. There is a need to provide a picture of the South Asian automobile sales sector about OCB as there is no research evidence found in the reference of automobile sales professionals in Pakistan. The Pakistani Automobile Industry is amongst the fastest growing sectors in the national economy (Mirza & Manarvi 2011, pp.34-47; Sigal, 2017, para. 1). Various global automobile manufacturers are making investments in the heavy-duty and light-duty vehicles sector in collaboration with the national stakeholders. This industry is becoming increasingly challenging and competitive (Research Team 2015). It is quite essential for this sector to provide its employees with an environment in which they can fully utilise their potential by developing organisational citizenship behaviour (OCB).

The Automobile sector of Pakistan has been facing the effects of the global financial recession since 2008 (decline in sales 44% during 2008 Rohail 2008; 49% during 2009 Ahmad 2009; Pasha & Ismail 2012 has reported). During 2012, conditions started becoming better in the economic context. According to the Pakistan Automotive Manufacturer Association (Research Team 2015), until March 2015, 43%, increase in sales of LPV (Light Passenger vehicle) had been reported as compared to March 2014 and scored the 8th year of sales growth in a row. Therefore, most of the companies are concerned to increase productivity while simultaneously decreasing expenditures. OCB occurs when an employee chooses to engage in behaviour that benefits the organisation, but for which he or she receives no formal rewards (Ariani 2012, pp.161-168). Therefore, in the current scenario, it is wise to focus and explore the various strategies on an organisational level to meet the demands regarding employee perceived organisational performance. Moreover, studies on OCB in the sales profession of Pakistan are not evident in the literature. Thus, this study will provide valuable details related to the determinants of OCB among sales professionals of Pakistan for future studies.

Amongst all the other professionals, sales professionals are considered to achieve their financial targets and to manage productivity (McKinsey's and Company 2014, p. 10) being measured monthly, or even weekly, quarterly, and biyearly. Sales Professionals have to meet financial targets and challenges, not only individual ones but also team targets (Morre 2007). Moreover, the sales department is responsible directly for revenue generating for the organisation. It is therefore crucial for sales professionals to have better

relationships with co-workers, customers and organisational staff at large. Being helpful and supportive of colleagues benefits the organisation towards the attainment of organisational goals. All these characteristics are embodied in the definition of citizenship behaviour. Thus, the automobile sales professionals will be the participants of the study.

Moreover, the competitive nature of the automobile market has placed an exceptional demand on organisations. Automotive retail has to face challenges for its survival (Wells 2013, pp.228-239). In this scenario, sales professionals in the automobile industry are faced with more substantial challenges due to the highly competitive nature of this industry in Pakistan. Therefore, it will be useful to conduct this research to examine the relationship of the defined personal, attitudinal and environmental factors as determinants of OCB and further its impact on the employee perceived organisational performance.

The researcher has been a senior sales professional in the automobile sector since 2007 and spent a considerable amount of time in a variety of cultures, and it has provided inspiration to study cultural patterns. While working in the automobile company, the researcher observed that although the company was involved in Corporate Social Responsibility (CSR) activities but at the individual level altruistic or helping behaviour needed to be developed further. Thus, working in the situation of facing and managing many organisational behaviours, this increased interest and provoked many queries related to human perceptions, organisational behaviour, and OCB.

Through this research, the researcher aims to fill the research gap in the existing literature and provide useful insights into the managerial implications for improving the organisational performance in the automobile industry of Pakistan through the development of organisational citizenship behaviour among the sales professionals.

1.4 Organisational Performance and OCB

Organisational Citizenship Behaviour (OCB) is a frequently researched area, and several previous studies have indicated that OCB is positively related to Organisational Behaviour. Employee perceived organisational performance and organisational behaviours of the employees are common variables empirically researched by many researchers to investigate their relationship with OCB (Chen 2008, pp.56-61; Bukhari & Ali 2009, pp.85-92; Xiaoming & Junchen 2012, pp. 28-37). The rationale behind this relationship is based on the sense of satisfaction of interpersonal relations in the working environment (Parry & Proctor-Thomson 2003, pp.376-399; Torvald, Svein & Einar 2005,

pp.28-34). Especially when it comes to the management field, organisational citizenship behaviour becomes more critical due to the placed demand of achieving productivity and employee perceived organisational performance (Bukhari & Ali 2009, pp.85-92). OCB facilitates the social machinery of the organisation, provide the flexibility needed to work through many unforeseen contingencies, help employees in an organisation, and cope with any challenges to perform better.

In this study, the relationship of OCB will be reviewed with employee perceived organisational performance that is the most desired outcome of the organisations, stakeholders and management. High performance and productivity are found to have a strong relationship with organisational culture (Torvald, Svein & Einar 2005, pp.28-34). Thus, OCB rooted in positive cultural patterns has ties, with better employee perceived organisational performance (Business Insurance 2006; Chow & Shan 2007, pp.47-55; Podsakoff et al. 2009, pp.122-131).

1.5 Rationale for choosing Determinants of OCB

Organisational citizenship behaviour is a significant study area of Organisational Behaviour (OB) of management sciences over the past three decades. The term of Organisational Citizenship Behaviour (OCB) was coined in the late 1980s (Organ 1988). In most of the research and studies from past to present (Podsakoff et al. 1990, pp.107-142; Moorman, Niehoff, & Organ 1993, pp.209-225; Kasemsap 2012, pp.129-159), there was a focus on the outcomes of different organisational behaviours. Some theorists defined OCB about employees' altruistic behaviour. Some view it as a factor of prime importance for both employees and organisations. According to Organ (1994, pp.465-478), organisations cannot function effectively without the benefit of OCB. Over the last decade, several studies have been conducted in different countries within the sales sector of the automobile in relation to exploring the impact of OCB (Melchar & Bosco 2010, pp.74-88; Kasemsap 2012, pp.129-159; Hussain et al. 2012, pp.6378-6389; Latha & Kumar 2013, pp.224-226).

OCB positively influences the behaviours of organisational members (Poncheri 2006). So, it is essential to consider the factors which affect engagement in OCB in the workplace. Past researchers investigated different types of OCB separately and only pointed out their correlational relationships rather than using any theoretical model. In a working environment, employees learn by observing others and reframe the concepts according to their thought process and social interaction. Thus, OCB is a behaviour that

can be learned or explained by Social Cognitive Theoretical (SCT) model as it covers the potential dimensions of the personal, attitudinal and social element of learning. The reason for the preferred selection of SCT will be discussed in the next chapter (Chapter 2). Some of the researchers found using the model of SCT for explaining OCB or extra role behaviour successfully with various organisations (Fife 2008; Li & Sekiguchi 2014, pp.14-18).

It is evident in the history of organisational behaviour research that personal, attitudinal, behavioural, and environmental variables have strong relationships with organisational citizenship behaviour (Chen 2008, pp.56-61; Cilla 2011; Li & Sekiguchi 2014, pp.14-18). Thus, the determinants of OCB are selected based on the merger of two models, i.e., Social Cognitive Theory (SCT) model and the McClelland Need Motivation Theory (Figure 1.1 and 1.2). The present study is an effort to study personal, attitudinal, behavioural, and environmental determinants that may lead towards the development of Organisational Citizenship Behaviour (OCB) and further promote employee perceived organisational performance among automobile professionals in Pakistan. This study also attempts to propose the possible relationships between OCB and employee perceived organisational performance by using quantitative analysis and implicative strategies. In the light of Social cognitive learning theory, three components were selected as determinants of OCB.

This triad of personal, behavioural and environmental determinants produces OCB (as shown in Figure 1.1). Before moving forward, it is quite essential to provide an overview of the primary variables of research. Firstly, the determinants of OCB will be reviewed, then correlates of OCB will be described.

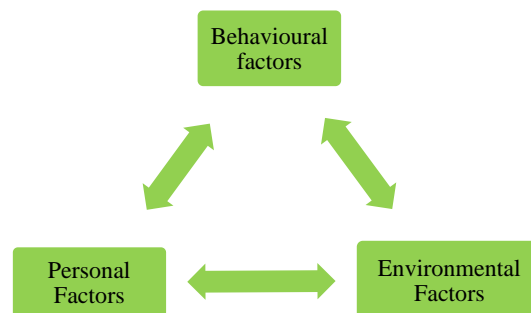


Figure 1.1: Social Cognitive learning model, *Source: Bandura (1991)*

This Study mainly relies on Social Cognitive Theory framework structure. Although numerous other variables could be examined regarding determinants, the researcher argues that the variables above are the most salient. Below are the reasons for the selection of these variables.

1.5.1 Personal determinants

Self-efficacy and well-being have been identified as personal variables determining the organisational citizenship behaviour (OCB) of employees. Bandura (1995, pp.1-45), explains "self-efficacy, refers to beliefs in one's capabilities to organise and execute the courses of action required to manage prospective situations" (p. 2). While explaining the social cognitive theory, Wood and Bandura (1989, pp.361-384) mentioned precisely why it is necessary to study personal goals within organisations. They argued that "personal goals, in turn, lead to organisational attainment". They further proved empirically by path analysis (Wood & Bandura 1989, pp.361-384) that self-efficacy has the most substantial casual relation to organisational attainment for employees.

Although there are a variety of personal factors, including self-esteem, perceptions, self-determinism, and personality variables, the current study, the main concern will be about the population of automobile sales professionals, with the reference of OCB and employee perceived organisational performance. Personality variables were not included due to having the more specific concern of organisational psychologist. Wood and Bandura (1989, pp.361-384), empirically proved by path analysis that self-efficacy was having the most robust casual relation with organisational attainment for managers. Further, in literature, self-efficacy has been used as a pivotal concept to define the OCB model (Li & Sekiguchi 2014, pp.14-18). Self-efficacy was found because of experiences influence people's cognitive appraisal (Bandura 2009, pp.179-200). Thus, the first variable for the determinant of the personal variable was selected as self-efficacy.

Here arises another vital concern, which is an employee who has not fulfilled need at work cannot respond to OCB and employee perceived organisational performance (Edmans 2012, pp.1-19). To cover the issue of motivation, need motivational theory of McClelland was included as well-being. It consists of three basic needs; a need for achievement power and affiliation.



Figure 1.2: McClelland Need Motivation Theory, *Source: McClelland & Boyatzis (1982)*

According to Luthans (2011), if the Maslow's hierarchy of need could be applied to an organisation for an example, the lower-level needs of personnel would generally be satisfied, but only a minority of the social and esteem needs, and a small per cent of the self-actualisation needs would be met. To cover these three needs of self-actualisation (competence), self-esteem (autonomy) and love and belongingness (relatedness) will be studied under the topic of well-being in the workplace. Studies also revealed that high well-being could lead to better health and longevity, and not just be caused by it, also to better social relationships, and higher motivation and work productivity (e.g. Harter et al. 2010, pp.378-389; Edmans 2012, pp.1-19).

1.5.2 Attitude/Behaviour Determinants

SCT defines this component as self-control solely. In order to expand and specify, the researcher has focused on two frequently studied variables as attitude/behavioural determinants. Job-satisfaction is another variable representative and frequently found attached to OCB and employee perceived organisational performance. Bateman and Organ (1983, pp.587-595) tested this idea and found that satisfaction was an essential predictor of citizenship behaviour. According to Armstrong (2006), job satisfaction refers to the attitude and feelings that people have about their work. Positive and favourable attitudes toward the job indicate job satisfaction. Organ, Podaskoff and MacKenzie (2006) concluded that one aspect of job attitude, job satisfaction, is a good predictor of employee perceived organisational performance. Job satisfaction has been shown to have the strongest correlation with OCB at 0.90. Job satisfaction was found playing a significant role for automotive industry employees in the neighbouring country (Swarnalatha & Sureshkrishna 2012, pp. 245-248). The social cognitive theory also describes how individuals learn on their own. This situation occurs when individuals display self-control (Wood & Bandura 1989, pp.361-384). The behaviour of Self-control contains persistence and regulation in actions, even in the face of stressful situations. Therefore, job satisfaction was introduced as attitudinal and behaviour of self-control was included as a behavioural determinant. Moreover, no study found joining these two components together under the Attitude/Behaviour determinants.

1.5.3 Environmental Determinant

Job design was included as an environmental determinant. As many studies revealed the relationship between work design and OCB (Mushtaq 2013, pp.52-56; Shantz et al. 2013, pp. 2608-2627). Thus, job design was considered as an environmental

determinant in the study. Work design and job design are the terms that are used alternatively to identify the working environment of organisations (Morgeson & Humphrey 2006, pp.1321-1339). According to Morgeson and Humphrey (2006, pp.1321-1339), work design covers various dimensions of the working context, i.e. ergonomics, physical demand, working conditions and equipment use. Work design can promote various effects to develop a variety of job-related behaviours. Work design, OCB, job satisfaction and employee perceived organisational performance are found to be closely related to each other (Chiu et al. 2005, pp.523-540; Murugesan, Raja & Kannan 2013, pp.209-216; Mayfield 2013, pp.36-64; Shantz et al. 2013, pp. 2608-2627). OCB is a discretionary behaviour. It arrives within the employees without any compulsion.

On the other hand, the social cognitive process explains that employees learn and act in their social environment. Organisational justice and leadership characteristics are the factors affecting OCB instead of determining OCB (Lee, Kim & Kim 2013, pp.54-65). Thus, another frequently studied variable of organisational justice and leadership was excluded to segregate the impact of extraneously imposed variables.

In short, well-being at work, job satisfaction and job design are the variables under the umbrella of personal, attitudinal and environmental determinants added. Therefore to conclude, all three determinants are given above, the personal factors, the behavioural factors and the environmental factors play a significant role in furthering positive behaviours among the employees, i.e., job commitment, altruistic behaviour and positive environment. Self-efficacy, well-being of the employee, job attitude, job satisfaction of the employee, self-content are few of the factors that influence the organisational citizenship behaviour by creating a sense of belongingness among the employees with respect to the organisation and therefore affects the perception of organisational performance. These above-stated components were found to be critical influencers of job retention and OCB (Greenberg 2011; Alizadeh et al. 2012, pp.494-505).

Below is a diagram that presents the study.

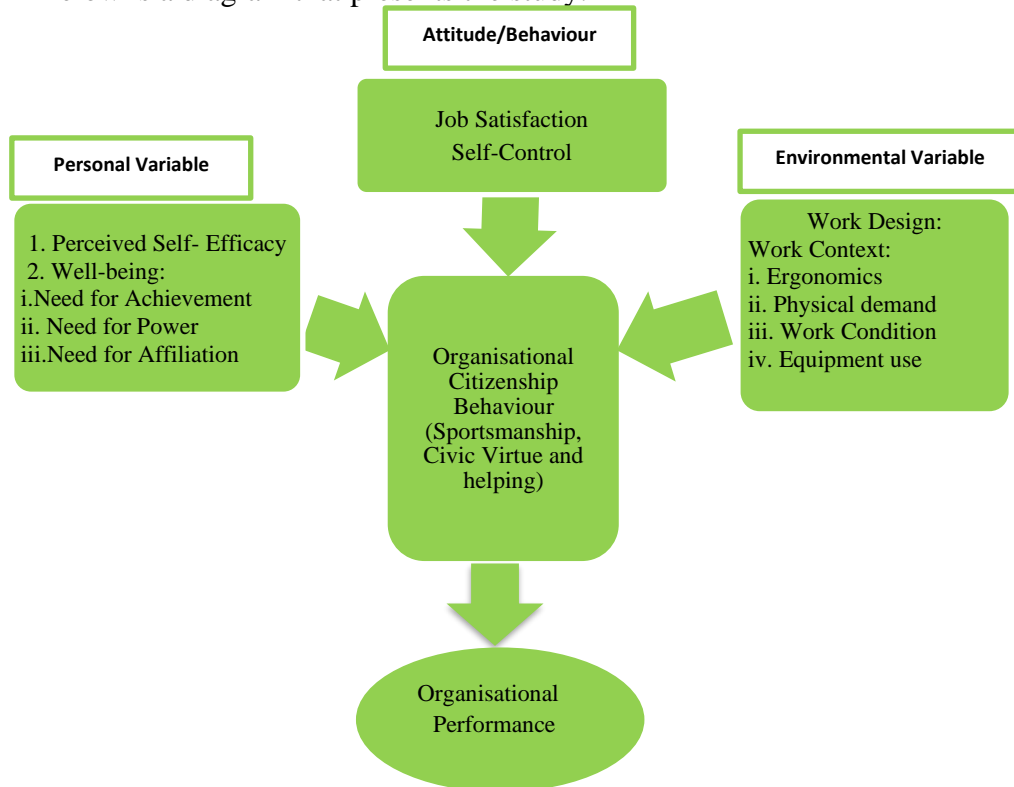


Figure 1.3: Variables of the study, *Source: Author*

The above-presented diagram is showing the determinants of the OCB, i.e., personal, attitude/behavioural and environmental variables and the goal of OCB in the form of employee perceived organisational performance. However, some of the information regarding determinants of OCB have been discussed in brief but the nature of relationships, interrelationships and outcomes will be brought under discussion in the literature review (chapter 2).

The core reason for selecting these variables is that these are the basic elements that can impact the employee perceived organisational performance irrespective of its nature of the business. Moreover, it is examined that these variables have a direct impact on the perception of organisational performance, particularly in the automobile industry, because the nature of work is quite different and challenging to manage. In addition to this, the personal variable entails self-efficacy and well-being that encourages an individual to perform their duties more professionally. Furthermore, another imperative variable picked for this considered study is an attitude that comprises job-satisfaction and self-control. However, these are the two most important factors that motivate workers to attain their set

goals and targets and contribute their part towards the accomplishment of the organisational strategic goal.

Additionally, another selected variable for this study is environmental because it covers all-important factors that influence the activities of workers while performing their duties in the workplace. Nevertheless, the success of the automobile industry heavily relies on their sales professionals because they are responsible for executing the sales plan practically and achieving the intended targets. Therefore, it is found that most of the large-scale automobile firms invest an adequate amount of money and resources in order to meet the expectations of their workers because their employee perceived organisational performance is directly linked to the success of a business.

OCB helps employee and organisation to maximise efficiency and productivity, which ultimately contribute to the effective functioning of an organisation. Based on the conceptual definitions of OCB, researchers have proposed different dimensions of OCB. For instance, Organ (1988, p.4) introduced a five-factor OCB model, Smith et al. (1983, pp. 653-663) identified two aspects of OCB, Podsakoff et al. (2000, pp.513-563) had identified thirty forms of OCB, whereas Podsakoff and Mackenzie (1997, pp. 133-151) identified three OCB dimensions: altruism, sportsmanship and civic virtue. In this study, we have identified three major contributing factors that influence OCB, as defined by Podsakoff and Mackenzie (1997, pp. 133-151).

Emmerik et al. (2005, 93-100) examined the relationships among altruism, especially in organisational citizenship behaviour. Responses in the study revealed that altruism is related to organisational citizenship behaviour.

Sportsmanship centres around the behaviour of employees that focuses on determining and differentiating right from the wrong in the organisational activities (Lin & Peng 2010, pp. 55-75). Sportsmanship is the employee behaviour in the capability of tolerating less than ideal circumstances without complaining (Bolino et al. 2010, pp. 835-855). Another study covered three components of OCB, including sportsmanship, helping and civic virtue. They found that sportsmanship is, therefore, the extent to which the employee is willing to endure inconveniences and impositions and refrain from criticising and filing petty grievances (Ehigie & Otukoya 2005, 389-399). Employees that exhibit sportsmanship extend loyalty and commitment to the organisation (Podsakoff & MacKenzie 1997, pp. 133-151).

Civic virtue is the enthusiasm to engage in events held by the organisation, safeguard organisation's environment from intimidations and opportunities and to be vigilant for best interests at a personal cost (Podsakoff et al. 2000, pp.513-563). It exhibits

behaviour in which a person is involved in the corporate and has a genuine concern for the company by taking the initiatives in recommending ideas on the improvement of the organisational operations (Netemeyer et al. 1997, pp.85-98).

With the help of these different frameworks, it can be said that the selection of the above-mentioned variables is quite justified because these are the variables that motivate workers to adopt OCB, which optimistically enhances the business. It is quite apparent that organisational performance depends on the selected variables for this particular study that ultimately enhance the effectiveness of this research.

The scope of this research is not limited to scholars, students, professionals, but the results of the present study may also have implications for automobile sales professional. It is because they must implement the strategies related to management and organisations to manage and modify behaviour within an organisation. Therefore, this study could make an essential contribution to extending research in management and organisational behaviour. On top of that, it would provide valuable information to individuals in management in understanding the personal, behavioural, and environmental factors that contribute to developing OCB and promoting employee perceived organisational performance in Pakistan. As OCB has often been perceived as an essential contributor towards job performance and work commitment level, it is of utmost importance that the management knows and understands these factors. As this would assist the management in creating conducive working environments to develop OCB and increase employee perceived organisational performance. Moreover, the rationale of this research is to test the relationship between OCB and its determinants, in a collectivist cultural context, i.e. Pakistan's sales professionals.

1.6 Research Aims and Objectives

1.6.1 Research Aim

The primary aim of this research is to identify the determinants of organisational citizenship behaviour (OCB) and to study the relationship between organisational behaviour and organisational performance of the automobile sales professionals in Pakistan. This relationship has never been studied with the reference of automobile sales professional in Pakistan.

1.6.2 Research Objectives

1. To identify the factors determining organisational citizenship behaviour (OCB) based on Social Cognitive Theory and Need Motivation Theory in the automobile sales professionals of Pakistan.
2. To evaluate the mediation testing of OCB between personal, attitudinal/behavioural and environmental factors and perceived organisational performance of Automobile Sales professionals in Pakistan.
3. Implementation of action learning to contribute to the existing pool of knowledge in the field of OCB and employee perceived organisational performance research conducted in Pakistan.

1.7 Indicative structure of the thesis

This thesis is divided into eight chapters, which can be broken down as follows:

Chapter 1 provides the aims and objectives of the study and study motivation.

Chapter 2 presents a literature review of the different aspects of the study.

Chapter 3 is related to the objectives and following the broad headings in the conceptual framework.

Chapter 4 introduces the research methodology, including the sources of data, tools of measurement, the underlying principles, and the data analysis techniques.

Chapter 5 uses different statistical analysis and results to investigate the different aspects of the study, as well as to test the hypothesis. It also presents findings through structural equation modelling of the research model.

Chapter 6 summarises the research findings and discussion.

Chapter 7 Implementation, including the implications of the research for the Pakistani automobile industry. This chapter also summarises the main contributions of the research, i.e., SCT and NMT based strategies and application of the action learning process to existing knowledge and the field.

Chapter 8 consist on conclusion and recommendations.

In Figure 1.4 conceptual framework of the study has been presented.

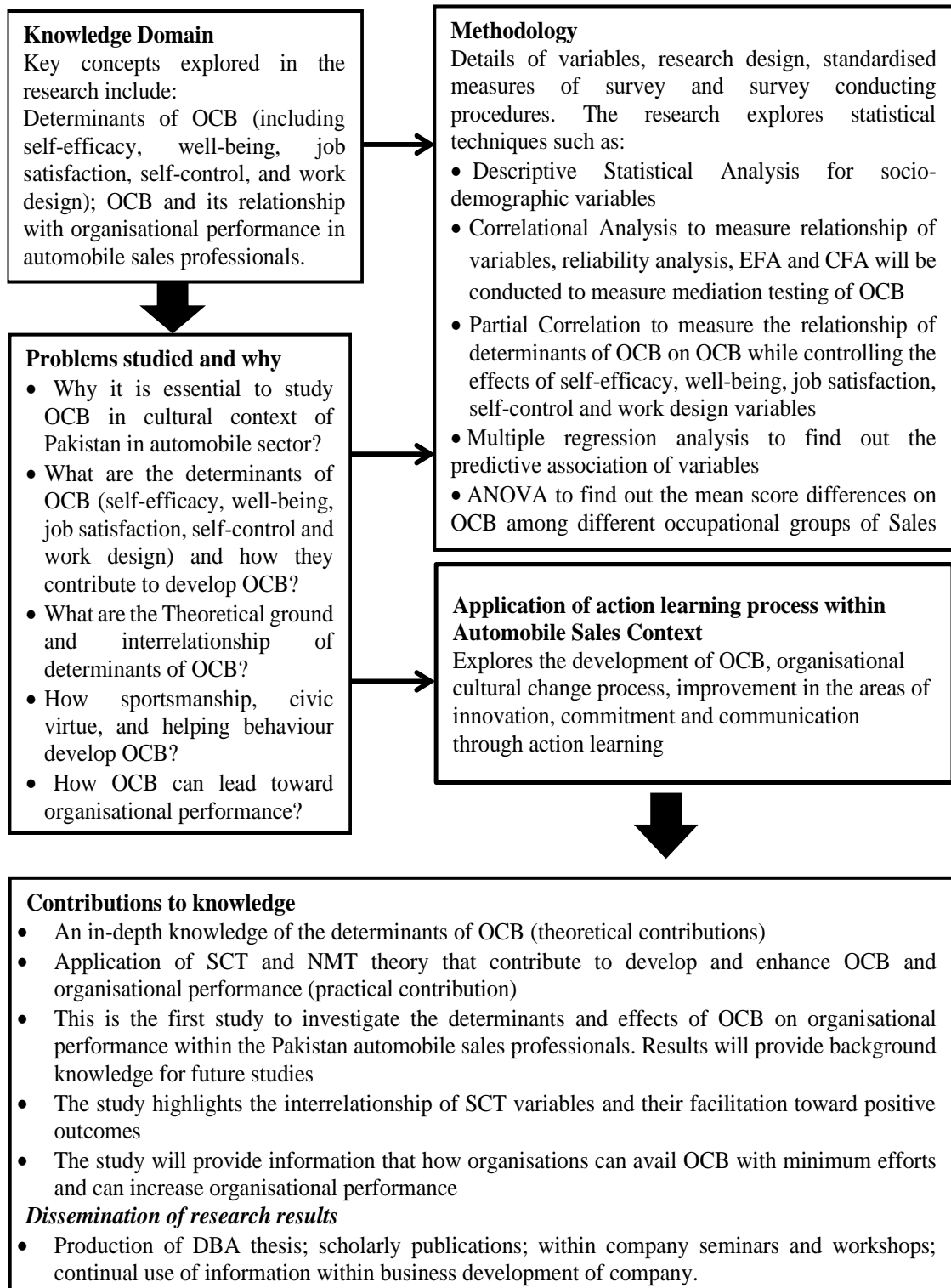


Figure 1.4: Conceptual framework of research, *Source: Author*

Chapter 2

Literature Review

2.1 Introduction

This chapter is an attempt to describe and explain the research gaps regarding the literature review. Thus, the sequence will encompass with an overview of the cultural background of OCB among automobile sales professionals in Pakistan, followed by the theoretical issues studied.

Furthermore, this chapter will provide a critical review of the literature on organisational citizenship behaviour (OCB) and its determinant variables of study related to personal, behavioural and environmental factors, which as discussed further in this section. Besides this, the relationship between organisational citizenship behaviour along with employee perceived organisational performance in automobile sales professionals; existing literature and empirical data to review the methodological implications, will be presented. After reviewing the literature, hypotheses will be formulated to assume the relationship between different variables (Chapter 3).

Problems encountered while the selection of OCB variables will be discussed in the last section to review the challenges and its management. It will include the need for OCB for the organisation, future projects, and use of organisational performance, subjective and objective measures, and determinants of OCB. Further, the benefits and challenges of OCB for organisations will be highlighted.

In this chapter, the emphasis is placed on the critical aspects of study related issues. Conceptualisation arising from the organisational model (action learning) will be presented in detail in chapter 6. For smooth follow-through, the chapter headings are informed by the indicative structure and conceptual framework at the end of chapter 1 (Figure 1.4) of the thesis.

2.1.1 Determinants of Organisational Citizenship Behaviour

Organisational Citizenship Behaviour (OCB) was termed by Bateman and Organ (1983, pp. 587-595). Organ et al. (2006) described OCB as “Individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in

the aggregate promotes the efficient and effective functioning of the organisation” (p. 3). OCB is an employee’s behaviour that requires an extra voluntary effort, such as participating in the decision-making process and management and other activities of the organisation.

To accurately describe the OCB, several dimensions under the OCB has been identified so ensure productivity from the employee’s point of view. Three major motivating factors have been recognised by Podsakoff and Mackenzie (1997, pp. 133-151) which are personal, behavioural and environmental.

2.1.1.1 Personal Determinants of OCB

Self-efficacy and well-being of the employees are the major factors that are included in the personal determinants of the OCB. Self-efficacy is an own significant resource (Xanthopoulou et al. 2008, pp. 345-356) and refers to an individual’s belief in his or her ability to perform tasks in different situations (Wood & Bandura 1989, pp. 361-384). Self-efficacy enables employees to determine how much effort they spend in challenging service encounters and how long they can continue to exist when confronted with impediments. Self-efficacy is observed in service workers who have established the confidence necessary to handle varying customer requests successfully. A high self-efficacy enhances individuals’ belief in their capability to complete assigned tasks and achieve challenging goals, and in turn, benefits their productivity and efficiency (Judge et al. 2007, pp. 107-127).

The well-being of employees is an essential factor to be studied because it covers the overall happiness of employees, which includes job satisfaction, performance, job loyalty etc. Therefore, without concerning the employee’s well-being, no organisation can compete or lead in a competitive environment. So, there is a research gap which needs to conduct a research study on employee’s well-being with reference to the perception of organisational politics (Ullah et al. 2019, pp 1-14).

2.1.1.2 Behavioural/Attitudinal determinants of OCB

Literature suggests that OCB affects overall organisational effectiveness (Veličkovska 2017, pp. 40-51). Thus, employees who engage in citizenship behaviour are expected to have higher levels of job satisfaction compared to other employees. Furthermore, higher levels of OCB lead to increased productivity and, consequently, higher profitability. Locke (1976, pp. 1297-1350), defines job satisfaction as a positive emotional state emerging from the appraisal of one's job. Foote and Tang (2008, pp. 933-947) also tested

the connection between OCB and job satisfaction. In this study, an overall OCB score yielded a positive relationship between OCB and job satisfaction.

Evidence from experimental studies also shows that self-control resource depletion causes more self-interested behaviour in a dictator game, leads individuals to focus on short-term benefits, and increase free riding in a public goods game. OCB is often accompanied by motivational conflicts, and employees need to exert self-control to overcome self-interested tendencies to behave in a prosocial way in the organisation. In line with this, we expected that employees with high restraint would better inhibit their selfish tendencies and thus engage in more OCB (Wang et al. 2017, pp. 341-347).

2.1.1.3 Environmental determinants of OCB

Work design is becoming increasingly prominent as a strategy for attempting to improve the effectivity and the quality of the work experience of employees in contemporary organisations simultaneously. Although the benefits of work redesign are widely studied in the management literature, only limited known reasons can be explored that how work sometimes leads to positive outcomes for workers and their organisation (Campion et al. 2005, pp. 367-390; Oldham & Hackman 2010, 463-479).

2.2 Cultural Background

Culture can have a substantial impact on OCB. One of the examples is the study of Japsen and Rodwell (2006, pp.670-674). They had conducted the comparison of the Podsakoff Model (1990, pp. 107-142) and the Williams and Anderson Model (1991, pp. 601-617) of OCB. Their results provided significant variations of scores on different items. They concluded that difference provided a clue to cultural differences in the OCB definition, discrimination, and detection. OCB studies, most were conducted in Western culture (Khalid et al. 2009, pp.16-25). A relationship between culture-related variables and OCB has, in a general sense, been hypothesised by some researchers (e.g., Moorman & Blakely 1995, pp.127-142 argued that in individuals from collectivist cultures exhibit greater OCB as compared to the individuals from individualist culture).

According to the Express Tribune News Network report (6 May 2015) sales of automobiles increased in the past five (5) years in Pakistan. Below is a figure present the increasing sales during the first ten months of the fiscal year 2015. Many western multinational companies are stepping into the Asian region because of the cheap labour and the immense potential market so that this study would help in a better understanding

of the OCB in a different geographical context (Sigal 2017, para. 4). Besides this, the citizenship behaviour is directly related to the culture that may vary within organisations and in geographic contexts (Podsakoff et al. 2000, pp.513-563; Gautam et al. 2005, pp.305-314). Thus, it is essential to study the determinants of OCB and the outcome of employee perceived organisational performance related to OCB in Pakistan. Further, the implementation of the current study results will be more straightforward for management and sales professionals of the automobile sector of neighbouring South Asian countries.

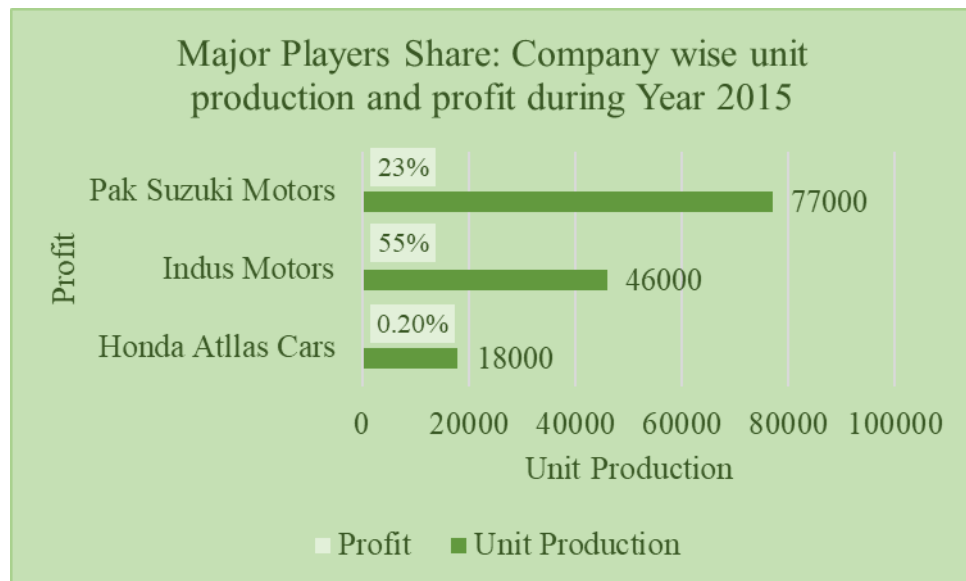


Figure 2.1: Automobile unit production during 2015, *Source: Pakistan Automotive Manufacturers Association (2015)*

2.3 Theoretical Contribution

This study will provide an opportunity to have a close and detailed look at the implications of Social Cognitive Learning Theory (SCT) and Need Motivation Theory (NMT) in the business management field. Therefore, this study will contribute to enhancing knowledge regarding the implementation of theoretical constructs of SCT, NMT and OCB in relation to employee perceived organisational performance based on positive organisational culture, specifically related to automobile sales professionals.

2.3.1 Social Cognitive Learning Model

The Social cognitive approach provides the basis to understand organisational learning and the environment. This approach also facilitates the understanding of OCB within organisations (Li & Sekiguchi 2014, pp.14-18; Ariani 2014, pp.74-90). Personal, behaviour and environmental forces influence each other and produce behaviour.

Following figure (2.2) presents the structure of social cognitive learning model that integrates the personal, behavioural, and environmental factors within organisational settings.

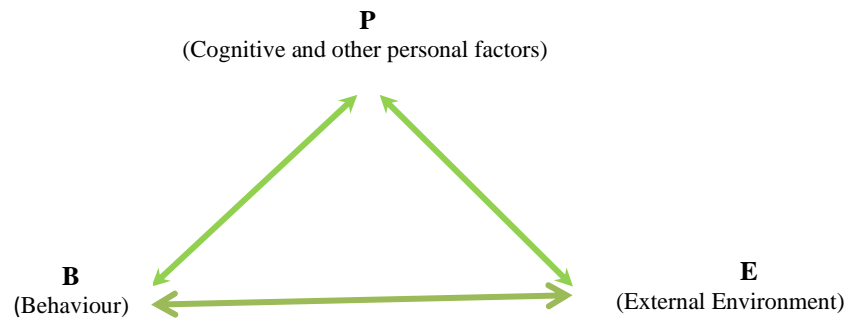


Figure 2.2: Social Cognitive learning model, *Source: Adapted from Wood and Bandura (1989)*

Literature has revealed various connections of OCB with various social learning theories (Vansteelandt & Mechelen 2004, pp.367-393; Li & Sekiguchi 2014, pp.14-18; Ariani 2014, pp.74-90; Nevid 2017). Many studies have utilised the theory to explain OCB (Hopkins 2002, pp.1-15; Elstad et al. 2011, pp. 405-421). Two theories of the social cognitive process have been found involved to explain OCB. Social exchange theory and social cognitive learning theory. According to social exchange theory, if an exchange partner found that the value of the perceived benefit is lesser than the cost, then the exchange process can be decreased (Blau 1964). Moreover, some of the perception correlated with OCB, but not with social exchange theory, such as job scope and work characteristic (Cardona, Lawrence & Bentler 2004, pp.219-247). Social exchange theory proposes that ‘gestures of goodwill’ exchange between employees and the organisation, as well as between subordinates and their supervisors when actions permit reciprocity. The behaviours that emerge through the interaction of social learning and perceptual set (Social Cognitive Learning Theory) remain long-lasting. This phenomenon can be explained through the SCT, how personal characteristics and situational influences interact to produce helping behaviour that leads to promote OCB. More studies are required to explain the influence of behavioural, environmental and personal characteristics contextually on the organisational behaviour of sales professionals as they work in extremely challenging contexts (Research Team 2015). In this case, the highly competitive automobile industry sales professionals’ organisational behaviour will be analysed concerning the contextual and personal variables derived from Social Cognitive Theory (SCT).

In the current study, the main structure of SCT has been consulted as determinants of OCB. Moreover, in each determinant, the various variables have been introduced to

enhance the scope and relevance of OCB. Within personal determinant, one of the variables of self-efficacy was already existing in theory. Another variable of well-being at work was attached to fulfil the gap of needs at work. The second determinant of attitudinal/behavioural had the self-control variable. Thus job-satisfaction was attached to represent the attitudinal aspect. Environmental determinant was added up with work design variable. Thus, the development of determinants can be seen in the conceptual framework (Figure3.1) of OCB.

2.3.2 McClelland Acquired Needs Theory

‘Without motivation, nothing can be achieved’ (Iland 2013, pp.13-14). Motivation is the force that enables us to prepare to act and achieve. So far, many prominent theories of need and motivation have been presented in the business and management fields. McClelland’s Need Motivation Theory has advantages of its application (McClelland 1965, pp.321-333). For instance, Maslow’s need theory could represent an only minority of employees with higher levels of needs (Luthans 2011). However, McClelland worked on achievement motivation models based on Maslow’s theory (1954). The McClelland theory is also referred to as the ‘Three Needs Theory’, ‘Motivational Need theory’, Acquired Needs Theory and Learned Needs Theory. He also introduced the practical applications of the model (Chapman 2009). In his theory, he discussed three motivational needs, including the need for achievement, power, and affiliation, respectively (McClelland 1961; Lussier & Achua 2010). He labelled the first need as achievement motivation need. The need for achievement was defined as success in any competition with some standards of excellence (McClelland 1958, pp. 7-42). Those with a high need for achievement are attracted to situations; set challenging, yet attainable, goals for themselves; and desire high standards of success and employee perceived organisational performance feedback (Nikitina 2010; Daft 2015).

The second need is known as authority/power motivation need. McClelland (1961) defined the need for power as a concern with the control of the means of influencing a person. In this situation, the individual likes to compete with others to achieve the goal and makes every situation in the way of perfection. Individuals with a need for authority and power desire to influence others, but do not demonstrate a need to have control only. These individuals possess the motivation and the need to increase personal status and prestige (Lussier & Achua 2010; Daft 2015).

The third need is called the affiliation motivation need. McClelland (1961) stated that affiliation is establishing, maintaining, or restoring a positive affective relationship with another person.

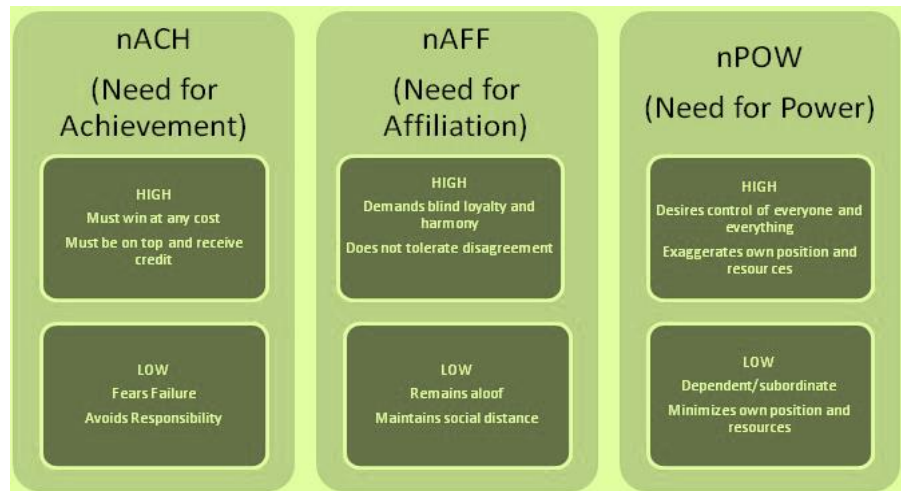


Figure 2.3: McClelland acquired needs, *Source: Adapted from McClelland (1961)*

McClelland, in his theory, identified those high-end achievers, while performing a task or solving a problem, have a strong desire to assume personal responsibilities. Besides that, they tend to set moderately difficult goals and take calculated risks. Furthermore, they have a strong desire for feedback about their organisational performance, and they look for challenging tasks. Furthermore, the dominant motivator in this need likes to work alone rather than in a team. It is because they tend to believe in their ways and strategies rather than receiving any suggestions from other people (Komaki 2003, pp. 95-113; Boyatzis & Akrivou 2006, pp. 624-642).

The dominant motivator for nAFF is that the individual does not like to take high risks or levels of uncertainty. In this matter, they only work in a situation that has sharp mission and vision. They desire to influence and direct somebody else and to exercise control over others. They have concerns about maintaining leader-follower relations. The goal that they work on must have strategies that lead the dominant motivator to work hard to get the better result. Besides that, the characteristics of the individuals require them to be collaborative over competitive. Working as part of a group is an excellent choice for the principal motivator of affiliation because they tend to create ideas when they collaborate with teammates with the exchange of ideas or some suggestions (Boyatzis & Akrivou 2006, pp.624-642).

Despite this, the characteristic of the principal motivator of nPOW tends to control and influence others. The employee perceived organisational performance of the dominant motivator is the perfect way to persuade others. Within this, the ideas would

become accessible to receive from other people and make them follow in a way they would not. Besides that, they also like competition and winning. The cause and effect of this work will enhance the employee perceived organisational performance because the motivation will get high when they compete against others (Kanfer 1990, pp.75-170). The dominant motivator of power also enjoys status and recognition. In this concept, status and recognition are an indicator of their work and achievement. They can be characterised as wanting to win arguments. The satisfaction comes in the way they form their ideas because they believe in the strength and reliability of the outcomes. In the current study, these three needs will be referred to as well-being. As regards to the above needs, McClelland holds the view that all these needs may simultaneously be acting on an individual, but in case of an entrepreneur, it is found to be dominating.

2.3.3 The SCT and the NMT Implication in Management

A research conducted by Ariani (2014, pp.74-90), studied the impact of supportive leadership and employee engagement on organisational citizenship behaviour (OCB). His study was based on the application of the SCT model by situational resource as supportive leadership. A survey was conducted using questionnaires. Data was collected from 252 employees in service organisations in Yogyakarta, Indonesia. The structural equation modelling (SEM) was used to test the relationship between variables. The result proved that supportive leadership and employee engagement had a direct positive relationship with OCB and employee engagement mediated the relationship between supportive leadership and OCB. This study was, however, covered only the service organisations in Indonesia. The study suffered from the limitation of being restricted to only one sector and does not comprehensively cover different industries. The variables chosen did not include other personality and behavioural factors under the Social cognitive theory, such as self-efficacy, job satisfaction and many other factors.

Stewart and Roth (2007, pp.401-421), conducted a meta-analysis to measure need motivation among business entrepreneurs. They found that entrepreneurs typically had a higher need for achievement than managers did. This is because the autonomy and challenging demands of entrepreneurship are conducive to the satisfaction of this need.

Park, Lee and Kabst (2008, pp.229-246) studied the association between organisational commitment and job involvement. They explored that achievement, affiliation, and power needs are essential predictors of organisational commitment and job involvement. Furthermore, they found that those with substantial achievement need to demonstrate higher levels of employee perceived organisational performance and are

more goal oriented. While both average and above average employees exhibit similar needs profiles. The need for achievement was higher for those with higher organisational commitment and job involvement.

It can be concluded that both theories laid the foundations for numerous research studies. Both models of SCT and NMT has been deployed within various management fields and yielded remarkable results. Above mentioned literature has proven significant relationships with various variables, e.g., employee engagement, extra-role behaviour, self-efficacy, self-control, feedback, organisational performance, commitment with OCB. The more empirical evidence is considered with the forthcoming variables, respectively.

