

Impact of Job Involvement on in-Role Performance Appraisal and Organizational Citizenship Behaviour

¹Dr. V. Balachandran, ²Dr. P. Kavitha

Guest Lecturer, Department of Business Administration, Government of Arts and Science College for women, Paramakudi, India.

ABSTRACT - This examine examines the effect of job involvement at the self-file measures of in position overall performance appraisal and organizational citizenship behaviour. The effects of this examine found out that job involvement become definitely correlated with each in-position overall performance appraisal ($r = 0.30$, $p < 0.01$) and OCB ($r = 0.43$, $p < 0.01$). In addition to this it become determined that overall performance partly mediated the job involvement overall performance relationship. Furthermore the findings of this studies exposed that job involvement exerted a more potent effect on OCB than on in-position overall performance appraisal. Finally the realistic implications of this study for businesses are discussed.

Keywords: Job Involvement, Performance Appraisal and Organizational Citizenship Behaviour.

I. INTRODUCTION

Job involvement has been described as an individual's mental identity or dedication to his / her task (Kanungo, 1982). It is the diploma to which one is cognitively preoccupied with, engaged in, and worried with one's gift task (Paullay et al., 1994, p. 224). Job involvement entails the internalization of values approximately the goodness of labor or the significance of labor within side the really well worth of the individual (Lodahl & Kejner, 1965). As such folks who show extreme involvement of their jobs do not forget their paintings to be a completely crucial a part of their lives and whether or not or now no longer they experience proper approximately themselves is carefully associated with how they carry out on their jobs. In different phrases for distinctly worried people acting properly at the job is crucial for his or her self esteem (Lodahl & Kejner, 1965). Because of this individuals who are excessive in job involvement in reality take care of and are worried approximately their paintings (Kanungo, 1982b).

Therefore the primary purpose of this study is to have a look at the connection among job involvement and in-function and extra-function (OCB) overall performance appraisal. This studies will now no longer most effective have a look at the direct impact of job involvement on in-function overall performance appraisal however can even have a look at its oblique impact thru organizational commitment. More especially this studies posits that organizational commitment could mediate the connection among job involvement and in-function overall performance appraisal.

The second goal of this have a look at is to locate if job involvement is associated with organizational citizenship

behaviour. Surprisingly the connection among performance appraisal involvement and OCB has acquired little or no empirical attention (Rotenberry and Moberg, 2007). The gift has a look at consequently pursuits to increase the literature via way of means of analyzing the outcomes of job involvement on OCB.

Finally these studies could have a look at the relative outcomes of job involvement on in-function of performance appraisal and organizational citizenship behaviour. More specially this have a look at could try and locate whether or not job involvement exerts a more potent effect on in-function performance appraisal or organizational citizenship behaviour.

II. REVIEW OF LITERATURE & HYPOTHESIS

Job Involvement on in-Role Performance Appraisal

Studied awareness on example Brown and Leigh (1996) of their have a look at determined that job involvement had each direct and oblique consequence via attempt on overall performance appraisal. More in particular they determined that the modest however statistically large significant relationship job involvement and overall performance appraisal have become non large while attempt became inserted into the model, indicating the mediating impact of attempt on the relationship.

Lassak et al. (2001) argued that profession unique measures of job involvement need to be created and therefore advanced a degree of 'salesclerk job involvement'. Their have a look at exposed a large however advantageous dating among one side in their degree, 'relationship' involvement and job performance.

Using a degree created via way of means of Paullay et al. (1994), to distinguish job involvement from paintings centrality, Diefendorff et al., (2002) determined a small however large correlation ($r = 0.19, p < 0.05$) among job involvement and manager associated in position of performance appraisal.

Finally Rotenberry and Moberg (2007), the use of the equal degree of job involvement as Diefendorff et al., (2002), pronounced a small however significant advantageous correlation ($r = 0.15, p < 0.05$) among job involvement and in position overall performance appraisal.

Although normally the consequences regarding the connection among job involvement and overall performance have now no longer been very encouraging there's proof to indicate that job involvement can definitely have an effect on in-position activity overall performance. Thus in light of the studies proof noted above its miles hypothesized that job involvement might be definitely correlated with in-position overall performance.