2.4 Organisational Citizenship Behaviour (OCB)

According to Organ:

OCB represents individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the Organisation (1988, p. 4).

Empirical research in sociology, psychology and management (Coyle-Shapiro 2002) commonly revealed that organisational citizenship behaviour is related to many positive organisational behaviours, e.g., sense of relatedness (Lee & Ok 2012, pp.1101-1112), trust (Wat & Shaffer 2005, pp.406-422), organisational justice, job satisfaction, and organisational commitment (Kasemsap 2012, pp.129-159).

The term was coined in the late 1980s. Organ (1988) defined OCB as “the employees’ behaviour excluding the assigned responsibilities, so the employees will satisfy to perform for organisational benefits without any requirement from the organisation”. Moorman (1991, pp.845-855) defined that OCB is an important factor relevant to results-oriented organisations. Furthermore, Werner and Desimone (2012), defined it by stating, ‘OCB will make good results for employees and organisations’. According to Lee and Allen, ‘OCBs are employee behaviours that, although not critical to the task or job, serve to facilitate organisational functioning’ (2002, pp.131-142).

Chiu et al. (2005, pp.523-540), examined the effect of job characteristics on OCB. They selected 270 employees from 24 electronic companies as participants. The findings showed that job variety and job significance had a significant positive relationship with OCB. Furthermore, their results revealed that job satisfaction (intrinsic satisfaction) was found to be a mediating mechanism on the relationship between job variety, job significance and OCB. All the previous studies have examined the effect of work design

on OCB through the mediating variables like job satisfaction, well-being, leadership, commitment and many others. The current study will examine the direct relationship between work design as an environmental factor on OCB and employee perceived organisational performance when moderated by OCB. OCB dimensions have been defined by different researchers differently. Some researchers defined two dimensions as altruism and generalised compliance (Smith, Organ & Near 1983, pp. 653-663). Some empirical research studies have come up with the evidence for two factor structures (OCB-O, OCB-I: Williams & Anderson 1991, pp.601-617; Lee & Allen 2002, pp.131-142) and some have identified four categories (Moorman & Blakely, 1995, pp.127-142); or seven dimensions (Podsakoff et al. 2000, pp. 513-563), whereas some have suggested a single bipolar construct (DiPaola & Tschannen-Moran 2001, pp.424-447).

Lambert (2015) defined OCB as:

Organisational citizenship behaviour (OCB), as behaviour that (a) goes beyond the basic requirements of the job, (b) is to a large extent discretionary, and (c) is of benefit to the organisation.

According to Organ and Bateman (1991), organisational citizenship behaviour (OCB) has five factors, namely altruism, courtesy, sportsmanship, civic virtue, and conscientiousness (Hoffman et al. 2007, pp.555-566).

Organisation citizenship behaviour is believed to create a supportive culture in an organisation. It helps the organisation to create an environment which provides more excellent connectivity between the individuals and the environment. This connectivity is not derived by the extrinsic rewards but is based more on the intrinsic rewards and intrinsic motivation that helps in creating a more productive and value-added environment in an organisation. OCB further helps in providing the individuals with a better sense of connection with the organisation and therefore helps in enhancing job satisfaction among the employees. Since sales are the essential area of the organisation that derives the revenue of the organisation, organisational citizenship behaviour among the sales personnel can help in deriving the enhanced performance of sales professionals and therefore can help in increasing the overall performance of the organisation. After going through the literature review of work design, some critical issues arise, for example, ‘whether work design is related to enhancing the OCB and employee perceived organisational performance?’ Therefore, this further leads towards the hypothesis (H5), “Work design will be positively related to OCB and organisational performance among automobile sales professionals”.

2.4.1 Altruism/Helping

Altruism is helping colleagues in the employee perceived the organisational performance of their tasks (Turnipseed & Rassuli 2005, pp.231-244). It also encompasses voluntary actions that help another person with a work problem or instructing a new employee on how to use equipment, helping a co-worker catch up with a backlog of work, fetching materials that a colleague needs and cannot procure on his own (Dick et al. 2006, pp. 283-301; Redman & Snape 2010, pp.1219-1247). Podsakoff et al. (2000, pp.513-563) provided an extensive review of this area of OCB.

Asif et al. (2013, pp.815-820) studied the determinants of organisational citizenship behaviour among workers, with the role of job characteristics, job satisfaction and organisational commitment. Altruism and general compliance are considered as the original definition of OCB. Altruism is one of the essential components of OCB in which it has helped a specific person in face to face situations. It also tends to determine the OCB of many sales professionals.

Moreover, altruism is referred to as the voluntary action to solve the problem of workers efficiently. In contrast, altruism is inadequate to reflect the implications of the external rewards. The altruism is also defined as an employees' willingness to help the co-worker in their work (Muhammad 2012, pp. 247-254). It is also termed as the selflessness of an employee towards the organisation. It is also accounted as the significant determinant in the OCB. The altruism enhances worker efficiency, and it creates a bond between the employees successfully. It also plays a vital role in enhancing the pool of available knowledge of an employee. Altruism has closely been related to the determinants and consequences of organisational citizenship behaviour. It also tends to determine the OCB determinants and consequences of the sales professionals. The study mentioned above identified that altruism can enhance the capacity of the organisation to attract and retain the best employees. Healthy interpersonal relationships are also maintained by the altruistic behaviour among the employees. Altruism also has been shown to have improved the satisfaction of employees working in the organisation. There is a definite relationship between the OCB and the altruism towards the employee perceived organisational performance.

Altruism is a rare characteristic that is observed in the working environment, especially among sales professionals. Altruism is believed to be a value-added factor of organisational citizenship behaviour. Altruism in the work environment is a trait that requires individual to portray empathy, selflessness and devotion to the environment.

Altruism is amongst the factors that are directly linked to enhancing and depiction of organisational citizenship behaviour. Altruism also does not necessarily lead towards the enhanced employee perceived organisational performance, but it undoubtedly can contribute towards creating enhanced organisational citizenship behaviour in the sales professionals. However, there is the least evidence regarding the positive relationship of altruism with the enhanced organisational productivity and employee perceived organisational performance.

2.4.2 Conscientiousness

Conscientiousness is a behaviour that goes beyond the requirements established by the organisation in the workplace, for example, working after hours for the benefit of the organisation, punctuality, conserving organisational resources, and attendance. Conscientious people were found typically to engage in OCB (LePine, Erez & Johnson 2002, pp.52-65). According to Yen and Neihoff (2004, pp.1617-1637), most conscientious employees will stay informed with up-to-date knowledge about products or services offered. Most of the people try to observe the rules and regulations of working the environment. However, conscientiousness is not bound to the supervision as they perform according to good citizenship behaviour (Podsakoff et al. 2000, pp.513-563; King, George & Hebl 2005, pp. 585-607).

Leader-member exchange and organisational citizenship behaviour with the mediating impact of self-esteem has been studied by Ishak and Alam (2009, pp.52-61). The five dimensions of OCB were mediated by self-esteem. They pointed out that the altruism and generalised compliance are later called the conscientiousness. However, conscientiousness is narrower than the generalised compliance. The perceived organisational climate correlates with organisational citizenship behaviour (Murugesan, Raja & Kannan 2013, pp.209-216). Conscientiousness has referred to the employees' going beyond the minimal requirements to carry out their assigned tasks successfully. Conscientiousness or compliance of an organisation plays a substantial role in attaining the high employee perceived organisational performance. Scholars have pointed out that the conscientiousness has a long tradition of research in the citizenship behaviour area. This dimension was initially called as the generalised compliance. It is also significantly associated with organisational obedience. The trait of conscientiousness tends to capture the internalisation of person and organisational rules acceptance. Employee's personality, political skills and the impact on job satisfaction have been studied by Dubey and Pandey (2014, pp.38-46). Organised, systematic, punctual, achievement-oriented and dependable

are some of the traits of being conscientious. Conscientiousness has been shown to be significantly related to the job performance and job satisfaction of an employee. It also tends to increase job performance, and it is highly related to political skills.

Conscientiousness can be linked to professionalism. It does not necessarily mean that conscientious people depict more organisational citizenship behaviour. Conscientious people show higher productivity. They tend to be vigilant and careful in their acts and depicts a professional attitude in the work environment. As per the previous research, it has been observed that conscientious people are better when it comes to productivity in the workplace. The employees that are more conscientious are a value-added element of the organisation. However, considering this trait, it is not necessary that conscientious and organisational relationship behaviour has a direct relationship. Considering this factor, conscientiousness can be considered as an essential attribute amongst sales professionals, but there is the least evidence available on the depiction of organisational citizenship behaviour by the individuals that depicts conscientious attitude. However, the conscientious people among the sales professional can be more satisfied with their job and their work-related effectivity.

2.4.3 Sportsmanship

Sportsmanship can be defined as an employees' goodwill in tolerating less than ideal circumstances without complaining and the imposition of work without whining and filing grievances (Organ, 1988). According to Ishak (2005, pp.16-30), sportsmanship is one of the dimensions of OCB, and it refers to those individuals who have tolerated the annoyances which are inevitable in the workplace. Superior-subordinate relationships act as the mediator between the individual's innovativeness and organisational citizenship behaviour. Sportsmanship is also considered as the set of behaviours which demonstrate the tolerance of less than ideal conditions on the working stage. Individual innovativeness has been positively related to the various OCB dimensions such as altruism, courtesy, and sportsmanship, etc. Moreover, the individual innovativeness does not predict the sportsmanship and the courtesy. Contrary to prediction, the individual innovativeness has failed to relate to the sportsmanship significantly. Innovativeness has not been related to the sportsmanship such as petty grievances and avoidance of complaining. Improving the service quality by using organisational citizenship behaviour was studied by Yaghoubi, Salehi and Moloudi (2011, pp.79-97).

Sportsmanship and civic virtue are considered as the visual factors of OCB, which help to refrain from complaining about trivial matters. Furthermore, it is closely associated

with service quality, internal marketing, interactive communication, sales assistance, non-interactive communication, price, accessibility, and support service activities, etc. Organisational citizenship behaviour with the antecedent, correlates, outcomes, and future research directions have been studied by Yadav and Punia (2013, pp.1-19). Sportsmanship is also defined as the behaviour which is involved when a person accepts some frustrations without the complaints. Altruism, conscientiousness, sportsmanship, courtesy and civic virtue are some of the dimensions of OCB, which are positively associated with each other to enhance the employee perceived organisational performance. Helping behaviour has more systematic effects as compared to sportsmanship and civic virtue. No contingent reward has been positively related to sportsmanship. However, civic virtue and helping behaviour have been positively influenced by the sportsmanship. Apart from these, sportsmanship and OCB has been positively correlated with emotional intelligence.

Sportsmanship among the individuals within the organisation enables them to perform better. It helps the employees to be fair to their work and to be the value-added part of their team. Sportsmanship is an important trait among sales professionals in the automobile sector. As per the studies, it has been observed that sportsmanship is a vital factor and, is solely related to intrinsic motivation. Sportsmanship, however, cannot be necessarily affiliated with organisational citizenship behaviour. The person in the sales team of automobile sector might or might not depict citizenship behaviour but is an essential predictor of value-added employee perceived organisational performance.

2.4.4 Courtesy

Courtesy means that people are treating others with respect. These behaviours aim to avoid potential problems which may arise when co-workers consult with people before committing to actions (Organ 1988). A courteous employee avoids creating problems for co-workers and reduces intergroup conflict. (Podsakoff et al. 2000, pp.513-563).

Courtesy occurs when an individual engages to prevent work-related problems. The impacts of courtesy are stronger for men as compared to women. Age, gender, and tenure are some of the factors which have been significantly linked to organisational citizenship behaviour. Organisational citizenship behaviour and burnout among the employees have been studied by Murugesan (2014, pp. 187-201). Courtesy is considered as one of the crucial factors of OCB, which plays an essential role in enhancing the employee perceived organisational performance. OCB determinants have been positively correlated with the efficacy of professionals, whereas, negatively correlated with the emotional exhaustion, age, experience, monthly salary, and cynicism. Emotional exhaustion, cynicism and

professional efficacy are the three components of burnout which are correlated with the determinants of organisational citizenship behaviour. Courtesy refers to the behaviours which are directed towards the prevention of future problems. Courtesy has played an essential role in determining the determinants of organisational citizenship behaviour (OCB) successfully. Apart from these, the job satisfaction and job commitment are some of the factors which have positively been related to the OCB. There is a definite relationship between the organisational commitment and OCB, which is reasonable. In addition to these, job satisfaction has the most robust relationship with organisational citizenship behaviour. Male and female employees have been rewarded for participating in the dimensions of organisational citizenship behaviour (OCB). Uzonwanne and Francis (2014, pp.87-95) have predicted that males are highly involved in OCB in comparison to female employees.

Courtesy is a depiction of the positive contribution of employees in the workplace. Courtesy helps in creating an empathetic environment in the workplace that can lead to creating better workplace productivity. Courtesy can be related to job commitment, self-efficacy and helps to maintain a balanced professional relationship at the workplace. Although the relationship of courtesy with OCB and employee perceived organisational performance had been observed in the previous research work, it is also an essential factor in the development of organisational culture.

2.4.5 Civic Virtue

Civic virtue is defined as a behaviour that shows concern for participating in corporate life, for example, by performing tasks that they are not required to perform and doing so for the benefit of the organisation (Organ 1988). Civic virtue is responsible, constructive involvement in the political process of an organisation (Baker 2005), including not just expressing opinions, but reading one's mail, attending meetings, and keeping abreast of broader issues involving the organisation.

Attending meetings, policy debate engagements, and expressing opinions about the organisation are some of the factors which have actively participated in the governance. Civic virtue has the tendency to monitor the environment for threats and opportunities. Reporting fire hazards or suspicious activities are also involved in civic virtue; it has played a substantial role in enhancing organisational performance. Attitudinal and behavioural outcomes of employees; psychological empowerment with the modelling approach of the structural equation have been studied by Chan, Nadler and Hargis (2015, pp. 24-41). Psychological empowerment and OCB relationship have been mediated by job satisfaction, affective commitment, and normative commitment. The continuance commitment has not

acted as a significant mediator between the psychological empowerment and OCB relationship. Civic virtue and courteousness are considered as the crucial behaviours which can be expected from OCB oriented employees effectively. Civic virtue tends to keep abreast of participating in organisational life politically and socially. Hence it is considered as an essential characteristic of civic virtue as compared to others. Emotional intelligence and organisational performance have been studied by Susan et al. (2015, pp.37-43). Emotional intelligence, environmental factors, job satisfaction and organisational citizenship behaviour, are significantly associated with the employee perceived organisational performance. The extra-role and discretionary behaviour of OCB help other members of the organisation to perform their jobs successfully.

Based on the studies conducted above, it has been observed that civic virtue and the organisational citizenship behaviour are closely related. Civic virtue amongst the employees develops a sense of value-added contribution towards the organisation without any extrinsic reward. Thus, the employees that depict more civic virtue are tending to exhibit more organisational citizenship behaviour. Rainer and Colleagues (2012 pp.147-177), studied OCB factor under the three major dimensions of sportsmanship, civic virtue and helping behaviour. In the study mentioned above, conscientiousness and courtesy were considered as part of civic virtue. This compact and comprehensive pattern to study OCB has been followed here too.

According to Chou and Pearson (2011), there are five distinct dimensions associated with organisational citizenship behaviour such as altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Although many dimensions were proposed for OCB, these five dimensions have one advantage over the others proposed a taxonomy of OCB literature because of standardised scale (Podsakoff et al. 1990, pp.107-142) and empirical data (Dalal 2005, pp.1241-1255; Cohen & Avrahami 2006, pp.889-901; Hoffman et al. 2007, pp.555-566; Dash & Pradhan 2014, pp.17-27).

LePine, Erez, and Johnson (2002, pp.52-65) conducted a meta-analytic review to investigate the dimensionality of the OCB construct. They found that all the five dimensions of OCB proposed by Organ (1988), yield equivalent correlations with the attitudinal predictors (i.e., job satisfaction, commitment, fairness, trait conscientiousness, and leader support) of OCB. Their meta-analysis derived conclusion was in strong favour of the pattern of correlations among the OCB dimensions. This study is limited in its findings because it does not investigate the dimensionality of the OCB construct concerning the attitudinal and environmental factors like self-control, work design which will be used

in the current research along with other personal variables like job satisfaction and self-efficacy.

Hoffman and colleagues (2007, pp.555-566), expanded the work of LePine. They investigated the construct validity of the organisational citizenship behaviour analysis by quantitative review of the OCB literature. They utilised confirmatory factor analysis to check various relationships of OCB dimensionality of OCB, the distinction between OCB and task performance, and the relationship between OCB, task performance and attitudinal variables. They found support for a single factor model of OCB. This study only considered the attitudinal variables with task performance and did not include personal and behavioural variables. Moreover, OCB dimensionality was checked for task performance and not the overall perceived organisational performance of the employees.

Chen (2008, pp. 56-61), proposed a hypothetical and theoretical framework for the development of OCB. Data were collected from a sample of 165 managers and employers. Factors affecting OCB consisted of various forms of justice, employer's diastasis and the organisational environment. Moreover, the study described the various elements of the organisational environment that cultivated OCB. It consisted of the establishment of organisational stratagem, trust, and respect to employers, flattening, dedication, and evaluation of employee perceived organisational performance. OCB was found to be positively correlated with employee perceived organisational performance. This study laid greater emphasis on the environmental factors affecting the employee perceived organisational performance through the development of the OCB framework.

Cilla (2011), conducted a study to explore the relationship of OCB with organisational climate to promote organisational creativity and productivity. The sample (N=201) was collected from employees who were enrolled in the MBA programme and were having jobs in various companies. Online surveys were conducted; the findings showed that there was a healthy relationship between OCB, the perception of organisational climate and productivity. This study explored the relationship between OCB and organisational productivity in moderation with the organisational climate. It was based on the perception of the organisational climate among the employees. In the current study, the researcher aims to investigate the relationship between employee perceived organisational performance with OCB through evaluation of actual personal, attitudinal and environmental variables.

Kasemsap (2012, pp.129-159), conducted a study to determine the conceptual framework and to develop the causal model of factors affecting OCB of operational employees working in passenger car manufacturing plants in Thailand based on the concept

of Organ and Bateman (1991). The survey study was employed to assess relationships. Data was gathered from 14 passenger car manufacturing plant operational employees, operating in different parts of Thailand. The study findings showed that organisational justice, job satisfaction, and organisational commitment have strengths to moderate positive effects on OCB. Job satisfaction fully mediates the relationship between organisational justice and OCB. Organisational commitment fully mediates the relationship between organisational justice and OCB. Furthermore, job satisfaction is positively related to organisational commitment. Kasemsap (2012, pp.129-159) conducted his study in the automobile sector but studied the OCB of operational employees of the car manufacturing plants. However, the sales employees are in direct contact with the customers and work under different kinds of work environments and challenges, therefore, necessitating the need for a study to be conducted, in particular reference to sales professionals in order to develop a framework investigating the factors affecting OCB among sales professionals in the automobile industry.

Podsakoff et al. (2009, pp.122-141) conducted a meta-analytic examination of the relationships between OCB and a variety of individual and organisational level outcomes. They included 168 studies. They found that OCB was related to many individual-level outcomes (managerial ratings of employee perceived organisational performance, reward allocation decisions, and a variety of withdrawal-related criteria) and many organisation level outcomes (productivity, efficiency, reduced costs, customer satisfaction, and unit-level turnover) were correlated with OCB.

After reviewing the findings mentioned above, finally, we may argue that a positive perception of self, positive attitude and behaviour and the right working environment can be mediated through OCB towards perceived performance. This argument provides the basis for the following hypothesis (H7), “OCB will mediate between self-efficacy, well-being, job satisfaction, self-control and work design and employee perceived organisational performance among automobile sales professionals of Pakistan.”.

2.4.6 Benefits of Organisational Citizenship Behaviour in an Organisation

Wei (2014, pp.87-99), intended to examine the association between organisational citizenship behaviour (OCB) engaged towards employees and the result of their work. Additionally, the restraining role of empirical and intelligential human resources for those associations was also examined. R & D engineers (n=585), supervisors-subordinates were selected as participants in order to find out the benefits of OCB and the results identified that OCB creates a positive impact on the job performance of employee

perceptions. It was observed that OCB enhanced benefit to low practised individuals than to proficient ones. Lastly, this research identified that individuals who were involved in OCB would be used to having improved job performance. It can be inferred that the perception of organisational performance leads toward actual performance. The study, however, only included the R & D professionals, engineers, supervisors and subordinates to assess the benefits of changes in OCB and job performance. Although the sample size was extensive, the area of investigation was restricted to R and D employees.

Farh et al. (2004, pp.241-253), stated that academics have progressively highlighted the significance and benefits of OCB, employees' attitude and activities which are not precisely labelled in their official job responsibilities. Captivating an inductive method, they studied procedures of OCB in an organisation in China. 726 OCB events were witnessed in the place of work. Furthermore, major procedures of OCB were also identified. The outcomes of this study exposed ten proportions of OCB. This kind of administrations inclined the reporting of some procedures of OCB. The results proposed that the structure of OCB in China varies from the US, and it was entrenched in its unique societal and traditional background. This study highlighted the difference in the results based on the societal and traditional backgrounds for an example the studies conducted in the United States and China. Therefore, the results need to be evaluated concerning developing countries like Pakistan, where the economic structures due to different traditional and societal settings differ from other capitalist economies like the USA and large-scale communist economies like China. OCB and employees' organisational performance must, therefore, be examined for mixed economies that are still developing and face a distinctly challenging economic and business environment.

Yoshikawa and Hu (2015, pp. 99-109), specified that when executives' assignment limitations are uncertain, their events or behaviours are noticeably established their official responsibilities while others are generally professed as OCB. Relating to the identity model, a theoretical paradigm is being presented, which establishes the strategic element for executives to involve in OCB along with attention to their job responsibility. Their research revealed that the director's job responsibility was an important element which stimulated them to be involved in activities of OCB. Further, this theory suggests two board-level possibilities, board capital and informal board hierarchy order restrain the outcome of executives' job responsibility growth on their OCB.

Al-Zu'bi (2011, pp.221-227), examined the impact and benefits of OCB through five scopes which included selflessness, civility, sportsmanship, industriousness, and public benefit on information distribution in the Jordanian corporate situation,

particularly in pharmacological manufacturing enterprises. For this determination, a survey was established and circulated to (205) various staffs which were designated for the residents of the medical industry companies. The essential results of this research exposed that the scope of OCB-sportsmanship, industriousness, and selflessness has a more considerable influence on the information distribution. The study also created essential references for the growth and progress of OCB in the Jordanian medical industry firms and accordingly improving information distribution.

According to the Social cognitive theory (SCT), employees learn from their working environment actively. It means that employees are not only at the receiving end of environmental stimulus and respond towards it, but they take an active part by seeking and interpreting the learned information (Nevid 2017). SCT is also useful in case of on-job learning for new employees modifying their attitudes and behaviours for future growth in the company with the support of senior employees (Bandura 2005, pp.9-35). This process happens within a network of reciprocally interacting influences (Bandura 1999, p.169). By explaining the process of learning, Bandura described how cognitive, behavioural, personal, and environmental factors interact to determine motivation and behaviour (Crothers, Hughes & Morine 2008). According to Wood and Bandura (1989, pp.361-384), 'Employee performances (behavioural factors) are influenced by how the workers themselves are affected (cognitive factors) by organisational strategies (environmental factors)'.

McClelland's motivational need model has a prominent place due to its precise focus on motivation related to the workplace (Steers, Mowday & Shapiro 2004, pp. 379-387). McClelland developed training programs for managers to increase their need for achievement. This need correlates well with positive organisational behaviours and employee perceived organisational performance.

Li and Sekiguchi (2014, pp.14-18), also proposed the application of the SCT model to produce extra role behaviour among newcomers to organisations. They emphasised the benefits of using constructs of self-efficacy, self-control, feedback, and social cognitive learning mechanism for the cultivation of extra role behaviour. This study considered only the newcomers in an organisation for the application of the SCT model and left out the old employees of the organisation; therefore, it lacks depth and universality of the approach.

Donavan et al. (2004, pp. 128-146) researched the internal benefits of OCB, job satisfaction and commitment. The application of the advertising, conception in service organisations, was being achieved through employee's service and their communications

with existing consumers. Describing the work of an individual–situation communication and fit the concept, the researcher created and assessed a pattern that described how service employee's consumer coordination disturbs specific job responsibilities, containing professed job fit, fulfilment in the job and OCB. Through three research studies in two distinctive service organisations, the outcomes suggested that the progressive effects of customer coordination on job responsibility are resilient for employees who used to have direct interaction with clients as compare to employees who expended minimum time with clients.

In most of the studies mentioned above conducted over the years concerning organisational citizenship behaviour, it is observed that mostly the superior and subordinate relationships were examined in the context of the changes in citizenship behaviour. Workers perceived organisational performance was interrelated with the outcomes of OCB under the restraining impact of tradition, culture, organisational relationships and interconnections.

2.5 Organisational Performance

Organisational performance remains the most crucial issue in business and the management field (Staw 1984, pp. 627-666; Chen 2005, pp.435–454). The jobs, meaning and fulfilment, are usually associated with positive work-related outcomes such as increased job satisfaction, improved performance, and inspired motivation (Rosso et al. 2010, pp.91–127). Mohammad et al. (2011, pp.149–165) stated that higher levels of OCB might lead towards increased productivity and as a result, higher profitability. Some scholars studied OCB as a close component of performance and counterproductive behaviours (Rotundo & Sackett 2002, pp.66–80; Dunlop & Lee 2004, pp.67-80).

Youssef and Luthans (2007, pp. 774-800), conducted a study based on the foundation of positive psychology and positive organisational behaviour. They conducted two studies to evaluate the impact of favourable psychological resource capacities of work-related employee outcomes (performance, job satisfaction, work happiness, and organisational commitment). They found that employees' positive psychological resource capacities were related to the outcomes. Another recent study by Chiang and Hsieh (2012, pp.180-190) found a causal relationship between personal factors and perception with the development of OCB and job performance.

One of the studies (Purnama 2013, pp. 86-100) gathered responses from 174 supervisors and managers of small, medium enterprises to measure the influence of

organisational culture, job satisfaction, organisational commitment, and organisational citizenship behaviour (OCB) on the perception of organisational performance. The results were in favour of an assumed relationship.

Shantz and colleagues (2013, pp. 2608-2627) conducted a study to explore the mediating role of employee engagement between work design and performance relationship. They used a survey research design to collect the data from the employees of consultancy and construction firms based in the UK. They also incorporated independent performance evaluations from supervisors. They found that employees who held jobs that offered high levels of autonomy, task variety, task significance and feedback were highly engaged and, as a result, would receive higher performance ratings from their supervisors. Those employees were further found to be more involved in organisational citizenship behaviours and exhibited fewer deviant behaviours.

Hernaus and Mikulić (2014, pp.268-292) conducted a study with 48 organisations and collected data from 512 employees to investigate the relationship between various tasks, knowledge and social characteristics of work design and work outcomes. The results proved the interaction between work characteristics and work outcomes.

Another study was conducted by Folami and Jacobs (2005, pp. 25-40). They reviewed the task characteristics and organisational context on job performance. They confirmed the existence of a joint effect of task characteristics and perceived environmental uncertainty on job performance. OCB yields significantly higher outcomes in the long term than in the short term for the organisation (Joireman et al. 2006, pp.2266–2292). A review of the different studies in the field of OCB and organisational performance reveals that many studies have established the relationship between job performance and organisational behaviour of the employees concerning the factors affecting the personal and behavioural perceptions and traits of the employees (Veličkovska 2017, pp. 40-51). However, there is no conclusive study which directly investigates the impact of several personal, attitudinal and environmental variables on OCB and in turn affecting the overall performance. Thus, it leads towards the formulation of the following hypothesis (H6), “OCB will be positively related to perceived organisational performance among automobile sales professional”.

Finally, based on previous studies on the relationship between OCB and organisational performance, this hypothesis was developed. Without an outcome, any evaluation cannot produce any results. Therefore, it will be beneficial to investigate the relationship between performance and OCB.

From the above literature, it has been observed that OCB might be contributing to higher profitability. There are many pieces of evidence regarding the positive relationship

between OCB and perception of organisational performance. OCB is a behaviour that prompts the employees to contribute more to the organisation. However, it has been observed that the employees who tend to contribute more towards the organisation might not be significant players, but they can collectively be deriving organisational performance. Perceived organisational performance is additionally derived from other factors such as self-efficacy, job satisfaction and work description and many others. It suggests that additional research work is needed in this area for investigating the relationship between the OCB and employee perceived organisational performance.

2.6 Additional variables

Since the first documented research on OCB was carried out by Organ (1988), other researchers have continued to conduct comprehensive research on OCB and its determinants itself. These factors can contribute to increase or decrease the likelihood of practising Organisational Citizenship Behaviour. Management studies have found a relationship and the impact of various factors related to socio-demographic or job-related factors on job performance and OCB. The following section is an attempt to explore the connections between these variables.

2.6.1 Socio-demographic Variables

Gautam et al. (2005, pp.305-314) argue that citizenship behaviour within an organisation may vary, with the change in geographic context; OCB is enacted differently in different cultural contexts – that is the meaning of a ‘good citizen’ may vary. Deckop, Mangal and Cirka (1999, 420-428) state that employee’s age has a negative and a marginally significant effect on OCB. Ng and Feldman (2008, pp.392–423) came up with the opposite results with the age of the employees and revealed that older people seem to be better citizens. They argued that ‘it is possible that with age we gain more experiences to share.’ The variables of educational background and work experience were found to be positively correlated with the development and OCB (Chen 2008, pp.56-61). Pavalache-Ilie (2014, pp. 489-493) found that those employees who were having less education were more engaged in the OCB, in comparison to higher education. Cohen and Avrahami (2006, pp.889–901), found that married workers were engaged in OCB more. Latha and Kumar (2013, pp.224-226), conducted a study to measure the correlation of personal variables with OCB. They surveyed 60 employees in the automobile service division. They could not find a correlation between age, gender, type of family, nativity, training programme and OCB.

Simultaneously, variables of marital status and experience were associated with OCB. So, here we are exploring whether socio-demographic variables linked with OCB. Through the administration of demographic form, various personal, economic and job status variables will be explored in order to obtain socio-demographic correlates of OCB. Some of these are age, gender, qualification, tenure, designation, average monthly income, socio-economic status, incentives, language, and health status. Additionally, it is hypothesised (Additional H9) that, “OCB will be related to demographic variables (age, gender, qualification, tenure, average monthly income, socio-economic status, incentives, language and health status) among the automobile sales professionals”.

Additionally, from the previous pieces of research, it was noted that the socio-demographic variable is also important in determining organisational citizenship behaviour. The depiction of the behaviour may vary among different age groups. The older employees have been observed to depict more such behaviour, but no linkage is found between the socio-demographic behaviour and organisational performance.

2.6.2 Bi-level variable

Furthermore, we will attempt to establish whether there are some significant differences regarding OCB according to the designation. Here arises a question, why it is necessary to explore the relationship mentioned above. Based on socio-demographic variables, it is hypothesised that different people from various designations have differences in OCB. If it is true, then it merely shows that we have to develop and adopt different theories and implication plans, according to the position for the development of OCB. Turnipseed and Rassuli (2005, pp.231-244), conducted a study to measure the perceptual differences between managers and employees for OCB. Perception of OCB was found higher amongst the managerial staff members. Thus, it leads towards the formulation of an additional hypothesis (Additional H10), “Managers will score higher on organisational citizenship behaviour as compared to other staff members among automobile professionals”.

2.7 Problems encountered related to OCB

This section will address all the issues related to the selection of OCB variables. It will provide a detailed account of the procedure to include or exclude specific aspects of variables. Here all those issues will be brought into a discussion that has importance related to the variables of OCB and how these challenges were encountered. It will

contain, well-being, job attitude and behaviour, self-control, OCB dimensions, OCB as a determinant, challenges and strategies of OCB.

2.7.1 Intrinsic and Extrinsic Motivation versus Well-being

Some studies linked personality dispositions with OCB. It has been found that those employees who had extrinsic motivation were more engaged in OCB to maintain a right public image, and those who had higher intrinsic motivation were engaged in OCB for the benefits of others (Penner et al. 1997, pp.111-132). Instead of adopting any of the constructs mentioned above, this study is utilising the concept of well-being based on the acquired needs theory (McClelland 1965, pp.321-333). He proposed three basic needs, namely achievement, power, and affiliation. Basic psychological needs at work scale will be used to measure these three needs and the state of well-being. The said scale has three subdivisions of competence, power, and relatedness. These subdivisions are offering measurements of the needs of McClelland. Deci & Ryan, (2000, pp.227-268), in self-determination theory, states that we distinguish between different types of motivation based on the different reasons or goals that give succumbs to action. Intrinsic motivation refers to doing something because it is inherently interesting or enjoyable, whereas extrinsic motivation refers to doing something because it leads to a separable outcome. Moreover, this study is going to cover both intrinsic and extrinsic motivational aspects.

2.7.2 Attitude and Behaviour

In the present study, the component of attitude is described in the form of job satisfaction. Though the original SCT triad only captured personal, behavioural, and environmental factors. The inclusion of attitudinal factor is due to the significance of job satisfaction with OCB. In some studies, job commitment was also reviewed as an attitudinal factor. For example, Tang et al. (2008, pp.865-887) explicitly mentioned that if employees are presenting high commitment, yet they do not have a sense of job satisfaction, then they do not engage in OCB. Specifically, when we discuss organisational behaviour, it is noteworthy to address beliefs leading to attitudes that further form particular behaviour.

2.7.3 Internal, External Locus of Control versus Self-control

One of the technical issues in the present study is related to the behavioural determinants of OCB. Previously, some studies focused on internal locus of control (Blakely, Srivastava & Moorman 2005, pp.103-117) or external locus of control (Barrick,

Parks & Mount 2005, 745-767) and its relationship with OCB. Results from a study by Kirkcaldy, Shepherd and Furham (2002, pp.1361-1371), shows that in a sample of 332 German managers a Type A personality and an External locus of control are associated with higher perceived levels of stress (particularly in terms of inter-personal relationships), lower job satisfaction and a weaker physical and mental health than that of managers with a type B personality and an Internal locus of control. The current study is more focused on the social cognitive theory that narrates that employees are usually not only influenced by their own beliefs, values, self-efficacy, and well-being but their behaviour could be moulded by self-regulatory mechanisms while learning through observation, self-monitoring, self-control and feedback. This approach is more comprehensive to elaborate on the technical issue of control and its impact on OCB.

2.7.4 OCB Dimensions

OCB has been studied and divided into various types, dimensions and facets. Researchers have proposed different dimensions of OCB. Some has proposed five classic factors of OCB (Organ 1988, p.4). Others developed a model on the five dimensioned called a five-factor OCB model (Smith et al. 1983, pp. 653-663). Podsakoff and Mackenzie (1997, pp. 133-151) identified three OCB dimensions: altruism, sportsmanship and civic virtue. Podsakoff and Mackenzie (1994, pp. 351-563) had concise the OCB scale and its dimensions due to overlapping characteristics of OCB dimensions. They found that Altruism is the part of helping, Continuousness covered in Sportsmanship. Two studies found has confirmed the high reliability and validity of 3 dimensions of OCB (Ehigie & Otukoya 2005, pp. 389-399; Raineri, Paillé & Morin 2012, pp. 147-177).

2.7.5 OCB: Determinant or Outcome

Understanding the exact nature of OCB as a determinant or outcome is quite essential. This explanation will not only help to facilitate the pathway of OCB development mechanism, but it will also further reveal the connection of OCB in the development of other efficient functioning of the organisation (Lambert 2015). Some of the theorists consider that OCB is a function that further leads to other behaviours. Others believe OCB itself is the outcome of many determinants while others describe OCB as a mediating factor between various factors.

In the current study, all the factors mentioned above have been combined. Based on SCT theory, personal, attitudinal/behavioural, and environmental factors can be

considered as determinants of OCB. Moreover, OCB along with its components of altruism, sportsmanship, and civic virtue will be seen further to enhance the perceived organisational performance (Lee & Allen 2002, pp.131-142; Hoffman et al. 2007, pp.555-566; Dash & Pradhan 2014, pp.17-27). As being based on a positivist point of view, facts based on measurable and observable factors, all the personal, attitudinal, and environmental elements might be observable in organisational citizenship behaviour.

2.7.6 Challenges of Organisational Citizenship Behaviour in an Organisation

Bergeron (2007, pp.1078-1095) used a source distribution outline and proposed that the phase individuals assign to OCB might derive at the outlay of mission procedure. As most compensation schemes support task procedure, employees may apply inadvertently indignant their jobs by assisting their organisation. The problem is how employees can involve in OCB and intend to have progressive results in their career. This research examined a certain number of structural, situational, and specific elements which possibly would restrain this affiliation and propose inferences and impending enquiry directions.

MacKenzie, Podsakoff and Podsakoff (2011, pp.559-592) examined the relationship between OCB and how structural efficiency has engrossed on interdependence-based as contrasting to task-based methods of OCB. Consequently, the objective of their research was to observe the foremost and collaborating impact that challenge-based and interdependence-based OCB have on the structural value through their effect on an employee's job performance. Their results exposed that the association between challenge-oriented OCB and the performance of an employee had an inverted-U form and was restrained by interdependence-based OCB. They found that the employee perceived organisational performance entirely interceded the effect of challenge and interdependence-based OCB on organisational performance. Specifically, the findings showed that challenge-oriented OCB has a positive impact on workgroup task performance up to a point, and beyond that point, only certain enabling conditions were present. Podsakoff and MacKenzie (1997, pp. 133-151) stated that OCB contributes to organisational effectiveness through its contextual impact in which the task is performed. These behaviours are important and necessary for an organisation to the extent that they achieve results as efficient communication that provides the best practices to be shared among workgroups or allows more coordination between work groups.

Azizi et al. (2011, pp.5724-5737) pointed out that by attaining OCB, the worker will have a positive effect on their organisation. In this circumstance, when workers

tackle any challenges in their work, they may not criticise them, but instead, they may find ways to tackle such challenges and overcome them. The primary objective was to determine the effects of OCB in a Malaysian company and to identify which proportions (OCB) influence it the most. Three hundred eighteen members participated in their research study and were selected from seven different organisations. The questionnaire was used and dispersed among the defendants in four segments, which consisted of the demographic context of OCB. The study also offered a pattern which intended to redirect the association between the proportions of OCB and (LO) learning organisation. This research also suggested the extent of OCB in boosting learning organisation. Therefore, the firmness of the OCB supports the creation of a capable group and active group coordinated with the nationwide privatisation.

MacKenzie et al. (2011, pp.559-592) reported on research assessing the impact of job applicants' tendency to display OCB on assortment choices made in the background of a job discussion. The results detained after taking into consideration the applicant replies regarding job execution. The results also identified that applicants retort to OCB-based queries inclined to have a better influence on selection choices for positions which are at the top level of an organisational than for the junior level executive positions. Lastly, the content examined the flexible retorts specified that members' choice results were mainly profound to applicants who displayed inferior stages of voice and assisting behaviours. The suggestions for further study also conversed. Van Dyne et al. (1994, pp.765-802) argues that the person-to-organisation relationship has an impact on OCB through job satisfaction. It has been observed that other variables besides job satisfaction could exist (Netemeyer et al. 1997, pp.85-98; Podsakoff et al. 1990, pp.107-142). One variable that researchers have recognised as a potential mediator of this relationship is OC (Mackenzie et al. 1998, pp.87-98; Menguc 2000, pp.205-214). Kim et al. (2013, pp. 781-794) postulated that psychological empowerment (PE) has a positive impact on OCB. Besides, Harris et al. (2016, pp.1177-1203) suggest that employees need to exhibit the workplace freedom to display OCB through empowerment.

Newman, Nielsenb and Miaoc (2015, pp.1226-1242) examined the impact of corporate social responsibility on OCB. They examined the idea of social responsibility from an administrative viewpoint with the OCB concept, and from a societal viewpoint with the concept of corporate citizenship (CC). The studies on these two associated features of citizenship have been developed and established over the past decade. The incorporation of these two forms of study has improved accepting of citizenship

advantages. Additionally, the paper discussed the SCR in the OCB, and their challenges associate OCB and CC and examined possible relations based on the two models.

Seppälä and colleagues (2011, pp.136-155) stated that because of the enlarged occurrence of structural changes, envisaging workers' intended to participate in the growth of structural attempts and employees' exertion is about specific reputation in organisational attitude. This research proposes that individual values, cluster identification, and wisdom of power are interrelated in forecasting change-related OCB in workers. Consistent with calculations, the outcomes displayed that directness to transform principles and work element detection interrelated effectively in calculating the administrator-rated change related OCB in employees, along with an extreme sense of control, but not in the employees along with the least sense of control. The research determined that an interactive method, rather than some of the undeviating result, is beneficial while reviewing standards as backgrounds to change-related OCB. It is required to administer the challenges related to OCB among employees with factors such as excessive control, interactive relationships, individual values, and cluster identifications in the OCB workers.

2.7.7 Determinants and Planning of Strategies

As it has been discussed throughout the chapter of the literature review that in the competitive environment of business, it is beneficial to understand the factors of group dynamics, motivation and learning process, in order to understand the relationship of OCB and employee perceived organisational performance. Results will facilitate to develop the strategies related to job leaning, enhancing self-confidence and motivation in employees, develop OCB and more structured attempts towards employee perceived organisational performance. Though OCB has been studied in various Asian cultures (Jha & Jha 2010, pp. 27-36; Kashif, Khan & Rafi 2011, pp.91-97; Rasheed, Jehanzeb & Rasheed 2013, pp.128-138), work setting but still, however, it is essential to explore and investigate the link among personal, behavioural, and environmental determinants of OCB with sales professional of Pakistan. It will facilitate to formulate holistic strategies.

Study findings will be valuable for the employee perceived organisational performance management that directly linked to strategic planning and to overcome the shortcomings. Through organisational performance, it would be possible to measure the real functioning that will help to reduce the discrepancies, evidence-based decision making, cross-sectional performance comparisons, monitor, implement and to improve the employee perceived organisational performance. Moreover, it could be easy to define

the impact of personal, behavioural and environmental factors on OCB and further on employee perceived organisational performance.

2.8 Strategies for OCB and performance during action learning

This section will present the various strategies according to the theoretical basis of various constructs. These strategies will be implemented in an action learning process. SCT and NMT strategies to enhance self-efficacy, self-control, well-being, job satisfaction, work design and overall OCB will be reviewed.

2.8.1 Strategies based on SCT

People undergo various changes during their lives, and many theories have been established over the years to explain the change. The human behaviour about continuous reciprocal interaction among the behavioural, environmental and cognitive influence is explained by the Social cognitive theory (Martin et al. 2017, pp. 13-22). Individual rather than merely responding to environmental influences, they try to seek and interpret information (Boateng et al. 2016, pp. 468-478). According to SCT theory, individual act as the contribution of their motivation, behaviour, and development in a network where there are reciprocally interacting influences. Social cognitive theory not only covers the response of individuals based on environmental influence but topics such as physiological and moral judgment. This theory takes agent like perspective for a change and adaptation and agent are those who intentionally influence functioning. Although the organisational behaviour is incredibly complex and includes many inputs and dimensions, the cognitive, behaviouristic, and social cognitive theories can be used to develop an overall framework for an evidence-based approach (Martin et al. 2017, pp. 133-22).

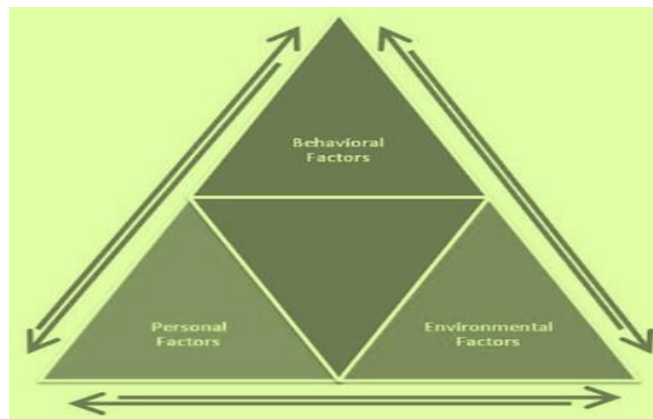


Figure 2.4: Triadic Reciprocal Determinism, *Source: Martin et al. (2017)*

This three-factor environment, behaviour and personal factor affect each other. In the social cognitive theory, there is an explanation of the environment as a factor that affects the person's behaviour; there may be a social and physical environment. Situation and environment provide the outline to understand the behaviour of the individual. There are not one, but several factors which play a crucial role in deciding human behaviour and they are not of equal strength. For example, the organisational strategies (environmental factors) affect the workers (cognitive factors) which in turn affect the employee performance (behavioural factors) (Martin et al. 2017, pp.13-22). According to social cognitive theory, if managerial staff may be trained through competency development, they can be more self-efficient, self-regulated and have more control of behaviour. It, further, provide bases to interact with the organisational environment with better decision-making skills and to facilitate others for learning through modelling. Taylor et al. (2005, pp. 692-709), meta-analysis reviewed and found behaviour modelling method used widely in various disciplines successfully. There are three major functions outlined by social cognitive theory for the achievement of mastery modelling.