H1: There will be a significant positive correlation between job involvement and in role performance.

Job Involvement and Organizational Citizenship Behaviour

Job Involvement and Organizational Citizenship Behaviour According to Katz and Kahn (1978), effective organizational functioning calls for personnel to now no longer best carry out their prescribed role, however additionally to interact in behaviours that cross past those formal obligations. This factor of overall performance is constant with Organ's (1988) conceptualizations of OCBs. Organizational citizenship behaviours (or OCB's) are discretionary place of business behaviours that exceed one's simple job requirements. They are regularly defined as behaviours that "cross above and past the decision of duty." OCB's had been described as "character behaviours which are discretionary, now no longer immediately or explicitly diagnosed via way of means of the formal praise system, and that during mixture sell the effective functioning of an business enterprise" (Organ, 1988). Such behaviours are stated to "lubricate the social equipment of the business enterprise" (Bateman and Organ, 1983). Examples of OCB encompass acts of helpfulness, gestures of goodwill and cooperation amongst organizational members. OCB advantages agencies in some of ways. According to Cohen and Vigoda (2000) a number of the advantages of OCBs that could accrue to a business enterprise encompass: (a) advanced co-employee and managerial productivity, (b) advanced performance in useful resource use and allocation, (c) decreased preservation expenses, and (d) advanced organizational elegance for awesome new recruits.

Organ & Ryan, 1995 and that job involvement displays a positive attitude toward the job process, it follows that the

ones excessive in job involvement might interact in those behaviours to a extra volume than much less concerned individuals. The review of the above referred to research famous that job involvement immediately consequences organizational citizenship behaviour. Thus the prevailing examine additionally hypothesizes that there would be a right away and positive relationship among job involvement and organizational citizenship behaviours.

H2: There will be a significant positive correlation between job involvement and organizational citizenship behaviours.

The Relative Effects of Job Involvement on In-Role in Performance Appraisal and Organizational Citizenship Behaviours

Diefendorff et al. (2002) and Somers and Birnbaum (1998) recommend that due to the fact OCB's are extra discretionary than in-position prescribed duties, personnel attitudes and ideals ought to have a more effect on them. Diefendorff et al. (2002) asserted that finishing in-position duties is frequently confined via way of means of policies and environmental situations at paintings while OCBs are below the volitional manipulate of the character worker. Because of this worker attitudes which includes process involvement must have a bigger effect upon the execution of OCBs as opposed to in-position overall performance appraisal. Consequently it's miles hypothesized that job involvement might have a more effect on OCB than on in-position overall performance appraisal.

H3: Job involvement would have a greater impact on OCB than on performance appraisal.

III. METHODOLOGY DATA COLLECTION PROCEDURE

Sample

For this have a look at facts turned into collected from full time faculty members teaching in three universities working in five important towns of Tamilnadu: Madurai, Coimbatore and Chennai. For the prevailing have a look at a pattern of college instructors turned into decided on due to the fact within side the context of the Tamilnadu job marketplace that is an under researched region and it turned into believed that this study would provide useful guidelines to education manage in Tamilnadu to increase the performance of faculty members through interventions designed to increase job involvement. The sample was taken from the five important cities of Tamilnadu noted above because all the major educational institutions in the country are located within these cities.

In order to decide on a delegate sample for this take a look at I applied the stratified random sampling technique. Three steps are concerned in stratified random sampling. The first step requires the determination of the overall sample size.

In the second one step total sample size is allotted amongst extraordinary strata and within side the third step the required number of respondents is selected from every strata the use of random sampling. Three elements had been taken into consideration to decide the sample size: (1) the degree of variability in the population; (2) magnitude of acceptable error; and (3) confidence level to ensure that the estimates would remain within the range of acceptable error (Zikmund, 2003).

The main problem encountered in the estimation of the sample size was the non availability of the population standard deviation (i.e. an estimate of the degree of variability in the population). In order to discover the estimate of the usual deviation, I performed a pilot have a look at via way of means of deciding on a pilot study by selecting a sample of teachers from four universities. From the consequences of the pilot have a look at the estimate of the population standard deviation was calculated. By assuming a 99% self assurance c programming language and the significance of applicable mistakes of two the full pattern length turned into determined. The reason for choosing a 99% confidence interval and the magnitude of standard error of 2 was to keep the sample size within manageable limits owing to the cost and time constraints. The total sample size with these specifications came out to be 158.

Next, I divided my total population into 5 strata on basis of cities, with every metropolis covered within side the sampling procedure considered as a separate stratum. The total sample size of 158 teachers (out of a total of 6,488 teachers) become then proportionally distributed a few of the 5 cities. Finally the required number of respondents from each stratum was selected by simple random sampling.

Data Collection Procedure

Data were collected from Lecturers, Assistant Professors, Associate Professors and Full Professors teaching on a full time basis in the participating universities. Out of a total of 158 questionnaires, which had been distributed, 175 were completed and returned thereby yielding a response rate of 93.8%. One reason for this high response rate was that the respondents were approached personally at their workplace by the research officer. If the questionnaires were sent through mail, it is speculated that the response rate would have been much lower.

Job Involvement

Job involvement changed into measured through 12 items taken from the job involvement scale advanced through Lodahl and Kejner (1965). Each object changed into measured on a five-point scale where a value of one corresponded to “Strongly Disagree” and a fee of five corresponded to “Strongly Agree”. The rankings received on every of the 12 items had been averaged to provide an

single score for job involvement. Brown (1996) on the premise of his meta-analytic examine contends that the job involvement scale advanced through Lodahl and Kejner (1965) is a reliable and useful measures of job involvement and as a end result this scale changed into applied to degree the assemble of activity involvement within side the gift examine. The value of coefficient alpha for this sample was 0.71.

Performance Appraisal

In-role performance appraisal was measured by using a self-appraisal approach. For this cause I designed a self-appraisal form, which required the respondents to rate their performance appraisal on 5 dimensions, which were included on the basis of the results from preliminary interviews conducted with faculty members prior to administrating the survey. These dimensions included: teaching ability, interpersonal skills, communication skills, pupil advisement and session and private initiative. In Tamilnadu faculty are primarily evaluated on the basis of number of research publications and student ratings of the faculty member’s teaching (Skarlicki & Latham, 1995). However in Tamilnadu universities research publications is not a requirement for faculty members and as a result this dimension was not included as a measure of performance appraisal. As far as student ratings of faculty members were concerned, the universities included in the present survey were reluctant to divulge this information and as a consequence this aspect of faculty performance could not be included in this study.

Each dimension was measured by a single statement and the responses had been received on a seven-factor scale wherein a value of one corresponded to “Strongly Disagree” and a value of 7 corresponded to “Strongly Agree”. The scores obtained on every of the five items were averaged to produce a summary score reflecting in-role performance appraisal. The methods of self-appraisal has been used in previous research (e.g. Ashforth and Saks, 1996; Yousef, 1998) and has produced nice outcomes. The coefficient alpha of this sample was 0.78.

Control Variables

Two control variables included in this study were: age and gender. These variables were measured as follows:

Age

The respondents were requested to report their age in years as of their last birthday.

Gender

Respondents were asked to report their gender. In the data compilation, gender was coded as follows: male = 1 and female = 0.

IV. RESULTS

Table 1 shows the means, standard deviations, reliabilities and zero-order correlations of the variables used in this study. The overall mean (Mean = 4.13, SD = 0.42) for job involvement was reasonably high. The respondents reported moderately high levels of organizational commitment (Mean = 5.27, SD = 0.84). The high mean for OCB (Mean = 4.24, SD = 0.51) indicated that the respondents frequently engaged in performing OCBs. In addition, the subjects rated their in-role performance very highly (Mean = 6.32, SD = 0.70). Finally the average age for this sample was 39 years.

The reliabilities for all the multi-item scales were generally very good. All alpha values met the criterion of 0.70 proposed by Nunnally & Bernstein (1994). The alpha values ranged from 0.71 to 0.89 for the present sample.