- a. Instructive Modelling is used for the selection of appropriate skills to develop competencies. It does not cover limited responses but provides generalised strategies to deal with various situations. Thus, during the action learning process managers will identify and target those skills with the help of coach which are required to resolve the problems and to enhance their self-assurance.
- b. Guided practice is considered as a second significant step of skill mastery. Managers will go through various practical situations to sharpen their skills and capabilities via the action learning process. Moreover, they will be asked for real situations and to act

out to utilise their newly learned skills. At this stage, the action learning group will provide feedback to strengthen and refine the skills.

- c. Transfer program and corrective feedback is the third step in mastery modelling. During action learning, managers will apply the learned skill and then evaluate the effectiveness of these skills. They will self-regulate and assess the success of their performance in real situations. Here the most recommended way is to move in regular order, i.e., management of easier to severe problems.

When an individual attempt to achieve the goal, the belief of conducting such attempt can be motivating. Self-efficacy refers to the ability of an individual to perform any task. Self-efficacy increases the likelihood that the task is completed by increasing the effort and persistence towards challenging the tasks (Beattie et al. 2015, pp. 1-13). It is also known as the personal efficacy that affects every human effort that determines the belief regarding their power. To enhance self-efficacy, short-term goals will be assigned, and employees will be asked to monitor their progress by themselves and through feedback.

Employees can set their targets to achieve a particular level of performance. Target setting is not enough until they do not carry out specific skills or activities persistently. It is possible only through self-control or self-regulation. When people are understanding and controlling the learning process fully and able to relate the information to practical consequences, it is considered as self-regulation (Tobias 2006, pp. 203-220; Dinsmore, Alexander & Loughlin 2008, pp. 391-409). The theorist of SCT has defined that the learning process has three major dimensions of behaviour, motivation, and cognition. Some theorist relates self-regulation with the behavioural component (Al-Harthy & Was 2010, pp. E2) and others with cognitive dimensions of learning (Vrugt & Oort 2008, pp. 123-146).

Mcalister, Perry and Parcel (2008, p. 174), has described six-self-regulation steps through the process of self-monitoring, goal setting, feedback, self- reward, self-instruction, and enlistment of social support. These steps will be addressed during action learning.

1. During Self-monitoring, a coach will help to monitor and to identify the cue leading or misleading toward goals. It will help the employees to link actions and performance. It will also help them to develop priorities for tasks. Moreover, if they found them having procrastination, then they could get the help of a coach or have a discussion with peer to resolve the situation.

2. In the second step of Goal setting, employees will develop proximal and distal goals. It is recommended to move gradually from short-term to long-term goals. This process helps to enhance confidence and prepare the person for upcoming demanding situations.
3. Feedback could be given through a coach to team members. It helps to improve the quality and quantity of learning behaviours. Further, through feedback, employees could be better able to relate themselves to their group.
4. During action learning, process employees will be guided on how to appreciate themselves for the achievements of short-term and long-term goals with self-rewards. This self-acknowledgement strengthened the actions and boosted the moral as well.
5. Self-instruction will be formulated and rehearsed with the help of a coach. Although it will address some situations but can be generalised and utilise as per requirement. During extremely stressful situations, people are asked to reduce stress, then to move on to the transparent thought process.
6. Coaches are a reliable source of social support during action learning. The team member will be encouraged to provide feedback and build up their social support system.

2.8.2 Strategies based on Need Motivation Theory (NMT)

McClelland in his theory of needs proposed motivation theory where he proposed that human behaviour is affected by three needs and these are Need for Achievement, Power and Affiliation (Chen & Bozeman 2013, pp. 584–607). Need for achievement is the desire to do good and accomplish things according to the set of predefined standards. The desire to influence the other individual behaviour as per the individual wish is the need for power while the need for affiliation is related to the sociable and open interpersonal relationships (Webb et al. 2015, pp. 231-240). The desire for a relationship based on mutual understanding and cooperation is the need for affiliation. The individuals tend to compete high and challenge their work when they are high on achievement needs (Damşa and Ludvigsen 2016, pp. 1-18). After that, they look for promotional opportunities in their job while expecting feedback from their achievement. These are the individuals who want to perform better to get satisfaction. As high performance is directly related to the high achievement, individuals while solving work assume responsibility (Chen & Bozeman 2013, pp. 584-607). Those people are called gamblers by McClelland as they set challenging targets and take a calculated risk for themselves to achieve those targets. While performing those task, individual look for innovative

ways and value achievement of goals more than the financial reward (Raghoebarsing 2011). However, the individuals influential and controlling who are motivated by the strong urge for power. These are the individual who wants their viewpoint to be dominated and want to lead the group. They give importance to self-esteem and reputation as they believe the individual perform better when they have more power and authority compare to the people who have less power and authority (Turabik & Baskan 2015, pp. 1055-1063). The managers are more efficient and successful when they have a high need for power, and they have strong determination and loyalty to the organisation they manage. Hence, need for power is not always the negative things as it can make a positive influence on the organisation to achieve its goals (Ewing et al. 2016, pp. 7-13). However, these categories of individuals cannot be better leaders and are considered only some team players who are suited for doing cooperative work environment. Need for power is further expanded into strong power needs and lower power needs. McClelland also identified the manager who seeks institutional power and the one seeks personal power as two types of manager. The manager seeking institutional power is comparatively more successful than the one who seeks personal power, and they tend to create more favourable work conditions at work than the one who seeks personal power. McClelland also believes in the passage of time; human needs also change.



Figure 2.5: McClelland's theory of needs, *Source: Tsai and Cheng (2012)*

Raghoebarsing explained the relationship between the need and motivation with organisational citizenship behaviour that determines the individual's performance in their responsibility (Raghoebarsing 2011). It helps to improve the productivity of the workers by providing a productive working environment. People who are motivated to do their performance internally, they perform their activities through a unique style. When the need of the individual is fulfilled, they are appreciated to work for the organisation. Therefore, there is a positive relationship between self-concept motivation and

organisational citizenship behaviour (Chen & Bozeman 2013, pp. 584-607). The internal motivation of the person shows their value and principle with organisational long-term and short-term goals and mission. So the organisational citizenship behaviour and need motivation theory has a positive relationship because it focuses on the individual concern with organisational concern (Tsai & Cheng 2012, pp. 1069-1080). This theory is used in the organisation to increase the performance, to develop commitment (OCB) and to the positive motivation (Howard et al. 2016, pp. 74-89; Damşa & Ludvigsen 2016, pp. 1-18). The need motivation theory is used in the organisation as motivators through high need of achievement while money is not an essential motivator, the high need of affiliation which need a best cooperative working environment, high need of power in which individual seek an opportunity to manage others (Tsai & Cheng 2012, pp. 1069-1080).

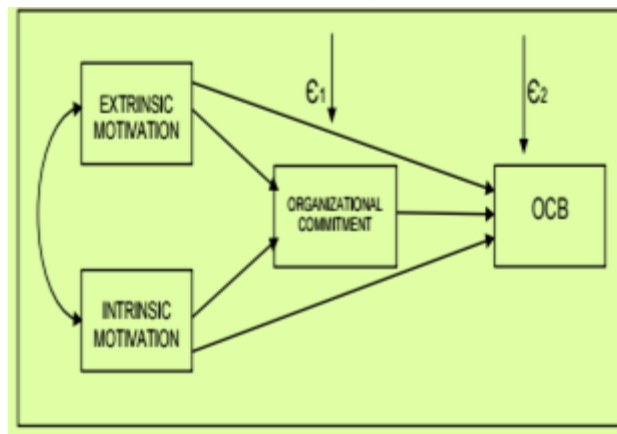


Figure 2.6: Interrelation between motivation and organisational cultural behaviour
Source: Howard et al. (2016)

During the action learning process, managers will evaluate the plan of gratification and if necessary, will redesign the plan according to the prominent needs of employees to promote well-being and motivation. NMT is not only limited to the needs. When employees realise their well-being at work, they come up with the behaviour of job satisfaction. Job satisfaction is the positive psychological behaviour of the employees on his role and responsibility, which help to increase the outcome of the employee on the particular job (Chen & Bozeman 2013 pp. 584–607). The factors relating to job satisfaction, the first one is the salary and the special incentives for the desired job. Wealth not only secures basic living but also makes it possible for workers to improve their lifestyle and quality. The safety in the job plays a vital role in the individuals' stability in their performance (Rayan & Deci 2010). The promotions, job rotation and job sharing, and the awards make the organisational employees proud of what they do.

Without a sense of success, the workers tend to fail in keeping their interests in their jobs so that the dissatisfaction accumulates.

In conclusion, the use of SCT and NMT based strategies could help in the development of OCB and Performance. The social cognitive theory is related to the three-way reciprocal model, how personal, cognitive, situational, and environmental factors interact to develop the sense of self-commitment and motivation to the employee and in the organisational function (Bandura 2005, pp. 9-35, Lee, Lee & Hwang 2015, pp. 418-428; Fonti et al. 2015, pp. 147-179). It can be readily applied to the development of OCB and performance. The social cognitive primary focus is on learning of people not only by their own experience but they also learn by observing the actions and the result of those actions (Webb et al. 2015 pp. 231-240). OCB is the voluntary commitment in the organisation if that is not a part of employees' contractual tasks (Bandura 2005, pp. 9-35). Implementation of the action learning process by utilising SCT strategies to enhance OCB as well as performance is momentous for the organisation. To develop motivation in employees, need motivation to play a vital role because of the motivation influences employed in developing the commitment to work. It was hypothesised (H8) that, "OCB will be positively related to action learning method based on social cognitive learning and need motivation construct-based practices among automobile sales professionals".

2.9 Research Gap

There is a lack of studies related to the automobile sector in Pakistan, focusing on automobile sales professionals' OCB. It is a dynamic industry growing at a fast pace in a developing economy like Pakistan and makes a significant contribution to economic development. Although studies on OCB and employee perceived organisational performance are evident in neighbouring countries. However, the current research is being conducted to address this gap in the previous literature in the context of the automobile industry in Pakistan and OCB.

Significant research evidence on the relationship of OCB with one or two variables was found. There is a lack of research that comprehensively cover the various personal, attitudinal, behavioural and environmental factors together to assess their relationship with OCB concerning the automobile sales professionals. For example, the study by Latha and Kumar (2013, pp.224-226) in India conducted in the automobile sector, only explored the socio-demographic correlates of OCB. Another study (Mahouti,

Abtahi & Sardari 2014, pp.555-558) was conducted in Iran to measure the influence of OCB on the human resource of the auto industry.

Although in previous literature, personality characteristics (Podsakoff et al. 2000), attitude (Organ & Ryan 1995, pp.775-802) and work environment (Rotundo & Sackett 2002, pp.66–80) have been studied as antecedents of OCB as given in the previous sections of this chapter. It has focused on the effects of these factors on Organisational citizenship behaviour in automobile sales professionals. Thus, there is a dearth of a combination of all these components mentioned above studied altogether. Therefore, this research aims at identifying the gap in research in the literature and conduct a study which comprehensively analysis the personality, attitudinal and environmental determinants of OCB for the automobile sales professionals in Pakistan and further examine the impact of OCB on the organisational performance. The present study is an effort to combine the social cognitive learning process of personal factors (self-efficacy and well-being), behaviour/ attitudinal factors (self-control and job satisfaction), and environmental factors (work design) with organisational citizenship behaviour (OCB) among automobile sales professionals in Pakistan. Though motivation needs are not the direct part of the SCT. To broaden the perspective of the SCT, the additional influence of motivational needs has been introduced and merged as a variable of well-being. Further, the attitudinal element of job satisfaction along with the already existing factor of a behavioural factor has been introduced.

Chapter 3

Conceptual Framework, Research Questions and Hypothesis

3.1 Knowledge Domain and Conceptual Framework

In this section, the knowledge domain and conceptual framework will be reviewed. We shall try to find out the connection of the research question, ‘Whether self-efficacy, well-being, job satisfaction, self-control and work design can affect organisational citizenship behaviour among automobile sales professionals in Pakistan?’

The concept of OCB has been established since the 1980s. So far, various aspects of OCB have been studied. For instance, sometimes, it has been considered as a catalyst for employee perceived organisational performance (Borman & Motowidlo 1997, pp.99-109). Some scholars studied OCB as a close component of performance and counterproductive behaviours (Rotundo & Sackett 2002, pp. 66-80; Dunlop & Lee 2004, pp. 67-80). Some researchers were more interested in studying OCB dimensionality and taxonomy (Smith, Organ & Near 1983, pp.653-663; Williams & Anderson 1991, pp.601-617). Some studied the positive and negative effect of employees attached with OCB (Spector et al. 2002, pp. 269-292), whereas others explained the moderators of OCB (Cho & Johanson 2008, pp. 307-326; Erkutlu 2011, pp. 532-554).

There are a few researchers who worked to explore and explain the antecedents of OCB (Alizadeh et al. 2012, pp.494-505). The theorists working on a social exchange model (Thibaut & Kelley 1959) attached the construct of OCB with job satisfaction, commitment, and organisational justice. Although this theory tried to define personal and attitudinal aspects, however, the noteworthy impact of the environment has been studied only regarding the procedural implementation of policies. In the current study, our concern for the environmental aspect is going to cover the vast area of work context itself.

3.1.1 Explanation of Determinants of OCB and Organisational Performance

Ajzen and Fishbein, (1977, p. 889) state that ‘attitude is feeling and beliefs of an individual that are held with respect to some aspect of the individual’s world, such as another person, a physical object, a behaviour, or a policy’. As another variable of their study, organisational commitment has also been suggested as a robust antecedent of OCB (e.g., Becker & Kernan 2003, pp.327- 348).

According to the SCT personal, behavioural, and environmental determinants shape up any behavioural outcome. In this section, it will be reviewed how personal determinants (self-efficacy and well-being), attitudinal and behavioural determinants (job satisfaction and self-control) and environmental determinant (work design) develop organisational citizenship behaviour, as well as further organisational performance among automobile sales professionals in Pakistan. Thus, the primary concern of this section will be to review the literature on the topics mentioned above.

3.1.1.1 Self-efficacy

Self-efficacy is ‘Believe with all of your heart that you will do what you were made to do.’ (Marden 2018). The construct of self-efficacy was developed on Albert Bandura’s social cognitive theory (Ashford & LeCroy 2010). There are four foundations of goal realisation process, namely, self-observation; self-evaluation; self-reaction and self-efficacy (Redmond 2010). Self-efficacy is one of the most focused on the regulatory process, studied in business and the management field (Wood & Bandura 1989, pp.361-384; Bandura 1995, pp.1-45; Zimmerman 2001, pp.1-37; Locke & Latham 2002, pp.705-717).

The belief in self-efficacy can affect well-being and perceived the organisational performance of employees (Steer et al. 2004, pp.379–387; Wood & Bandura 1989, pp.361-384). According to self-efficacy construct, those sales professionals who have high self-efficacy regarding their persuasive power, mannerisms, sales skills, public relation, negotiating skills, can deal with any customer because they have confidence in their abilities to face challenging situations. Bandura (1977, pp, 191-215) identified four sources of information that individuals employ to judge their efficacy. These are performance outcomes, vicarious experiences, verbal persuasion, and physiological feedback. As indicated above several researchers have highlighted the relevance of self-efficacy as higher characteristic in sales professionals regarding their sales skills, convincing power and negotiating skills develop the confidence and abilities to deal with different types of customers and in varied situations. However, these studies focused on employee motivation theory development and organisational performance. Current research, however, uses self-efficacy of sales professionals working in challenging environments in the automobile industry in Pakistan as a determinant for organisational citizenship behaviours.

Self-efficacy theory provides several suggestions that can be applied in the work setting. Self-efficacy theory suggests that increasing the self-efficacy of employees will

boost the motivation and employee perceived organisational performance (Bandura 1982, pp.122-147). In the initial classic study of managers, Wood and Bandura (1989, pp.361-384) concluded that self-efficacy was having the most robust causal relationships among the organisational performance, personal goals, and analytical strategies. This study analysed the relationship of self-efficacy with an organisational performance by affecting their motivation and thereby boosting employee perceived organisational performances. In the current study, the impact of self-efficacy as a determinant of organisational citizenship behaviour will be measured.

In recent years, a conceptual framework to study the effect of self-efficacy on OCB and the mediating role of self-leadership was presented by Mansor, Darus and Dali (2013, pp.1-11). They highlighted the significance of OCB to enhance the effectiveness of organisations. For this purpose, they proposed to investigate the effect of self-efficacy and self-leadership that could lead towards OCB. They also mentioned the theoretical background of the social cognitive theory, self-control theory and social exchange theory for the three mentioned variables that is magnitude, the level of task difficulty a person believes he/she can attain; strength, referring to the conviction regarding magnitude as strong or weak; and generality, the degree to which the expectation is generalized across situations. The variables for this study were limited and even though the research was based on Social Cognitive Theory, it only analysed the relationship between self-efficacy and OCB when mediated by self-leadership.

Self-efficacy and OCB were also examined in the reference of personality as a predictor, and gender as a moderator for all the three variables by Beauregard (2012, pp.590-608). The sample was comprised of 223 public sector employees, and the results showed that general self-efficacy predicted more participation in citizenship behaviours, but only for men. Women appeared to carry out citizenship behaviours regardless of self-efficacy. This study examined self-efficacy and OCB as moderated by gender. It concluded in the case of public sector employees that women exhibited citizenship behaviour regardless of self-efficacy, although such is not the case for men. However, in case of Pakistan, the automobile industry being primarily in the private sector and the majority of sales professionals being males, it is substantial to examine the relationship between self-efficacy and citizenship behaviour among the automobile sales professionals.

Mulki, Lassk and Jaramilo (2008, pp.285-297), conducted research to measure the effects of self-efficacy on work overload and pay satisfaction. They surveyed 138 salespeople. They connected the theoretical base of the social cognitive theory and the

job demands-control model to explain the variables of the study. They found that there was a definite relationship between self-efficacy and job satisfaction. This study revealed a positive relationship between self-efficacy and job satisfaction among the sales professional whereas the current study will examine its relationship with OCB to eventually investigate the impact of employee perceived organisational performance of the sales employees.

Oren et al. (2013, pp. 505-516), conducted another study to measure the predictive relationship between organisational justice, work motivation and self-efficacy on OCB. The sample was comprised of 151 employees, and their results indicated that three of the variables were positively correlated with OCB.

Rahman et al. (2014, pp. 255-261) conducted a study within an educational institution to measure the relationship of self-efficacy with job satisfaction and organisational citizenship behaviour. They collected the data from Indonesian school teachers (N=208) by using the Teacher Self-Efficacy Scale, the Minnesota Satisfaction Questionnaire, and the Organisational Citizenship Behaviour Scale. They found a direct relationship between self-efficacy and OCB, job satisfaction and OCB as well as self-efficacy and job satisfaction. The sample unit for this study was restricted to one educational institution and did not cover the universal population in the education sector. Moreover, it does not provide for a demographic analysis concerning OCB.

Pavalache-Ilie (2014, pp. 489–493), investigated the relationship of self-efficacy, job satisfaction and OCB by comparing the responses of military and civil sector employees in Romania. The data were collected by conducting two independent correlational studies. In the first phase, variables of self-efficacy and locus of control were found significantly correlated with OCB. In the first study with military employees, it was also reported that employees, keeping managerial positions were exercising OCB more in comparison to employees performing executing duties. The results also revealed the predictive relationship of self-efficacy and job position with OCB. In the second study, it was revealed that public sector employees indicated more OCB. Another study conducted by Shahidi, Shamsnia and Baezat (2015, pp.1499-1503), also confirmed the significant relationship between self-efficacy and OCB.

The effect of self-efficacy and adaptability on salesperson orientation and customer orientation and job performance and customer satisfaction has been studied by Feinberg and Kennedy (2008, pp.1-6). They reported that higher self-efficacy leads to the high orientation of salespersons. It also tends to lead the customer orientation at lower levels as perceived by the customers. Self-efficacy has been operationalised as the extent

to which many marketers have felt confident about their skills and job abilities effectively. However, the organisational performance has also been enhanced by the self-efficacy of an employee compared to other determinants. The effects of employee perceived organisational performance management system and the organisational culture of an employee have been investigated by Saudi (2014). Self-efficacy has played an essential role in improving organisational performance. Skills, attributes, and knowledge are some of the competencies required by the worker, which also have created both positive and negative impacts on organisational performance. Employee effectiveness has been considered as the significant task of improving the performance of an organisation. The impact of learned optimism and emotional intelligence on sales performance and turnover intention has been studied by Schulman (1999, pp. 31-37). Psychological capital, such as efficacy, hope, optimism, and resilience, create a positive impact on organisational performance. Good versus bad outcomes have the capability to conceptualise the optimism and pessimism regarding the style of attribution and self-efficacy. The learned optimism has helped the salesperson to improve the employee perceived organisational performance and reduces the turnover of an organisation, in comparison to other practices. Moreover, confrontation and pro-action have influenced the perception of job performance significantly.

It is reviewed in the studies mentioned above that while some studies have been conducted to analyse the relationship between self-efficacy and OCB and job satisfaction concerning the military organisations (Pavalache-Ilie 2014, pp.489 – 493), public sector employees (Shahidi, Shamsnia & Baezat 2015, pp.1499-1503). None of the studies was conducted in the context of the sales professionals in Automobile industries in developing countries. Moreover, various studies have analysed the relationship between self-efficacy and organisational performance through different mediating variables such as job satisfaction (Feinberg & Kennedy 2008, pp.1-6; Mulki, Lassar & Jaramillo 2008, pp.285-297) or employee or customer orientations (Feinberg & Kennedy 2008, pp.1-6; Saudi, 2014). Therefore, due to the gap in available research in the field, this study aims at examining self-efficacy in direct relation to the perceived organisational performance of sales employees as moderated by their citizenship behaviour.

Research conducted by Mahmoud and Ibrahim (2016, p.22-28) also found that organisational citizenship behaviour is influenced by organisational justice and self-efficacy. According to the results of this research, managers must enhance and maintain organisational citizenship behaviour among employees through a system of tangible and intangible rewards.

Overall, various studies have provided the relationship of self-efficacy with motivation, job satisfaction, OCB and employee perceived organisational performance. Based on the above-reviewed literature that investigated the relationship of self-efficacy with OCB, it leads towards the formulation of the hypothesis to study the causal relationship of self-efficacy with OCB. It is hypothesised (H1) that, “Self-efficacy will be positively related to OCB among automobile sales professionals.”

This hypothesis is formulated based on the SCT theory that supports the evidence of self-efficacy and the better adjustment of employees with the work environment. This relationship ultimately leads to the development of OCB and employee perceived organisational performance (Mansor, Darus & Dali 2013, pp.1-11; Oren et al. 2013, pp.505-516; Rahman et al. 2014, pp.255-261; Shahidi et al. 2015, pp.1499-1503).

In light of the previous research, it has been observed that self-efficacy has been observed as an important predictor of employee perceived organisational performance of sales professionals. Considering the importance of self-efficacy as an essential factor for organisational citizenship behaviour, self-efficacy can be considered as a part of the training and development programme of the sales professionals in order to enhance their overall employee perceived organisational performance and to motivate them to depict the citizenship behaviour.

Thus, self-efficacy can be added up as a part of training and development in the journey of personal and professional development. It is quite evident that with enhanced self-efficacy in sales professionals helps to climb the professional ladder and also in the decision-making process.

Self-efficacy for promoting organisation citizenship behaviour can be regarded as the trait which is relevant to the personal competency of the workforce and can contribute towards enhancing performance. Self-efficacy plays a significant role in job satisfaction. It might be due to the fact that self-efficacy in a job emphasises individual to learn and provides a strategic approach towards work. Self-efficacy, therefore, contributes towards personal and professional development and helps in creating a feeling of self-worth within an individual. Therefore, it leads towards the better perceived performance and increased job satisfaction.

Syamsuddin and Badarwan, (2017, pp.63-79) concluded that both theoretically and empirically, self-efficacy has a direct and significant effect on Organisational Citizenship Behaviour (OCB). They stated that 47.1% of variation in self-efficacy can predict variability in OCB. It means that self-efficacy will positively affect Organisational

Citizenship Behaviour (OCB). This positive direct impact indicates that high self-efficacy leads to an increase in OCB, and vice versa, low self-efficacy affects the decreasing OCB occurring within the organisation.

3.1.1.2 Well-being

The second determinant of the study among personal factors is well-being. It usually has a more cognitive construction that refers to an individual's appraisal of his or her well-being (Nieboer et al. 2005, pp.313-353). Some of the longitudinal studies concluded that feeling happy is not just a pleasant outcome, but also can be a predictor and the cause of future behaviour. The influence that high well-being exerts often appears to be beneficial (De Neve et al. 2013). Thus, well-being can be seen as a cause of outcomes, so in the present study, it will be associated with behavioural and workplace factors, and it will predict OCB.

Measures of well-being indicate the quality of life in societies beyond economic factors and thus reflect social capital or a clean environment (Diener & Seligman 2004, pp.1-31). Furthermore, high well-being in society is desirable because people experiencing it tends to be healthier citizens. During 2010, the UK announced the use of a well-being measure by policymakers (Diener 2013).

In this study, well-being will be measured through basic psychological needs at work scale. It measures three domains, including power, competence, and relatedness. These three domains are based on McClelland's Need Motivation Theory. Depending on the fact that there are lots of definitions related to subjective well-being concept, it is regarded that the most recognised definition is of Diener's (1984, pp.542-575). Diener (1984, pp.542-575) describes subjective well-being as a concept including positive emotions, negative emotions and life satisfaction. According to Diener (1984, pp.542-575), subjective well-being is a subjective judgement of the individual related to his/her positive and negative emotions and life satisfaction. This judgement includes the individual's reactions to various events, their emotional mood, their thoughts about life satisfaction, and satisfaction about various life zones such as work, friendship, school and marriage (Diener et al. 2003, pp.403-425). Subjective well-being stands for the individual evaluating and judging his/her own life. Subjective well-being reflects a subjective point of view as it concentrates on the evaluations and judgements of the individual related to his/her life (Yurcu et al. 2015, pp.120-130). There are two components two subjective well-being that is, emotional and cognitive. The cognitive element of well-being is

represented by life satisfaction, whereas cognitive components represent life satisfaction and quality of life.

The power at work measures the degree of freedom, independence, and discretion that the individual has in scheduling the work and in determining the procedures to be used in carrying out the work. This characteristic has a relation with psychological satisfaction leading towards performance and productivity (Schultz, McCain & Thomas 2003, pp.81-92; Van den Broeck et al. 2008, pp.277-294).

The second component of need is competence at work. It reflects the kinds of knowledge, skill, and ability demands that are placed on an individual as a function of what is done on the job. The significance of this component was accepted by Oldham and Hackman, and they included it in their proposed job characteristic theory (Oldham & Hackman 2010, pp.463-479).

The third component is needed for relatedness at work, where employees with high social support were protected from the adverse effects of job demands on job satisfaction (Ibrahim 2013, pp.149-162). Various studies have explained the significance of social characteristics (Grant & Parker 2009, pp.317-375; Oldham & Hackman 2010, pp.463-479). Moreover, the sales professional has to face social circumstance more often, so these characteristics are necessary to study (Drown 2013). Furthermore, Spector et al. (2007, pp.805-834) found that people in collectivist societies have a more substantial attachment to their co-workers while sharing experiences of adverse conditions in the workplace. It provides opportunities to discharge distressing emotions, receive encouragement, and generate positive emotions.

Dávila and Finkelstein (2013, pp. 45-51) studied the relationship between well-being and OCB. They found a strong association between OCB and well-being. Previously, the dual didactic causal relationship was also revealed by Kuskova (2011, pp.1-6) in her longitudinal study between two constructs of well-being and OCB. It has been found that the employee with a positive mood can be engaged more efficiently towards the activities of extra-role behaviour and better performance (Harter et al. 2010, pp. 378-389; Glomb et al. 2011, pp.191-223).

The well-being is found to have a predictive relationship with work performance and OCB (Daniels & Harris 2000, pp.304-309; Bakker & Oerlemans 2010). It is defined as 'a person's cognitive and affective evaluations of his or her life (Diener, Lucas & Oishi 2005, pp.63-73) According to Diener, Oishi and Lucas (2003, pp.403-425), subjective well-being is the scientific term for happiness and life satisfaction; thinking and feeling that one's life is going well, not badly. Both internal factors influence people's levels of

well-being, such as personality and outlook, as well as external factors, such as the society in which they live.

Some of the noteworthy traits of well-being are a link to a person's inborn temperament, the quality of their social relationships, the societies they live in, and their ability to meet their basic needs (Pavot & Diener 2013, pp.134-151). To some degree, people adapt to the conditions so that over time, the circumstances may not influence happiness as much as one might predict they would.

Other studies have found that managers' power support leads to greater satisfaction of the needs for competence, relatedness, and power and, in turn, to greater job satisfaction, higher employee perceived organisational performance evaluations, greater persistence, greater acceptance of organisational change, and better psychological adjustment (Gagne' Koestner & Zuckerman 2000, pp.1843-1852; Deci et al. 2001, pp.:930-942; Baard, Deci & Ryan 2004, pp. 2045-2068). Baard and colleagues (2004, pp. 2045-2068), also found relations between the satisfaction of basic needs and employees' performance evaluations.

Well-being has been adopted as a personal factor based on the cognitive theory for this study to examine the relationship between well-being and employee perceived the organisational performance of sales professionals when moderated by OCB in the automobile industry. Based on the literature review, it is observed that researchers (e.g. Nieboer et al. 2005, pp.313-353; De Neve et al. 2013) have indicated that well-being as a predictor of future behaviour can be associated with behavioural workplace factors. However, researchers indicate that well-being influences employee perceived organisational performance and productivity by affecting the psychological satisfaction (Schultz, McCain & Thomas 2003, pp.81-92; Van den Broeck et al. 2008, pp.277-294) or competence at work (Oldham & Hackman 2010, pp. 463-479). Only a few research studies have examined the relationship between well-being and OCB (Kuskova 2011, pp.1-6; Dávila & Finkelstein 2013, pp. 45-51). Not many studies have been conducted to study well-being as a personal determinant variable of OCB and to measure its impact on organisational performance further. While most of the research articles have evaluated the psychological impacts of well-being on employee perceived organisational performance, there is a dearth of studies providing evidence to establish a relationship between the organisational performances of sales professionals in the automobile industry in particular. Therefore, the current study will study the relationship that exists between well-being and employee perceived organisational performance when

moderated by the citizenship behaviour of automobile sales professionals who work in a highly competitive environment.

Thus, it leads towards the formulation of the hypothesis to study the relationship of well-being with OCB. It is therefore hypothesised (H2) that, “Well-being will be positively related to OCB among automobile sales professionals”.

The literature depicts merely that if a person does not perceive himself as a valued member of an organisation that can impact his perception of the environment and his own behaviour. In this way, the perception of being satisfied with the need at work environment has an impact on the development of OCB.

Wellbeing, on the other hand, also plays an essential part in developing organisational citizenship behaviour. The wellbeing has been noted to be the part of the effective employee perceived organisational performance; performance of the employees too. It has been noticed that the employees that have better self-perception of wellbeing are more interested towards offering more to others and therefore depicts more organisational citizenship behaviour. The employees that have a better perception of well-being also tend to perform better and proved to be the value-added part of the organisation. Since sales professionals are expected to be performing better to increase the revenue of the organisation, well-being can be considered as an essential factor for their better performance. Importantly, researchers have also studied the outcomes of well-being and have found that happy people are more likely to be healthier and live longer (Diener & Chan 2011, pp.1-43), to have better social relationships, and to be more productive at work (Edmans 2012, pp.1-19). In other words, people high in well-being seem to be healthier and function more efficiently, in comparison to people who are chronically stressed, depressed, or angry. Thus, happiness does not mean to feel good, but it is better for people and those around them. The satisfaction of basic psychological needs will be associated with more efficient employee perceived organisational performance and well-being (Harter et al. 2010, pp.378-389).

It has been observed from the previous research that there are some important factors that are linked to organisational citizenship behaviour and employee perceived organisational performance. Wellbeing was found linked with job satisfaction too, that is one of those factors that contribute massively towards the enhancement of organisational performance. In addition to this, different management theorist like McClelland proposed Need Motivation Theory highlight the significance of wellbeing in order to improve the business performance and OCB. It can be said that wellbeing can play a crucial part in

the improvement of the overall employee perceived organisational performance of sales professionals in the automobile sector and can contribute towards developing a positive organisational citizenship behaviour among the sales professionals.

3.1.1.3 Job Satisfaction

Job satisfaction has been a noteworthy topic over the years (Akpofure et al. 2006, pp.1094-1098). Many models and theories have been carried out and put forward in relation to job satisfaction. Here are some of the contributions of researchers. Williams and Hazer (1986, pp.219-231) suggested that job satisfaction is associated with aspects of the work environment. According to Locke (1976, pp.1297-1350), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Herzberg and colleagues (1959), defined the two-factor job theory, which is categorised as hygiene (dissatisfiers) and motivation (satisfiers). The theory of valence, instrumentality, and expectancy by Vroom (1964) is a result of the criticisms of Maslow's and Herzberg's theory. Foote and Tang, (2008, pp.933-947) stated that job satisfaction and organisational citizenship behaviour if moderated by team commitment, proves that the relationship was stronger when team commitment was high.

An employee who is satisfied with his job would perform his duties well and be committed to his job (Awang et al. 2010, pp.241-255), and subsequently to his organisation. Thus, job satisfaction has been identified as a significant requirement for organisations which aim to achieve excellence in their organisations (Chiboiwa et al. 2011, pp.2910-2918). The job satisfaction is defined as a person's evaluation of his or her job and work context (McShane 2004). Empirical evidence revealed that job satisfaction and organisational commitment are consistently related to OCB (Knights & Kennedy 2006, pp. 57-72; Malik 2011, pp.267-272; Oyewobi et al. 2012, pp.179-192; Lee, et al. 2013, pp.54-65)

Various researchers have defined many job dimensions that have been suggested to contribute significantly to employees' job satisfaction. Warr et al. (1979, pp.129–148), covered different variables, for example, work involvement, intrinsic job motivation, the higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety in the scale of job satisfaction. Some of the studies highlight the nature of work on job satisfaction. If tasks match with the interest of employees and challenges, it can result in satisfaction with the job (Kinicki & Vecchio 1994, pp.75-82; Luthans, 2011). Some studies were concerned with the variation in work (Ting 1997, pp.313-334). A study focusing upon the discrepancy of perceived pay levels

and job satisfaction (William et al. 2006, pp.392–413) and another study (Bull 2005), studied the relationship of job satisfaction with opportunities for advancement. Luddy (2005) studied that friendship opportunities were associated with increased job satisfaction, job involvement and organisational commitment, and with a significant decrease in intention to turnover.

Mohammad, Habib and Alias (2011, pp.149–165) designed a study to measure the two dimensions of organisational citizenship behaviour (i.e., OCBI and OCBO) and to examine how these organisational citizenship behaviours were related to the two facets of job satisfaction (intrinsic and extrinsic). Using the survey method, they found that both extrinsic and intrinsic job satisfaction were crucial in predicting citizenship behaviour.

Organisational culture, job satisfaction and leadership are some of the factors which are significantly related to the organisational performance. Nadiri and Tanova, (2010, pp.33-41) suggest that the fairness of personal outcomes that employees receive may have more impact on turnover intentions, job satisfaction and organisational citizenship behaviour (OCB) than the perceived fairness of a firm's procedures.

Determinants of job satisfaction and its impact on employee perceived organisational performance and turnover intentions have been studied by Javed et al. (2014, pp.120-140). They found a positive relationship between job satisfaction and the loyalty of an employee. Satisfaction with the workplace environment has a positive and significant impact on job satisfaction. In contrast, it can be said that job satisfaction has been negatively related to the intentions of employees regarding leaving the organisation. The empowerment of an employee can create a positive impact on job satisfaction. Thus, job satisfaction can positively affect the job performance of an employee, and it leads towards significant organisational performance. The extent of factors influencing automobile salesperson's career tenure in Malaysia was studied by Zain and Jan (2014, pp.43-63). It was found that intrinsic motivation has a positive impact on job satisfaction, organisational commitment, employee productivity and the tenure of employees. Job satisfaction determines how successful organisational performance is. The job satisfaction tends to increase organisational sustainability. Moreover, the employees with higher job satisfaction are said to be committed to a greater extent to the entire organisation. The job satisfaction has been strongly associated with some of the tasks related outcomes such as the productivity of an employee and his or her intention to stay or leave the organisation.

The personal factors and job satisfaction (Organ & Bateman 1991) are both consequences of belief, feeling, and attitude about the working environment and job characteristics. Ackfeldt and Coote (2005, pp. 151-159), conducted a study to explore the

antecedents of OCB in retail settings. They found various positive relationships. Among these, the most significant relationship was job attitude (Job satisfaction and commitment) with OCB. Employees are having job satisfaction usually perform good intentions, and organisational commitment is making perception of organisational performance better (Luthans 2011; Kasemsap 2012, pp.129-159).

Job satisfaction has been studied as a moderating variable between self-efficacy, well-being and perceived organisational performance and citizenship behaviour. However, in this research, job satisfaction is examined individually as an attitudinal; or behavioural variable influencing the organisational citizenship behaviour among the automobile sales professionals in Pakistan. Although several researchers have suggested that job satisfaction is associated with the aspects related to work environment (Locke 1976, pp. 1297-1350; Williams & Hazer 1986, pp.219-231; Akpofure 2006, pp.1094-1098), job satisfaction has been related to higher commitment (Awang et al. 2010, pp.241-255) and achievement of excellence at work (Chiboiwa et al. 2011, pp.2910-2918). However, only a few researchers have empirically analysed the direct impact of job satisfaction with OCB (Knights & Kennedy 2006, pp. 57-72; Malik 2011, pp. 267-272; Oyewobi et al. 2012, pp.179-192; Lee, et al. 2013, pp. 54-65). These relationships were limited in their scope as they were moderated by variables like organisational commitment, intrinsic motivation, work involvement (Luddy 2005). There are, however, insufficient studies examining the impact of job satisfaction on OCB. One such study was in relevance to the Indonesian Automobile industry (Sumarto & Subroto 2011, pp.383-389), but this study analysed the relationship between job satisfaction and organisational performance as moderated by leadership and organisational culture. Some studies used Job satisfaction as a personal factor influencing citizenship behaviour in case of the retail industry. Not many studies can be found in the automobile industry or context of sales professionals in developing countries. This study will be, therefore, required to examine the impact of job satisfaction of automobile sales professionals on employee perceived organisational performance and OCB.

In this way, it is essential to study the connections between different variables with organisational citizenship behaviour. Thus, it leads to the hypothesis (H3), “Job satisfaction will be positively related to OCB among automobile sales professionals”.

This hypothesis is based on the attitude factor of the SCT. There are ample studies available in support of job satisfaction as a determinant of OCB (Malik 2011, pp. 267-272; Oyewobi et al. 2012, pp.179-192; Lee et al. 2013, pp. 54-65). Moreover, it is noted that most of the researchers from various countries assessed the importance of job satisfaction on organisational performance, particularly in the automobile sector. It is evident that the

satisfied employees are more dedicated to their job, and they complete their assigned tasks and meet the deadlines that enhance the overall productivity and efficiency of a business. However, it is found that the large-scale organisations give complete job security to their workers in order to motivate them to perform their part in the organisational success. In addition to this, different management theories like SCT proposed and highlighted the significance of job satisfaction in order to improve business performance and OCB. It is quite clear that there is intense competition in the automobile industry that enforces firms to adopt effective measures and approaches through which they can meet the expectations of their workers.

3.1.1.4 Self-control behaviour

Vohs and Baumeister (2010), state that when in control of one's behaviour, individuals do not always act on impulse but can make a conscious effort to select actions that lead to desired outcomes. Self-control is the behavioural component, also known as self-regulation (Tobias 2006, pp. 203-220). According to Mcalister, et al. (2008, p.174), it can be defined as personal regulation of goal-directed behaviour or employee perceived organisational performance that further provides opportunities for self-monitoring, goal setting, problem-solving, and self-reward. According to Wood and Bandura (1989, pp.361-384), the self-control could be observed within the behaviour of employees when they learn on their own and without any external pressure. The self-control involves active control and to utilise the available resources of time, energy, and the environment. The Association for Talent Development (ATD 2012), also confirms that it is the right time to reward employees when they show self-control, as this strengthens the accordance of this behaviour.

Bandura (1995, pp.1-45), has defined that self-control can be achieved by acquiring new skills to compete with the challenges and to reinforce one's own self through rewards, as well as planning and organising. Furthermore, he defined six-self-regulations through the process of self-monitoring, goal setting, feedback, self-reward, self-instruction, and enlistment of social support (Mcalister et al. 2008, p. 174). Concepts of self-regulation and self-efficacy are quite close to each other. The self-control also provides a chance to control the process of the functioning level and those events that affect it (Bandura 1993, pp.117-148).

Wood and Bandura (1989, pp.361-384) conducted experiments in organisational settings with managerial staff to measure their self-efficacy, employee perceived organisational performance goals and achievement. Those managers who were told that

their ability is determined by intellectual inheritance and their group behaviour could not be influenced easily did not perform well. In contrast, those who believed that their ability was an acquirable skill, they controlled their behaviours through the self-regulatory process by learning from the environment, and as a result, they performed well.

According to Bandura (1993, pp.117-148), the self-control process is dual in nature. It helps to produce the discrepancies in order to activate various skills and abilities of human beings to achieve the goals and reduce the discrepancy. Thus, it is related to enhancing self-efficacy. Once employees achieve their target, they aim to reach another target.

Neck and Houghton (2006, pp.270-295), suggested to apply a theoretical basis for the in-depth study of self-leadership and presented a review of the literature. The concept of self-leadership consists of self-direction and self-motivation. These concepts are related to self-control. They proposed to utilise self-regulation and the social cognitive theory to explore self-leadership. As self-control varies within individuals over time, research demonstrated relatively stable differences in self-control between individuals (e.g. Tangney et al. 2004, pp.271-324), referred to as trait self-control.

Al-Harthy and Was (2010, pp. E2), conducted a study to explore the relationship between self-efficacy, task value, goal orientations and metacognitive self-regulation. Moreover, they investigated the impact of self-regulation and learning strategies on overall achievement. They conducted a study on a sample of students. They found a positive correlation between achievement and self-efficacy, task-value, and self-regulation. They also found that self-efficacy was the most influential predictor of mastery goals and metacognitive self-regulation.

Kitsantas et al. (2008, pp.42-68) examined the impact of knowledge related to intrinsic goal orientation, self-efficacy, test anxiety, and meta-cognitive self-regulated learning on the performance of the students. The study revealed a predictive relation of all the independent variables with employee perceived organisational performance. Self-control has been majorly associated with recreational, educational and management studies according to which self-control enhances self-efficacy leading to better employee perceived organisational performance. However, these studies do not directly relate self-control as a behavioural aspect to organisational citizenship behaviour leading to better organisational performance. Previous studies have researched self-control through cognitive factors such as self-leadership, self-efficacy, but none of the studies evaluates the impact on sales professionals in the automobile industry. Thus, it was hypothesised (H4), “self-control will be positively related to OCB among automobile sales professionals”. The SCT theory

supports the behavioural factor of self-control in enhancing motivation and further engaging in activities that can be helpful to aims high, such as OCB and employee perceived organisational performance. A more generalised concept of control has been essential in work and organisational culture (de Boer et al. 2011, pp.349-362)

The previous research work has indicated that self-control is also an important determinant of organisational citizenship behaviour. Self-control is the attribute that allows the person to have a certain degree of control over one's self and lets the individual control behaviour. Self-control can be attained at the point when a person reaches the highest peak of self-actualisation as per Maslow's Hierarchy of need. It has been noticed that self-control is observed in the individuals that depict self-efficacy. Such individuals within the work environment are driven by their intrinsic motivation and by their internal strength.

Within the work environment, it can be said that the individuals who depict the higher level of self-control represent organisational citizenship behaviour. Such individuals usually perform well in the work environment. In the sales area of the automobile sector, the individuals that are serving in the higher hierarchy level depict such characteristics and therefore illustrate organisational citizenship behaviour. Such individuals are observed to have a strong locus of control and do not rely on external reinforcement. It indicates that the individuals with a strong sense of self-control express increased the level of organisational citizenship behaviour and are observed to be performing better in the organisation.