Table:1 Descriptive Statistics, Alpha Reliabilities, and Correlations among Study Variables (N = 158)

Variable	Mean	SD	1	2	3	4	5
Job Involvement	4.13	0.42	(0.71)				
Performance Appraisal	6.32	0.70	0.30*	(0.78)			
OCB	4.24	0.51	0.43*	0.64*	(0.89)		
Age	39	11.28	0.11	0.10	0.07	0.14	
Gender			0.031	-0.05	-0.07	0.09	0.11

**Correlation is significant at the 0.01 level; Cronbach alpha reliabilities for observed variables are in parenthesis in the diagonal.

The correlation matrix in Table 1 also demonstrates that job involvement is significantly and positively correlated with self-report measures of in-role performance appraisal ($r = 0.30, p < 0.01$) and OCB ($r = 0.43, p < 0.01$). These findings support hypotheses one and there.

The relationship between job involvement and in-role performance appraisal. To test this hypothesis I followed Baron and Kenny's (1986) recommendations for examining mediating effects in regression. They argued that mediation is demonstrated if three conditions are fulfilled: The first condition stipulates that the independent variable and the proposed mediator must each be significantly related to the dependent variable when considered separately. The correlation analysis presented in Table 1 reveals that the independent variable (job involvement) was significantly related to the dependent variable (in-role performance appraisal) independent of the proposed mediator. To determine whether the proposed mediator was related to the dependent variable, the correlation matrix in Table 1 was again examined.

The last condition for mediation stipulates that when both the independent variable and mediator are included in a regression equation, the direct relationship between the independent variable and the dependent variable should become significantly smaller, indicating partial mediation, or non-significant, indicating full mediation. To test this last condition I utilized the hierarchical multiple regression technique. Table 2 shows the results.

When in-role performance appraisal was regressed on job involvement, it was found that job involvement was significantly and positively related to performance. In step 2 performance appraisal was added to the equation, and performance appraisal was significant, but job involvement also remained significant, although its beta weight decreased from $b = 0.295$ to $b = 0.248$. Taken together these results imply that performance appraisal partially mediated the relationship between job involvement and the self-report measure of in-role performance appraisal. Thus hypothesis two is partially supported.

Table: 2 Hierarchical Regression examining the mediating effects of performance appraisal on the job involvement – performance appraisal relationship

Independent Variables In	Performance Appraisal
Step 1	
Job Involvement	0.295**
R 2	0.087
Change in R2	0.087
F- change	18.45**
Step 2	
Job Involvement	0.248**
Performance Appraisal	0.217**
R 2	.132
Change in R2	0.045
F- change	9.906**

** $p < 0.01$

Finally hypothesis four states that job involvement would have a stronger impact on OCB than on in-role performance appraisal. In order to test this hypothesis, I proceeded by examining the incremental increase in regression R 2 when job involvement was entered into the regression models following the two control variables – gender and age. For this purpose, separate two-step, hierarchical regression analyses were performed for in-role performance and OCB respectively. At step one I entered the two control variables, gender and age as a block. As Table 3 shows, both age and gender were found to be unrelated to the self-report measures of performance appraisal and OCB. These demographic variables alone explained only about 1 percent and 0.9 percent of the variance in in-role performance appraisal and OCB respectively.

In step two I entered job involvement. With the two demographic variables controlled, job involvement accounted for an additional 8 percent of the variance in performance appraisal and an additional 18 percent of the variance in OCB. Since the increase in the value of R2 was substantially larger for OCB when job involvement was added to the control variables, it was concluded that job

involvement exerted a stronger impact on OCB than on performance appraisal. Thus hypothesis four was substantiated. These results are shown in table 3.

Table: 3 Hierarchical Regression examining the relative effects of job involvement on performance appraisal and OCB

Independent Variables	Performance Appraisal	OCB
	Standardized Coefficients	Standardized Coefficients
Step1		
Gender	0.058	0.064
Age	0.109	0.079
R 2	0.014	0.009
Change in R2	0.014	0.009
F- change	1.342	0.888
Step2		
Job Involvement	0.289**	0.428**
R 2	0.096	0.19
Change in R2	0.082	0.181
F- change	17.43**	42.57**

**p<0.01

V. DISCUSSION

This survey reaffirms job involvement as a probably essential determinant of character individual performance. Although research analyzing the connection among job involvement and performance appraisal have by and large produced disappointing results, the findings of this studies helps the perception that highly involved employees tend to carry out at higher levels. People who are highly involved in their work tend to be more motivated and consequently are likely to put in more effort into their jobs and therefore should perform better than less involved individuals (Brown and Leigh, 1996).