3.1.1.5 Work design

Job design is work arrangement or re rearrangement aimed at reducing and overcoming job dissatisfaction and employee alienation arising from repetitive tasks (Muneer, Jamil & Idrees 2018, pp. 26-35). The third determinant of the study, along with the personal and behavioural component, is the environmental component. This environmental component can be studied under work design. Humphrey et al. (2007, pp.1332–1356) found a relationship between work design characteristics and employees' attitudinal and behavioural responses.

Work design is a concept that has a long history in the management field; it can mostly be traced back to the classic work of Hackman and Oldman's (1976, pp.250-279). It further has had a long-lasting impact upon theorist (Kahn 1990, pp. 692–724; Morgeson & Humphrey 2006, pp. 1321–1339; Bakker & Demerouti 2007, pp. 309-328).

Finally, the last third component of the environment as a work design provides the basis for the investigation of the said relationship with OCB and employee perceived

organisational performance (Shantz et al. 2013, pp. 2608-2627). Work design has been observed as one of the factors that directly linked to the performance of the employee. Work design in numerous situations serves as the factor for creating job satisfaction amongst the employees. From the previous research, it has been observed that job satisfaction has a direct relation to employee perceived organisational performance. Work design and nature of work can contribute towards leading the individuals towards showing higher work satisfaction. Work design is believed to create intrinsic motivation among the employees and simultaneously motivate them to adopt and depict organisational citizenship behaviour.

Work design is also related to enhanced productivity in the workplace and has been observed to resolve the issue of absenteeism and late comings. It can further result to resolve the attitude issues of the employees. It is the matter of the common observation that job satisfaction is one of the major issues among the employees. Job satisfaction can be enhanced by redesigning the work setting. Therefore, if the work design is redesigned, it can keep the employees motivated in order to promote organisational citizenship behaviour at the workplace.

Work design in this scenario can also be analysed in the context of SCT theory. Job satisfaction in the situation of better work design can be linked to the self-efficacy and wellbeing and therefore leads to self-control where an individual becomes more interested in engaging in OCB. It can, therefore, be said that with better work design of the sales professionals of the automotive sector, the depiction of organisational citizenship behaviour can be enhanced, and it can become one of the major elements in deriving better employee perceived organisational work performances. Although this mediating relationship was not proved (Humphrey et al. 2007, pp.1332–1356), however, the relationship of work design with organisation behaviour cannot be ignored (Campion et al. 2005, pp.367–390; Murugesan et al. 2013, pp.209-216). It further provoked researchers to find out some other explanations to understand the relationship of work design with organisational performance. Shantz et al. (2013, pp. 2608-2627) tested and proved the mediating role of employee engagement between job design and employee perceived organisational performance. In the current study, work design is considered as an environmental factor that is the third triad of the SCT (Bandura 1977, pp.191-215) and leads towards OCB. Therefore, within the combination of personal factors (self-efficacy and well-being) and behavioural factors (job satisfaction and self-control), work design is assumed to lead towards producing OCB.

Various researchers have defined job characteristics in a wide range (Morgeson & Humphrey 2006, pp. 1321–1339; Grant 2007, pp. 393-417; Grant et al. 2010, pp. 145-157; Dierdorff & Morgeson 2013, pp.687-721; Drown 2013). Humphrey et al. (2007, pp.1332–1356) conducted a meta-analysis to review job characteristics. Among these studies, Morgeson and Humphrey (2006, pp.1321–1339.), comprehensively defined four significant dimensions of work design, i.e., task characteristics, knowledge characteristics, social and contextual characteristics. In the first aspect of task characteristics, a further five facets of work design included power, task significance, task identity, feedback from the job and task variety. All these facets were found to have a strong relation to developing OCB (Shantz et al. 2013, pp. 2608-2627).

Grant's theoretical framework (2007, pp.393-417), asserts that if employees are aware of the impact of their work on others, they are likely to invest high levels of effort and persist in completing their work. Moreover, when employees understand the significance of the task they are working on it creates motivation which further produces OCB (Rich et al. 2010, pp.617-635; Christian et al. 2011, pp.89-136; Fay & Sonnentag 2012, pp.72-93). This study suggests that work design impacts employee perceived organisational performance and OCB by creating greater motivation while other researchers have also found a relationship between work design through factors such as task characteristics, knowledge characteristics, social and contextual characteristics and OCB (Shantz et al. 2013, pp. 2608-2627). However, it is limited in its approach towards measuring the effect on the employee perceived organisational performance of employees in the sales departments.

Work context is based upon ergonomics, physical demands, work conditions and equipment use. Morgeson and Humphrey (2006, pp.1321–1339), found that the average internal consistency reliability of all the characteristics, measures up to 0.87, it is more than the accepted range of 0.70.

Hernaus and Mikulic' (2014, pp.268-292), conducted a study of work characteristics and work performance of knowledge workers to investigate a specific pattern of relationships among various tasks, knowledge and social characteristics of work design and work outcomes. They studied the impact of work characteristics on tasks and contextual performance. They conducted field surveys with a sample of 500 employees from 48 organisations. Using structural equation modelling technique for analysis, they found the existence and importance of the interaction between work characteristics and work outcomes. This study used a comprehensive sample of employees from every

department in the 48 organisations, whereas the current study is focused on evaluating the impact exclusively on sales professionals.

Work environment or work design involves the entire possible factors around organisations that may impact the working behaviour and employee perceived organisational performance of employees. Work design is found to have a connection with many other organisational factors. Work design is related to attitude or behavioural response; for instance, job satisfaction (Humphrey et al. 2007, pp.1332–1356). Gagne's (2003, pp.199–223) study showed that control of work is related positively to the satisfaction of the workers and negatively to their likelihood of quitting. Among some other related factors of work, the design might be the performance and well-being of employees. Gagne' and Deci (2005, pp.331–362), suggested that:

Work climates that promote satisfaction of the three basic psychological needs will enhance employees' intrinsic motivation and promote full internalization of extrinsic motivation and that this will in turn yield the essential work outcomes of (1) persistence and maintained behaviour change; (2) effective employee perceived organisational performance, particularly on tasks requiring creativity, cognitive flexibility, and conceptual understanding; (3) job satisfaction; (4) positive work-related attitudes; (5) Organisational citizenship behaviours; and (6) psychological adjustment and well-being.

They counted on the social environment of work as a prime antecedent that they have proposed it as a contributor to employee perceived organisational performance, well-being, commitment and job satisfaction. The study of DeVaro et al. (2007, pp. 986-1003), also proved the relationship of work design with performance. Shantz et al. (2013, pp. 2608-2627) conducted a study with a sample of 283 employees to measure the role of job design as a mediator for the task of employee perceived organisational performance and the development of OCB. Another study conducted in Taiwan Chen and Kao (2011, pp.361-390), revealed a significant relationship between work characteristics in the development of self- efficacy and OCB.

The following figure illustrates the conceptual framework for the determinants of OCB (organisational citizenship behaviour) and organisational performance of automobile sales professionals.

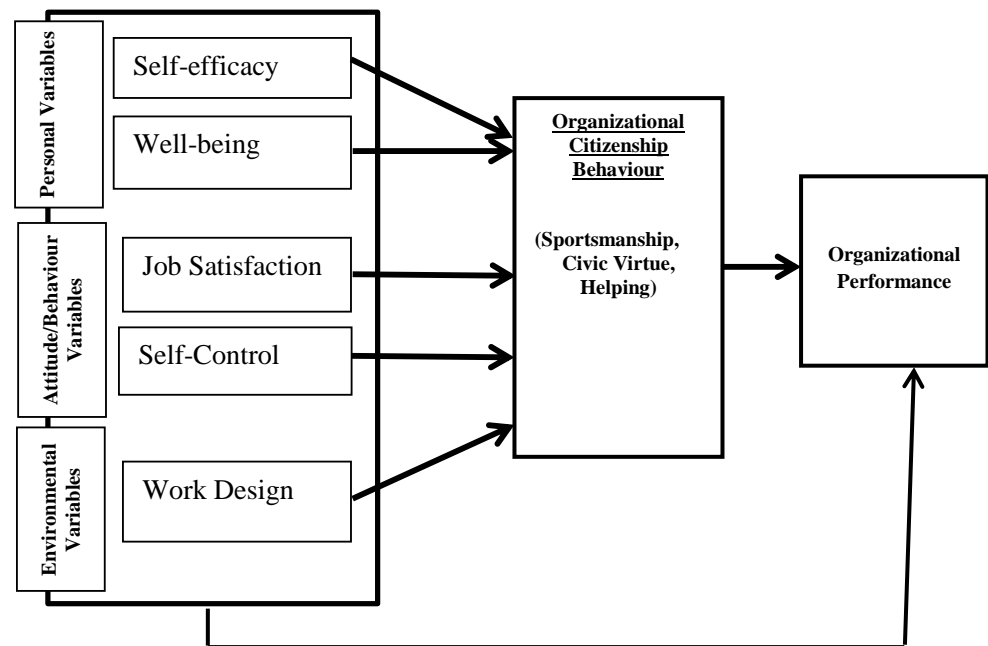


Figure 3.1: Conceptual framework for the determinants of OCB (Organisational Citizenship Behaviour) and employee perceived organisational performance of Automobile Sales Professionals. *Source: Author*

3.2 Research Questions and hypotheses

The following research questions and research hypotheses were proposed and tested based on the above conceptual framework and previous research that has been outlined above, to identify the determinants of OCB (organisational citizenship Behaviour) and to evaluate the mediating role of OCB between determinants and perceived organisational performance of automobile sales professionals.

Research Question 1: These research questions explore the association of personal factors with OCB.

1(1): What is the relationship of self-efficacy and OCB among automobile sales professionals of Pakistan?

1(2): What is the relationship of well-being and OCB among automobile sales professionals of Pakistan?

Hypothesis (H1) Self-efficacy will be positively related to OCB among automobile sales professionals (p. 59)

Hypothesis (H2) Well-being will be positively related to OCB among automobile sales professionals (p. 63).

Research Question 2: These research questions are focused on understanding the relationship between attitude/behavioural factors with OCB.

2 (1): What is the relationship between job satisfaction and OCB among automobile sales professionals of Pakistan?

2 (2): What is the relationship of self-control and OCB among automobile sales professionals of Pakistan?

Hypothesis (H3) Job satisfaction will be positively related to OCB among automobile sales professionals (p. 66).

Hypothesis (H4) Self-control will be positively related to OCB among automobile sales professionals (p. 68).

Research Question 3: This research question is focused on understanding the relationship of environmental factors with OCB.

What is the relationship between work design and OCB among automobile sales professionals of Pakistan?

Hypothesis (H5) Work design will be positively related to OCB among automobile sales professionals (p. 26).

Research Question 4: Does organisational citizenship behaviour have an effect on perceived organisational performance among automobile sales professionals?

Hypothesis (H6) OCB will be positively related to perceived organisational performance among automobile sales professionals (p. 38).

Research Question 5: This research question explores the mediating role of OCB between personal factors, attitudinal/behavioural factors and environmental factors and organisational performance.

What is the mediating role of OCB between self-efficacy, well-being, job satisfaction, self-control and work design and perceived organisational performance among automobile sales professionals of Pakistan?

Hypothesis (H7) OCB will mediate between self-efficacy, well-being, job satisfaction, self-control and work design and employee perceived organisational performance among automobile sales professionals of Pakistan (p. 34).

Research Question 6: This research question will be focused on action learning (AL) and OCB. Discussion and details will be presented in a separate chapter due to the practical nature of AL (Chapter 7).

Do Social Cognitive learning and need motivation constructs based on practices along with the action learning method impact on the development of OCB in the business management field?

Hypothesis (H8) OCB will be positively related to action learning method based on social cognitive learning and need motivation construct-based practices among automobile sales professionals. More specifically, those automobile sales professionals who will be participating in action learning will score high on OCB in comparison to others (p. 52).

Additional Research Questions: There are two additional research questions.

Additional 7: What is the relationship between demographic variables and OCB among automobile sales professionals of Pakistan?

Additional 8: What is the difference between the scores of managers and other staff members on organisational citizenship behaviour among automobile professionals?

Additional Hypothesis (Additional H9) OCB will be positively related to demographic variables (age, gender, qualification, tenure, average monthly income, socio-economic status, incentives, language, and health status) among automobile sales professionals (p. 40).

Additional Hypothesis (Additional H10) Managers will score higher on organisational citizenship behaviour in comparison to other staff members among automobile professionals (p. 40).

3.3 Summary

In summary, the above literature review highlights various issues and gaps related to the constructs of OCB and its development (Chapter 2 & 3). Initially, the competitive

cultural environment of Pakistan has also been discussed to present the context and necessity for the study of OCB among automobile sales professionals.

Then the second major issue of theoretical basis was discussed in the process of social learning theory and acquired need theory and its involvement to describe the human behaviour and capacity. On the one hand, SCT is elucidating the overall composition of personal, behavioural, and environmental impact on the development of OCB. On the other hand, need motivation theory is providing the foundation to support motivational factors that accelerate and directs the person's energies to enhance one's horizon of self-perceived efficacy, well-being, and employee perceived organisational performance. Usually, a sales professional is required to be equipped with vigilant responses to market demands. It has been seen that people who express more sense of well-being are more capable of handling the stressors. Here, one of the noteworthy efforts of this study will be to enhance the functional significance of the SCT framework by adding up motivational factors of the acquired needs theory. Studies have shown that people cannot perform at their best without the fulfilment of needs at work. Moreover, it has been observed that motivation and OCB both are the phenomena that come from within the employees. Further, both variables are complementary to each other. It can be concluded that an employee who is motivated will be engaged in OCB more easily. To find out these relationships, surveys will be conducted (detail of procedure will be discussed in chapter 4). Also, action research will be conducted to implement the findings (chapter 7).

Some of the studies considered OCB as an outcome and some view it as a process to produce other behaviours. This study will attempt to find path analysis of OCB. This analysis will support to resolve the incongruities between employee and employer. So far, there is a lack of literature. Thus, the findings will facilitate evidence-based decision making and improve the employee perceived organisational performance. The implementation stage of the study will support to monitor and implement all the valuable information through action learning. This chapter also discussed the hypothesis formulation.

Additionally, socio-demographic variables and bi-level variables were described in relation to OCB. Various strategies can be developed to enhance OCB and employee perceived organisational performance, corresponding to the position, age, and tenure of the employees. In the end, a problem encountered during the selection of OCB variables

were brought under consideration to clarify the gaps in the literature and why these issues have been chosen. In the following section of chapter 7, the implementation part will be discussed to share the contribution of action learning within an organisation. The process of action learning will help to understand the practical issue of OCB implementation and its connection with organisational performance.

Chapter 4

Research Methodology

This chapter provides details of the research methodology required for the research, as summarised in the conceptual framework and the literature review (Chapter 2 & 3). The following section contains a description of the research philosophy, problem statement, research boundaries, research methodology, available data resources, sample, techniques and tools of data collection, procedure, and statistical procedures. The last section summarises the chapter.

4.1 Research Philosophy

The exploration of philosophical concepts usually assists in specifying research design and strategy, which further defines the way of proceeding from research questions to the conclusions. It includes decisions about the type of empirical data collection, analysis, interpretation of the analyses, and ideas of presenting the conclusions (Easterby-Smith et al. 2008). The concept of research ontology and epistemology is fundamental to all research (Gummesson 2003, pp. 482-492). The same implementation is found in organisational research and analysis (Lowe et al. 2005, pp 185-203). The philosophy of the science underlying current research is positivistic. This study is concerned with testing the hypotheses developed and based on the social cognitive learning model and need motivation theory. It is an attempt to find out the answer by gathering the data objectively. It further aims to eliminate the factor of researcher bias and provides observation of external reality and facts. By using a standardised self-administered survey questionnaire, it was possible to have quantitative evidence to test the hypotheses (Creswell & Creswell 2018). The researcher belongs to the field of automobile sales and marketing and observes that developing countries are still in a phase of testing the hypothesis and theory because of the lack of evidence-based cultural studies. So, this study is adopting a positivist position to test the hypothesis. Figure 4.1 (below) summarises the key aspects of this study. The primary aim of this study was to examine the effects of self-efficacy, well-being, job satisfaction, self-control and work design on organisational citizenship behaviour and employee perceived organisational performance among automobile sales professionals. The study was based on the theoretical context of

the academic literature on social cognitive theory and motivational needs theory. This purpose was achieved by the administration of the survey method (standardised questionnaires) and by the analysis of quantitative data. The results will help to explain the underlying mechanisms or identifying causal effects. This study was based on deductive pattern and testing of the theory. Therefore, there will be an opportunity for facilitating the generalisation (Easterby-Smith et al. 2008) of findings regarding the relationship between self-efficacy, well-being, job satisfaction, self-control, work design, citizenship behaviour and employee perceived organisational performance.

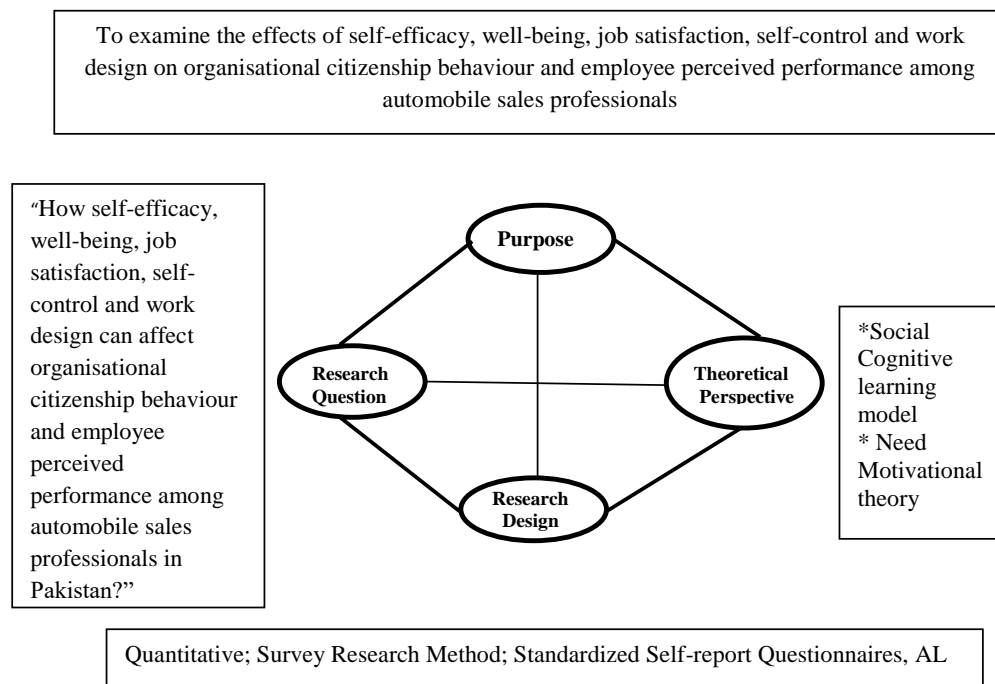


Figure 4.1: Key Aspects of Research Philosophy, *Source: Adapted from Partington (2008)*

This research is organised as an embedded Survey research method (research methodology) within the broader context of Correlational research (by conducting structured questionnaires). Data is collected through survey method using structured quantitative questionnaires with standardised scales. Seven standardised questionnaires were used in order to test the hypothesis in this research which contained different items. For measuring self-efficacy, Scale of General perceived self- efficacy (GPSE); for well-being at the workplace, Basic Need Satisfaction at Work scale (BNSWS); and for Job Satisfaction, Job Satisfaction Scale (JSS) were used. Self-control is measured by the Self-control scale. Work context subscale measured an environmental factor. Finally, to measure Organisational Citizenship Behaviour, Scale of Organisational Citizenship Behaviour (OCB) and to measure performance Scale of organisational performance were

applied. Perceived organisational performance (POP) scale was used to measure employee perceived organisational performance. Participants were selected from the sales department (N=500) from five provisional hub cities of Pakistan (Lahore, Karachi, Peshawar, Faisalabad, and Islamabad). The researcher's participation was objective, as according to the positivist research philosophy. Thus, survey research as research methodology was utilised to ensure the objectivity. The study was not affected by any bias of the researcher due to the objectivity of standardised scales and scoring. However, a survey might be devalued by non-response biases (Biemer 2010, pp. 817-848). The goal was to investigate the causal relationship of self-efficacy, well-being, job satisfaction, self-control and work design with Organisational citizenship behaviour. Moreover, to measure the relationship of OCB with the employee perceived organisational performance of automobile sales sector employees in Pakistan. The survey has been administered to a sample of 500 participants. A brief structured socio-demographic information form to get the demographic information was also provided, and administration of standardised scales was ensured through the instructions given to the participants. Data is gathered by sending email to participants. Postal resources were used in cases where it was not possible to e-mail the questionnaires to the respondents. All the ethical considerations were fulfilled before conducting the study. Consent was taken from the authors of the scales. Written permission from the GM / CEO of automobile companies was sought before the initiation of data collection process (Appendix A). A consent form was given to all the participants to ensure their willingness to participate in this study. Participants were assured about the confidentiality of the information sought from them, and they were assured that they are free to withdraw from the research data collection process at any time during the research, in case they feel any undue pressure or unwillingness to participate (Appendix B). All the inferences of survey research have contributed to implementing in action learning.

The quality of a research study can be affected by survey errors (Toepoel & Schonlau 2017, pp. 79-83). It is also suggested by Toepoel and Schonlau (2017, 79-83) that if the behaviour of the sampled cohort is different from the other population concerning the investigated question, then the response can be called as biased and non-responsive. Non-response can originate from the incapacity to correspond with the potential respondents, non-cooperation, or language barriers. Adjustment techniques and devising acceptable questionnaires to reduce non-responsive biases can be implemented (Toepoel & Schonlau 2017, pp. 79-83). However, the response rates can be increased by implementing a variety of factors, as devised by Groves (2006, pp. 646-675). These

factors were enlisted as participation in the survey, and combining social as well as demographic factors, and survey design, and psychological considerations. The principle of reciprocation can be employed to increase response rates (Dillman 2007).

Incentives, either monetary, or non-monetary, might increase the response rates. In addition to that, personal contact might be helpful. The non-response adjustment can be purposefully adjusted to reduce nonresponse biases. Vandenplas and colleagues (2012, pp. 103-125) compared two variable sets for adjustment of nonresponse in the European Social Survey conducted in Switzerland. The first variable set encompasses variables from the population register and is generally used in nonresponse adjustment because respondents, as well as non-respondents, are documented. The second variable set must guide towards a better correction of nonresponse bias as the variables are designed to be correlated with the tendency of the response. Biemer (2010, pp. 817-848) used techniques to enhance the survey designs and protocols in lessening nonresponse biases. For instance, reaching out towards youth via their favourite communication channels, and closer follow up, might deem useful.

It is nearly impossible to completely eliminate non-response biases, but there are a few ways to ensure that it is avoided as much as possible. A higher completion rate can be acquired by designing a professional, well-structural survey questionnaire (Saleh & Bista 2017, pp. 63-74). Avoiding short data collection period, pretesting survey mediums, sending reminders to potential respondents, ensuring confidentiality, and using incentives can be utilised to resolve the issue of non-respondents (Bech & Kristensen 2009, pp. 1-6). Issue related to confidentiality was addressed in the consent form. Moreover, reminders were sent to the potential respondent.

4.1.1 Positivist Approach

The research is carried out in the field of automobile sales sector in Pakistan. Previous research based on the developing economies in similar context provide a theoretical and contextual background for further studies in this field. However, the automobile sales industry still lacks conclusive evidence based on cultural studies and the research in the context of countries like Pakistan are still in the hypothesis testing stage. Therefore, Positivism is adopted as the underlying philosophy in this research as it involves hypothesis testing of the relationship between the determinants of OCB and employee perceived organisational performance. The study collects the quantitative data objectively from the sales professional in the automobile sales professionals of Pakistan. Positivist philosophy justifies this approach to initially test the hypothesis and provide

observation of external reality and facts (Li & Sekiguchi 2014, pp. 14-18; Shahidi et al. 2015, pp. 1499-1503). The positivist approach also eliminates the chances of researcher bias. The standardised scales are used for the objective, quantitative, secure and reliable data collection to test the hypothesis, which is the approach followed under the positivist philosophy. Previous research in the field of OCB and employee perceived the organisational performance of the sales professionals have followed this approach to evaluate the dimensions of organisational citizenship behaviour (Mackenzie et al. 1991, pp. 123-150).

Qualitative research could have also been conducted by conducting interviews, focus group and discussions, which could have provided valuable feedback and help in achieving the objectives of this research. However, this study is concerned to test the theory. Therefore, the quantitative method has been utilised.

4.2 Justification of Methodological Choice in View of the Truth

Automobile sales sector in Pakistan is in an intense need to develop strategies in order to enhance OCB (considering that the automobile sector becomes one of the fastest revenue-generating industry in Pakistan). Consequently, there is a significant acknowledgement for the development of OCB among employees, and specifically, sales professionals as their job role are more demanding and involve direct communication and client interface further adding to the highly competitive and dynamic nature of their work. It is needed to explore what are the determinants of OCB and performance among automobile sales professionals because research evidence is lacking concerning automobile sales professionals in Pakistan. The methodological choices for this research have been developed in accordance with the background knowledge available and the lack of any conclusive research findings in the specific context of automobile sales professionals. Therefore, to capture the whole picture which provides a holistic view of the personal, behavioural/attitudinal and environmental factors of OCB and the employee perceived organisational performance in the automobile industry, the entire research framework is based on the theoretical approach. The results will provide evidence for the automobile sales professionals in Pakistan and facilitate the enhancement of OCB and higher organisational performance.

4.3 Research Boundaries

Here it is worthwhile to mention that how the researcher defined the boundaries of this research. As far as the research nature is concerned, it is mentioned in chapter 1 and section 4.1 that it is quantitative. The primary reason behind this was a dearth of research work on automobile sales professionals. So, the researcher planned to understand the existence of the theoretical framework by testing through survey research. The idea was to explore the cultural and regional exceptions that may have different implications for theories in various settings.

Some of the problems encountered related to OCB have been discussed in chapter 2 (section 2.7). Among those issues, one was related to the measurement of all the construct without biases. It was decided to utilise a standardised survey questionnaire to resolve this issue. It was also crucial to decide how to calculate the sample size of the study. The next section of (4.4.2) available data resources will discuss this issue. Finally, it was decided to collect the data from automobile sales professionals from five representative cities (Lahore, Karachi, Peshawar, Faisalabad, and Islamabad) of Pakistan considered as provincial hub cities.

4.4 Research Design

The study used a positivist research paradigm which reflected objectivity in philosophy (Creswell & Creswell 2018). The research employed a correlational research design to measure the relationship between personal, behavioural and environmental variables with organisational citizenship behaviour and employee perceived organisational performance in automobile sales professionals.

4.4.1 The Survey Research

Surveys are a widespread approach to research in business and management (Easterby-Smith et al. 2008). The survey method was employed to gather data (approximately N=800) through questionnaires. Five hundred thirty (530) filled forms were received back, and 30 survey forms were discarded due to incomplete information. Moreover, the sales professionals as participants were a source to express their views, opinions and behaviour related to research variables (i.e., self-efficacy, well-being, job satisfaction, self-control, work design, organisational citizenship behaviour and employee perceived organisational performance). The standardised self-report questionnaire was employed for each variable. A response rate, in quantitative data, refers

to the number of people who completed the survey divided by the total sampled population (Biemer 2010, pp. 817-848). The factors that affect the response rate of a population are illustrated by Saleh and Bista (2017, pp. 63-74). Survey response rates are found to depend on a combination of factors including reward, trust, and costs as it is the likelihood that individuals will respond to the survey. There are many techniques to maximise questionnaire response rates. The consent form that was explaining the purpose, significance and privacy of personal data was distributed along with a survey to build up trust among research participants. This research sought to explain the mediating relationship of OCB with determinants and employee perceived organisational performance through objective facts.

Table 4.1: Tasks of the study

Tasks	Timeframe																	
Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Task 1.1: Write up of Introduction and Literature Review																		
Task 1.2: Write-up of Methodology																		
Task 2: Getting all the required ethical approvals and Prepare research tools																		
Task 2.1: Administer the survey																		
Task 2.2: Enter survey data into database																		
Task 2.3: Analysis of collected data																		
Task 3.1: Conducting Action Learning																		
Task 4: Write up for discussion																		
Task 5: (Feedback): Feedback to participants																		

4.4.2 Available Data Resources

In reference to the Pakistan automotive industry, there are some authentic resources which are responsible for providing monthly, half-yearly or annual reports on national growth and productivity. For instance, the Pakistan Bureau of Statistics (PBS), the government of Pakistan is responsible for collecting and compiling the statistical data related to various socioeconomic sectors through primary, secondary sources and administrative records of the government. It includes statistical reports on business and communication also (Pakistan Bureau of Statistics 2015). PBS reported, according to the Annual Report 2013-14 of the State Bank of Pakistan (2014), the production of units registered with the Pakistan Auto Manufacturers Association (PAMA, 2015) only, which include: Pak Suzuki, Toyota Indus, Honda, Fiat, Deewan, Hinopak, Gandhara, Sind Engg, Master and Isuzu. This list did not include some leading bus and truck manufacturers, namely Afzal Motors, Al-Haj FAW Motors and regional automotive manufacturers. According to the latest annual report of the State Bank of Pakistan, 2014-2015, among large-scale manufacturing index (LSM), the automobile industry has shown 23.6 cumulative growth and 34.8 percentage contribution during the fiscal year 2015. The current study focused on gathering data directly from sales professionals. Although the data source available could provide statistical analysis regarding the Gross National Product (GNP), according to the nature of the study, the survey research method was selected as being most appropriate.

4.4.3 Sample

Sampling method selection constitutes an integral part of the research work. Sampling methods allows the selection of the sampling size to be selected from the population by avoiding the biases in the sampling. Since the population of this research work is very large, therefore, in order to select the sample of the interest, it is necessary to select an appropriate sampling method which can contribute towards obtaining samples from the large population. There are two types of sampling methods that can be selected for conducting the research work. The sampling methods include non-probability sampling and probability sampling. In case of non-probability sampling, the members of the selected group are selected in non-random manner, thus under this sampling, each member of the population does not get the chance to be included in the study. This category of sampling includes quote system, snowball sampling method, convenience sampling method and purposive method. This sampling type is also subjected to higher biases; therefore, this type of sampling method has not been selected

for this research work. Considering the population size and necessity of the equal representation of participants, it was considered necessary to select the sampling method from the probability sampling. In probability sampling, each member of the population gets an equal chance of participating in the research study. This sampling type includes simple or random sampling, multistage sampling, stratified sampling, and cluster sampling.

There are a number of sampling techniques that can be adopted for this research work. The sample obtained for this research was comprised of 500 automobile sales professionals. According to the Business recorder (2012), there were approximately over 200,000 people engaged in the automobile sector in Pakistan. Although the exact number of sales professionals could not be traced by any authentic resource or measure. The representative sample was calculated by using a sample size calculator by using 95% confidence interval, and an error margin of 5 % was selected because of human participants. Sample size calculator had computed the sample size of 383 out of the entire population. The sample size was increased up to 500 due to two reasons. Firstly, for studies involved Confirmatory Factor Analysis (CFA), minimum recommended sample data found is 300-500 (Tabachnick & Fidell 2012). This study will conduct CFA to check the fitness of the model. Secondly, in order to avoid any problem in advance, related to the completion and return of surveys, the researcher increased the sample of sales professionals up to 500. Data was collected from five (5) major cities of Pakistan (Lahore, Karachi, Peshawar, Faisalabad, and Islamabad) during a three-month timeframe. These mentioned cities are the primary business hubs in Pakistan. Most automobile companies were situated in those provincial capitals. Therefore, the respondent population selected from these cities well represents the entire population of sales professionals in Pakistan with an representative sample size of 500 to comply with the minimum recommended sample size in case of CFA based research and to keep the sample substantial in case specific questionnaires are incomplete or returned. The sampling strategy is the procedure to choose the significant number of respondents representing the entire populace used as a sample frame in the research (Elfil & Negida 2017). A probability sampling technique, called stratified sampling, is used in this study as it reduces the sampling errors. A stratum might be called as a population subset that shares at least one characteristic to finalise a sample size large enough to represent a population. In this case, all the sales professionals in the Automobile Industry of Pakistan comprise selected stratified sample frame to highlight a specific subgroup within the population. The sampling size for each selected stratum is proportionate when viewed against the entire

population. However, stratified sampling requires more effort as there is a practical limit to the number of samples used. As participants are selected randomly, an effort on the part of constructing a complete population list is required (Bornstein et al. 2013, pp. 357-370). There are approximately 150,000 to 200,000 sales professionals in the automobile industry of Pakistan (Business Recorder, 2012). From this sample frame, people can be selected randomly who can be further questioned for conducting the research. However, a small sample size, like our study, that is too small, reduces the power of the study. Faber and Fonseca (2014, pp. 27-29) posit that the power of the study is its potential to detect an impact when one is to be detected. The sample size reduces the confidence level of the study, which is related to the Z-score as the sample size is directly proportional to Z-score and inversely proportional to the margin of error. Hackshaw (2008, pp. 1141-1143) elaborated on small sample size stating that 95% confidence and true effect of observed estimate is required while conducting research with a small sample. Sometimes, the small sample size may lead to false-positive results or may lead to the overestimation of the magnitude of an association. A sampling unit represents the population of interest in the study being conducted. It is an individual identity in the sample. In this case, it is an individual person who is selected as a respondent in the survey. The sampling size for the study has been derived by utilising the formula developed by Cochran (1977). The formula used is given as follows:

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where,

- n_0 is the sample size
- Z is the value for confidence level (1.96 for 95% confidence interval)
- p is the percentage of picking a choice
- q is p-1
- e is the desired level of precision

4.4.3.1 Inclusion / Exclusion Criteria

The sample was comprised of sales executive, senior sales executive, assistant manager, manager, deputy general manager and general manager sales and marketing. This is a typical hierarchy of automobile sales sector of Pakistan. The minimum educational level of the participants was secondary school education so that they could read and comprehend the questions independently. All male and female sales professionals from the age of 18-60 were included. All the participants were from sales Departments.

The sample selection is presented in the table below.

Table 4.2: Sample of the study

Cities	Sample	Individual Administration of Measurements
Lahore Karachi Faisalabad Islamabad Peshawar	(n=500) Sales executive Senior Sales Executive Assistant Manager Manager Deputy General Manager General manager Sales and marketing	Demographic Form The General self- efficacy scale Basic Need Satisfaction at Work Job satisfaction scale Self-control scale Work context subscale Organisational Citizenship Behaviour Scale Organisational Performance Total time duration: 25-33 minutes

4.4.4 Research Regulation

All the ethical considerations were fulfilled before conducting the study. Application for the approval of the project was submitted to the Research Degrees' sub-committee of Sheffield Business School and the Business School Netherlands to seek permission. Consent was taken by the authors of the scales. The written permission from the GM / CEO or any designated person of automobile companies was sought before the initiation of data collection (Appendix A). Once permission was granted, the researcher requested the human resources department in the organisations for the email addresses of sales professionals to contact them. The researcher sent an introductory email outlining the research and explaining its purpose to all of the sales professionals at the organisations. Those who show their interest in participation were contacted for the next step. A consent form was given to participants to explain the process of study and to seek their willingness to participate. Participants were assured about the confidentiality of the information sought from them. The researcher sent consent forms to the participants (Appendix B) and also research surveys. The researcher sent the survey form by email or through postal mail to the sales professionals who showed interest to participate. A participant information sheet (Appendix C) was attached to each questionnaire (Appendix D).

4.4.5 Data Collection

The survey was administered to a sample of 800 sales professionals. A brief structured socio-demographic information form was provided to the participants to obtain the demographic information. The participants were asked to complete the standardised scales of general self-efficacy, well-being at work scale, job satisfaction scale, self-control scale, work design scale and scale of perceived performance. The instruction to

fill out all the forms was followed according to the instructions for the participants. The participants were requested to send their completed survey forms back to the researcher as soon as possible during a two-week time duration from receiving the survey. The researcher received 530 research forms. Out of 530 forms, 30 were discarded due to incomplete information or missed responses on the questionnaire. After compiling the results, a brief feedback report was sent to the participants through email. The results were analysed statistically through SPSS Version 24.0 to test the hypotheses and graphical representation. The work plan of the study is presented below.

Table 4.3 Work plan for the study

S.#	Individual Administration of Measurements	Time duration (min-max approx.)	Total Sample
1	Demographic Form	3-4 minutes	n=500 sales professionals (Lahore, Karachi, Peshawar, Faisalabad, and Islamabad)
	The General self- efficacy scale (10 items)	2-3 minutes	
2	Basic Need Satisfaction at Work (21 items)	4-5 minutes	
3	Job satisfaction scale (15 items)	5-6 minutes	
4	Self-control scale (13 items)	3-4 minutes	
5	Work Context Questionnaire (14 items)	3-4 minutes	
6	Organisational Citizenship Behaviour Scale (9 items)	2-3 minutes	
7	Organisational Performance (11 items)	3-4 minutes	
	Total time duration	25-33 minutes	

4.4.6 Action Learning methodology

Action learning methodology has been implemented towards the end of the project for estimating the number of elements that can contribute to evaluating the reliability of the research work. Action learning methodology has contributed towards identifying the factors that can provide inside to identify the internal conflict situation of the organisation. Action learning methodology has, therefore, provided insight to test the reliability of the variables of the case study and has allowed taking into consideration several other elements that can impact the overall results of the process. It has further contributed towards identifying the problems in an organisation that can lead towards affecting OCB. Further, this methodology has also contributed towards eliminating the biases and has contributed toward reducing the variances from the research study.

The various processes can be used while applying action learning process. The most closely related processes to the SCT was found by Garvin (1994, pp. 19-28), as learning process stages. These stages are found compatible with the Social learning theory. It provides changes in cognitive, behavioural, and effective stage to the managerial staff

that is closer to SCT components. These three research methods (McKernan 1991) were administered:

1. **Observational and Narrative Research Methods:** Rating scales were used to check the health status of the organisation and perspectives of the employer, employees and consumers while administering the business model.
2. **Discourse Analysis and Problem-Solving Methods:** Interview method was used to analyse and to explore the elements related to the internal conflicts of the organisation. This method directly led to coming up with various solutions to the problems.
3. **Critical-Reflective and Evaluative Research Methods:** Evaluation form was used to establish the results of problem-solving strategies and direct feedback. This method highlighted what the areas in which improvement was required.

4.5 Variables

Variables in research are determinants of OCB for employees, including, personal variables (self-efficacy, well-being), attitude/ behavioural variable (job satisfaction, self-control) environmental variable (work design), organisational citizenship behaviour and organisational performance in automobile sales professionals.

4.5.1 Operational Definition of Variables

Three variables were considered as independent variables, namely personal (self-efficacy, well-being), attitudinal/behavioural (job satisfaction, self-control), and environmental (work design) variable. The organisational citizenship behaviour was the dependent variable in the determinants of OCB. Furthermore, organisational performance can be considered as a dependent variable. Here, we examined each variable along with the operational definition.

4.5.1.1 Personal variables

i. General Perceived Self-Efficacy: Among personal variables, self-efficacy was the first one. Generally, most people consider that he/she is capable of performing and exerting himself/herself into various tasks regardless of the difficulty level; it further cultivates a positive strength in ones' self. Bandura (1989 pp. 1-60) emphasised that self-efficacy is

a motivating factor in the field of management. This construct is based on social cognitive theory. The self-efficacy has been studied as an independent factor in previous studies (Todd & Kent 2006, pp. 253-268; Oren et al. 2013, pp. 505-516). Moreover, the relationship of self-efficacy has been reviewed with OCB (Mansor et al. 2013, pp. 1-11; Oren et al. 2013, pp. 505-516; Shahidi et al. 2015, pp.1499-1503) and performance (Stajkovic et al. 2003, pp. 126-140) in the last chapter. The General Perceived Self-Efficacy Scale (Schwarzer & Jerusalem, 1995, pp. 35-37) was used. An employee who was having higher scores on the scale than the group median was considered as having high self-efficacy and more confidence in his capabilities (Schwarzer & Jerusalem 1995, pp.35-37).

ii. *Basic psychological need at work (Well-being)*: The second variable among personal factors is attributed to well-being. Employees cannot relate to the values or targets of the organisation until their needs have not been fully met (De Neve et al. 2013). Various employees have distinct types of needs. To address this issue, a standardised scale of basic psychological need at work has been selected. It captured the needs of power, achievement, and relatedness. The well-being has been found to have a healthy independent relationship with OCB and performance (Daniels & Harris 2000, pp. 304-309; Bakker & Oerlemans 2010; Dávila & Finkelstein 2013, pp. 45-51). The well-being was defined as high if the employee scored high on the underlying psychological need at work scale.

4.5.1.2 Attitude or behavioural variables

Attitude or behavioural factors come in the second stage of the SCT triad. Attitude and behaviour are firmly attached. Attitude is more related to the feeling of a person. The behaviour is more visible and can be observable. When we talk about organisational citizenship behaviour, it is more discretionary. Thus, it is more stemmed from thoughts and feelings. When an employee who is having a fulfilled level of personal variables (self-efficacy and well-being) at work, it will manifest in a positive attitude and behaviour.

Keep in view; job satisfaction has been chosen as an attitude and self-control as behaviour. Job satisfaction as an attitude assures more commitment to the job (Awang et al. 2010, pp. 241-255). On the other hand, self-control as behaviour has been categorised as a self-regulatory process and closely studied with self-efficacy (Bandura 1989, pp. 1-60; Al-Harthy & Was 2010, pp. E2). The study of Gagne´ (2003, pp. 199-223), described the association between self-control behaviour and well-being (need for power,

achievement, and relatedness). Tangney, Baumeister and Boone (2004, pp. 271-324), also confirmed the association between self-control and well-being. When an employee feels the freedom of choice, then he/she can move towards the mastery of skills. Moreover, fulfilled the need of relatedness from teammates facilitates that employee to maintain persistent patterns and to achieve their targets. Both variables of self-control and job satisfaction have strong ties with OCB (Lee et al. 2013, pp. 54-65).

i. *Job satisfaction*: Job satisfaction was studied by administering the Global job satisfaction scale developed by Warr (1979, pp. 129-148). This scale is providing internal as well as external factors that can affect satisfaction. The choice of this scale was also based on a study investigating a connection between job satisfaction and well-being given by Warr in 1999 (Warr 2007; Underslak 2009). The job satisfaction scale presents an overall satisfaction with the job. Operationally a higher score of an employee represents higher satisfaction with the job (Kader 2006, p. 84).

ii. *Self-control*: Although various scales are available for self-regulation, yet most of them are related to self-management medication or addiction treatment. The scale of self-control was developed by Tangney et al. (2004, pp. 271-324), utilised in management and consumer studies more frequently (Keinan, & Kivetz 2008, pp. 676-689; Laran & Janiszewski 2011, pp. 967-983). Operationally, a higher score of an employee represents greater self-control, and lower scores represent low self-control.

4.5.1.3 Environmental variable

The third major determinant or factor is the environment. Work design was selected as representative of the environment.

Work Context (design): This factor is covering a vast field of work settings. To measure this component, four subscales namely work context, provided information. In order to measure this variable, a standardised scale of work design will be employed. The Work Design Questionnaire was utilised in various management studies (Morgeson & Humphrey 2006, pp. 1321-1339; Shantz et al. 2013, pp. 2608-2627). This scale not only covers job features, but it also covers the broader perspective of a link between job and the related environment too (Morgeson & Humphrey 2006, pp. 1321-1339). It is more relevant to the nature of sales professionals. Those employees who scored higher on the work context scale than the average score was considered as being more satisfied with the characteristics of the job and work context.

4.5.1.4 Organisational citizenship behaviour

All the variables mentioned above, including personal, behavioural and environmental factors, produce OCB (Li & Sekiguchi 2014, pp. 14-18; Ariani 2014, pp. 74-90). According to Organ et al. (2006), OCB benefits organisations in many ways. It helps to facilitate resources thoroughly and in an efficient way. It also smoothens the way for maintenance of resources, which leads to higher productivity. According to Podsakoff et al. (2009, pp. 122-141), OCB has many benefits for managers and co-workers to plan, schedule, and to perform well with their jobs. For the assessment of OCB, the scale developed by Podsakoff et al. (1990, pp. 107-142) was selected. Although there are many other contemporary scales available for the measurement of OCB. This particular scale has dominant evidence of providing individual, as well as the organisational level of OCB. An employee was considered as having a high level of OCB if they scored high (more than average) on the OCB scale.

4.5.1.5 Perceived organisational Performance

Lastly, the variable of performance was studied concerning OCB. Generally, organisations are focused on the end result of performance. There are many studies that have been conducted and have revealed the relationship between OCB and organisational performance (Hoffman et al. 2007, pp. 555-566; Dash & Pradhan 2014, pp. 17-27; Shantz et al. 2013, pp. 2608-2627). Thus, the relationship between OCB and performance was measured. For this purpose, the scale of perceived organisational performance scale was used. It seems fair that a person himself/herself can view and narrate his own evaluation (Chiang & Hsieh 2012, pp.180-190). A person was considered as having a high level of perceived performance if he/she scored high (more than the average score) on the performance scale.

4.6 Instruments or Measures

The following questionnaires and standardised measures will be used in the research that contained different numbers of items. The detail is provided below.

4.6.1 Demographic Form

A thorough demographic form containing various personal, economic and job status variables was utilised to explore and obtain the socio-demographic correlates of OCB. This form has been developed by variables found significantly related to OCB. Person-related variables were age, gender, qualification, and marital status (Cohen &

Avrahami 2006, pp. 889-901; Ng & Feldman 2008, pp. 392-423; Latha & Kumar 2013, pp. 224-226; Pavalache-Ilie 2014, 489-493), work-related variables were designation, department, tenure, (Turnipseed & Rassuli pp. 231-244; 2005; Chen 2008, pp. 56-61), the socioeconomic variable was the average monthly income, socioeconomic status, incentives, language. Moreover, a five-point rating scale, ranging from poor to excellent, was used to measure health status.

4.6.2 Standardised Scales

Seven standardised questionnaires were used in this research that contains different numbers of items. To measure various research variables, different standardised scales were administered. For measuring self-efficacy, the Scale of General Perceived Self-efficacy (GPSE), for well-being, Basic Need Satisfaction at Work Subscale (BNSW), for the attitude of job satisfaction, Job Satisfaction Scale (JSS) and self-control behaviour, the Self-Control Scale (SCS) were used. A work context subscale from the Work Context Scale (WCS) was applied to measure job-related variables. Finally, to measure Organisational Citizenship Behaviour, the Scale of Organisational Citizenship Behaviour (OCB) and Organisational Performance Scale to measure performance was applied. The following are the details of the reliability and validity of the measures.

4.6.2.1 General Perceived Self-Efficacy Scale (GPSE)

General Perceived Self-Efficacy Scale was developed by Schwarzer and Jerusalem (1995, pp. 35-37) based on the theory of Bandura (1977, pp. 191-215). It measures self-efficacy in adaptation, optimism, and coping in relation to facing adversity or everyday problems. Each item refers to successful coping and implies an internal-stable attribution of success. The purpose of the GPSE is to measure confidence in goal setting, effort, and persistence. The original scale had 20 items. Afterwards, it was reduced to 10 items. The GPSE Scale is a self-administered and consists of 10 items. One particular study (Scholz et al. 2002, pp. 242-251) gathered data from 19120 samples from 25 countries to measure the concept of self-efficacy as a global one. Inter consistency was found 0.86 among the data of 25 countries. Criterion-related validity was documented in numerous correlation studies where positive coefficients were found with favourable emotions, dispositional optimism, and work satisfaction. Cronbach alpha coefficient for the 10-item scale was found 0.93 in the study of Oren and colleagues (2013, pp. 505-516). In the current study, the Alpha coefficient for GPES was 0.73.

4.6.2.2 Basic Need Satisfaction at Work Scale (BNSWS)

This scale was developed by Deci and Ryan to measure ongoing satisfaction for people to maintain optimal performance and well-being (Deci & Ryan 2000, pp. 227-268). It is one of the subscales of the Basic Psychological Need scale (Ilardi et al., 1993, pp. 1789-1805). This subscale has 21 items. Basic need satisfaction at work scale contains three subscales, to assess the degree to which people feel the satisfaction of three needs within their workplace. Needs for competence has six (6) items. Need for autonomy can be measured by seven (7) items and the need for relatedness has eight (8) items. The Basic Need Satisfaction at Work Scale has been used in many studies (Kasser et al. 1992, pp. 175-187; Ilardi et al. 1993, pp. 1789-1805; Deci et al. 2001, pp. 930-942; Baard et al. 2004, pp. 2045-2068). The Cronbach's alpha for the total need-satisfaction scale in the Bulgarian sample was .83 and in the American sample was .89. For the competence, relatedness, and autonomy subscales, the alphas in the Bulgarian data were .81, .57, and .62, respectively, and in the American data were .73, .84, and .79, respectively (Deci et al. 2001, pp. 930-942). Baard et al. (2004, pp. 2045-2068) found intrinsic need satisfaction to be positively correlated with work performance ratings and with psychological adjustment, thus supporting the validity of the construct. As far as reliability for the scale for Pakistani sample is concerned, the alpha coefficient was found .80 for the total scale in this study. Whereas, .79, .71 and .74 inter-consistency were found for the subscales of power, achievement, and relatedness.

4.6.2.3 Job Satisfaction Scale (JSS)

Job Satisfaction Scale was developed by Warr and his colleagues (1979, pp. 129-148). This is a seven-point Likert scale ranging from 1 = extremely dissatisfied, 5 = extremely satisfied, with 15 items. There are seven (7) items that fall within the domain of Internal satisfaction. An example of the item is, 'The freedom to choose your method of working'. There are eight (8) items representing External satisfaction. An example of external satisfaction item is, 'The recognition you get for good work.' The coefficient alpha was 0.85-0.88, and the test-retest correlation coefficient was 0.63 for 6 months (Warr et al. 1979, pp. 129-148). The Cronbach's alpha for JSS was calculated 0.88 for this study. Whereas, .88 and .86 inter consistency was found on subscales of intrinsic and extrinsic motivation respectively.

4.6.2.4 Brief Self-Control Scale

The Original Scale of Self-control (Tangney et al. 2004, pp. 271-324) was developed with 36 items. A shorter version has 13 items. It is a self-report questionnaire. Participants rate how well each item (e.g., 'People would say that I have iron self- discipline') describes them on a 5-point scale ranging from 1 = Not at all like me, to 5 = Very much like me. There are some items with reverse scoring. As far as reliability of the scale is concerned the scales authors have reported, Cronbach's alpha ranged from .83 to .85. Test-retest reliability three weeks later ranged from .87 to .89 by Tangney et al. (2004, pp. 271-324). As far as the reliability of the scale with the Pakistani sample is concerned, .84 alpha coefficient was calculated in current research.

4.6.2.5 Work Context Scale (WCS)

The environmental variable was measured by a subscale of work context from a standardised scale of the Work Design Questionnaire (Morgeson & Humphrey 2006, 1321-1339), having 14 items. Item can be scored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Four subcategories are measuring various aspects of the working environment. It includes ergonomics, physical demand, work conditions and equipment use. Further, each subscale measures various aspects of job characteristics. The scale has frequently been used in various studies (Shantz et al. 2013, pp. 2608-2627; Guntert 2015, pp. 74-87). Shantz et al. (2013, pp. 2608-2627) and Drown (2013), reported consistency coefficients and excellent reliability for all the subscales of WDQ. Here, it is essential to mention that the authors of the scale emphasise to relate the work context elements to other variables of the job (Morgeson et al. 2012, pp. 525-559). Work context included in the survey, therefore, provide the chance to measure the environmental variable. The reliability of 14 items of WDQ was found to be 0.78 in the present study. Whereas, on subscales of ergonomics, physical demand, work conditions and equipment use, the alpha coefficient of .97, .90, .98 and .93 was found respectively.

4.6.2.6 Organisational Citizenship Behaviour Scale

Organisational Citizenship Behaviour Scale contains 24 items developed by Podsakoff et al. (1990, pp. 107-142). However, nine (9) item scale was utilised modified by Podsakoff and MacKenzie (1994, pp. 351-363). For the subscales of helping, civic virtue and sportsmanship the results yield, Cronbach alpha coefficient of correlation as highly significant as $\alpha = .89, .82$ and $.84$, respectively (Podsakoff & MacKenzie 1994, pp. 351-363). The scale provides information about organisational citizenship behaviour on the

individual as well as an organisational level. An example item would be, 'I act as a "peacemaker" when others in the agency have disagreements' (Helping), 'I tend to make problems bigger than they are at work (R)' (Sportsmanship), and 'I attend and actively participate in agency meetings' (Civic Virtue). A study conducted by Raineri et al., (2012, pp. 147-177) reported excellent reliability of a 9-item short scale of OCB (sportsmanship $\alpha = 0.71$; civic virtue $\alpha = 0.76$ and for helping $\alpha = 0.85$). The reliability of 9 items of OCB was found 0.83 in the present study. Whereas, subscales of sportsmanship, civic virtue and helping yielded reliability scores of .79, .90 and .73.

4.6.2.7 Perceived Organisational Performance (POP)

Delaney and Huselid (1996, pp. 949-969) have developed the scale of organisational performance. There are two major parts of the scale. The first one is based on the respondents' perceptions of their firm's performance relative to that of similar organisations. This part consists of seven (7) items. The second part is based on the respondents' perceptions of their firm's performance relative to product-market competitors. The second part consists of four (4) items. In total, there are 11 items containing Cronbach alpha of 0.85. It has two subscales. Perceived organisational performance (7 items) and Perceived market performance (4 items). Examples are: 'how would you compare the organisation's performance over the past three years to that of other organisations that do the same kind of work, what about the quality of products, services, or programs?' (Perceived organisational performance), 'compared to other organisations that do the same kind of work, how would you compare the organisation's performance over the last three years regarding growth in sales?' (Perceived market performance). An alpha coefficient of .91 was found for a total score of the perceived organisational performance scale. The subscale of perceived organisational performance yielded .98 and perceived market performance found .94 score for reliability in this study.

In brief, there were seven standardised scales utilised in the study. After an in-depth literature review, none of the scale or questionnaire was found to be addressing all the variables together. The option to develop our measure was not workable due to existing, validated and reliable measures. Most of the questionnaires have been empirically tested and been conducted with various populations as well as organisational settings. Further, it has been taken into consideration that altogether surveys will consume an average of 25-33 minutes and participants can complete it at their convenient time.

4.7 Controlling the Variables

To capture other personal, organisational, and environmental forces that are related to OCB and perceived organisational performance, several control variables have been included. It has been taken into consideration at the time of selecting the sample that all the samples will be from homogeneous groups (sales professionals of the automobile sector) by profession. Furthermore, sales professionals belong to 3S, 4S and 5S new vehicle dealership of the representative automobile organisations was included in the sample, so the effect of organisational size could be controlled. The variables of age, educational qualification and tenure have been included in the demographic form to capture any confounding values and maturation effect. Another job-related variable that could affect the perception of OCB was controlled by asking job title. It further facilitated to conduct a comparison among managers and staff members. The factor of financial stress was captured by asking incentives received from the organisation. The standard of product or service and market competition faced by an organisation likely influence its performance and its OCB practices. Therefore, control of competition was included with a variable called market competition; respondents were asked the amount of competition faced by the organisation in its primary product or service market (1 = none, 4 = a great deal). After controlling all these variables, any factor related to cultural or organisational aspects was taken care of during the implementation stage.

4.8 Scoring of Scales and Statistical Analysis

4.8.1 Scoring of the scales

The standardised procedure proposed by the authors of the measures was utilised. The following will provide a brief description of the scoring.

4.8.1.1 Generalised perceived self-efficacy scale

This scale can be responded on a 4-point Likert scale (1=Not at all true, 2=Hardly true, 3=Moderately true, 4= Exactly true). The score range is 10-40. The sum score or mean score can both be used for analysis. Data will be discarded and replaced if there are 3 or more missing responses in the research form. According to Schwarzer and Jerusalem (1995, pp.35-37), there is no cut-off score, but the median split of the sample could be used if required. There is no reference group available for sales professionals in Pakistan, so the median split of the study sample was used.

4.8.1.2 Basic Need Satisfaction at Work Scale

A response on the scale can be rated on the 3-point rating scale. It ranges from 1 (Not at all) to 3 (very true). There are a few statements negatively worded for which the score is reversed (item 3, 5, 7, 11, 14, 16, 18, 19 and 20). Ilardi (1993, pp. 1789-1805), mentioned an easy method to subtract all the reverse score items from number 8. The average score was computed for each subscale (Autonomy, competence, and relatedness). Then the three subscales were averaged from need satisfaction at work.

4.8.1.3 Job Satisfaction Scale

Responses can be rated on a 5-point Likert scale ranging from 1 = extremely dissatisfied, 5 = extremely satisfied. There are seven items presenting intrinsic motivation and eight items as extrinsic motivation. Scoring is simple, and the sum can be done by adding up all the scores on each item. The score ranges from 15-75 (minimum-maximum).

4.8.1.4 Self-control scale

Responses rated on a 5-point Likert scale. 1= Not at all like me, 2= A little like me, 3= Somewhat like me, 4= Mostly like me, 5= Very much like me. There were a few items scored in reverse order. These reverse items are 2, 3, 4, 5, 8, 9, 11, 12, and 13. Scores range from 13 to 65. The total score can be acquired by adding up all the points for each item and dividing by 13. The maximum score on this scale is 5 (extremely self-controlled), and the lowest score on this scale is 1 (not at all self-controlled).

4.8.1.5 Work Context Scale

Responses can be reordered on a 5-point Likert scale. Statements are positively worded. 1(one) is equal to disagree strongly, and five is equal to agree strongly. It included four subscales, namely, ergonomics, physical demand, working conditions and equipment use. Furthermore, each subscale measures various aspects of job characteristics. The work context subscale is based on work conditions consisting, ergonomics (3 items), physical demand (3 items), work conditions (5 items) and equipment use (3 items). Scoring is simple, and the sum can be done by adding up all the scores on each item.

4.8.1.6 Organisational Citizenship Behaviour Scale

The responses can be measured on a seven (7) point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Among the three subdomains, sportsmanship is having 3 items, civic virtue 3 items, and helping 3 items. There are three items in reverse order (item 1-3). For the OCB variable, the mean of all item scores was calculated.

4.8.1.7 Perceived Organisational Performance

An item can be answered easily on a 4-point Likert scale ranging from the worse (score=1) and much better (score=4). The scores range from 11-44. The mean was calculated from the sum of the scores on the scale.

4.8.2 Statistical Analysis

Descriptive Statistics was used to calculate mean, frequency, standard deviation and percentage of socio-demographic variables. Descriptive statistics presented the most dominant trend of data regarding age, educational qualifications, the tenure of the job, socioeconomic status, and incentives.

There were seven (7) standardized scales used in the current study to measure various variables. Although the Likert scale of all the measures was ranging from 3-7, combined in one survey form. However, all the scales were published, standardized, valid, and reliable. In statistical analysis, scores of the scales will be analysed separately. Therefore, no change was applied for uniform rating scales scoring. The raw score of each scale was used in general, and the mean score was utilized for ANOVA. Moreover, reliability analysis, factor analysis and normal distribution of scores will be computed to check any kind of difficulty. At the start of each scale, instructions and purpose of the scale were mentioned to avoid any confusion for respondents. Most of the scales were used in Automobile sales professionals of Pakistan for the first time. Thus, it was aimed to measure the cultural difference in reliability (Wang et al. 2008).

An exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) will be conducted in the measurement of measurement model diagnosis and for structural equation model for the structural equation model (SEM). Both are complementary to each other. All hypotheses testing will be conducted via Multiple Regression and SEM (H1-H7).

Furthermore, Reliability analysis will be conducted for subscales. Additionally, Partial Correlation was used to study the overlapping effects of various control variables by controlling them and measuring their individual effects. In this study, there are three independent variables that are personal variables (self-efficacy, well-being), attitudinal /behavioural variables (job satisfaction and self-control) and environmental variable (work design) affecting OCB.

Multiple regression analysis was conducted to measure the relationship of OCB with socio-demographic variables (Additional H9). ANOVA was computed to find out

the difference of mean scores on OCB among different occupational groups of managers and staff members (Additional H10) to measure the difference of opinion.

Moreover, an additional statistical analysis of mean score comparison will be conducted to measure the impact of the action learning method regarding implementing strategies to enhance OCB (H8). It will be discussed in chapter 7.

Chapter 5

Data Analysis

5.1 Introduction

This chapter describes the analysis and findings by testing the hypotheses statistically, as stated in chapter three. The descriptive and inferential analysis was conducted on the data collected from the 500 automobile sales professionals working in Pakistan. The first section tends to report the survey findings using descriptive and inferential analysis using statistical package for social sciences (SPSS v.24). The overall objective of this chapter is to provide analysis and interpretation of the results to identify the relationship of determinants of OCB in the automobile sales professionals. It is centred to utilise quantitative manner to evaluate the impact of OCB on organisational performance among the automobile sales professionals.

Descriptive statistics are undertaken to the socio-demographic information, which was obtained using survey questionnaires. In socio-demographic information, respondents were asked about their city, name of the organisation (optional), age, gender, educational qualification, job designation, tenure in the current job, marital status, average monthly income, perceived social economic status, incentives, spoken language(s) at work and self-rated health status. For the descriptive analysis, percentage and frequency were calculated for the socio-demographic information about the data. For the inferential analysis of the collected data, various standardised questionnaires were utilised, and the quantitative data were measured on the Likert scale. For measuring general self-efficacy among the automobile sales professionals, General Self-Efficacy Scale (by Schwarzer & Jerusalem 1995, pp.35-37) was utilised. The questionnaire consisted mainly of solving the severe problems they could face on the job, how they would find means and ways to overcome the problems, stick to the aim and accomplish their goals, confidence in dealing efficiently with unexpected events, finding solutions when confronted with problems and so on. Similarly, for measuring well-being and its sub-components (power, achievement and affiliation), a scale of basic psychological needs at work (by Deci & Ryan 2000, pp. 227-268) was used. For measuring need of power, six items were related mainly to the freedom they get in expressing ideas and opinions about the job. The second category of well-being was need of achievement where the capability, sense of accomplishment, and work pressure was measured. The

third category was the need of affiliation that measured the affiliation of employees with their colleagues were six statements, was measured on a Likert scale. For measuring the job satisfaction of the employees (developed by Warr 1979 pp. 129-148), the factors of intrinsic and extrinsic motivation were utilised, each containing seven (7) and eight (8) statements respectively. In intrinsic motivation statements, sales professionals were asked for their physical working conditions, freedom to choose their method of working, fellow workers, responsibility, opportunity to use their ability, attention paid to suggestions and the amount of variety in their job. In extrinsic motivation, employees were asked about the recognition they received for excellent work, the rate of pay, the relationship between management and workers, the chance of promotion, a way of managing the firm, hours of work and job security on the 5-point Likert scale. Similarly, the self-control scale (by Tangney et al. 2004, pp. 271-324), work context (by Morgeson & Humphrey 2006, pp. 1321-1339) OCB (by Podsakoff et al. 1990, pp. 107-142) and perceived organisational performance and market performance (by Delaney & Huselid 1996, pp. 949-969) was measured using a Likert scale.

Analysis of the results started with descriptive statistics of socio-demographic data. This chapter presents the results of testing the hypotheses by using an exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The mediation testing of OCB between self-efficacy, well-being, job satisfaction, self-control, work design and perceived organisational performance was computed to measure the degree of relationship between the variables and determinants. The predictive association of OCB with performance and the relationship of all personal, attitudinal/behavioural, and environmental variables with the OCB was also analysed by using Regression analysis. Additionally, reliability analysis of subscales was tested using Alpha coefficient of correlation. It will provide the evidence, whether the subscales are producing consistent results about the primary construct about Pakistani culture.

The Multiple regression analysis was conducted for socio-demographic variables and OCB to measure the additional hypothesis of a relationship between OCB and socio-demographic variables. To measure bi-level difference on OCB variable accordingly to the designation, one-way ANOVA was calculated.

Additionally, the partial correlation was conducted to measure the relationship between personal, attitude and environmental variables with OCB where age and incentives were used as a control variable.

5.2 Descriptive Statistics for Socio-Demographic Data

The participants of this study were automobile sales professionals in Pakistan. Only those sales professionals were contacted after initial screening, according to inclusion/exclusion criteria of research, who have given their consent for volunteer participation. In the present study, 800 automobiles sales professionals from Karachi, Lahore, Faisalabad, and Peshawar were contacted, and a total of 530 professionals participated and responded in this research study. Thirty (30) survey forms were excluded due to incomplete information. The return rate of data collected corresponds to 62.5%.

It has been observed that people living in collectivistic societies respond differently as compared to individualistic societies (Cohen & Avrahami 2006, pp. 889-901; Spector et al. 2007). Moreover, the OCB has not been studied extensively among Sales professional in Pakistan till now. This section will provide a close view to connect with additional hypothesis testing. All the relationships and comparisons in additional hypotheses will be tested by socio-demographic variables as well as designations (managers vs employees) in relation to OCB. Thus, these analyses will help to understand the most prominent feature of the sample.

Descriptive statistics are used to study the population and variables like age, gender, and educational qualification, job tenure, perceived socioeconomic status, and incentives. Table 5.1 below is providing the descriptive statistics for the socio-demographic data. It is noted that on average participants, approximately one (1) or two (2) participants belong to the same age group. Also, every other participant on average is male, whereas, every second participant of the study has completed high school on average. The participants on average are married or single, whereas, on average, every fourth participant has an excellent status of health.

Table 5.1: Descriptive Statistics of Socio-Demographic Data

Personal variables	N	Mean	SD	Variance
Age	500	1.52	.809	.655
Gender	500	1.05	.218	.048
Education	500	1.99	1.091	1.190
SES	500	1.73	.758	.574
Health Status	500	4.57	.637	.405
Valid N (listwise)	500			

Table 5.2 presents the Socio-Demographic characteristics of sales professionals.

Table 5.2: Frequency distribution of socio-demographic variables of sales Professionals (N=500)

Characteristics	Category	<i>n</i>	%
Age Group	20-30 years	339	67.8
	31-40 years	109	21.8
	41-50 years	33	6.6
	Above 51	19	3.8
Gender	Male	475	95
	Female	25	5
Education Level	High School	241	48.2
	Intermediate	83	16.6
	Graduate	117	23.4
	Master or above	59	11.8
Marital Status	Single	264	52.8
	Married	227	45.4
	Other Status	9	1.8
Perceived Socioeconomic Status	Upper	229	45.8
	Middle	177	35.4
	Low	94	18.8
Health Status	Poor	0	0
	Fair	2	4
	Good	34	6.8
	Very Good	139	27.8
	Excellent	325	65.0

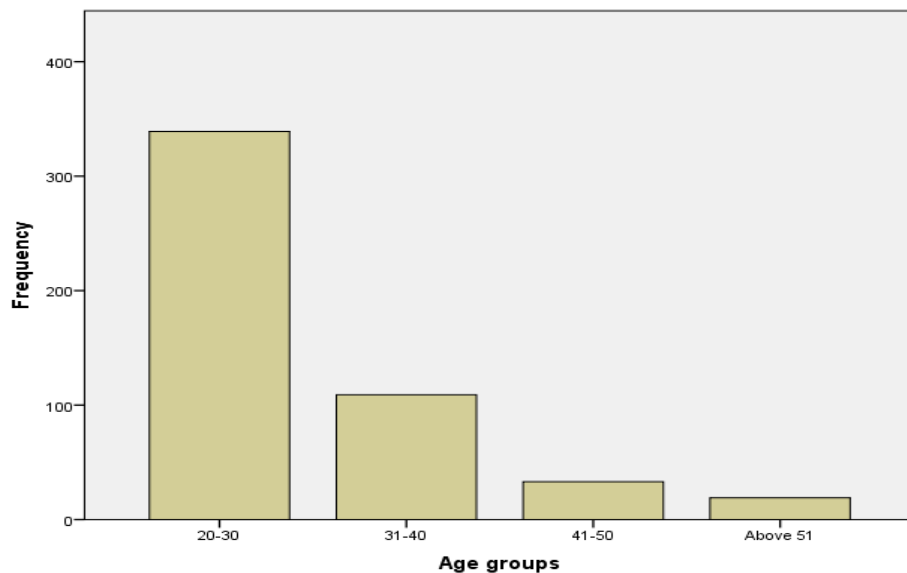


Figure 5.1: Age groups of sales professionals

The socio-demographic characteristics of the sample are presented in Table 5.2. The result from the sample indicated that the age group 20-30 represents the highest number of automobiles sales professionals in the automobile industry of Pakistan, followed by the age group 31-40. The age group 41-50 is the third highest age group,

whereas, above 51 comes in the last. It shows that there was the most substantial number of youth working in automobile companies in Pakistan.

Table 5.2 is presenting that 95% of the total respondents were male. It showed that male gender is prominent in automobile sectors as in some other professions in South Asian countries, due to male dominating nature of the society. It may also be due to the nature of work automobile companies' demand, which is more physical.

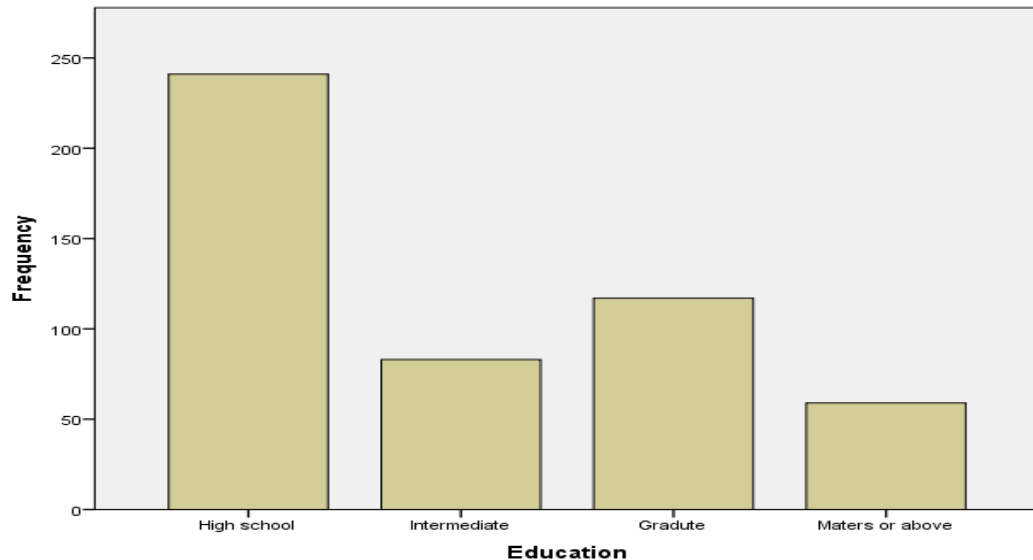


Figure 5.2: Educational qualification of sales professionals

Almost half (48.2%) of the total respondents were only high school graduate showing education is not a significant factor when it comes to the automobile industry. The current data indicated that 16.6% passed the intermediate level, 23.4% were graduate, whereas, only 11.8% were master level or above.

When it comes to the marital status of the respondents (Figure 5.3), 52.8% were single, 45.4% were married, and 1.8% had another status.

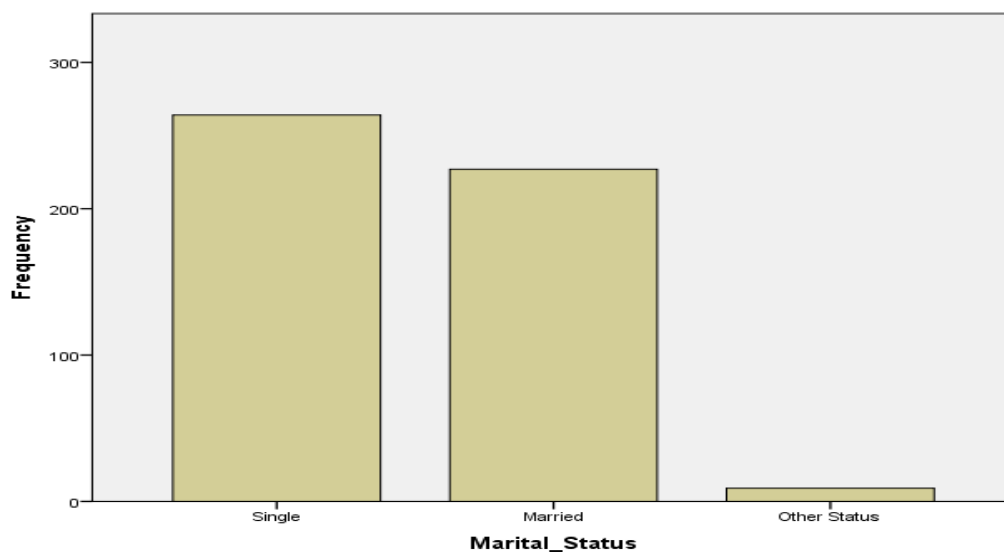


Figure 5.3: Marital status of sales professionals

Socioeconomic status (SES) measure of an adult's or family's economic or social position within society is relative to others (Saifi & Mehmood 2011, pp. 119-128). There are various measures available, along with pros and cons. Two significant components of CAPSES (Oakes & Rossi 2003, pp. 769-784) were included to measure perceived socioeconomic status.

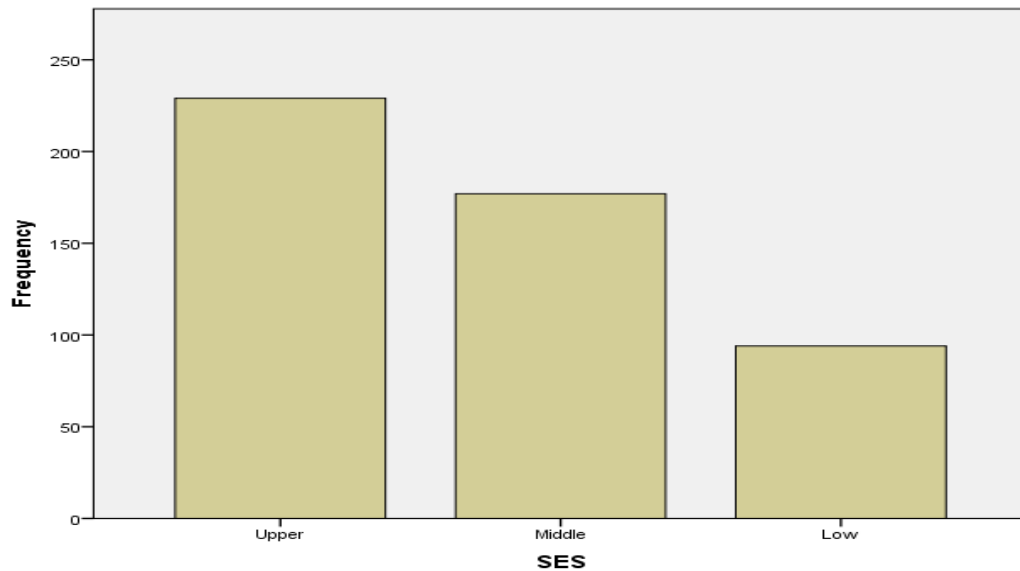


Figure 5.4: Perceived socioeconomic status of sales professionals

It was consistent with material capital (income) and human capital (education and position/designation). The previous studies (Chen 2008, pp.56-61) found a relationship between education, work experience and OCB. To maintain objectivity, education, position, and work experience of sales professionals was asked in separate questions too. The majority of the sales professionals (45.8%) reported that they perceive their socioeconomic class as an upper socioeconomic class. Next to this category, 35.4% sales professional perceived their socioeconomic status as middle socioeconomic, and the 18.8% reported low socio-economic status.

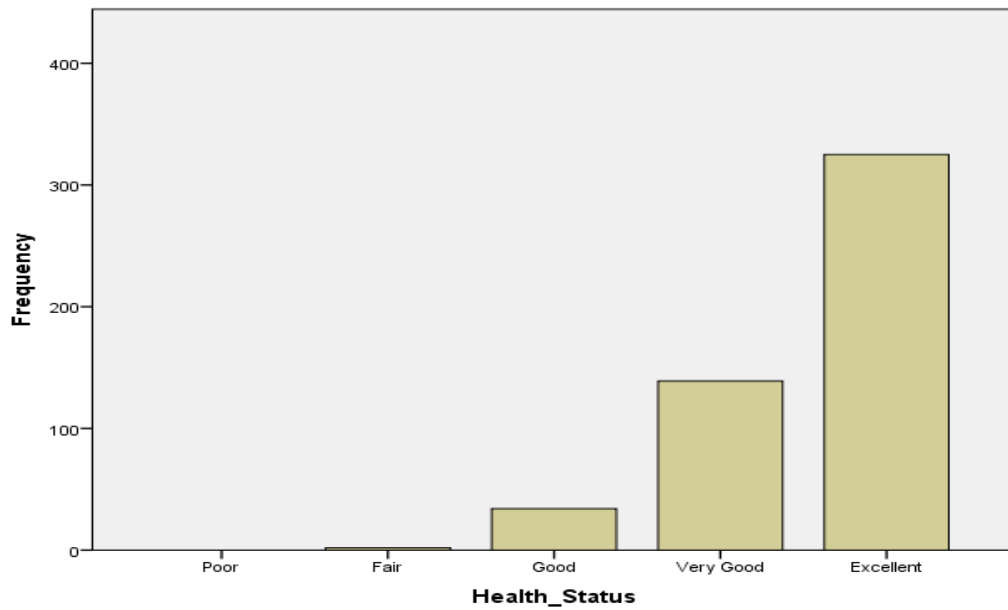


Figure 5.5: Perceived health status of sales professionals

Perception of health is quite essential to carry out the tasks and to meet deadlines. As it has been seen that the majority of respondents were young (20-40 years; 89%). It can be understood that the majority of sales professionals (65%) reported that they perceive their health status as excellent. 27.8% perceived as very good and 6.8% as good. Only 4% reported their health as fair, but none of the respondents reported their health perceived as inadequate.

The descriptive statistics for job-related variables in the sample of sales professionals is provided in the table 5.3. It is noted that the mean tenure of the participants of the study is 1 to 2 years. Also, every second or third participant of the study on average is sales executive. It is also noted from the table that every third participant of the study speaks a mixture of language at work, which may be a mix of English, regional language, or Urdu at different times.

Table 5.3: Descriptive Statistics of job-related variables in the sample of sales professionals

Job-related Variables	N	Mean	SD	Variance
Tenure	500	2.30	1.383	1.914
Designation	500	2.60	1.590	2.529
Language	500	3.70	.623	.388
Valid N (listwise)	500			

Table 5.4: Frequency distribution of job-related variables in the sample of sales professionals (N=500)

Characteristics	Category	N	%
Job tenure	1-2 years	184	36.8
	3-5 years	157	31.4
	6-10 years	50	10.0
	11-15 years	43	8.6
	More than 15 years	66	13.2
Designation	Sales Executive	177	35.4
	Senior Sales Executive	98	19.6
	Assistant Manager	83	16.6
	Manager	67	13.4
	Deputy General Manager	41	8.2
	General Manager Sales and Marketing	34	6.8
Language at work	English	5	1
	Urdu	29	5.8
	Regional Language	79	15.8
	Mix	387	77.4

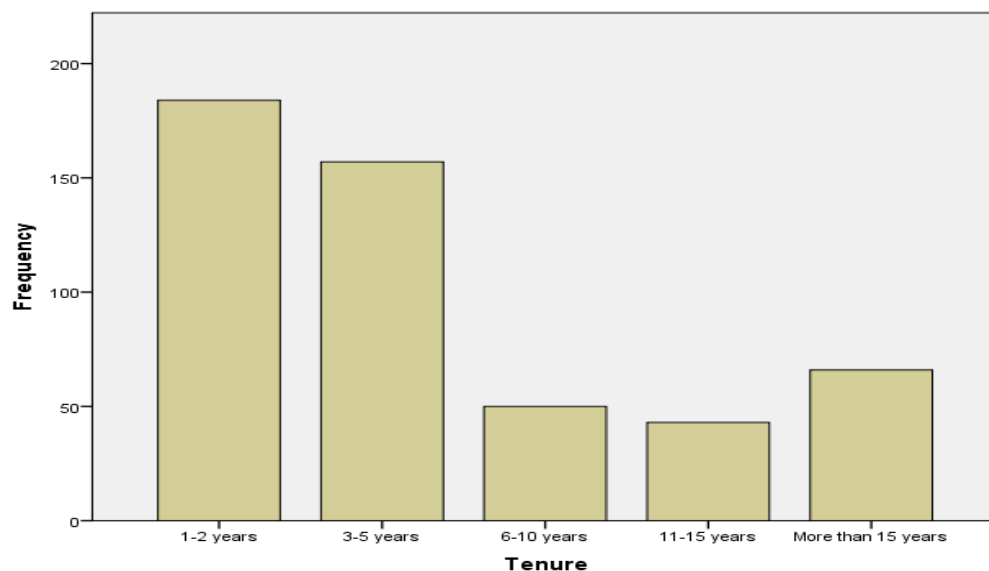


Figure 5.6: Job tenure of current position of sales professionals

The job tenure of the employees' working in automobile companies was not satisfying. The results indicated that 36.8% of the respondents were 1-2 years on the job, while 31.4% were in 3-5 years on the job. 10% were 6-10 years on the job, while 8.6% were 11-15 years on the job, and 15.2% were more than 15 years on the job. It showed that a considerable number of employees quit the job after a short period. Thus, it was found that the automobile companies failed to retain the employees and decrease employee turnover.

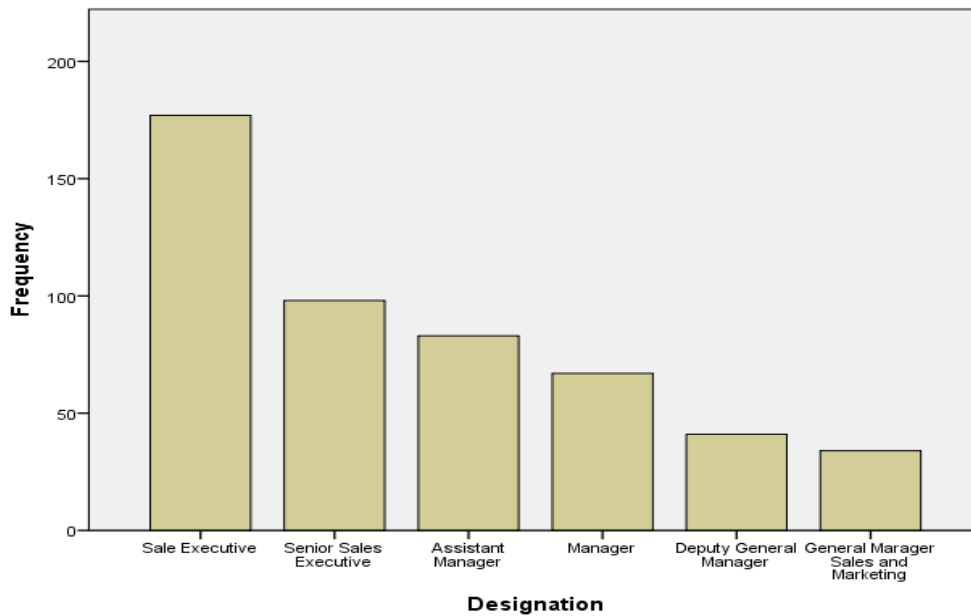


Figure 5.7: Designation categories of sales professionals

The sales executive represents the highest number of respondents which stands at 35.4%, followed by senior sales executives 19.6%, 16.6% were assistant managers, 13.4% managers, and 8.2% deputy general managers and while 8.2% were general managers of sales and marketing. The highest number of sales executives was well reflected in education, whereas, several respondents were only high school graduate.

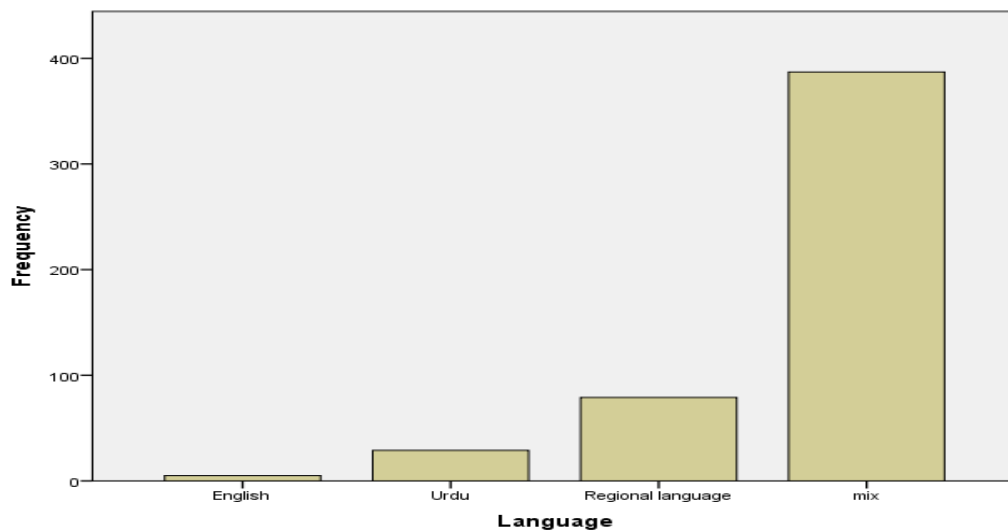


Figure 5.8: Language used at work by sales professionals

Language at work is the phenomenon that determines the communication patterns, culture, and values of the workplace. Pakistan's national language is Urdu, and it was assumed that a high number of sales professionals were speaking Urdu in the workplace. However, the result indicated a clear contrast of what was expected. Only 5.8% of the respondents were speaking the Urdu language, while 77.4% were speaking mix languages. The percentage of people who speak the regional language was found at

15.78%, and only 1% spoke the English language. It shows that people adopt the communication pattern according to their needs and ease.

Table 5.5 is presenting the descriptive statistics of the income and incentives for a sample of sales professionals. It is evident from the table below that average income of participants of every second to the third participant is ranging from 30,000 PKR to 40,000 PKR. The bonus of every second participant is paid on average, whereas, an increment of every other participant is given on average. Promotion of every other participant is based on as average, but to every second participant are awarded on average, and every second participant has been granted holidays as incentive on average.

Table 5.5: Descriptive Statistics of Income and Incentives for the Sample of Sales Professionals

Income and Incentives	N	Mean	SD	Variance
Avg. Monthly Income	500	2.60	1.590	2.529
Bonus	500	1.52	.500	.250
Increment	500	1.09	.281	.079
Promotion	500	1.01	.077	.006
Award	500	1.53	.499	.249
Holidays	500	1.93	.252	.064
Valid N (listwise)	500			

Table 5.6: Frequency distribution of Income and incentives for the sample of sales professionals (N=500)

Characteristics	Category	n	%
Income Level	30,000-40,000 PKR	177	35.4
	40,000-50,000 PKR	98	19.6
	60,000-70,000 PKR	83	16.6
	70,000-80,000 PKR	67	13.4
	80,000-1,00,000 PKR	41	8.2
	1,00,000 -1,20,000 PKR	34	6.8
Incentives	Bonus		
	Yes	241	48.2
	No	259	51.8
	Increment		
	Yes	457	91.4
	No	43	8.6
	Promotion		
	Yes	497	99.4
	No	3	0.6
	Award		
	Yes	234	46.8
	No	266	53.2
	Holidays		
	Yes	34	6.8
	No	466	93.2

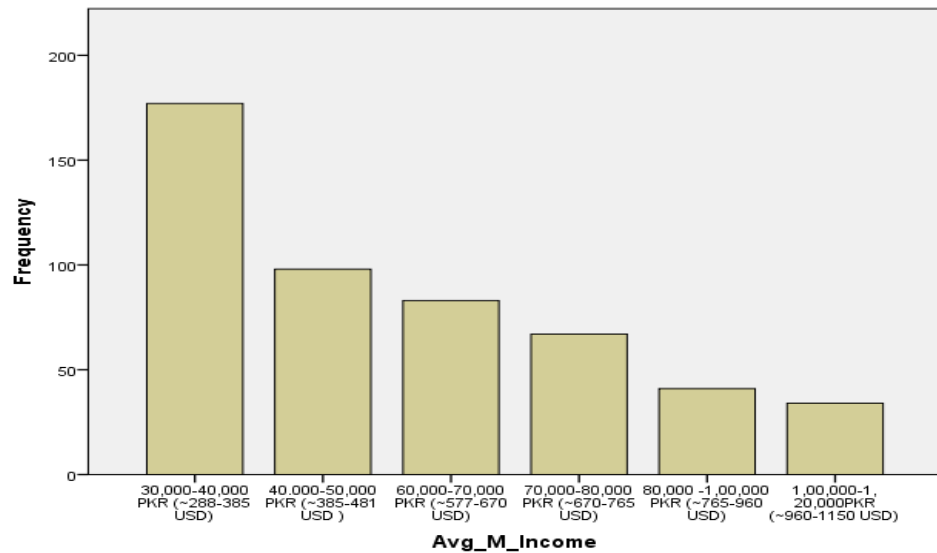


Figure 5.9: Average monthly income of sales professionals

Table 5.6 represents the income level and incentives of the employees of automobile companies in Pakistan. Pakistan is a South Asian developing economy that often affected by the economic and political breakdown which is well reflected in the income of employees of the automobile companies. The respondent who had a monthly income level of 30,000-40,000 PKR was found significantly high of 35.4%, while those who receive the monthly income in the range of 1,00,000-1,20,000 PKR were found 6.8%. The monthly income of the employee in the range 40,000-50,000 PKR was found 19.6%, 16.6% receive their salary in the price range of 60,000-70,000 PKR, 13.4% receive their salary in the price range of 70,000-80,000PKR and while 8.2% respondents receive their pay in the range of 80,000-100,000 PKR. Like other South Asian and African economy, these findings showed that there was income equality prevailing in the automobile companies of Pakistan.