The findings of this have a look at show that job involvement not only affects performance without delay however additionally circuitously via way of means of improving performance appraisal. The consequences of this have a look at discovered that appraisal partially mediated the job involvement performance relationship. People who are very involved of their job and for whom their job is a `central life interest` (Rabinowitz & Hall, 1977) – this is the job is a chief supply for important of essential needs – can have much less of an incentive to leave their current organization and seek employment elsewhere and as a consequent would be more committed to their organizations. The findings among job involvement and commitment are nicely supported within side the literature (e.g. Loui, 1995; Brown, 1996). Committed personnel in flip installed greater attempt to make a contribution toward the fulfillment of the employer, which therefore ends in better performance (Meyer et al. 1989). The consequences of this have a look at suggest that commitment is considerably and undoubtedly associated with each in-role ($r = 0.27, p < 0.01$) and greater- performance appraisal ($r = 0.38, p < 0.01$). It follows that interventions geared toward concurrently growing job involvement and performance

appraisal may be a robust approach to boom each varieties of performance.

Finally on this have a look at it become observed that job involvement exerted a more potent effect on OCB than on in performance appraisal. Rotenberry and Moberg (2007) additionally observed the equal bring about their have a look at. Somers and Brinbaum (1998) and Diefendorff et al. (2002) every argued that during performance appraisal is often constrained by factors outside of the employee, at the same time as carrying out citizenship behaviour is normally under the employee’s control. Because of this employee attitudes along with job involvement have to have a larger impact upon the execution of OCBs as rather than in performance appraisal.

VI. LIMITATIONS OF THE STUDY

Although the findings of this study are useful, it is limited by several factors. One limitation of this study is that it uses the self-report measures of performance appraisal and OCB. If the data on performance appraisal and OCB had been gathered from supervisors or peers of the respondents, the findings might also additionally properly have become out to be special than those said on this studies. Thus it’s far endorsed that destiny studies on this location need to be carried out with the aid of using the usage of performance and OCB data, which is based on supervisory ratings of employees.

Secondly the data for this study was collected from faculty members teaching in universities across five major cities of Tamilnadu. The generalizability of the findings of this take a look at to different contexts under study here. In this regard, it would be useful to replicate this study under different settings to establish the validity and generalizability of the present findings across different contexts.

VII. CONCLUSION

The primary purpose of this study was to study the effects of job involvement on in-position and further position performance appraisal. Generally research trying to find a positive relationship between job involvement and performance appraisal have met with limited success (Brown, 1996). This take a look at provides to the literature with the aid of using empirically demonstrating that job involvement can expect each in-position and further position performance appraisal. In addition, previous studies has established that job involvement additionally results in greater high-quality attitudes and behaviours together with extended organizational commitment (Brown, 1996), a decrease cognition to turnover (Huselid and Day, 1991) and decreased absenteeism (Harrison & Martocchio, 1998). Thus fostering high levels of job involvement among employees can be an effective strategy to increase both forms of performance appraisal and to foster more positive attitudes and behaviours. Therefore making an investment

in conditions, which assist to make personnel greater concerned of their jobs, is in all likelihood to be crucial for the boom and profitability of the organizations.