Incentives are the factors which can increase job satisfaction, which ultimately helps in retaining an experienced employee. Incentives are given in the form of a bonus, salary increment, promotion, award, and holidays, and so on. Another questionnaire was prepared to know some incentives the employee was receiving in the automobile industry of Pakistan. Approximately 48.2% responded that they were receiving a bonus while the rest replied otherwise. In a question of increment in salary, 91.4% said that their companies were increasing salary while the rest said their salary had not been increased. Promotion is another factor of motivation and question was asked regarding it, and 99.4% of respondents answered positively, whereas, 0.6% were still waiting for promotion from their companies. Furthermore, 46.8% respondents stated that they were receiving an

award when the Human Resource Management think they have done an excellent job, whereas rest 53.2% said that they have never received any award which could have possibly increased their motivation level. Regarding the question of holidays, the automobile companies in Pakistan were found disappointing. Though occasional holidays from management works as refreshment for the working class, 93.2% of the respondent reported that they were never given holidays when they required while the rest said they were provided enough holidays as an incentive. Since most respondents reported that they were not given sufficient holidays, it has significantly reduced the motivation level among the employees in the automobile sector of Pakistan.

5.3 Factor Analysis

The factor analysis has been conducted on eight variables using SPSS. The descriptive statistics are reflected in the table below for the selected variables with the sample size of 500. The descriptive variables are already being explained in the previous section and below is a remaining glimpse of understanding the factor analysis.

Table 5.7: Descriptive Statistics for research variables

Variables	<i>N</i>	<i>M</i>	<i>SD</i>
Self-efficacy	500	35.10	2.814
Well-being	500	51.32	4.020
Job satisfaction	500	66.62	3.789
Self-control	500	58.22	4.159
Work Design	500	50.65	8.770
OCB	500	52.47	4.598
Perceived Organisational Performance	500	32.77	5.251

The table (5.8) below is providing KMO and Bartlett's Test. The KMO in the table below varies between 0 and 1, and the value for this measure is closer to 1. It implies that the KMO adequacy for the selected variables is better. Also, the significant value for the Bartlett's Test of sphericity is less than 0.05, which rejects the hypothesis of the matrix being an identity matrix.

Table 5.8: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure	Bartlett's Test of Sphericity		
of Sampling Adequacy.	Approx. Chi-Square	df	Sig.
.916	3370.933	21	.000

The table (5.9) below is providing Communalities as a proportion of the variable's variance to be explained through the factors. The initial values using principal factor analysis reflect the squared multiple correlation of the variables. The extraction values in the table are the squared values of the values in component matrix since the extracted component is only 1.

Table 5.9: Table of Factor Extraction

Variables	Communalities	
	Initial	Extraction
Self-efficacy	1.000	.613
Well-being	1.000	.630
Job satisfaction	1.000	.746
Self-control	1.000	.805
Work Design	1.000	.834
OCB	1.000	.825
Perceived Organisational Performance	1.000	.843

Extraction Method: Principal Component Analysis.

The table (5.10) below is reflecting the total variance explained, and while conducting the test, the values above 1 for the eigenvalues option was selected. All the components except component 1 have eigenvalues less than 1, which are not required to be kept in the model. The SPSS retained 1 component in the solution with a higher variance of 75.6% or 76%.

Table 5.10: Table of variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.296	75.660	75.660	5.296	75.660	75.660
2	.487	6.960	82.621			
3	.422	6.026	88.647			
4	.346	4.948	93.594			
5	.197	2.820	96.414			
6	.153	2.187	98.601			
7	.098	1.399	100.000			

Note: Extraction Method: Principal Component Analysis.

The below figure (5.10) provides the scree plot for the solution of factor analysis. The plot reflects the eigenvalues across the components as per the total variance analysis table. After the first plot, there is a sharp decline from component 1 to component 2 and from component 2 to component 5, there is insignificant change in the decline or progress. The plot below also provides evidence of retaining 1 component.

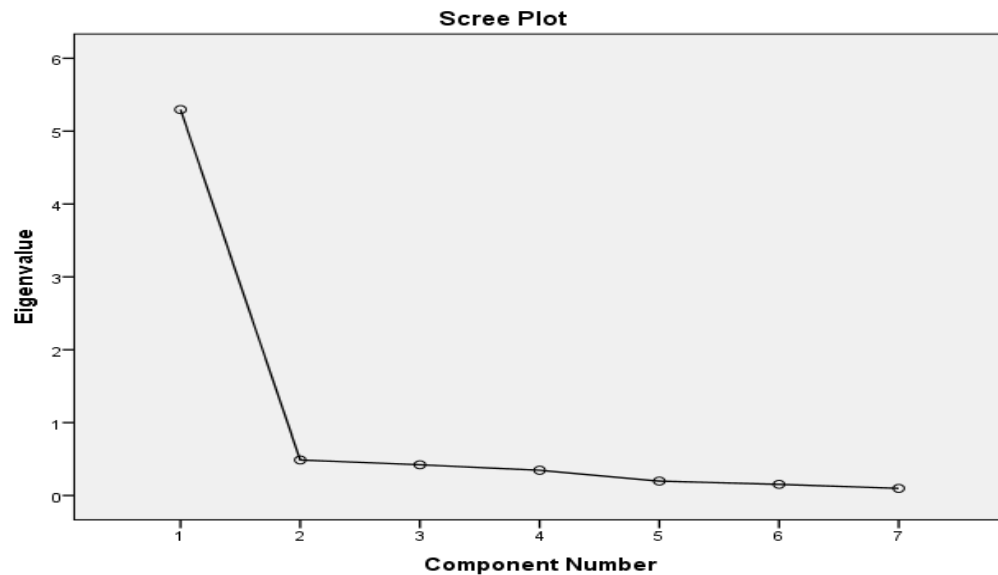


Figure 5.10: Scree plot

The table (5.11) below is providing the component matrix with the unrotated factor loadings. These values reflect the correlation between variables and the factor. It is evident that perceived organisational performance is highly correlated with the component, whereas, the least correlation is found between self-efficacy and component 1, but the values reflect higher and acceptable correlations.

Table 5.11: Component Matrix

Component Matrix ^a	
	Component
	1
Perceived Organisational Performance	.918
Work Design	.913
OCB	.908
Self-control	.897
Job satisfaction	.864
Well-being	.793
Self-efficacy	.783

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

It can be seen that with only one component extracted, the factor analysis does not provide any rotation matrix for the selected variable as per the theoretical assumptions of the model.

5.4 Reliability Analysis

Table 5.12: Table of reliability statistics

Cronbach's Alpha (α)	No. of Items
.923	7

The table (5.12) above is providing the reliability analysis for the variables of the study. The value of Cronbach's alpha being 0.923 shows the highest reliability between the values.

Table 5.13: Inter-item Correlation Matrix of personal, attitudinal/behavioural, environmental factors with OCB and Organisational performance among sales professionals of Pakistan (N=500)

Variables	Self-efficacy	Well-being at work	Job satisfaction	Self-control	Work Design	OCB	Organisational performance
Self-efficacy	-						
Well-being at work	.613**	-					
Job satisfaction	.601**	.647**	-				
Self-control	.626**	.637**	.738**	-			
Work Design	.659**	.641**	.700**	.840**	-		
OCB	.642**	.671**	.831**	.778**	.792**	-	
Organisational performance	.666*	.657**	.728**	.815**	.896**	.794**	-

** $p < .01$

Reliability in statistics indicates the inter-item consistency between the constructs. The table (5.13) above is reflecting the inter-item correlation matrix for the selected variables. It is evident that the highest correlation is found between perceived organisational performance and work design that is 89.6%. Also, OCB and job satisfaction are highly correlated with one another, that is, 83%.

5.5 Hypothesis Testing

The result of the hypotheses tested in this study is presented in this section. The statistics used are Structural Equation Modelling (SEM) including Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). Data screening and Manage has been presented in the last section. Moreover, results of Multiple regression analysis, Partial correlation coefficient and ANOVA will be presented.

5.5.1 Testing of Hypothetical Model

Structural Equation Modelling (SEM) was used for confirmatory purposes. It provided three types of estimations of theoretical, statistical and model of fit. The model used in the current study already existed and tested one. The only two modifications occurred that required measuring the model by using SEM. One of the reasons was related to the merger of SCT and NMT. Another primary reason was the cultural context (Kyriazos 2018, pp. 2503-2230). The model of SCT and MNT was never utilised to study OCB among automobile sales professional of Pakistan. Therefore, SEM was conducted to know if the model was valid, and to which extent,

to evaluate the structural relations of constructs. Although SEM was sometimes found as error-prone for modelling measurement. In order to control this error of the estimated 95 % of Class Interval (CI) was used to correct the bias of .001-.01 level that is the maximum likelihood estimation method to test the model. Moreover, the data size was appropriate to run the SEM (N=500) (Nachtigall et al. 2003, pp. 1-22).

Although the results of inferential statistics provided much of the information. Simultaneously, SEM provided another aspect of the predictive relationships of the model by verifying the mediating role of OCB for the determinants of performance. Here we could see that OCB was found playing a partially mediating role with other variables, but fully mediating role between well-being at work and performance.

It was considered to have a structural equation modelling by conducting EFA and CFA for the theoretical model, proposed in Chapter 3. Moreover, SEM will help to test the hypothesis (H7) and the first objective of the study. It was hypothesised that *“OCB will mediate between self-efficacy, well-being, job satisfaction, self-control and work design and employee perceived organisational performance among automobile sales professionals of Pakistan.”* Figure (5.11) below is the path diagram for the preliminary model which is used for confirmatory factor analysis was as follows,

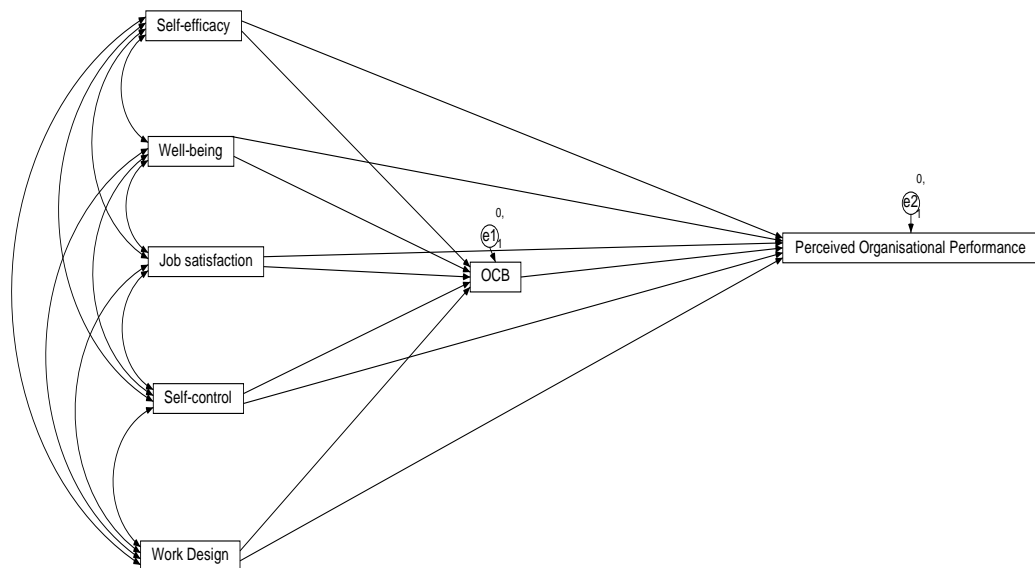


Figure 5.11: Preliminary Model

The figure (5.11) above is presenting the preliminary model of exogenous (self-efficacy, well-being, job satisfaction, self-control, work design), mediator (OCB) and endogenous (perceived organisational performance variable).

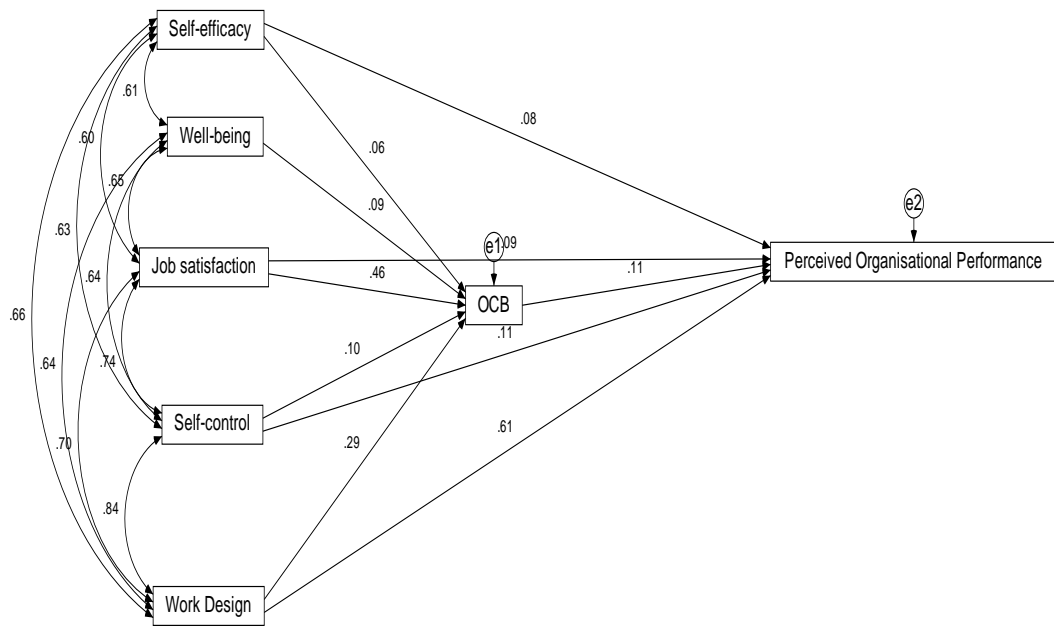


Figure 5.12: Measurement Model

Note: The Well-being to organisational path ($\beta = .06$) was not significant ($p > .05$).

Here is the graphical presentation of achieved results in Figure 5.12. The measurement model is presenting the mediating role of organisational citizenship behaviour between determinants (self-efficacy, well-being, job satisfaction, self-control and work design) and organisational performance.

Table 5.14: The values of Model fit indices

Indices	Model fit	Desired score
CMIN/DF	3.45	≤ 2.00 for good fit and 2.00 – 5.00 for moderate fit.
CFI	.99	Close to or more than 0.90 for good fit
GFI	.99	Close to or more than 0.90 for good fit
NFI	.99	Value close to 0.90 reflects a good fit
TLI	.99	Value close to 0.95 reflects a good fit
RMSEA	.05	≤ 0.10 reflects good fit

To evaluate the relative importance of the direct and indirect effects of determinants (self-efficacy, well-being, job satisfaction, self-control, and work design) and organisational citizenship behaviour on organisational performance, structural equation modelling was performed using Amos program. The maximum likelihood estimation method was used to test the model. Various indices are found recommended (Byrne 2001) to test the model's fit. Regarding the goodness of fit index (GFI), the non-normed fit index (NNFI), the comparative fit index (CFI), Tucker-Lewis index (TLI) some authors have suggested values higher than .90 (Kline, 2015) or higher than .95 (Hu

& Bentler, 1999, 1-55) for these indices as indicators of a good fit of the model. Root mean square error of approximation (RMSEA), values between .05 and .08 indicate an adequate fit of the model (Hu & Bentler 1999, pp. 1-55). Bootstrapping with the number of bootstrap samples set in 2000 was carried out to estimate 95% confidence intervals. Preacher and Hayes (2008, pp. 879- 891) have recommended bootstrapping for testing mediation, as it does not require normality of the sampling distribution of the indirect effects. The model's goodness of fit was adequate according to the chi-squared test, as it was not significant, $\chi^2(3.45) = .06, p > .05$. Furthermore, the model presented a good fit according to the other indices used. The following values were obtained for the chosen fit indices: goodness of fit index (GFI) = .99, comparative fit index (CFI) = .99, normed fit index (NFI) = .99, goodness of fit index (GFI) = .99, incremental fit index (IFI =.99), Tucker-Lewis index (TLI=.99) and root mean square error of approximation (RMSEA) = .05 (Table 5.1)

Table 5.15: Summary of the hypotheses and estimations of the direct and indirect effects of the model.

Hypotheses	Direct effects	Indirect effects	Results
Self-efficacy>Organisational citizenship behaviour >Organisational performance	.07**	.006*	Partial mediation
Well-being>Organisational citizenship behaviour > Organisational performance	.000 (n.s)	.009**	Full mediation
Job satisfaction>Organisational citizenship behaviour > Organisational performance	.08	.05**	Partial mediation
Self-control>Organisational citizenship behaviour > Organisational performance	.11***	.01 **	Partial mediation
Work design>Organisational citizenship behaviour> Organisational performance	.60***	.03 **	Partial mediation

Note: * $P \leq .05$, ** $P \leq .01$, *** $P \leq .001$ or less

The standardised estimates of all the model's variables are shown in Figure 5.12, where self-efficacy indicated a significant and direct relationship in the expected direction on organisational citizenship behaviour ($\beta = .08, p < .05$), and organisational citizenship behaviour also indicated a statistically significant relationship in the expected direction on organisational performance ($\beta = .11, p < .01$). Based on bootstrapping, the standardised indirect effect of self-efficacy on organisational performance was .006 ($p < .05$; bias corrected 95% CI: .001–.01). In line with the hypothesis of the study, the

relationship between self-efficacy and organisational performance was partially mediated by organisational citizenship behaviour, because the direct effect was still significant ($\beta = .07, p < .05$) when the mediator was inserted into the relationship.

The standardised estimates related to the mediating role of organisational citizenship behaviour in the relationship between well-being and organisational performance were calculated. The results indicated that well-being indicated a significant and direct relationship in the expected direction on organisational citizenship behaviour ($\beta = .09, p < .05$), and organisational citizenship behaviour also indicated a statistically significant relationship in the expected direction on organisational performance ($\beta = .11, p < .01$). The bootstrap statistic indicated that the standardised indirect effect of well-being on organisational performance was significant ($.009, p < .01$; bias corrected 95% CI: $.003-.02$). This analysis indicated that organisational citizenship behaviour was a full mediator in the relationship between well-being and organisational performance as the direct effects were non-significant ($\beta = .000, ns$) when the mediator (organisational citizenship behaviour) was included into the model (Table 5.12).

The standardised estimates related to the mediating role of organisational citizenship behaviour in the relationship between job satisfaction and organisational performance were calculated. The analysis showed that job satisfaction indicated a significant and direct relationship in the expected direction on organisational citizenship behaviour ($\beta = .56, p < .001$), and organisational citizenship behaviour also indicated a statistically significant relationship in the expected direction on organisational performance ($\beta = .11, p < .01$). Based on bootstrapping, the standardised indirect effect of job satisfaction on organisational performance was significant ($.05, p < .01$; bias corrected 95% CI: $.01-.08$). It indicated that organisational citizenship behaviour was partially playing a mediating role in the relationship between job satisfaction and organisational performance as the direct effects were significant ($\beta = .08, p < .01$) when the organisational citizenship behaviour was included into the model as a mediator (Table 5.12).

The standardised estimates related to the mediating role of organisational citizenship behaviour in the relationship between self-control and organisational performance were calculated. The analysis showed that self-control indicated a significant and direct relationship in the expected direction on organisational citizenship behaviour ($\beta = .11, p < .01$), and organisational citizenship behaviour also indicated a statistically significant relationship in the expected direction on organisational

performance ($\beta = .11, p < .01$). The bootstrap statistic indicated that the standardised indirect effect of well-being on organisational performance was significant ($.01, p < .01$; bias corrected 95% CI: $.003-.02$). This analysis showed that organisational citizenship behaviour was partially playing a mediating role in the relationship between self-control and organisational performance as the direct effects were significant ($\beta = .11, p < .01$) when the mediator (organisational citizenship behaviour) was included into the model (Table 5.12).

The mediating role of organisational citizenship behaviour in the relationship between work design and organisational performance was investigated. The standardised estimates indicated that work design indicated a significant and direct relationship in the expected direction on organisational citizenship behaviour ($\beta = .36, p < .001$), and organisational citizenship behaviour also indicated a statistically significant relationship in the expected direction on organisational performance ($\beta = .11, p < .01$). Based on bootstrapping, the standardized indirect effect of work design on organisational performance was significant ($.03, p < .01$; bias corrected 95% CI: $.01-.08$) which indicated that the right organisational citizenship behaviour was playing a partially mediating role in the relationship between work design and organisational performance as the direct effects were significant ($\beta = .60, p < .01$) when the mediator was included in the model (Table 5.12)

5.5.2 Personal variables and OCB

Two of the hypotheses were formulated to find the relationship of personal variables of self-efficacy and well-being, respectively, with OCB. It was hypothesised that,

“Self-efficacy will be positively related to OCB among automobile sales professionals.”

“Well-being will be positively related to OCB among automobile sales professionals.”

The multiple regression analysis was used to determine if self-efficacy and well-being will be positively related to OCB among the automobile sales professionals in Pakistan. Results are provided in the table below.

Table 5.16: Model Summary

Variable	R	R ²	R ² Adjusted	Std. Error of the Est.
OCB	.732 ^a	.535	.533	3.141

Table 5.17: ANOVA for the Regression Equation, personal variables on OCB

<i>Model</i>	<i>Ss</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Regression	5646.932	2	2823.466	286.162*	.000 ^b
Residual	4903.730	497	9.867		
Total	10550.662	499			

** $p < .05$

Table 5.18: Beta Coefficients for predictors of OCB

Predictors	B	<i>SE B</i>	β	<i>t</i>	<i>p</i>
(Constant)	5.197	1.982		2.622	.009
Self-efficacy	.605	.063	.370	9.562*	.000
Well-being	.507	.044	.444	11.460*	.000

* $p < .05$

It is evident from the table (5.16) above that the value of R^2 is 0.535 reflecting 53.5% variability accounted for personal variables of self-efficacy and well-being for outcomes. The ANOVA table (5.17) further reflects ($F(2,499)=286.162$, $p<.005$, $R^2=0.535$) the significance of the model. On the other hand, coefficients table also reflect the significance values for self-efficacy (Beta=.370, $t(499)=9.562$, $p<.01$) and wellbeing (Beta=.444, $t(499)=11.460$, $p<.01$) to predict OCB. It implies with the t statistics that wellbeing has slightly more impact on OCB as compare to self-efficacy.

Self-efficacy is widely regarded as the vital construct, especially about social learning theory (Wood & Bandura 1989, pp. 361-384). Lastly, it has been discussed that the behaviour of an individual can be influenced by different work perspectives and those individuals who take an active part in the learning process (Bandura 2005, pp. 9-35). The people's judgment regarding the ability to perform a given activity is referred to as self-efficacy. The scholars considered self-efficacy as an essential aspect of human performance, motivation, attitude learning and the development of OCB (Hopkins 2002, pp. 1-15; Petrovich 2004, pp. 429-432; Crothers et al. 2008). Self-efficacy can impact upon diverse factors like the decision making of employees', the perseverance and resilience in the face of adversity, the amount of effort the employee puts forth, the tendency to think the way they are, self-hindering and self-aiding, and the amount of handling failure (Bandura 1977 pp, 191-215). It is important to note that self-efficacy affects self-motivation, aspiration, and goals. The employee chose a specific goal which is challenging to undertake; the effort to invest in the endeavour, the time for persevering in the face of difficulty is partly based on the self-efficacy theory (Ashford & LeCroy 2010). It was reviewed previously that self-efficacy cannot be overlooked while implementing the SCT theory for the development of OCB (Li & Sekiguchi 2014, pp.14-18; Shahidi et al. 2015, pp. 1499-1503). The outcome of an employee largely depends

upon the belief to perform in a given condition. The individuals having high self-efficacy are expected to gain favourable outcomes, whereas those were having a low self-efficacy conjure up adverse outcomes. Those having a high self-efficacy level can redouble their efforts to master the challenges. Self-efficacy is considered as an influential determinant of development and career choice. The newly recruited employee receives training designed to prepare him/her to conduct occupational roles. The employees had a low perceived self-efficacy prefer a prescriptive training program which prepares them how to perform traditionally structured roles (Ariani 2014, pp. 74-90). The individuals who are having higher self-efficacy mostly prefer those training programs which enable them to restructure their roles innovatively by adding new elements and functions for them and by improving the customary practices. In the occupational self-development, self-efficacious employees take the more considerable initiative, and it generates ideas which help to improve their work process and performance (Stajkovic et al. 2003, pp. 126-140).

As it was mentioned in chapter three, that variable of well-being could be considered as self-motivation. The current results also confirm the literature (Oren et al. 2013, pp. 505-516) indicating the positive relationship between self-efficacy, and OCB as well as the relationship between well-being and OCB.

It was hypothesised that *“Well-being will be positively related to OCB among automobile sales professionals.”* The second hypothesis of well-being and OCB relationship was measured by conducting multiple regression analysis. The results provided in the above table (Table 5.17 & 5.18) indicated that the predictive association between well-being and organisational citizenship behaviour is evident through the hypothesis testing. Regression analysis of the variation in organisational citizenship behaviour could be explained by the well-being of the automobile sales professionals. Well-being frequently casts as an essential antecedent of pro-social activity in an organisation. Well-being is an umbrella concept which includes both positive and negative emotions and life satisfaction (Diener & Seligman 2004, pp. 1-31). Well-being encompasses the sense of overall life satisfaction, most of the time depicting positive emotion and seldom showing negative emotions. The person’s effective and cognitive evaluation of their own lives is represented by well-being, which includes the emotional response to an event and cognitive judgment on fulfilment and satisfaction. In order to create flourishing societies, well-being plays a central role. The valuable opportunity is created by focusing on employees’ well-being in the workplace, which helps to benefit organisations by helping working individuals to feel satisfied, competent, and happy in their roles. The well-being at work creates more productive, more loyal and provide better

customer satisfaction in comparison to the individual who has poor standards of well-being at the workplace. The well-being serves the best interest of the organisation and communities. For an individual perspective, well-being is the significant part which affects his/her life and the well-being of the community. The well-being of the individual is also in the best interest of the employee who spends a considerable amount of resource required to generate the product, profit and maintains loyal customers. All business related to organisation seeks to be in a healthy state, and it can be achieved if an employee is in a good state of well-being. Individual's well-being exists within a social context, and it does not exist on its own. In conclusion, the relationship between well-being and OCB has been supported by previous studies (Kuskova 2011, pp. 1-6; Dávila & Finkelstein 2013, pp. 45-51).

5.5.3 Attitudinal/Behavioural variables and OCB

The second determinant of OCB was considered as attitudinal and behavioural factors, namely job satisfaction and self-control, it was hypothesised (third hypothesis) that, *“Job satisfaction will be positively related to OCB among automobile sales professionals.”* The fourth hypothesis was related to self-control and the OCB. It was hypothesised that *“Self-control will be positively related to OCB among automobile sales professionals”*. The multiple regression analysis was used to determine if job satisfaction and self-control will be positively related to OCB among the automobile's sales professionals in Pakistan. Results are provided in the table below.

Table 5.19: Model Summary

Variable	R	R ²	R ² Adjusted	Std. Error of the Est.
OCB	.866 ^a	.750	.749	2.305

Table 5.20: ANOVA for the Regression Equation, attitude/behavioural variables on OCB

Model	Ss	df	MS	F	p
Regression	7910.765	2	3955.382	744.660*	.000 ^b
Residual	2639.897	497	5.312		
Total	10550.662	499			

** $p < .05$

Table 5.21: Beta Coefficients for predictors of OCB

Predictors	B	SE B	β	<i>t</i>	<i>p</i>
(Constant)	-16.398	1.824		-8.992	.000
Job satisfaction	.685	.040	.565	16.968	.000
Self-control	.399	.037	.361	10.844	.000

* $p < .05$

The results in the table (5.19) above provide that the attitudinal/behavioural variables are accounted for 75% variability. The ANOVA table (5.19) reflects that the significant values for attitudinal /behavioural variables ($F(2,499)=744.660$, $p<.005$, $R^2=0.750$) are implying the model fit adequately. The similar aspects are also evident in the coefficients table as the p-values are less than 0.05. Thus, job satisfaction ($Beta=.565$, $t(499)=16.968$, $p<.01$) and self-control ($Beta=.361$, $t(499)=10.844$, $p<.01$) are predicting OCB. It implies that the hypothesis is accepted as job satisfaction, and self-control has a positive and strong influence on the OCB. The job satisfaction is considered a contributing factor to the mental and physical well-being of the employees as well as for the betterment of the organisation (Awang et al. 2010, pp. 241-255). The job satisfaction is considered as one of the positive attitudes that further leads to commitment and OCB. The studies revealed a strong and positive relationship between job satisfaction and organisational citizenship behaviour (Bateman & Organ 1983, pp.587-595; Knights & Kennedy 2006, pp. 57-72; Malik 2011, pp. 267-272; Lee et al. 2013, pp. 54-65). Job satisfaction has been linked to motivation, tardiness, accidents, physical health, and general life satisfaction. Interaction with the environment has affected the employee emotional state. It is a definite emotional state resulting from the appraisal of one's job experience. Job satisfaction consists of cognitive, behavioural, and emotional components (Bernstein & Nash 2008). The emotional feeling of boredom, acknowledgement, excitement, and anxiety are related to the cognitive element of job satisfaction pertaining to the belief regarding the job whether the job is respectable or mentally challenging or rewarding. Whereas, people's action in relation to their work like working late, and faking illness is related to the behavioural components to avoid work (Bernstein & Nash 2008). The individual can gain positive emotional disposition or attitudes from work, which is usually referred to job satisfaction. The study of Mohammad et al. (2011, pp. 149-165) has also revealed that intrinsic or extrinsic facet of job satisfaction was highly correlated with individual level and organisational level OCB.

The fourth hypothesis was related to self-control and OCB. It is assumed that the employee's self-control behaviour impacts organisational citizenship behaviour. The ability to defeat strong influence in the service of the more prominent goal is self-control (Duckworth & Seligman 2006, pp. 198-208). In such a case, an employee who has high self-control can consider possible long-term consequences of his/her behaviour. The self-control helps the employee to adhere to goals like completing goals on time, and they avoid undesirable long-term consequences. Kaur et al. (2015, pp. 1227-1277), conducted

an experimental study of self-control at work. They found that those workers who are aware of their self-control problem, they valued sharper incentives to motivate in future selves which cause sophisticated employees to voluntarily choose a dominated contracting which means low pay for a low output realisation and more pay for a high output realisation. The self-control enhances the learning process and performance level. The individual contribution at the workplace sometimes goes beyond the contractually rewarded job achievement, and the role requires that are beneficial to the organisation like general compliance and altruism. Self-control is essential about OCB. One should be engaged in non-gratifying activities but are considered eventually. Baumeister and colleagues (1998, pp. 1252-1262), contend that employee is having high self-control perform better in controlling their impulses which cause them to be focused on satisfying long-term goals instead of quick gratification of needs. Vohs and Baumeister (2011) said that the strength of self-control could dominate response tendencies in an individual. Hence, self-control was found to be associated with better organisational citizenship behaviour. In the present research, respondents were asked 13 questions regarding employee self-control. The questionnaire is mainly related to employees' time breaking bad habits, resisting temptation, laziness, refusing inappropriate things, self-discipline, concentration, and thinking alternatively. The results confirmed the previous studies and the relationship of self-control with OCB.

5.5.4 Environmental variable and OCB

The third determinant of OCB was environmental variable. Work design was measuring the relationship between the environmental variable and OCB. Thus, the fifth hypothesis was *“Work design will be positively related to OCB among automobile sales professionals.”* Linear regression analysis was used to determine the degree of association of work design with OCB in automobile sales professionals in Pakistan. The results are provided in the table below.

Table 5.22: Model Summary

Variable	R	R ²	R ² Adjusted	Std. Error of the Est.
OCB	.792 ^a	.626	.626	2.813

Table 5.23: ANOVA for the Regression Equation, Work design on OCB

Model	Ss	df	MS	F	p
Regression	6609.758	1	6609.758	835.255*	.000 ^b
Residual	3940.904	498	7.913		
Total	10550.662	499			

** $p < .05$

Table 5.24: Beta Coefficients for predictors of OCB

Predictors	B	SE B	β	<i>t</i>	<i>p</i>
(Constant)	31.455	.738		42.619	.000
Work design	.415	.014	.792	28.901	.000

* $p < .05$

The above table (5.22) provides that the correlation between both variables is found to be 79%. Variation in work design is accountable for change in OCB that is appeared in R^2 value of 62.6%. The ANOVA table (5.23) reflects that the model is significant, with p-value being less than 0.05 ($F(1,499)=835.255$, $p<.005$, $R^2 =0.626$). The similar aspect is evident through coefficients tables the p-value is less than 0.05. Therefore, it can be inferred that work design is predicting OCB (Beta=.792, $t(499)=28.901$, $p<.01$).

The work structure and the nature of the work affect every aspect of the organisation. How jobs, tasks and roles are enacted, structured, and modified as described by the work design. The impact of these enactments, modifications and enactments on the group, individual and organisational outcomes can also be described by the work design. There is considerable practical significance associated with work design, let it be managers, workers, and the organisation. Changes in work design produce better job performance among employee and job satisfaction (Humphrey et al. 2007, pp. 1332–1356). Personal growth needs can be stimulated by improving the work design, and the individuals could be motivated to satisfy these needs. Work design addresses both social and technical aspects of the work. Here, technically refers to the set of tasks that must be performed while socially refers to the individual and structures that define the role and responsibilities. To adequately assess and describe the impact of changes in work and patterns of working and changes in technology, work design has become necessary. It has become an increasingly prominent strategy to improve the quality of work experience and the productivity of the employees in an organisation. In organisational management, the benefit of work design is widely studied, but little is known about the reason work design helps to result in the positive outcomes for employees and their employing organisations. The successful implementation of work design results in the motivated workforce, clear job description and successful completion of the task. In larger organisations, work design technology has been developed to handle the challenges associated with a higher number of employees in various capacities. The features of the modern workplace are job-sharing, job rotation, the compressed workweek and flexible time, which comes out of the modern work design model. It all leads to the autonomy of the employees, thereby increasing job satisfaction and OCB (Fay & Sonnentag 2012, pp.

72-93; Murugesan et al. 2013, pp. 209-216). Effective work design does not prevent harm, but also positively enhance the well-being and health of workers like positive social interaction and satisfying work can help improve people's mental and physical health. Similarly, the implementation of the upright work design prevents injuries, death and illness and the cost associated with it. It fosters innovation, efficiencies, and quality through continuous and effective improvement. The risk to business sustainability and profitability can also be managed by work design by making the work process more effective and efficient and by improving service quality.

5.5.5 OCB and Organisational Performance

The sixth hypothesis was “*OCB will be positively related to organisational performance (perceived) among automobile sales professionals.*” To test the sixth hypothesis of organisational performance and OCB, the multiple regression analysis test is conducted. Results are provided in the table below.

Table 5.25: Model Summary

Variable	R	R ²	R ² Adjusted	Std. Error of the Est.
Perceived Organisational performance	.794 ^a	.631	.630	3.192

Table 5.26: ANOVA for the Regression Equation, OCB on Perceived Organisational performance

Model	Ss	df	MS	F	p
Regression	8685.903	1	8685.903	852.300*	.000 ^b
Residual	5075.185	498	10.191		
Total	13761.088	499			

** $p < .05$

Table 5.27: Beta Coefficients for predictors of Perceived Organisational Performance

Predictors	B	SE B	β	t	p
(Constant)	-14.843	1.637		-9.067	.000
OCB	.907	.031	.794	29.194	.000

* $p < .05$

The above regression analysis (table 5.25) provides that 63.1% of the variability is accounted for OCB to produce a change in employee perceived performance. The ANOVA table provides that the model is fit ($F(1,499) = 852.300$, $p < .005$, $R^2 = .631$) and the similar aspect is evident through coefficient table (Beta=.794, $t(499) = 29.194$, $p < .01$). The significant value is less than 0.05 based on which the hypothesis is accepted. It implies that the perceived organisational performance has a positive influence on the OCB. Organisational performance scale was consistent with eleven (11) statements. Seven (7) were related to perceived organisational performance, and four (4) were related

to perceived market performance. In measuring perceived organisational performance, the quality of the product, development of a new product, ability to attract essential employees, ability to retain employees, the satisfaction of clients, the relationship between management and employees, and the relation between employees, in general, was included. Whereas, for perceived market performance, marketing growth in sales, profitability and market share were discussed. Performance management developed as a means of maintaining and monitoring organisational control, which ensures that an organisation follows action plans, which leads to the achievement of overall goals and objectives. These objectives and goals are then the direct manifestations of the strategic orientation of an organisation. Werner and Desimone (2012) stated that organisational performance refers to the output of an organisation against the inputs, objectives, and goals. The organisational efficiencies and inefficiencies regarding financial performance and corporate image competencies are generally defined by organisational performance (Khandekar & Sharma 2006, p. 682-692). Takeuchi et al. (2007, pp. 1069-1083) contend that high-performance practice and work system are considered as crucial factors in achieving improved organisational effectiveness and business goals. It is based on a logic that high-performance work system aligns and influence employee's behaviour and attitude with the goal of an organisation. Subsequently, it increased employee commitment and perceived organisational performance. It was expected that OCB would be positively related to the individual's job performance for several reasons. Sun et al. (2007, pp. 558-577) said that a relational perspective illustrates the relationship between organisational performance and OCB. It states that an employee who engages in OCB can be able to create his/her quality ties with their co-workers. It is because helping behaviours satisfy the interpersonal needs of an employee within an organisation. Likewise, the employee preciseness for accomplishing the task is suggested by these ties. Hence, involvement in OCB advocates stronger ties that lead to greater organisational performance (Purnama 2013, pp. 86-100). A previous study also indicated that sharing and exchanging of knowledge among colleagues are fostered by OCB (Evans & Davis 2005, pp. 758-775) that will lead to an increase in the organisational performance which is harmonious to the result of this study. According to Van Dyne et al. (1994, pp. 765-802), the relationship became a conventional relationship between an employee and an organisation when it is chartered by organisational identification; shared values and trust which means employee tend to align their objective with the one of an organisation. Thus, the employees who engage in OCB can say that they are helping themselves. For instance, the work environment can be improved by demonstrating concern and

addressing the constructive ideas which result in the immediate benefits of employee's work effectiveness.

5.6 Reliability Testing of Scales

Table 5.28: Well-being at work reliability assessment: Inter-item Correlation of Power, Achievement, Relatedness with the well-being

Variables	Sub-variables	Inter-item Correlation	Cronbach Alpha α
Well-being at work	Power	.787	.798
	Achievement	.706	
	Relatedness	.743	

Among personal variables, well-being at work scale consists of three subscales. The subscales used in measuring well-being include power, achievement, and relatedness. It was considered that to measure the reliability of the scale, and to understand the relativity of the scale in sales professional of Pakistan. Thus, additionally, reliability assessment was done to measure the Cronbach's Alpha and inter-item correlation. It can be seen in the table (Table 5.28) that Cronbach's alpha reliability coefficient for well-being at work is .80 that shows good reliability. Moreover, all subscales have a reliability coefficient in the acceptable range including power (.79), achievement (.71) and relatedness (.74). The result showed that there is a strong relationship between all the subscales and the main scale, but the relationship between power and well-being at work is the strongest. It implies that the power provided to the employee at work helps to increase their well-being.

Table 5.29: Job satisfaction reliability assessment: Inter-item Correlation of Intrinsic and Extrinsic Motivation with Job satisfaction

Variable	Sub-variables	Inter-item Correlation	Cronbach Alpha α
Job satisfaction	Intrinsic Motivation	.881	.878
	Extrinsic Motivation	.863	

The subscales used in measuring job satisfaction included intrinsic and extrinsic motivation aspects. The result showed that there is a reasonable level of alpha coefficient of correlation (.88) for the scale of job satisfaction. Moreover, a strong relationship was found between all subscales and main scale (Intrinsic motivation=.88 and extrinsic motivation=.86), but the relationship of intrinsic motivation with the main scale is the strongest. It implies that intrinsic motivation such as challenge, curiosity, control,

cooperation, recognition provided to the employee at work helps to increase job satisfaction.

Table 5.30: Work design reliability assessment: Inter-item Correlation of ergonomics, physical demand, work conditions and equipment use with work design

Variable	Sub-variables	Inter-item Correlation	Cronbach Alpha α
Work design	Ergonomics	.966	.775
	Physical demand	.902	
	Work condition	.975	
	Equipment use	.933	

The subscales used in measuring work design are ergonomics, physical demand, work condition and equipment use. The results showed that there is a strong relationship between all the subscales and main scale. An alpha coefficient of correlation for work design ($\alpha=.78$) is in the acceptable range. The subscales of ergonomics (.97), physical demand (.90), work condition (.98) and equipment use (.93) found to have excellent internal consistency with the main scale. Overall, it implies that the work condition provided to the employee at work helps to increase the work design.

Table 5.31: Organisational Citizenship Behaviour reliability assessment: Inter-item Correlation of Sportsmanship, civic virtue, and helping with OCB

Variable	Sub-variables	Inter-item Correlation	Cronbach Alpha α
Organisational Citizenship Behaviour	Sportsmanship	.786	.829
	Civic Virtue	.901	
	Helping	.725	

The subscales used in measuring OCB are sportsmanship, civic virtue and helping. Alpha coefficient of correlation for OCB ($\alpha=.83$) is presenting a reasonable level of internal consistency. The results showed that there is a strong relationship between all the subscales and the main scale, but the relationship between civic virtue and OCB is strongest ($r=.90$). It implies that civic virtue shown by the employee at work helps to increase the organisational citizenship behaviour more than any other factor.

Table 5.32: Perceived Organisational Performance reliability assessment: Inter-item Correlation of perceived Organisational performance and perceived market performance with perceived Organisational performance scale

Variable	Sub variables	Inter-item Correlation	Cronbach Alpha α
Perceived Organisational Performance Scale	Perceived Organisational Performance	.975	.909
	Perceived Market Performance	.936	

The subscales used in measuring organisational performance are perceived organisational performance and perceived market performance. The results showed that

there is an excellent internal consistency between all the subscales and the main scale, but the relationship between perceived organisational performance and overall organisational performance is strongest ($r = .98$). It implies that perceived organisational performance helps to increase the organisational performance more than perceived market performance.

5.7 Additional Analysis

This section is consistent with additional analysis. Multiple regression analysis confirmed the hypothesis statistically. Thus, the Partial correlation was conducted to analyse the overlapping effects of various control variables by controlling them and measuring their individual effects.

5.7.1 Partial Correlation Analysis

Partial correlation analysis was conducted to understand the effect of the various control variables (age and incentives) in the relationship between personal, attitude/behaviour and environmental variable and OCB. The result of the partial analysis is shown in Table 4.15.

Table 5.33: Bivariate and Partial Correlation Matrix of the personal variable (self-efficacy and Well-being) with OCB among sales professionals (N=500)

Variables	Personal variable	OCB	Age	Incentive
Personal variable	-			
OCB	.731**	-	-	
Age	.617**	.743**	-	
Incentive	-.559**	-.619**	-.603**	-
Partial Correlation controlling for age and incentive				
Personal variable	-			
OCB	.467**	-		

** $p < .01$ for bivariate correlation and $p < .01$ for partial correlation

The bivariate correlation between personal variable (self-efficacy and wellbeing) and OCB was significant $r(df=498) = .731$, $p < .001$, two-tailed). It indicates that employees' personal behaviour (self-efficacy and wellbeing) is highly correlated to OCB. However, it was evident that when age and incentives were controlled, the OCB dropped to $r(df=467) = .469$, $p = .000$, two-tailed). We can infer that the relationship between personal factors (self-efficacy and self-control) and OCB are mediated by age and incentives.

Partial correlation was conducted to understand the effect of the various control variable (age and incentives) in the relationship between attitude/behavioural variable

(job satisfaction and self-control) and OCB. The results of the partial analysis are shown in Table 5.34 given below.

Table 5.34: Bivariate and Partial Correlation Matrix of attitude/behavioural variable (job satisfaction and self-control) with OCB among sales professionals (N=500)

Variables	Attitude/behavioural variable	OCB	Age	Incentive
Attitude/behavioural variable	-			
OCB	.861**	-	-	
Age	.764**	.743**	-	
Incentive	-.663**	-.619**	-.603**	-
Partial Correlation controlling for age and incentive				
Attitude/behavioural variable	-			
OCB	.636**	-		

** $p < .01$ for bivariate correlation and $p < .01$ for partial correlation

The bivariate correlation between attitude/behavioural variable (job satisfaction and self-control) and OCB was significant $r(df=496)=.861$, $p < .001$, two-tailed). It indicates that employees' attitude/behavioural variable (job satisfaction and self-control) is highly correlated with OCB. However, it was evident (see Table 5.34) that when age and incentives were controlled, the OCB dropped to $r(df=496)=.636$, $p=.000$, two-tailed). We can infer that the relationship between the attitude/ behaviour (job satisfaction and self-control) and OCB are mediated by age and incentives.

Partial correlation was conducted to understand the effect of the environmental variable (work design) in the relationship between environmental variable (work design) and OCB. The results of the partial analysis are shown in Table 5.35.

Table 5.35: Bivariate and Partial Correlation Matrix of environmental variable (work design) with OCB among sales professionals (N=500)

Variables	Environmental variable	OCB	Age	Incentive
Environmental variable	-			
OCB	.792**	-	-	
Age	.761**	.743**	-	
Incentive	-.531**	-.619**	-.603**	-
Partial Correlation controlling for age and incentive				
Environmental variable	-			
OCB	.508**	-		

** $p < .01$ for bivariate correlation and $p < .01$ for partial correlation

The bivariate correlation between environmental variable (work design) and OCB was found as $r(df=498)=.792$. $p < .001$, two-tailed). It indicates that work design is highly correlated to OCB. However, it was evident (see Table 5.35) that when age and incentives were controlled, the OCB dropped to $r(df=496)=.508$, $p=.000$, two-tailed). We can infer that the relationship between the environmental factor (work design) and OCB is mediated by age and incentives.

5.8 Additional Hypotheses

5.8.1 OCB Correlates

This hypothesis was formulated to measure the relationship of OCB with various factors that may have an alliance or might play a mediating role in the development of OCB. It was hypothesised, “*OCB will be positively related to demographic variables (age, gender, qualification, tenure, average monthly income, socioeconomic status, incentives, language and health status) among automobile sales professionals.*”

The multiple regression analysis was used to determine the relationship between demographic variable (age, gender, qualification, tenure, average monthly income, socioeconomic status, incentive) and OCB among the automobiles sales professionals in Pakistan. The results are provided in the table below.

Table 5.36: Model Summary

Variable	R	R ²	R ² Adjusted	Std. Error of the Est.
OCB	.902 ^a	.814	.810	2.002

Table 5.37: ANOVA for the Regression Equation, socio-demographic variables on OCB

Model	Ss	df	MS	F	p
Regression	8583.021	8	1072.878	267.723*	.000
Residual	1967.641	491	4.007		
Total	10550.662	499			

** $p < .05$

Table 5.38: Beta Coefficients for predictors of OCB

Predictors	B	SE B	β	t	p
(Constant)	46.533	1.865		24.953	.000
Age	.033	.036	.061	.913	.361
Gender	-.035	.413	-.002	-.086	.932
Education	1.288	.179	.306	7.203*	.000
Tenure	.316	.082	.095	3.852*	.000
Avg. Monthly Income	1.430	.212	.495	6.737*	.000
Incentives	-.038	.134	-.008	-.286	.775
Language	-.258	.147	-.035	-1.756	.080
Health Status	-.165	.173	-.023	-.949	.343

* $p < .05$

The multiple regression analysis was carried out to examine the relationship between different socio-demographic variables and organisational citizenship behaviour. It is evident from the results above that the variables are significantly correlated with

each other. Socio-demographic variables are accountable for 81.4% variability on OCB. The ANOVA table (5.37) reflects the significance value of less than 0.05 as the model fit ($F(8,499) = 267.723$ $p < .005$, $R^2 = .814$). The coefficient table reflects the acceptance and rejection of the hypothesis for certain variables. It is noted that age, (Beta=.061, $t(499) = .913$, $p > .05$) gender (Beta=-.002, $t(499) = -.086$, $p > .05$), incentives (Beta=-.008, $t(499) = -.286$, $p > .05$), language (Beta=-.035, $t(499) = -1.756$, $p > .05$), and health status (Beta=-.023, $t(499) = -.949$, $p > .05$) has no influence on the organisational citizenship behaviour. On the other hand, education (Beta=.306, $t(499) = 7.203$, $p < .01$), tenure (Beta=.095, $t(499) = 3.852$, $p < .01$), and average monthly income (Beta=.495, $t(499) = 6.737$, $p < .01$) of participants has a significant influence on the organisational citizenship behaviour.

There was no association between gender and organisational citizenship behaviour. Individuals are expected to act in a manner that is consistent with their socially prescribed gender roles. Tabassum (2016, pp. 300-308), in her article related to OCB dimensions and gender differences discussed in detail various aspects. Latha and Kumar (2013, pp. 224-226), found no significant gender differences for OCB. In an automobile sales profession in Pakistan, the involvement of the female is quite limited that might be one of the factors that influenced the results.

The educational qualification has a meaningful and positive relationship with OCB in an organisation (Chen 2008, pp. 56-61). The employee who is having a higher education degree can use modern technology in the workplace.

According to Wanxian and Weiwu (2006, pp. 225-234), the employee who has the most prolonged period of working experience in any Organisation has positive effects on the performance. Mahnaz et al. (2013, pp. 3323-31), found that those employees who were having a longer tenure at organisation scored high on OCB. Through the long organisational tenure, the explicit and tacit organisational knowledge is gained, which has a unique effect on OCB (Sturman 2003, pp. 290-316). Commitment towards the organisation would be increased by the number of years and increase OCB.

The higher job designation is linked to more interaction and independence with others that leads to increasing commitment within an organisation (Wanxian & Weiwu 2006, pp. 225-234). The type of performance between old age employees and newly hired employees also might be different, which is accompanied by the increase in chronological age.

5.8.2 Additional hypothesis: Bi-level variable

To measure the difference of designation on OCB, it was hypothesised that, *“Managers will score higher on organisational citizenship behaviour as compared to other staff members among automobile professionals.”*

Table 5.39: One-way ANOVA of OCB by Managers and Staff members (N=500)

Source	Ss	df	MS	F	P
Between Groups	8998.86	5	1799.77	572.93	.000
Within Groups	1551.81	494	3.141		
Total	10550.66	499			

** $p < .01$

Table 5.40: Descriptive Statistics for OCB among Managers and Staff members

OCB	N	M	SD	Std. Error
Sale Executive	177	48.60	1.756	.132
Senior Sales Executive	98	49.06	1.578	.159
Assistant Manager	83	55.43	2.210	.243
Manager	67	56.57	1.598	.195
Deputy General Manager	41	58.80	1.030	.161
General Manager Sales and Marketing	34	59.56	2.177	.373
Total	500	52.47	4.598	.206

Table 5.41: Multiple Comparisons of OCB among Managers and Staff members

(I) Designation	(J) Designation	Mean Difference (I-J)	Std. Error	Sig.
Sale Executive	Senior Sales Executive	-.462	.223	.509
	Assistant Manager	-6.835*	.236	.000
	Manager	-7.968*	.254	.000
	Deputy General Manager	-10.206*	.307	.000
	General Manager Sales and Marketing	-10.960*	.332	.000
Senior Sales Executive	Sale Executive	.462	.223	.509
	Assistant Manager	-6.373*	.264	.000
	Manager	-7.506*	.281	.000
	Deputy General Manager	-9.744*	.330	.000
	General Manager Sales and Marketing	-10.498*	.353	.000
Assistant Manager	Sale Executive	6.835*	.236	.000
	Senior Sales Executive	6.373*	.264	.000
	Manager	-1.133*	.291	.010
	Deputy General Manager	-3.371*	.338	.000
	General Manager Sales and Marketing	-4.125*	.361	.000
Manager	Sale Executive	7.968*	.254	.000
	Senior Sales Executive	7.506*	.281	.000
	Assistant Manager	1.133*	.291	.010
	Deputy General Manager	-2.238*	.351	.000
	General Manager, Sales and Marketing	-2.992*	.373	.000
Deputy General Manager	Sale Executive	10.206*	.307	.000
	Senior Sales Executive	9.744*	.330	.000
	Assistant Manager	3.371*	.338	.000
	Manager	2.238*	.351	.000
	General Manager Sales and Marketing	-.754	.411	.644

Table 5.41 (Continued).

(I) Designation	(J)Designation	Mean Difference (I-J)	Std. Error	Sig.
General Manager Sales and Marketing	Sale Executive	10.960*	.332	.000
	Senior Sales Executive	10.498*	.353	.000
	Assistant Manager	4.125*	.361	.000
	Manager	2.992*	.373	.000
	Deputy General Manager	.754	.411	.644

*The mean difference is significant at the .05 level.

Table 5.42: Homogenous subsets of OCB by Scheffe test

Designation	N	Subset for alpha = .05			
		1	2	3	4
Sale Executive	177	48.60			
Senior Sales Executive	98	49.06			
Assistant Manager	83		55.43		
Manager	67			56.57	
Deputy General Manager	41				58.80
General Manager Sales and Marketing	34				59.56
Sig.		.833	1.000	1.000	.347

One-way ANOVA was conducted to compare the effect of employee designation on organisational citizenship behaviour (Table 5.39). There was a significant effect of the designation of employees on OCB for the six conditions [$F(5,494) = 572.936$, $p = .000$]. The mean difference was calculated in Table 5.40. By conducting the descriptive statistics, the general managers of sales and marketing show the greatest OCB ($M = 59.56$, $SD = 2.177$) followed by deputy general managers ($M = 58.80$, $SD = 1.030$). The managers showed the third highest OCB among the sales representatives ($M = 56.57$, $SD = 1.598$), while assistant managers have the fourth highest OCB ($M = 55.43$, $SD = 2.21$). The senior sales executives ($M = 49.06$, $SD = 1.578$) and sales executives had the lowest OCB among all the employee designation ($M = 48.60$, $SD = 1.756$).

Post hoc test using the Scheffe test indicated (Table 5.41 and Table 5.42) that there is no significant difference between the sales executives and senior sales executive ($p = .509$) regarding OCB. It may be because these job designations are not much of a difference. However, there is a significant difference between the sales executives and assistant manager ($p = .000$) regarding OCB. Similarly, there is a significant difference between sales executives and other managerial positions ($p = .000$). The significant difference between senior sales executives and another group of the manager ($p = .000$) was found on OCB. The Scheffe test further found that there is a significant difference

between assistant managers and managers ($p < .005$) on OCB. The result also shows that there is a significant difference between managers and other professionals as p -value is less than .05 in all the cases. However, it was found that there is no significant difference between deputy general managers and general managers sales and marketing regarding OCB ($p > .05$). It means that the deputy general managers and general managers sales and marketing showed similar organisational citizenship behaviour. The study results are confirming the findings of Turnipseed and Rassuli (2005, pp.231-244).

5.9 Overview of Hypothesis Testing

In the following table, the strength of the relationship has been described in the light of Evans (1996) suggestions.

Table 5.43: Summary of hypothesis testing

Hypothesis	Description	Result
H1	Self-efficacy will be positively related to OCB among automobile sales professionals.	Accepted
H2	Well-being will be positively related to OCB among automobile sales professionals.	Accepted
H3	Job satisfaction will be positively related to OCB among the automobile's sales professionals	Accepted
H4	Self-control will be positively related to OCB among automobile sales professionals.	Accepted
H5	Work design will be positively related to OCB among automobiles sales professionals.	Accepted
H6	OCB will be positively related to Organisational performance (perceived) among automobile sales professionals.	Accepted
Additional H9	The relationship of demographic variable and OCB among automobiles sales professionals of Pakistan.	Accepted for education, tenure and income. Rejected for age, gender, health status, incentives, and language
H10	Managers will score higher on organisational citizenship behaviour as compared to other staff among automobiles professionals.	Accepted

Chapter 6

Implementation

This chapter aims to describe the implementation of the action learning process by utilising SCT and NMT strategies to enhance OCB as well as performance.

The chapter will capture all the identified gaps, producing problems for the company and discuss the implementation of various strategies to resolve these problems. It will present action learning steps and the outcomes of the implementation process. During the action learning process issues of management of identified risks and practical acknowledgement of resources and improvement will also be addressed. To evaluate the difference/improvement after conducting action learning, various scales were used. Confidence was measured by self-efficacy scale. Work satisfaction was measured by well-being at work, communication, and power-sharing scales. Whereas, job satisfaction was measured by job satisfaction scale. For self-regulation, at the task, the scale of self-control was utilised. Lastly, satisfaction with the workplace was measured by using working environment scale. This chapter will search the answer for last research question, “Do Social Cognitive learning and need motivation constructs-based practices along with the action learning method can impact on the development of OCB in the business management field?”

This section discussed various strategies to implement. Strategies based on SCT and NMT were reviewed to develop and enhance self-efficacy, self-control, well-being at work and job satisfaction (Chapter 2). Furthermore, task culture, cultural change, team leadership, learning organisation, strategies will be discussed. The issue of innovation and commitment will be implemented. Lastly, communication and improvement strategies will be utilised. The next section will provide the application process of all discussed issues as action learning implementation.

6.1 Implementation of Action Learning Process

This section will explain the methods of the action learning process in detail. Among the three proposed methods of action learning (McKernan 1991), the first method of ‘Observational and Narrative Research’ was conducted by using rating scales in situational analysis and surveys. ‘Discourse Analysis and Problem-Solving Methods’ will pertain group discussion method to analyse and to understand the internal conflicts

of the organisation. Various solutions to the problems will be formalised with the help of a team. The third method of ‘Critical-Reflective and Evaluative Research Methods’ will present results of an evaluation form to check the appropriateness of problem-solving strategies and to familiarise to feedback.

6.1.1 Action Learning Methodology

Through the action learning process initially, people were exposed to new ideas and thought differently. Then they carried out the activities to solve the situation and applied all those skills what they have learnt at the previous stage. Lastly, the success of performance and improvement could be seen. The same process then can be promoted and transferred by managers as learning coaches to other employees.

6.1.1.1 Step 1: Observational and Narrative Research Methods

The section will discuss the detailed process of step 1. Among several methods of organisational situational analysis ‘5S’ analysis was utilised. It helped to gain more information about the micro and macro environmental factor within the organisational environment (Gupta & Bhaskar 2016, pp. 184-204). Rating scales were used to measure the overall health of the company to get information about the holistic view of the organisation. The output of the project was clarified with area experts and received lessons for the problem-solving skill to gain a better understanding of the local market. The team visited the site areas to collect the data where there were factories. The observational data with the employees, stakeholder, and the consumer was analysed. Then per the information received, the proper recommendation was given.

6.1.1.1.1 Process of Situational Analysis

The current organisational situational analysis consists of several methods of analysis. A situation analysis is often referred to as a ‘3C analysis’, but when extended to a 5S analysis, it allows businesses to gain more information about the internal, macro and micro-environmental factors within the environment. Performance areas of a holistic view of the overall health of the company were measured by rating scales. Lastly, the business model canvas (BMC) and organisational model canvas (OMC) were conducted. A core component of action learning is Situational Analysis. It involves teams, problems, competencies, questioning/reflection/feedback, and learning coaches, according to the sequence mentioned above four executives were selected as a team from each division of the company to work with the learning coach. The case company in the Automobile sector

of Pakistan provides the most exceptional quality heavy duty vehicles. The company was eager to expand the business, but due to unknown reasons, they found hesitation in employees. Thus, the CEO wanted to know what the elements were causing resistance in the upgrading of prices. So, a suggestion of forming an action learning team of four executives from cross-functional divisions was presented and allowed the team six months to identify and solve the corporate strategic issue. The team was to meet bi-weekly and to proceed with the next steps. During the first few weeks, the team clarified the output of the project, gained lessons for problem-solving skills, and invited area experts to gain a better understanding of the local market. The team visited site areas of different cities (Karachi, Lahore, and Peshawar) where there were factories so that they could collect data. The team analysed the interviews and observational data with consumers, employees and stakeholders and presented what they had found and recommended what the company should do to achieve its financial targets successfully and to enhance motivation amongst employees.

Before starting the analysis of the organisation, it is essential to mention the Organogram of the company is said to be the ideal one. In reality, this structure was not solely there from the dealership company. Besides this, there was a lack of realisation of the ground facts. Therefore, it was necessary to work on the first phase of action learning ‘to develop rapport’ and provide the environment of mutual understanding between employer and employee. It was the excellent opportunity to utilise the knowledge and then bring change in a positive direction because this was the only way to overcome the frustration of employees and to develop the change in the culture of the organisation.

After getting initial observations, some essential measures were taken, e.g., the attractiveness of the organisation (Figure 6.1), holistic view of organisational health (Figure 6.2) and as a result finally, a quick rating (Figure 6.3) was conducted. All these measures learnt during the DBA programme helped in conducting these measures. According to these results, the most critical was the employees’ segment.

To analyse and conduct the situational analysis, some of the rating scales were conducted to measure the performance areas and performance indicators. It was done to acquire a direct overview and observation of the situation before applying the Business Model and Organisational Model Canvas.

	Rating*	Explanation
Customer	4	Another competitor is in the market, and the company is not spending Too much for R & D and promotion
Employees	3	Due to the uncertainty of financial problems and downsizing
Business Partners	5	Business partners are satisfied
Stakeholders	5	Stakeholders are satisfied

Scale of 1-5: 1: very unattractive; 2: unattractive; 3: Neutral; 4: attractive; 5: extremely attractive

Figure 6.1: Rating Scale to measure the attractiveness of the company (How attractive is the company), *Source: Author*

After having this compact rating, it was seen that stakeholders and business partners were satisfied with the attractiveness of the company. Customers were aware of the existence of another competitor in the market. Thus, they considered that if the company invested more in R and D and promotion, it could potentially grasp more customers. Only the segment of employees was not entirely satisfied. So, while drawing the organisational model, the researcher focused on this segment to address the issues. The overall health of an organisation along with performance areas and indicators are presented (Figure 6.2), will help to understand the status.

Health	Performance areas	Performance Indicators
Fit in operations (<i>Customers</i>)	Competitive strength, (Financial) performance, profitability	50% Market share, 30% margin, 27 million rupees Customer satisfaction: On Rating scale 4 points of attraction Good quality products
Lively in the organisation (<i>Employees</i>)	Focus Motivation/energy Potential Teaming	Financial targets for next year Sickness 15%, employment satisfaction 50% Average age: 40, Educational level: College graduate, experience: 10 years Internal issues: communication, Role culture
Agile in the market (<i>Business partners</i>)	Awareness of the market developments Innovative Scalability Flexibility	Connections to knowledge institutions: Having effective memberships Ideas, time to market: according to market requirement Partnerships, short/ long-term commitments
Interactive with the environment (<i>Stakeholders</i>)	Reliability Responsiveness Impact/authority Image	Returns on external investments, no conflicts Strong CSR activities Known as a quality service provider

Figure 6.2: Performance areas of a holistic view of the overall health of the company
Source: Author

Health	Performance areas	Rating (1-5)	Relevance (1-5)
Fit in operations (<i>Customers</i>)	Commercial effectiveness, Competitive strength, (Financial) performance, Profitability	4	4
Lively in the organisation (<i>Employees</i>)	Focus Motivation/energy Potential Teaming	3	4
Agile in the market (<i>Business partners</i>)	Awareness of the market developments Innovative Scalability Flexibility	5	5
Interactive with the environment (<i>Stakeholders</i>)	Reliability Responsiveness Impact/authority Image	5	5

Figure 6.3: Quick assessment/dashboard, *Source: Author*

	Budget	Realisation
Revenue	↑	↓
Profit	=	=
Number of employees	↓	↓

Figure 6.4: Situation at Company, *Source: Author*

After the generation of both models of Business and Organisational canvas, a clear picture of the organisation was discussed with the staff. It provided a baseline to initiate a process of change and to break the resistance. Regularly conducted weekly meetings provided the opportunity to develop new strategies and to check the progress or failure of previously implemented actions.

Throughout this period, the staff started to work in collaboration with management. This collaboration enabled the staff to engage successfully in the exploration of problems and to generate solutions from each other and eventually it was beneficial, not only for them but the organisation also. It was a great experience to observe real work challenges and to seek solutions with the team. Situational analysis summary revealed many significant aspects to be resolved. All these problems were overlapping and accelerating each other.

After conducting both the models, it became clear what the strengths and weakness were and here comes the role of organisational action learning. The researcher applied all the organisational analysis from the perspective of the literature.

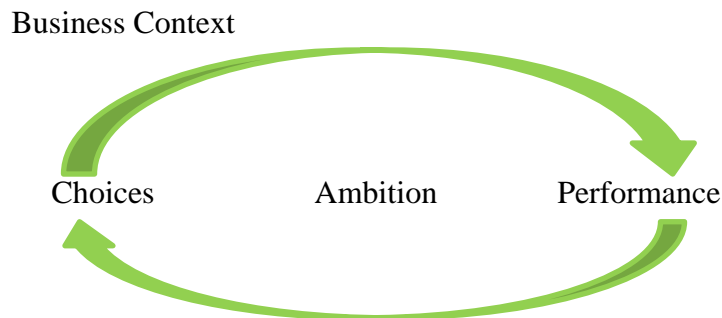


Figure 6.5: Organisational analysis, *Source: Greveling (2013)*

The following is a summary of the identified risk/problem and its possible solution/strategy (Figure 6.6).

Identified Risk	Target population	Strategies
Role culture	Employees Management	Action Learning Task Culture Team Leadership Model
Lack of Innovation Resistance to change	Employees	Learning organisational design Periodic training
Lack of commitment Lack of Positive Organisation Behaviour/ OCB	Employees	Application of relevant scales Application of Social Cognitive Behaviour strategies
Downward communication	Employees	Horizontal communication

Figure 6.6: Summary of Situational Analysis, *Source: Author*

All the issues shall now be discussed one by one. There are three major segments. Firstly, lack of innovation and lack of commitment falls within personal variables. A person who feels confident in himself can face any challenge. We can say that self-efficacy enhances the vision of a person and motivates him towards new horizons. Moreover, those employees who feel satisfied usually have more commitment to their tasks. So, these two issues are leading towards personal variables of self-efficacy and well-being. Here, the role of the communication pattern is unavoidable. Unfortunately, it was predominantly downward communication that was also the cause of frustration and mistrust. Secondly, resistance to change is leading towards behavioural and attitudinal factors. Employees express their dissatisfaction with the job. Usually, dissatisfaction occurs when efforts are not acknowledged or overlooked. The third major variable

environment is evident with the issues of downward communication, and the role culture has, which was creating problems of the working environment and regarding social interactions at work. In conclusion, personal, behavioural and environmental factors were producing a lack of OCB; it was internally affecting the organisational performance.

As a conclusion to this section, it appeared that a re-design of the organisational communication resources was essential to match the desired performance levels. Consequently, the structure could satisfy the needed financial outcome and increase the satisfaction level of employees. This analysis also provided the practical existence of research concepts on how OCB can decrease or increase the performance of employees.

6.1.1.2 Step 2: Discourse Analysis and Problem-Solving Methods

6.1.1.2.1 Action Learning Process

The most common action learning process can be summarised according to the three stages of the action learning process, i.e., preparation, team meetings, and follow-up activities (Cho & Bong 2013). All the steps were followed according to the process to achieve the targets.

6.1.1.2.2 Preparation

As a first step, sponsors (executives and managers) in the organisation were secured before launching an action learning project. Revans (1982), has emphasised the significance of a “structure of welcome” before setting up meetings because building trust and rapport between participants and organisations is the key to success in action learning. Initial efforts for building trust and openness and securing management support lead individuals and organisations to further engagement in an action learning project (Edmonstone 2011, pp. 93-102). An orientation session enacted in this preparation stage helped participants better understand how action learning progresses by providing information about the action learning process and ground rules for teamwork. At this step, the researcher arranged meetings with CEOs, managerial and executive staff to develop rapport, to communicate the upcoming problem-solving process and to gather their views. During this procedure, the resistance of employees reduced to adopt changes. The hierarchy also showed their interest and support in the action learning process to overcome the problems.

6.1.1.2.3 Seminars

At this stage, a three-day training workshop was conducted with 12 selected members from sales management. The researcher conducted the seminar with the help of a consultant. At the initial session, the seminar consultants met with the team to understand the purpose and issues of conducting the coaching sessions. Managers were introduced to the process of action learning and how to implement it. Moreover, they were thoroughly introduced to coaching skills and action learning sets. Critical areas of team building, leadership skills and performance management were also addressed.

- i. Coaching for building and enhance confidence:** During this session, managers were provided training on how to identify and enhance the confidence level of the employees. It was also discussed how to keep the confidence level high to face the challenges.
- ii. Coaching of staff to develop motivation:** Managers were provided with the practical skills of how to motivate people by signifying its importance. Moreover, a variety of needs was addressed with a particular reference of reward or reinforcement.
- iii. Coaching for reducing Stress and resolving conflicts:** Coaching was provided for reducing personal stress through REAL technique. It follows Reflective Experiential Action Learning principals. Managers received training on how they can identify the problems by using communicative skills at first level. Then, at the second stage action learning team used brainstorming, observation and tried to identify the causes of the problems. On the third level with the consultation of the team, the best possible solution was identified and discussed.
- iv. Coaching for promoting communication Skills:** This session covered various aspects of effective communication on how to develop listening skills to understand better and communicate. This session utilised real examples of the working environment.
- v. Coaching leadership skills:** Various skills of leadership were addressed. It was more focus on team leadership coaching and how to tackle organisational issues effectively. Managers experienced how to conduct meeting with the team and to tackle the issue of group thinking to promote innovative ideas. Previous case scenarios were brought under discussion.

At the end of the training, managers selected set of action learning as follows:

- Implementation of Task culture and team leadership model.
- Identification of Skill development areas and periodic training.

- Promotion of Effective Communication through coaching and feedback.
- Promotion of OCB by Social corporate responsibility, enhancing confidence and better professional relationships through recognition and rewards.

6.1.1.2.4 Team Meetings

Action learning projects are work-based and challenging to implement individually (Revans, 2011). In the team meetings stage, action learning practitioners deal with the project and team selection, roles of a learning coach, problem-solving processes, reflection, and organisational support. In team selection, team members with diverse backgrounds are highly desired because participants of diversity can generate innovative ideas and explore different solutions. According to Revans's (2011), the concept of "comrades in adversity" implies that participants made a collective spirit through hardships in solving difficult issues at work in the action learning process. However, sometimes active involvement in the action learning process may hinder participants' due to the team leader's authority and organisational power and politics (Ram & Trehan 2009, pp. 305-318).

Table 6.1: Action learning participants

	Position	Number	Year of Experience
1	General Manager Sales and Marketing	1	15 years
2	Deputy General Manager	1	10 Years
3	Manager	2	6-7 Years
4	Assistant Manager	4	5-6 Years
5	Senior Sales Executive	2	3-4 Years
6	Sales Executive	2	1-3 Years

Twelve members of managerial staff were selected as a team to work as a coordinator of different sections of the company to work with a learning coach. Learning coaches help participants learn the content of the project and problem-solving process using questions, feedback, and reflection in the action learning process. The team was divided into smaller groups of three members in each subgroup. The managers selected one of the four action learning set as a meeting. In the meeting, the managers chaired the action learning sets alternatively. The researcher and learning coach helped to set the diverse kinds of mechanism like indicators of development of OCB, innovation, communication, and change in culture. Specific measurement is designed, constructed, and evaluated. The management team makes the strategy of OCB development, review, and evaluation. Various types of risk factors related to management and employees were planned to settle by using different strategies. It was discussed to place suggestion boxes in the company, to keep it confidential, only GM has the access.

Culture Change Process

Identified risk factors were discussed with team members and with the agreement, it was decided to target the managerial staff of the company. It was also discussed that to move from the minor issue to major. As one of the Assistant Managers expressed.

“..... it was necessary because when we want to bring change in the culture of an organisation, better to address minor issues first”.

It is usually considered as a recommended practice to move in a said manner (Chen & Bozeman 2013, pp. 584-607).

Skill development, commitment and motivation

To bring a change in behaviour, first target to change in thought by conducting periodic training workshops, seminars, and discussion forums for staff. It also provides a platform for them to rebuild their skills, expertise, social relationship and to enhance their self-esteem, self-respect, trust in the institution and ultimately motivation and commitment. These positive psychological factors contribute to accept the openness to change (Tsai & Cheng 2012, pp. 1069-1080). At this point, Manager added that,

“.... afterwards through their team leaders, the overall progress of the department could be conveyed to staff, which eventually reduced the apprehensions and to set their short-term and long-term targets accordingly”.

Learning Organisation

At this point, the researcher intervened and proposed to overview the identified risks again and to set priorities. It was discussed that when all the employees would be introduced to the concept and practices of the learning organisation, they could move to the development of culture, openness and creativity, commitment, effective communication, a better understanding of the values of the organisation, sense of belongingness and ultimately to OCB. Thus, the introduction of organisation Learning Culture could serve the purpose in many ways to resolve the identified risks. General Manager sales and marketing added,

“.... as sometimes it is wise to have ice breaking and to build up learning culture that ultimately will work at an individual and organisational level too”.

Moreover, a few adjustments and modification were discussed and agreed to, the management of risks identified by situational analysis at the first stage of the study. According to the discussion, learning organisational design was considered as a prime

factor to catalyst all other solutions. The identified risk was shuffled according to plan requirement and intensity. Segregation of strategies and the targeted situation was made. The evaluation was proposed by the team to measure the improvement as well as to assess the new trends.

Identified Risk	Target population	Strategies	Target Situation	Evaluation
Role culture	Management Employees	<ul style="list-style-type: none"> • Learning Organisational design • Action Learning 	<ul style="list-style-type: none"> • Task Culture • Team Leadership Model 	Application of relevant scales
Resistance to change Lack of Innovation	Employees	<ul style="list-style-type: none"> • Learning Organisational design • Periodic training 	<ul style="list-style-type: none"> • Skills Development 	
Downward Communication	Employees		<ul style="list-style-type: none"> • Horizontal communication 	
Lack of commitment Lack of Positive Organisational Behaviour/ OCB	Employees	<ul style="list-style-type: none"> • Application of Social Cognitive Behaviour strategies 	<ul style="list-style-type: none"> • OCB 	

Figure 6.7: Modified Action Learning plan for implementation, *Source: Author*

Communication

In the team meetings stage, reflection creates learning grounded in past and current experiences and makes action and learning stronger in action learning teams (Reynolds 2011, pp. 5-13). Through reflection, action learning teams can convert tacit knowledge into explicit knowledge and improve their thinking and solutions to challenges that the teams face. So, the reflection was gathered by team members and by direct feedback from coordinators of different departments. Horizontal communication was introduced to coordinators (Turabik & Baskan 2015, pp. 1055-1063). Though initially, it was a bit difficult and burdensome for them. Gradually, it was realised at the organisational level that problem-solving becomes more manageable as compared to the starting level.

Sponsors play a critical role in action learning, including the selection of action learning projects and participants, clarification of the outputs, communication with stakeholders (e.g., CEOs), the motivation of participants, provision of physical and personnel resources, and decisions regarding implementation and follow-up activities. Executives, managers, and team leaders as sponsors support participants throughout the

action learning process, which leads to the improvement of the organisation's performance and task culture (Sivan 2010, pp. 209-233).

6.1.1.2.5 Follow-up activities

In the follow-up activities stage, organisation (sponsors) decided on the implementation of action learning teams' solutions at the final team presentations. Participants shared their solutions and lessons were learned from their action learning process with other organisational members through action learning conferences and knowledge management systems (e.g., intranets) in the organisation (Huang & Arnold 2016, pp. 71-87). These communication channels are outstanding venues in which organisational members can share critical success factors of action learning practice. Depending on the context, learning environments may take several forms in action learning practice. Face-to-face action learning teams are most common in the cases identified (Park et al. 2013, pp. 4-24). Increased use of technology in action learning opens many possibilities concerning how blended learning contributes to undertaking new learning platforms, motivating participants, and encouraging reflection in different contexts as well as meeting the immediate needs of busy managers and executives.

6.1.1.3 Step 3: Critical-Reflective and Evaluative Research Methods

After the implementation of action learning process, it was crucial to evaluate the learning and change of the employees of the company. During the group discussion of a team meeting, learning organisation culture was identified as the prime target to mobilise all other linked issues. So, it was necessary to implement any measure that could provide the evaluation of learning and level of change.

6.1.1.3.1 The scale of Learning and change

Bateson's (1972), the scale of learning and change was selected to measure the effects of learning after six months of the implementation of action learning. Bateson (1972) has given five levels of learning ranging from zero to four (0-4). These levels are known by various labels.

Table 6.2: Bateson levels of learning (Bateson 1972)

Scale	Levels
0	No Learning / Zero Learning / Causality
1	Learning/ Linearity
2	Learning to learn/ Deutero Learning/ Complexity
3	Change in the process of learning II/Corrective change/Hyper-complexity
4	

Dilts (2015), has cited the explanation of learning levels from Bateson:

- Zero level learning means no change. It usually involves a repetitive kind of behaviours in which the individual, group or organisation is stuck or trapped by habits or resistance.
- Level I: Learning is a gradual, incremental change. It is progressive in nature. It involves making corrections and adaptations through behavioural flexibility and stretching. While these modifications may help to extend the capabilities of the individual group or organisation, they are still establishing and refining new procedures and capabilities. This level is also seen as single loop learning (Argyris 2002, pp. 206-218)
- Level II: Learning is rapid, discontinuous change. It involves the instantaneous shift of a response to an entirely different category or class of behaviour. It is necessarily the switch from one place to another, for instance, change in policies, values or priorities. This level is considered as double loop learning (Argyris 2002, pp.206-218)
- Level III: Learning is an evolutionary change. It is characterised by significant alterations which stretch beyond the boundaries of the current identity of the individual, group or organisation. Here transition of role, brand or identity happens.
- Level IV: Learning is a revolutionary change. It involves an awakening to something entirely new, unique, and transformative. At the level of Learning IV, the individual, group or organisation turn into entirely new responses, technologies or capabilities that open the door to previously unknown and unexplored potentials. However, according to Bateson (1972), level IV is not achievable.

Results will be discussed in the next section.

6.1.1.3.2 Evaluation scale for action learning outcomes

Besides the impact of learning to assess the other factors, one evaluation instrument was formulated and circulated among the employees (N=52). The researcher developed a scale rating matrix shown in the table and set up a questionnaire which was answered by the participants. Evaluation scale involved a set of statements or questions which can be answered by the participants quickly. Statements could be rated on a 5-point Likert scale. Score 5 represents the substantial agreement of implementation, and zero scores represent the strong disagreement of implementation. This survey helps identify the people's perception within the organisation. It is the most comfortable method for the data collection, and the least resources are required for conducting it. The participants could take issue and concern outside the prepared question path by giving remarks or comments

(feedback) to identify areas requiring improvement and further research. To perform the survey, both quantitative and qualitative data were collected from the employees of an organisation. The objective was to analyse the practical improvement in culture, skills, communication and OCB and its impact on the various departments.

Table 6.3: Scale Rating Matrix

Score	Description
1	Strongly Disagree
2	Disagree
3	Somewhat Agree
4	Agree
5	Strongly agree

Evaluation instrument was designed to measure two areas. The first area was related to a general change in the organisation, including cultural change and leadership.

Part I: Change in the Organisation

The new learning organisation provides flexibility.

Employees are coming up with innovative ideas for the new learning organisation.

The new task culture gives more opportunity to interact closely with the team.

Communication becomes effective among team members.

Working with the Team leader gives more chance to achieve targets of the company.

Periodic training helps to increase the level of performance.

Action learning helped to develop positive organisational Behaviour.

Action learning helped to develop a commitment to finish tasks.

The second area was measured by employees' responses to their performance and OCB development outcomes.

Part II: Employees' Performance and OCB development outcomes

The periodic training helped me to learn new skills.

I am now more confident in setting goals for myself.

I have now more sense of control in the workplace.

I have now more sense of connectedness in the workplace.

I am now more regular on my work plans.

I am now more satisfied with my job.

I feel more comfortable in my working environment.

I think my individual performance at work has improved.

6.1.2 Results

It was hypothesised that the action learning process in the organisation is the method of improvement and development of OCB. Various scales were formulated for measuring self-efficacy, satisfaction with work, well-being at work, communication, power-sharing, Self -regulation at the task, job satisfaction, and OCB.

Hypothesis (H8): *OCB will be positively related to action learning method based on Social Cognitive learning and need motivation constructs base practices among automobile sales professionals.*

The mean score of Bateson's learning and change scale was found ($M=2.1$) at level II. It shows that case company is experiencing real changes and progressing toward learning. Another survey that was conducted to evaluate various areas where action learning strategies were implemented yielded promising results.

Table 6.4: Summary of scores from the survey for a general change in the organisation (N=52)

Questions	Mean	Std. Deviation
The new learning organisation provides flexibility.	4.25	0.79
Employees are coming up with innovative ideas for the new learning organisation.	4.52	0.50
The new task culture gives more opportunity to interact closely with the team.	4.88	0.32
Communication becomes effective among team members.	4.94	0.24
Working with the Team leader gives more chance to achieve targets of the company.	4.96	0.19
Periodic training helps to increase the level of performance.	4.90	0.36
Action learning helped to develop positive Organisational Behaviour.	4.96	0.19
Action learning helped to develop a commitment to finish tasks.	4.97	0.19

It can be seen in the results that all the employees from various departments were highly involved in the action learning process. Highly appreciated areas were commitment, OCB and team leadership. Most of the employees were agreed and internalised the cultural changes through the action learning process. Here are some of the comments severed as representative themes:

‘Change in culture made communication very easy.’

‘I can discuss with team leader frequently about the targets of the company’.

‘I am more confident to handle my performance now’.

‘Our company employees are having more positive behaviour toward their job’.

Still, some of the areas require more efforts. Among these areas, innovation and flexibility are prominent. Qualitative comments gain during a survey of the employees

can best explain quantitative data. The comments below can describe the resistance behind flexibility and innovation. It could be understood from the perspective of collectivist culture. During the phase of evaluation, many employees expressed and accepted when encouraged,

“..... It is true; we served here for a long time, but the financial recession makes it uncertain, and job security is highly threatened....”

The same ignoring reaction was found on the company’s part revealed by Sales Manager,

“.....and progress of competitor companies is gradually taking over market share. Meanwhile, the company is ignoring to expand and actively promote”.

Fear of the unknown future and lack of skills were found the most cogent reasons for resistance toward innovation (Treven, Mulej & Lynn 2008, pp. 27-39). The team suggested that the number of training workshops must be increased. Moreover, appreciation of innovative ideas can reduce resistance.

The second part of the survey was related to the employee’s performance and identifying perceptions for the development of OCB through self-efficacy, the fulfilment of needs at work, self-regulation, job-satisfaction, and improved performance.

Table 6.5: Summary of scores from the survey for employees’ responses to their own performance and OCB development (N=52)

Questions	Mean	Std. Deviation
The periodic training helped me to learn new skills.	4.92	0.27
I am now more confident in setting goals for myself.	4.92	0.33
I have now more sense of control in the workplace.	4.94	0.24
I have now more sense of connectedness in the workplace.	4.96	0.19
I am now more regular on my work plans.	4.94	0.30
I am now more satisfied with my job.	4.98	0.13
I feel more comfortable in my working environment.	4.94	0.24
I think my individual performance at work has improved.	4.98	0.14

It can be seen in table 6.5 that all the responses are indicating high satisfaction toward personal, behavioural, and environmental factor. The overall development of OCB is prominent in responses. If the comparison is made between part I and II of the survey, it can be observed that part II is yielding more satisfactory results. This difference can be explained by the learning of individual and group. Usually, at organisational level change occurs in slow momentum as compare to individual progress. Qualitative comments for the second part are mostly positive. Some of the representative themes are below:

‘I am confident how to set my target and how to achieve them’.

‘I am having more control over my work’.

‘I can connect with my colleagues at work now’.

‘Sense of satisfaction and achievement is higher as compared to the past’.

‘I am sure that my performance is better than before.’

6.1.3 Overall Impact

Beside above-mentioned evaluation strategies, another scale was used with the main action learning management team. The researcher asked them to evaluate the organisational model before conducting the action learning process. Respondents were asked again to rate all the categories of the organisational model on a 5-point Likert scale. The objective of the assessment was to measure the outcome of the action learning process by managerial staff.

Table 6.6: Mean scores of outcomes of Action learning (N=12)

Components of the organisational model	Before AL Mean	After AL Mean
Strategy	4	5
Structure	5	5
Staff	4	5
Planning and control	5	5
Competencies	3	4
Stakeholders	5	5
Policies	5	5
Communication	3	4
Innovation	1	4

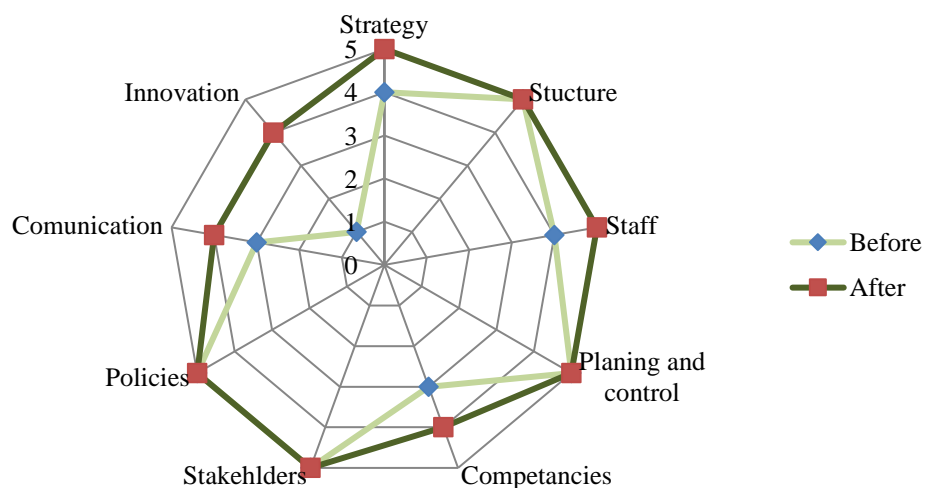


Figure 6.8: Comparison of organisational model components , *Source: Author*

Improvement after the AL process was visible at various aspects of the organisation. The organisation won awards and developed a new affiliation with other noteworthy bodies, stakeholders, and employee associations. Suggestion boxes were placed, and regular meetings, as well as training, were arranged for employees. Total Quality management activities were improved. Stakeholder participation and engagement become stronger. New programs for the promotion of Education and Community Development Welfare were started. The company organised code of conduct.

6.1.4 Summary

Workplace learning is a strategy that can be implemented in the organisation to increase productivity and effectiveness. The action learning process was implemented to find out the workplace problem or issues that require solving by managers. Action learning process helped to evaluate and improve various issues, i.e., confidence, satisfaction with work, well-being at work, communication, power-sharing, self-regulation at the task, job satisfaction and satisfaction with the workplace. In this research, the organisational citizenship behaviour was analysed by using different theories such as need motivation theory, social cognitive theory and found that theory-based practices help to develop the organisational citizenship behaviour and the performance of the employee and management practices. In this research, the practices of the action learning process can be summarised according to the three stages of the action learning process that is preparation, team meetings, and follow-up activities. All the steps were followed according to the process to get the targets. It was found that the action learning process affects the organisational culture and structure, OCB, and the performance of the management. Organisational culture is the core value of the organisation, which defines the organisational norms, value, organisational working procedure, and workflow.

7.1 Discussion on Findings of Association of Determinants of OCB and Perceived Performance

The first Objective of the research was to identify the factors determining organisational citizenship behaviour (OCB) based on Social Cognitive Theory and Need Motivation Theory in the automobile sales professionals of Pakistan. The following questions were developed in order to attain this objective.

Research question 1 was focused on exploring the association of personal factors with OCB.

- What is the relationship of self-efficacy and OCB among automobile sales professionals of Pakistan?
- What is the relationship of well-being and OCB among automobile sales professionals of Pakistan?

The findings revealed that the strength of the association between self-efficacy and OCB as well as well-being and OCB is moderate. The current results also confirm with previous literature (Oren et al. 2013, pp. 505-516) indicating a positive relationship between self-efficacy and OCB as well as between well-being and OCB of automobile sales professionals in Pakistan.

Research Question 2 explores the association of attitudinal/ behavioural factors with OCB.

- What is the relationship between job satisfaction and OCB among automobile sales professionals of Pakistan?
- What is the relationship of self-control and OCB among automobile sales professionals of Pakistan?

The strength of the association between job satisfaction and organisational citizenship behaviour emerged to be influential among automobile sales professionals in Pakistan. Many of the previous studies revealed a healthy and positive relationship between job satisfaction and organisational citizenship behaviour (Bateman & Organ 1983, pp.587-595; Knights & Kennedy 2006, pp. 57-72; Malik 2011, pp. 267-272; Lee et al. 2013, pp. 54-65). The current study also indicates a strong positive relationship

between job satisfaction and OCB. A strong association was reported between self-control and OCB of automobile sale professionals in Pakistan, thereby depicting a robust positive relationship between self-control and OCB as indicated by previous studies (Vohs & Baumeister 2011, Kaur et al. 2015, pp. 1227-1277).

Research Question 3 explores the association of environmental factors with OCB.

- What is the relationship between work design and OCB among automobile sales professionals of Pakistan?

The findings of this study show a strong association between the environmental factor ‘work design’ and the organisational citizenship behaviour (OCB) of the automobile sales professionals. Therefore, as indicated previously in the literature related to work design and OCB a strong positive relationship has emerged between the two in the current study in the context of the automobile sales professionals of Pakistan (Humphrey et al. 2007, pp. 1332–1356; Murugesan et al. 2013, pp. 209-216; Fay & Sonnentag 2012, pp. 72-93).

Research Question 4 explores the relationship between OCB and Organisational performance

- Does organisational citizenship behaviour affect organisational performance among automobile sales professionals?

The strength of the association between organisational citizenship behaviour and perceived organisational performance was found dominant among the automobile sales professionals in Pakistan. Many of the previous studies revealed a positive relationship between organisational citizenship behaviour and perceived organisational performance (Chiang & Hsieh 2012, pp.180-190; Purnama 2013, pp. 86-100; Shantz et al. 2013, pp. 2608-2627). One of the review studies also highlights several significant issues related to the perception of OCB, performance and job satisfaction (Veličkovska 2017, pp. 40-51). The current study also indicates a strong positive relationship between OCB and perceived organisational performance.

The second Objective of the research was to evaluate the mediation testing of OCB between the impact of personal, attitudinal/ behavioural and environmental factors on the OCB and perceived organisational performance of the automobile sales professionals in Pakistan. The following questions were developed to attain this objective:

Research question 5 was focused on the testing of mediation role of OCB.

- What is the mediating role of OCB between self-efficacy, well-being, job satisfaction, self-control and work design and perceived organisational performance among automobile sales professionals of Pakistan?

According to the findings of this study, the strength of the association between organisational performance and OCB emerged to be strong. Thus, it can be said concerning the automobile sales professionals in Pakistan a significant positive relationship exists between the organisational citizenship behaviour and the organisational performance of the employees. The past studies on the subject found that both self-efficacy and motivation are an integral part of the increasing organisational performance. It is harmonious with the result of the study. Organisational well-being and organisational performance are theoretically connected with each other by assuming that well-being leads to a higher level of individual performance, which ultimately leads to better organisational performance (Harter et al. 2010, pp.378-389). The strength of the association between job satisfaction and organisation performance is found at moderate. The previous research (Dormann & Kaiser 2002, pp. 257-283; Javed et al. 2014, pp. 120-140) on the relationship between job satisfaction and organisational performance confirmed that both these are positively related (which is harmonious with the finding of this research work). The strength of association between self-control and organisation performance is strong. The strength of the association between work design and organisational performance is strong. Many previous pieces of research have analysed the relationship between organisational performance and work design and found a strong positive relationship between them. Therefore, a strong positive relationship emerged between the personal, attitudinal/ behavioural and environmental factors of OCB and Organisational Performance of the automobile sales professionals in Pakistan.

Additional research Question was related to demographic correlates and Bi-level variables of OCB.

- What is the relationship between demographic variables and OCB among automobile sales professionals of Pakistan?
- What is the difference between the scores of managers and other staff members on organisational citizenship behaviour among automobile professionals?

This research indicated that among the socio-demographic variables, the strength of association between education and organisational citizenship behaviour is stable and

therefore, it can be further concluded that educational experience can play a significant role in OCB. The employee who is having a higher education degree can use the modern technology in the workplace as also indicated by Chen (2008, pp. 56-61) that educational qualification has a meaningful and positive relationship with OCB in an organisation. Concerning job tenure, the study revealed that job tenure and organisational citizenship behaviour association are strong since an employee's commitment towards the organisation would increase with the increasing number of job years and consequently increase OCB. Moreover, the association of average monthly income with organisational citizenship behaviour (OCB) is stable while the strength of the association between incentives and organisational citizenship behaviour turned out to be moderate. However, there was no association between age, gender, socio-economic status, incentives, language, health status and organisational citizenship behaviour, whereas, the association between educational level and organisational citizenship behaviour emerged to be strong.

The analysis of the scores of managers at various levels of hierarchy within the organisation revealed that the general managers of sales and marketing have the greatest OCB, followed by the deputy general managers. The managers have the third highest OCB among the sales representatives, while assistant managers have the fourth highest OCB. However, the senior sales executives and sales executives had the lowest OCB among all the employee designations.

This research analysed the relationship between the personal, behavioural/attitudinal and environmental variables and OCB. It further attempted to establish the relationship between OCB and perceived organisational performance among the sales professionals in Pakistan Automobile industry. Furthermore, the relationship between self-efficacy, well-being at work, self-control, job satisfaction, work design, and organisational performance was examined. Moreover, the socio-demographic variables were also studied concerning OCB. The statistical analysis of the data collected for the research indicated a strong positive relationship between self-efficacy, well-being at work, self-control, job satisfaction, work design and Organisational Citizenship Behaviour (OCB). The results also indicated a strong positive relationship between OCB and Organisational Performance. Self-efficacy, well-being, self-control, job satisfaction and work design were observed to have a healthy positive relationship with Organisational performance among automobiles sales professionals in Pakistan. All the research questions formulated in this study with the aim to configure the relationship between the determinants of OCB and organisational performance have been answered by the results which indicate a strongly positive relationship between self-efficacy, well-

being, self-control, job satisfaction and work design and Organisational citizenship behaviour and organisational performance in Pakistan among the sales professionals in the automobile industry. The findings of this research are therefore in agreement with the previous research relating OCB and organisational performance with the determinants of OCB to reveal a positive relationship in the context of the sales professionals of the automobile industry.

All the statistical analysis provided the basis for process toward the implementation stage of the study. It was found among automobile sales professionals that all personal, attitudinal/behavioural, and environmental variables are contributing to develop OCB and further increase organisational performance. Now it is required to implement the blend of the SCT and the NMT theory-based strategies through the action learning process. Results helped to identify that the assistant managers and managers are the sales professionals who respond differently as compared to other designations. We could be able to conduct the implementation related to OCB, works in the organisational culture change process, improvement in the areas of innovation, commitment and communication, with the application of the action learning process.

7.2 Findings of Action Learning

Overall positive progress is prominent in every aspect of the organisational model. Through Action Learning processes, staff started to work in collaboration with management. This collaboration enabled them to engage successfully in the exploration of problems and to generate solutions from each other, and eventually, it was beneficial not only for them but the organisation too (Lee, Ho & Lwin 2017, pp. 240-251). It was a great experience to observe real work challenges and to seek solutions with teamwork. The action learning process was implemented within an organisation, as discussed earlier in the first part, having the procedure of action learning as preparation, meetings, and follow-up activities (Damşa & Ludvigsen 2016, pp. 1-18). This activity allowed to analyse the personal and professional growth, as well as to develop a better sense of understanding of organisation and action learning method. It also provided an excellent chance to view the theoretical background in action. In result, with the application of action learning strategies, essential and identified area of risk were managed. This task also refined ideas related to initially developed concepts related to research that how the personal, behavioural and environmental variables can influence the work, working environment and ultimately organisational culture (Țicu 2013, pp.925-929). It also

helped to understand that how these variables can decrease or increase the performance, motivation as well as citizenship behaviour of employees.

All the identified risk factors related to management and employees were settled by using different strategies. Overall, the organisational analysis helped to draw a holistic view of a company and to improve its performance. All the discussion below is related to the third objective of AL mentioned in Chapter 6.

Organisational culture brings compatibility and integration inside the organisation. Organisational culture act as a social controller to strengthen dominant values and specified behaviour, which is an essential tool for organisational interaction (Turabik & Baskan 2015, pp. 1055-1063). Organisational culture plays an enormous role in the performance of employees (Xiaoming & Junchen 2012, pp. 28-37). Usually, any of the organisational cultures develop organisational citizenship behaviour. The rationale behind this relationship based on the sense of satisfaction of interpersonal relations in the working environment (Torvald et al. 2005, pp. 28-34). Especially when it comes to management, organisational citizenship behaviour becomes more critical. Moreover, OCB has been proven a key factor in achieving productivity and performance in any organisation (Bukhari & Ali 2009, pp. 85-92; Abu-Jarad et al. 2010, pp. 26.46). OCB facilitate the social machinery of the organisation. It provides the flexibility needed by employees to work through many unforeseen contingencies.

A culture based on a set of norms and values which people in the community do not talk about (Edgar Schein 2004, p. 14) but usually they have a firm belief in it. All these values appear in their attitude and behaviour. So, it is very crucial to understand the culture if there is some change required. Different types of culture, e.g., power culture, role culture, task culture, and person culture (Handy 1993, Trompenaars and Hampden-Turner 2004) were also discussed.

While conducting organisational analysis for action learning, it was found that one of the identified risks were related to culture. It was also found that role culture was creating difficulties in communication between employees and management. Simultaneously, it was decreasing commitment and positive organisational behaviour. To resolve these identified threats, some of the suggestions were formulated. A primary task during the implementation stage was to promote organisational citizenship behaviour. Cultural change is the modification of the surrounding environment through the significant change in the procedure, behaviour, pattern, value and norms of the society (Boateng et al. 2016, 468–478). The team involved in the action learning identified that role culture was creating problems of OCB and communication gap in the company. All

this was achieved by modifying the role culture into a task culture and by increasing Horizontal communication. After the implementation of the action learning process, change in culture was evident and was measured by increased OCB, commitment and satisfaction within employees.

To adapt task culture, leadership model was considered one of the strategic plans to achieve the target (Blake Mouton Managerial Grid 1964). The Team leader who is passionate about his/her work, which is well reflected in team members is the best fit to work with (Rasit et al. 2015, pp. 1234-1241). The managers committed to the organisational goal and mission incline to motivate the people more and work hard to get the best out of the people to deliver the exceptional result. It is not only limited to delivering a great result but at the same time, they are inspiring the figures who look after their teams (Willem & Coopman 2016, pp. 811-834). If managed by the motivated team leader, group member feels empowered and respected and are more committed toward achieving the goal. Team managers give high priority to the people's needs and organisation needs by making sure that organisational purpose is well understood by the team members (Howard et al. 2016, pp. 74-89). The leaders also involve them in determining production needs. Personal needs and organisation needs coincide when people are committed and have a stake in organisational success. It helps to build the environment based on trust and respect leading to high motivation, satisfaction and excellent result and they probably adopt theory Y for this purpose (Harris et al. 2016, pp. 1177–1203). Lack of innovation produces stagnation that impacts negatively on the growth of any organisation (Keupp & colleagues 2012, pp. 367-390). During the action learning process, it was revealed that the company was found having a considerable part of the market share and coming up with innovative ideas at the start. Gradually, when they found no or few competitors in the market, the pace of innovation and expansion become more dependent upon central command. It was the need of the time to realise the presence and arrival of new companies in the market that was using attractive promotional ideas. Thus, it was highly recommended to revoke innovative ideas among sales managers and other employees.

Communication is the most crucial organisational function, which plays a vital role in the action learning process. It is the process of information sharing in the workplace by using the different types of medium (Țicu 2013, pp. 925-929). Communication in an organisation is in a different form that may be written, oral, verbal and nonverbal. Communication is the process of solving the several types of organisational problems and help to make a possible solution by the team members

through their experience and feedback. Communication is an essential part of making a clear goal, to achieve organisational objectives, to enhance organisational performance and to conduct action learning. Thus, communication is the primary function of management to operate the organisational activities effectively and efficiently. The action learning process is the approach to solving the problem by involving or taking the real problem and reflecting on possible solutions and searching for results. Through the learning process, the targeted result was achieved because the solution was developed by the team. This process includes communication on a problem that is difficult to solve, problem-solving team, the process of enquiries and reflection and lastly the obligation to learning. So, communication plays the vital role in the operation of the action learning process. The communication improvement is needed for the efficient teamwork in the organisational operation. Thus, improvement in the communication created the organisational values, norms and helped to share their opinion and view related to the action learning process and real problem solution.

Usually, in a collectivist culture where people are living in high context, indirect communication can create trouble to understand the exact nature of the job expectation (Hall & Hall 1987). Thus, proper training was required for managers on how to communicate appropriately and to convey the message to employees that what is expected of them. Moreover, while adapting coaching style, active listening helps the manager to understand the reservations of employees. Mostly, this manner helps to reduce the communication gap. Development of small teams through action learning provided more empowerment and freedom of expression that helped to improve communication, culture, and sense of OCB among employees.

Chapter 8

Conclusion and Recommendations

8.1 Introduction

This chapter concludes the finding of the research and its contribution. It further outlines the limitations and highlights the recommendations for future research within the management field. The chapter starts with the primary results of the study, section by section, proceed to limitations, and ends up with the recommendations.

This study's primary aim was to assess the interrelationship and impact of personal, attitudinal/behavioural, and environmental factors with organisational citizenship behaviour. Further, to measure the relationship between OCB and employee perceived organisational performance among automobile sales professionals in Pakistan. The automobile industry in Pakistan is one of the fastest revenue generating sector that is attracting to local government as well as global investors (Mirza & Manarvi 2011, pp. 34-47). Thus, Automobile sector in Pakistan is becoming more competitive (Research Team 2015). In this scenario, it was necessary to understand how automobile companies can compete with demands efficiently and promote a positive atmosphere within their work environments to face the upcoming challenges. Both OCB and organisation performance are unavoidable in the perspective of organisational growth and development. This study provided an opportunity to have a close look at the implication of the Social Cognitive learning theory and need motivation theory in the business management field.

This research is the first study thoroughly examined the determinants of OCB, namely, self-efficacy, well-being, job satisfaction, self-control and work design in Automobile sales professionals in Pakistan. Thus, it was valuable to explore OCB to achieve improvements for automobile sales professionals.

This research is also the first to utilise SCT and NMT theoretical background to study OCB among sales professional in Pakistan. Moreover, approaches to organisational analysis, holistic approach to provide the basis for the diagnosis of the problem. Simultaneously, utilisation of action learning made its first practical initiative to study and manage the issues related to OCB and employee perceived organisational performance among sales professionals of the automobile sector. It will be useful for other automobile companies to implement a practical approach to research.

8.2 Main Results of the Study

Results of research found that personal, attitudinal/behavioural, and environmental variables predict organisational citizenship behaviour among automobile sales professionals in Pakistan. Further, results confirmed that all the determinants of OCB are related to perceived organisation performance too. Structural equation modelling was conducted that confirmed the mediating role of OCB between Determinants (self-efficacy, job satisfaction, self-control and work design) and perceived organisational performance. The factor of well-being at work was found to have a direct relationship with perceived organisational performance (chapter 5). These results were acquired by the implication of the action learning process that confirmed the results (chapter 6).

This study can be seen as conducted in two (2) phases. Phase I was conducted to test the theoretical concepts of the study that if these factors were generally found in the population of sales professional. Therefore, for this purpose, the standardised survey questionnaire method was used to gather the data from (N=500) sales professionals in Pakistan. The quantitative survey as well as SEM supported the interrelationship of self-efficacy, well-being at work, job satisfaction, self-control and work design with OCB and performance. Phase II was persistent in the implementation of survey results. During the phase II, the situational analysis provided the basis to further explore the relationship of various factors with OCB. During Phase II various methods, i.e., observational methods, situational analysis, were applied to gather holistic view. Many risk factors were identified including OCB, communication, commitment, culture and innovation. Lastly, action learning process supported the results. The primary results of the study are summarised below:

8.2.1 Predictors of OCB

OCB was found to be a significant factor in achieving productivity and perceived performance among employees (Bukhari & Ali 2009, pp. 85-92; Chelagat et al. 2015, pp. 55-61). Thus, it was essential to figure out what were the factors involved in the development of OCB among automobile sales professionals. It was found that individuals' personal characteristics and behavioural factors interact with the situation to produce OCB (Li & Sekiguchi 2014, pp.14-18). Determinants of OCB were selected based on mainly social cognitive theory with the inclusion of need motivation theory. This study assessed the interrelationship of the personal variable (self-efficacy and well-

being), attitude/behaviour (job satisfaction and self- control) and environmental variable (work design) with OCB among automobile sales professional of Pakistan. It can be said more precisely that this study explored how a person's self- efficacy, a sense of well-being, job satisfaction, self-control and work design determine the engagement of automobile sales professionals in OCB.

According to the quantitative results (Chapter5) by conducting regression analysis, the first determinant of OCB, including personal variables (Self-efficacy and well-being) were found significantly associated with OCB ($r=.73$, $p<.01$) among automobile sales professionals of Pakistan. It shows that 53.5% of OCB variation can be explained by self-efficacy and well-being. Additionally, the highest motivational need for power was found, then relatedness and least of achievement. These results are consistent with the previous studies that have discussed the relationship of self-efficacy and well-being with OCB (Stajkovic et al. 2003, pp. 126-140; Mansor et al. 2013, pp. 1-11; Shahidi et al. 2015, pp. 1499-1503).

The second determinant of OCB attitudinal/ behavioural factors, including job satisfaction and self-control, were found associated ($r=.86$, $p<.01$) with OCB among automobile sales professionals of Pakistan. It shows that 75% of OCB variation can be explained by job satisfaction and self-control. Intrinsic motivation has been found more efficient as compared to extrinsic motivation regarding job satisfaction. Previous studies in other countries have equivalent results (Lee et al. 2013, pp. 54-65).

As far as the third determinant of the environmental variable of OCB is concerned, it was found to have an association ($r=.792$, $p<.01$) with OCB. It can be responsible for 63% of the variation on OCB. Furthermore, these three determinants were found to mediate by age and incentive. However, all the three determinants were proved to be the predictor of OCB among automobile sales professional of Pakistan. OCB was found higher in managerial positions.

Implementation of action learning made it possible to apply various strategies, for instance, enhancement of self-efficacy, well-being, job satisfaction, self-control, and improvement in the working environment. Managers play a pivotal role to transform the culture of the company as a learning organisation and to promote OCB among sales professionals (Chapter 6).

8.2.2 Relationship of OCB and Performance

OCB has been considered as the vital outcome factor related to perceived performance (Xiaoming & Junchen 2012, pp. 28-37). In the current scenario, when many

international investors are stepping in the automotive market of Pakistan (Sigal 2017, para. 4), it is about time to understand the crucial issues of OCB, perceived performance, organisational culture among the collectivist society and communication patterns for the management as well as for sales professionals. Performance is remaining an essential concern for organisations to enhance their activity and to gain as much as they can. On the other hand, performance is essential for employees for their job security and progress (Bukhari & Ali 2009, pp. 85-92). Only a few studies in South Asian countries were conducted to assess the relationship between OCB and perceived performance among automobile sales professionals.

Here, it is necessary to mention that for the measurement of performance. Two types of perceived performance were measured, namely, perceived organisational performance and perceived market performance. Furthermore, in the second phase of action learning, this scale helped to identify the comparative nature of perceptual difference about the performance of their organisation and performance of the market. It was followed by the initiative from management to open new area sales offices, attractive advertisement campaigns, enhance CSR activities to involve the community and to be visible in the market. Previously the company was overlooking the issue due to having few rival companies (Chapter 6).

Furthermore, all three determinants of OCB (personal, attitudinal/behavioural, and environmental factors) were found to be related to perceived organisational performance. During the action learning phase, periodic training and strategies utilised to enhanced OCB. Performance of the Sales professionals was reportedly increased.

8.2.3 Organisational X-ray, holistic approach and action learning

Within the research field of business management, various methodologies can be utilised depending on the nature of study matter. Although, the applicable nature of action learning made it unavoidable in the business management field. In Pakistan, the action learning approach is still in the infancy stage. It was a far-reaching experience to conduct organisational analysis by using various situational analysis scales, business model and organisational model canvas. All these tools supported to come up with the real issue related to the organisational X-ray. Performance areas of a holistic view of the overall health of the company were checked. At this point, the initial health indicator revealed satisfactory performance situation with the customer, business partners and stakeholders. However, some issues were found by employees. Further, the application of organisational model canvas confirmed the results (Chapter6).

The second phase of the study contained details regarding strategies to resolve the identified risks and application of SCT and NMT through the application of the action learning process. Focus groups and various scales were administered. Selected managerial staff attended seminars. They were exposed to new skills and knowledge to think differently about the real work life situations. Learning sets were conducted to address the identified issues.

At the evaluation stage, to measure the change in learning, the scale of learning and change was administered. It revealed that the change occurred at Level II that showed progress toward learning and change. To measure the outcome, two scales were developed. First scale for a general change in the organisation, including cultural change and change in leadership patterns. The second scale of outcome was used for the measurement of employees' responses to their performance and OCB development. Both scales yielded satisfactory results. Furthermore, the 5-point Likert scale was used to measure the changes on organisational model canvas. Overall positive progress was prominent in every aspect of the organisational model canvas components. A substantial improvement was found in the areas of innovation, staff, strategy, communication, and competencies, respectively (Chapter 6).

8.2.4 Theoretical Framework

Business and management research is also homogeneously woven with theoretical approaches. All researchers in Business and Management need to be familiar with the philosophical basis of research so that understanding the variety of approaches that are taken in Business and Management research could be more straightforward and logical. It is also beneficial to reveal the fundamental implications of philosophical and theoretical approaches for the adequate investigation of research topics and issues. Many business researchers do not state the philosophical position of their studies due to consider it not necessary or well-known (Eriksson & Kovalainen 2008). In recent times, the way business and management research are conducted changed with the increasing use of qualitative as well as quantitative methods. It is crucial for the researcher to be aware of their philosophical position at the outset of the research.

All the issues related to Ontological assumptions and epistemological positions helped the researcher to understand their application. Such efforts of the tutors during DBA coursework made the path smooth to accommodate all the information and to use it properly. In practice, diverse kinds of research study require different philosophic commitments in the domain of marketing management (Pierre 2017, pp. 390-392). The

exploration of philosophical concepts assisted the researcher to specify research design and strategy, which defined the way of proceeding from research questions to the research design. It included decisions about the type of empirical data collection, selection of data gathering tools, analysis, and using sampling strategies (Easterby-Smith et al. 2008). Moreover, all these efforts helped the researcher to recognise the theoretical approach of social cognitive theory and need motivation theory as the primary foundation for this study.

Although the organisational behaviour is incredibly complex and includes many inputs and dimensions, the cognitive, behaviouristic, and social cognitive theories can be used to develop an overall framework for an evidence-based approach. This study integrated personal, social, cognitive, and environmental factors within organisational settings. Social cognitive theory (Luthans 2011) explains organisational behaviour regarding both environmental, contextual events and internal cognitive factors, as well as the dynamics and outcomes of the organisational behaviour itself.

This study got an opportunity to take a close look at the implication of the Social Cognitive learning theory and need motivation theory in the business management field. This study has implemented the theoretical constructs of SCT, need motivation theory and concepts of positive psychology about the development of OCB and organisational performance related explicitly to Automobile sales professionals. Here, it is noteworthy that although SCT, address the motivational aspect indirectly. Need motivational theory has been merged in the conceptual model, to broaden the perspective of SCT. An additional influence of motivational needs has been introduced and merged as a variable of well-being. It contains need for achievement, power and relatedness specifically related to the workplace (Steers et al. 2004, pp. 379-387).

Last, not the least, pathway analysis of the theoretical framework is providing the basis for proven evidence (Chapter 6). Moreover, the case company provided a foundation to extend the theoretical approach that can be tested in the future.

8.3 Outcomes for the Case Company

In the situation of the competition, all organisations have to define the operational strategies and follow up the action plans effectively. Additionally, better management and planning, especially for human resource management is required for expansion of organisational potential. During the action learning process, various noteworthy benefits were acquired. Here are the few glimpses:

- a) Case company staff members become trained and independent to use action learning process to settle down the future problems related to OCB and performance at their workplace.
- b) All the identified risk factors related to management and employees were settled by using different strategies.
- c) The Case company applied various strategies for incentives compatible with the needs of employees and repaid by better performance. Furthermore, the company won awards and developed a new affiliation with other significant bodies, stakeholders and employee associations.
- d) SCT based strategies enhanced self-efficacy, job satisfaction, self-control and above all, OCB among sales professionals.
- e) The Case company entered level II of learning and change and adopted the new culture of a learning organisation.
- f) All the staff members became familiar with action learning cycles and currently preparing to adopt the same procedures for other area offices. Moreover, sales managers became aware and got the first-hand experience to diagnose, design, implement and evaluate the organisational issues.
- g) Suggestion boxes were placed, and regular meetings, as well as training, were arranged for employees.
- h) Stakeholder participation and engagement become stronger.
- i) New programs for the promotion of Education and Community Development Welfare were started.
- j) A company organised code of conduct. Overall, the organisational analysis helped to draw a holistic view of a company and to improve its performance.

8.4 Contribution of the Research to Knowledge, Practice of Management and the Profession

This study contributed and enhanced knowledge regarding the implementation of Social Cognitive learning and need motivation constructs in the business management field, specifically among automobile sales professional in Pakistan. Different organisational strategies based on these theories were implemented through action learning. The findings of the research would enlighten the aspects of theory coming into practice in the particular reference of self-efficacy, well-being, job satisfaction, self-control, work design and organisational citizenship behaviour among automobile sales professionals of Pakistan. Another contribution is calculating the appropriateness of

various standardised measures in Pakistani culture. It was found that all the scale utilised in this study were reliable and yield equivalent results in Pakistani culture. Thus, these scales can be used for future reference studies.

Organisational behaviour and behavioural change process are quite complicated, but an unavoidable phenomenon in business management. Sometimes, researchers must face those concepts which are more abstract. OCB and culture are one of the examples.

OCB has strong ties to the culture (Chow & Shan 2007, pp. 47-55). To develop OCB, it was required to explore, understand and to work on culture. Although it seems very tough to bring change in certain cultures. Simultaneously, culture itself creates the environment for implementing the strategy (Schultz & Walt 2015). In this study, action learning was implemented to change organisational culture. In Pakistan, evidence of action learning for an automobile sales professional is rarely found. Furthermore, the action learning process is also closely connected with the theoretical framework of SCT. It brought progressive changes in cognition, behaviour, and performance (Garvin 1994, pp. 19-28). Thus, the illustrative case company and strategies to develop OCB provides a guideline for other industries for implementation of action learning.

The scope of this research is not limited to scholars, students, professionals, but results could have implications for sales professional too, because they must implement organisational and management strategies to manage and modify behaviour within the organisation. Therefore, this study could make an essential contribution to extant research in management and organisational behaviour. On top of that, results provided valuable information to the management in understanding the personal, behavioural, and environmental factors that contribute to develop OCB and to promote perceived organisational performance in Pakistan.

As it was previously mentioned that this is the first study to investigate the determinants and effects of OCB on perceived organisational performance within Pakistan automobile sales professionals. The results will provide background knowledge for future studies. The study has provided information on how organisations can avail OCB with minimum efforts and can increase organisational performance by using a theoretical framework.

8.5 Summary of Contributions

The contributions of this research can be summarised in the following manner:

8.5.1 Contributions to Knowledge

1. This study provides in-depth knowledge of the determinants of OCB (theoretical contributions). OCB has been studied as types, dimensions and outcomes. The current study attempted to find out the determinants of OCB. Findings revealed that personal, attitudinal/behavioural and environmental variables could be the determinants of OCB. Although three of the determinants found predicting OCB, R^2 revealed that attitude/behavioural determinant is accountable for variability in OCB 75%, environment as 63% and personal determinants as 54%. SEM results revealed that Self-efficacy, job-satisfaction, self-control, work design, and performance was partially mediated by OCB Well-being fully mediated by OCB.
2. Scales of self-efficacy, wellbeing job-satisfaction, self-control, work design, OCB and performance were utilised for the sales professionals of Pakistan. Reliability testing supported the assumption that all the scales are applicable in the context of Pakistani culture. Inter-item consistency was found on various subscales. On the scale of wellbeing at the workplace, the alpha coefficient was found .787, .706 and .743 respectively on need for power, need for achievement and need for relatedness. On the scale of job satisfaction, intrinsic motivation reliability score was higher than extrinsic motivation (Intrinsic Motivation=.881, Extrinsic Motivation=.863). All the subscale of work design yielded excellent level of scores (Ergonomics=.966, Physical demand=.902, Work condition=.975, Equipment use=.933). On the OCB scale, civic virtue was found highly reliable subscale (Sportsmanship=.786, Civic Virtue=.901, Helping=.725). Employee perceived organisational performance scale also presented excellent reliability (Perceived Organisational Performance=.975, Perceived Market Performance=.936). Therefore, all the scales can be used in future study for automobile sales professionals.
3. Another contribution of this research has been the application of Social Cognitive Theory and Need Motivation Theory to develop and enhance the Organisational Citizenship Behaviour (OCB) and employee perceived Organisational Performance. Strategies of SCT and NMT has been described in the literature review (Chapter 2). All these strategies were implemented through action learning for sales professionals in Pakistan. The outcomes of action learning provided the findings of improvement of OCB with employees. Findings of action learning have provided evidence that the theoretical model of OCB determinants can be applied to other organisations.

4. One of the significant contributions of this study is in the fields of OCB literature in the context of the automobile industry in Pakistan. This is the first study to investigate the determinants and effects of OCB on employee perceived organisational performance within the Pakistan automobile sales professionals. The results of this research provide for the background knowledge for similar studies in future. Findings proved that civic virtue, sportsmanship and helping behaviour are the components of OCB and can further impact on the perception of employees of organisational performance.
5. Lastly, additional findings also come up with informative data. Among demographic variables, education, tenure and income were found associated with OCB for sales professionals. Managers were found having higher scores on OCB as compare to other employees.

8.5.2 Contributions to Management

1. The study provides information regarding how organisations can attain OCB with minimum efforts to improve organisational performance. It became possible with the help of action learning and within the short duration of 6 months. Although some of the issues persisting in the case company, the initially targeted issues were managed.
2. The research findings contribute to developing guidelines for implementation of an action learning in other industries as well other than the Automobile industry in Pakistan.
3. This research is useful for the sales professionals to understand the determinants of OCB and helps them to manage and modify their behaviour within the organisation to achieve enhanced organisational performance.

8.6 Recommendations for the future study

8.6.1 Limitations of the Current Study

In the current study, automobile sales professionals were the sample group, and the blend of methodology existed due to the multifaceted nature of the issue. Quantitative, as well as qualitative methods, was used. The current research was limited regarding scope and sample size. The research included the sales professionals from only one industry, and the sample size was also limited to 500. Geographically the study was restrained to one region and the major provincial hub cities alone, whereas, more

automobile sale outlets are coming up in other far-off locations as well. Therefore, the sample population may not have been adequately represented by this sample.

In developed countries, there are various organisations responsible for centralised data. It further can help to calculate the sample size. In the current study, due to the unavailability of the automobile relevant centralised data, sampling was challenging. It has been mentioned in the methodology chapter that estimated population was considered because of the mentioned restriction.

Action learning is a new concept in Pakistan. Thus, the support was sought from experts to train the managerial staff and for the smooth processing of action learning. Fortunately, the action learning process remained an exciting experience and went well. It helped to develop a team spirit that further helped to achieve the targets.

8.6.2 Suggestions

Future studies can be conducted to expand the knowledge related to the development of OCB and improvement of perceived organisational performance of the sales professionals. The finding of this research can be used as a background for future research with a higher sample size in the automobile industry as well as for a comparative study among other industries.

Sample size can be increased to have better generalisations. All the relevant geographical feature must be considered at the sampling stage. For further in-depth studies, different types of automobile sales professionals can be included for comparison. It will provide a closer view of various characteristics. A horizon of OCB studies can be broadened up researching with different Industries. So far, research evidence is from telecom, banking and educational sector of Pakistan.

Moreover, some other factors can be included in future to study OCB, for instance, perception of justice, commitment, leadership and culture. Other methodologies of action learning can be utilised to enhance the perspective of research in Pakistan. Furthermore, action learning research can be conducted and will be beneficial to understand the OCB and performance. Lastly, the theatrical model can be tested in future for automobile sales professional and other professions. The studies for model testing could enhance more in-depth knowledge of OCB and performance determinants.

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Letter to Organisation

Dear _____,

This research project is purely academic and a part of DBAI research thesis at Sheffield Hallam University and Business School Netherlands. This research project is about finding out the determinants of Organisational Citizenship Behaviour and Organisational performance in automobile sales professionals. The purpose of the study is to enhance knowledge regarding the implementation of Social Cognitive learning constructs, with relation to organisational citizenship behaviour (OCB) and organisational performance specifically related to automobile sales professionals of Pakistan. OCB and organisational performance are both primary factors for the progress of any organisation. It became more crucial when relating to the automotive industry. This research project is planned to highlight the major feature required to enhance OCB among sales professional and to achieve optimum organisational performance.

Researcher, therefore, would like to invite your organisation to participate in this research. All employees of the organisation will be invited to complete a questionnaire, which should take under 1 hour. The participation of everyone in this study is completely voluntary, and all responses to the questionnaires will be anonymous, as no identifying information such as employees' names or ID numbers are required. In addition, completed questionnaires will not be seen by anyone but the researcher only. Responses will also be looked at only concerning all other responses to establish trends.

The participation of your organisation in the study would be much appreciated. This research is first of its kind at Pakistan. It aimed at adding to the body of knowledge on the OCB and organisational performance of sales professionals of Pakistan. The results should be available by Dec 2017; as soon as they are available, a report of the findings will be provided to you. A separate anonymous general report can be deliver to you on your request. It will provide you strengths of your employees that could further help you for strategic planning of the organisation. If you have any queries, please do not hesitate to contact the researcher.

If you are willing to allow me access to conduct the above-mentioned research in your organisation,

please complete and return the attached letter of consent.

Yours Sincerely

Hassan M. Rao

Student of DBAI

lettland@gmail.com

Letter of Organisational Consent

I, the undersigned, hereby grant consent for the researcher, Hassan M. Rao, to conduct research in this organisation, (_____), for the purposes of obtaining DBAI at the Sheffield Hallam University and Business school Netherlands. The research focuses on the determinants of Organisational Citizenship Behaviour and Organisational performance in automobile sales professionals. I understand that the results of this research will be published in a dissertation and that the name of this organisation will not be mentioned in any published documents whatsoever, thus ensuring confidentiality.

All employees of the organisation will be invited to complete a questionnaire, which should take under 1 hour. The participation of everyone in this study is completely voluntary, and all responses to the questionnaires will be anonymous, as no identifying information such as employees' names or ID numbers are required. In addition, completed questionnaires will not be seen by anyone but the researcher. Responses will also be looked at only concerning all other responses to establish trends.

Employees who are willing to participate in the study will be requested to complete the questionnaire as honestly and carefully as possible and to submit it in a sealed box, which will be placed in a convenient area in the office. They can email the soft copy of the questionnaire on the given address of the researcher. Submission of the completed questionnaire is regarded as consent to participate in the study. The researcher will collect the sealed box containing the completed questionnaires personally; in doing so, no one will have access to the completed questionnaires but the researcher. The results of this research should be available by Dec 2017, as soon as they are available a report of the findings will be provided to (_____).

Name _____

Signature _____

Position in Organisation _____

Date _____

Appendix B: Consent forms for participants

Consent Form for Participants

This research project is purely academic and a part of DBAI research thesis at Sheffield Hallam University and Business school Netherlands. This research project is about finding out the determinants of Organisational Citizenship Behaviour and Organisational performance in automobile sales and marketing professionals. The purpose of the study is to enhance knowledge regarding the implementation of Social Cognitive learning constructs, with relation to organisational citizenship behaviour (OCB) and organisational performance specifically related to automobile sales professionals of Pakistan.

There is a dearth of research evidence regarding OCB among sales professional of Pakistan. I am therefore writing to you to solicit your help and support for being involve as a participant. Your input is extremely valuable to my research. This survey will not take more than 50-60 minutes to complete. The participation of everyone in this study is completely voluntary, and all responses to the questionnaires will be anonymous. Strict confidentiality will be ensured as the name of the participating organisation or employee will not be mentioned in any published documents.

In addition, completed questionnaires will not be seen by anyone but the researcher. Responses will also be looked at only concerning all other responses to establish trends. Employees who are willing to participate in the study will be requested to complete the questionnaire as honestly and carefully as possible, and to submit it in a sealed box, which will be placed in a convenient area in the office. You can email the soft copy of the questionnaire on the given address of the researcher. Submission of the completed questionnaire is regarded as consent to participate in the study. The researcher will collect the sealed box containing the completed questionnaires personally; in doing so, no one will have access to the completed questionnaires but the researcher.

Please provide your email, if you are interested to know the results. As soon as the analysis of the data will be completed a brief feedback report will be sent to you.

Yours Sincerely
Hassan M. Rao
Student of DBAI
lettland@gmail.com

Appendix C: Survey Questionnaire

Participant Information Sheet

Note: Please check (✓) the blank according to your information.

Organisation based city:

Karachi____, Lahore____, Faisalabad____, Peshawar____, Islamabad____

Age:

20-25 years____

25-30 years____

30-35 years____

35-40 years____

40-45 years____

more than 45 years _____

Gender: Male_____Female_____

Educational Qualification:High School____ Intermediate____ College____

University_____

Designation: Sales executive____ Sales Manager____ Senior Sales & Marketing Manager____
General manager____

Tenure: (at current company)1-2yrs____2-5yrs____ 5-10yrs____10-15yrs____, More than 15yrs____

Marital Status: Single____ Married _____, Any other status_____

Average monthly income:

1: 40,000-50,000 PKR (~425-525 USD)____

2: 70,000-80,000 PKR (~670-765 USD) _____

3: 1,00,000-1, 20,000PKR (~960-1150USD)____

4: 1,30,000- 1,50,000 PKR(~1245-1435 USD)____

How would you describe your social standing?

lower class _____lower middle class _____middle class _____

upper middle class _____ upper class _____

Incentives: Performance based Bonus____ Promotion to new position____ Increment____

Service recognition certificate____ Overtime and holiday packages____

Language at work: Urdu____ Reginal____ English____ Mix____

Self-rated health status: In general, how would you say your health is?

Poor ____Fair ____Good ____Very good ____Excellent _____

Appendix D: Survey research forms

Dear participant, please indicate how true each of the following statements are for you given your experiences on this job. There are no right or wrong answers. Work quickly and don't think too long about your answers. Remember to think only about your job itself, rather than your reactions to the job.					
A	General Self-Efficacy Scale Please answer the following questions by circling the response that best describes how you are.	Not at all true	Hardly true	Moderately true	Exactly true
1	I can always manage to solve difficult problems if I try hard enough.	1	2	3	4
2	If someone opposes me, I can find the means and ways to get what I want.	1	2	3	4
3	It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4
4	I am confident that I could deal efficiently with unexpected events.	1	2	3	4
5	Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4
6	I can solve most problems if I invest the necessary effort.	1	2	3	4
7	I can remain calm when facing difficulties because I can rely on my coping abilities.	1	2	3	4
8	When I am confronted with a problem, I can usually find several solutions.	1	2	3	4
9	If I am in trouble, I can usually think of a solution.	1	2	3	4
10	I can usually handle whatever comes my way.	1	2	3	4
B	Basic Need Satisfaction at Work Scale When I Am At Work: The following questions concern your feelings about your job during the last year. (If you have been on this job for less than a year, this concerns the entire time you have been at this job.) Please check (✓) the box you feel more appropriate to you.	Not at all	Somewhat not true	Very true	
1	I feel like I can make a lot of inputs to deciding how my job gets done.				
2	I really like the people I work with.				
3	I do not feel very competent when I am at work.				
4	People at work tell me I am good at what I do.				
5	I feel pressured at work.				
6	I get along with people at work.				
7	I pretty much keep to myself when I am at work.				
8	I am free to express my ideas and opinions on the job.				
9	I consider the people I work with to be my friends.				
10	I have been able to learn interesting new skills on my job.				
11	When I am at work, I have to do what I am told.				
12	Most days I feel a sense of accomplishment from working.				
13	My feelings are taken into consideration at work.				
14	On my job I do not get much of a chance to show how capable I am.				
15	People at work care about me.				
16	There are not many people at work that I am close to.				
17	I feel like I can pretty much be myself at work.				
18	The people I work with do not seem to like me much.				
19	When I am working I often do not feel very capable.				
20	There is not much opportunity for me to decide for myself how to go about my work.				
21	People at work are pretty friendly towards me.				

C	<p>Job Satisfaction Scale</p> <p>Directions: Please indicate the degree of your satisfaction with each of the following questions regarding your work experiences by placing a cross on the appropriate statement where 1 is “extremely dissatisfied” and 5 is “extremely satisfied”.</p>	extremely dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	extremely satisfied
1	The physical work conditions.	1	2	3	4	5
2	The freedom to choose your own method of working.	1	2	3	4	5
3	Your fellow workers.	1	2	3	4	5
4	The recognition you get for good work.	1	2	3	4	5
5	Your immediate boss.	1	2	3	4	5
6	The amount of responsibility you are given.	1	2	3	4	5
7	Your rate of pay.	1	2	3	4	5
8	Your opportunity to use your abilities.	1	2	3	4	5
9	Industrial relations between management and workers in your firm.	1	2	3	4	5
10	Your chance of promotion.	1	2	3	4	5
11	The way your firm is managed.	1	2	3	4	5
12	The attention paid to suggestions you make.	1	2	3	4	5
13	Your hours of work.	1	2	3	4	5
14	The amount of variety in your job.	1	2	3	4	5
15	Your job security.	1	2	3	4	5
D	<p>Self-Control Scale: First, please read the following 10 statements and for each, check the box that best represents you.</p>	Not at all like me	A little like me	Somewhat like me	Mostly Like Me	Very much like me
1	I am good at resisting temptation.					
2	I have a hard time breaking bad habits.					
3	I am lazy.					
4	I say inappropriate things.					
5	I do certain things that are bad for me, if they are fun.					
6	I refuse things that are bad for me.					
7	People would say that I have iron self- discipline.					
8	Pleasure and fun sometimes keep me from getting work done.					
9	I have trouble concentrating.					
10	I am able to work effectively toward long-term goals.					
11	Sometimes I can't stop myself from doing something, even if I know it is wrong.					
12	I often act without thinking through all the alternatives.					
13	I wish I had more self-discipline.					

E	Work Context Scale Please answer the following questions by circling the response that best describes how you are.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree		
1	The seating arrangements on the job are adequate (e.g., ample opportunities to sit, comfortable chairs, good postural support).	1	2	3	4	5		
2	The work place allows for all size differences between people in terms of clearance, reach, eye height, leg room, etc.	1	2	3	4	5		
3	The job involves excessive reaching.	5	4	3	2	1		
4	The job requires a great deal of muscular endurance.	1	2	3	4	5		
5	The job requires a great deal of muscular strength.	1	2	3	4	5		
6	The job requires a lot of physical effort.	1	2	3	4	5		
7	The work place is free from excessive noise.	1	2	3	4	5		
8	The climate at the work place is comfortable in terms of temperature and humidity.	1	2	3	4	5		
9	The job has a low risk of accident.	1	2	3	4	5		
10	The job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.).	1	2	3	4	5		
11	The job occurs in a clean environment.	1	2	3	4	5		
12	The job involves the use of a variety of different equipment.	1	2	3	4	5		
13	The job involves the use of complex equipment or technology.	1	2	3	4	5		
14	A lot of time was required to learn the equipment used on the job.	1	2	3	4	5		
F	Organisational Citizenship Behaviour Scale: Please read each statement below and circle a single number in each row that best describes you. Statement	Strongly disagree	Disagree	Somewhat Disagree	Neither satisfied nor dissatisfied	Somewhat Agree	Agree	Strongly Agree
1	I focus on what is wrong with the agency rather than the positive side of it.							
2	I tend to make problems bigger than they are at work.							
3	I always find fault with what the agency is doing.							
4	I attend and actively participate in agency meetings							
5	I attend information sessions that agents are encouraged but not required to attend							
6	I attend functions that are not required but help the agency image							
7	I act as a “peacemaker” when others in the agency have disagreements							
8	I take steps to try to prevent problems with other personnel in the agency							
9	I am a stabilizing influence in the agency when dissention occurs							

G	Perceived organisational performance: How would you compare the organisation's performance over the past 3 years to that of other organisations that do the same kind of work? What about...	Worse	Somewhat worse	Somewhat Better	Much Better
1	1. Quality of products, services or programs?	1	2	3	4
2	2. Development of new products, Marketing services or programs?	1	2	3	4
3	3. Ability to attract essential employees?	1	2	3	4
4	4. Ability to retain essential employees?	1	2	3	4
5	5. Satisfaction of customers or clients	1	2	3	4
6	6. Relations between management and employees?	1	2	3	4
7	7. Relation among employees in general?	1	2	3	4
Perceived market performance: Compare to other organisations that do the same kind of work, how would you compare the organisation's performance over the last 3 years in terms of ...					
	Marketing	1	2	3	4
	Growth in sales	1	2	3	4
	Profitability	1	2	3	4
	Market share	1	2	3	4