REFERENCES

- [1] Ashforth, B.E., and Saks, A.M. (1996). Socialization tactics: Longitudinal effects on newcomer adjustment. *Academy of Management Journal*, 27, 95-112.
- [2] Baron, R.M., & Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-82.
- [3] Bateman, T.S., and Organ, D.W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee citizenship. *Academy of Management Journal*, 26, 587-595.
- [4] Blau, G.J., Boal, K.B., (1987). Conceptualising how job involvement and organizational commitment affect turnover and absenteeism. *The Academy of Management Review*, 12, 288-300.
- [5] Blau, P.M. (1964). *Exchange and power in social life*. New York: Wiley
- [6] Bolger, R., & Somech, A. (2004). Influence of teacher empowerment on teachers organizational commitment, professional commitment and organizational citizenship behavior in schools. *Teaching and Teacher Education*, 20, 277-289.
- [7] Borman, W.C., & Motowidlo, S.J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10, 99-109.
- [8] Brown, S.P., & Leigh, T.W. (1996). A new look at psychological climate and its relationship to job involvement, effort and performance. *Journal of Applied Psychology*, 81, 358-368.
- [9] Brown, S.P. (1996). A meta-analysis and review of organizational research on job involvement. *Psychological Bulletin*, 120, 235-255.
- [10] Chu, C., Lee, M., Hsu, H. and Chen, I. (2005). Clarification of the antecedents of hospital nurse organizational citizenship behaviour – an example from a Taiwan regional hospital. *Journal of Nursing Research*, 13, 313-324.
- [11] Cohen, A., & Vigoda, E. (2000). Do good citizens make good organizational citizens? An empirical examination of the relationship between general citizenship and organizational citizenship behavior in Israel. *Administration and Society*, 32, 596- 625.
- [12] Cohen, A. (1999). Relationships among the five forms of commitment: an empirical analysis”, *Journal of Organizational Behaviour*, 20, 285-308.
- [13] Cohen, A. (2000). The relationship between commitment forms and work outcomes: A comparison of three models. *Human Relations*, 53, 387-417.
- [14] Cron, W.L. (1984). Industrial salesperson development: A career stages perspective. *Journal of Marketing*, 48, 41-52.
- [15] Diefendorff, J., Brown, D., Kamin, A., and Lord, B. (2002). Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviours and job performance. *Journal of Organizational Behaviour*, 23, 93- 108.
- [16] Dubinsky, A.J., and Hartley, S.W. (1986). A path-analytic study of a model of salesperson performance. *Journal of the Academy of Marketing Science*, 4, 36-46.
- [17] Farh, J.L., Earley, P.C., and Lin, S.C. (1997). Impetus for action: A cultural analysis of justice and organizational citizenship behaviour in Chinese society. *Administrative Science Quarterly*, 42, 421-44.
- [18] Farh, J.L., Earley, P.C., and Lin, S.C. (1997). Impetus for action: A cultural analysis of justice and organizational citizenship behaviour in Chinese society. *Administrative Science Quarterly*, 42, 421-44.
- [19] Hackman, J.R., & Lawler, E.E. (1971). Employee reactions to job characteristics. *Journal of Applied Psychology*, 55, 259-286.
- [20] Harrison, D.A., and Martocchio, J.J. (1998). Time for absenteeism: A 20-year review of origins, offshoots and outcomes. *Journal of Management*, 24, 305-350.
- [21] Huselid, M.A., and Day, N.A. (1991). Organizational commitment, job involvement and turnover: A substantive and methodological analysis. *Journal of Applied Psychology*, 76, 380-391.
- [22] Janis, N.A. (1989). Organizational commitment, career factors and career/life stage. *Journal of Organizational Behaviour*, 10, 247-266.
- [23] Kanungo, R.N. (1982a). Measurement of job and work involvement. *Journal of Applied Psychology*, 77, 341-9.
- [24] Kanungo, R. (1982b). *Work alienation: An integrative approach*. New York: Wiley \
- [25] Katz, D., & Kahn, R.L. (1978). *The Social Psychology of Organizations*.
- [26] New York: Wiley. Knoop, R. (1986). Job involvement: An elusive concept. *Psychological Reports*, 59, 451-456.
- [27] Konovsky, M.A., & Cropanzano (1991). Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance. *Journal of Applied Psychology*, 76, 698-707.
- [28] Lassk, F., Marshall, G., Cravens, D., and Moncrief, W. (2001). Salesperson job involvement: a modern perspective and a new scale. *Journal of Personal Selling and Sales Management*, 21, 291-302.
- [29] Lawler, E.E. (1986). *High involvement management: participative strategies for improving organizational performance*. San Francisco: Jossey-Bass.

- [30]Lodahl, T., and Kejner, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 49, 24-33.
- [31]Loui, K. (1995). Understanding employee commitment in the public organization: A study of the juvenile detention center. *International Journal of Public Administration*, 18, 1269-1295.
- [32]Meyer, J.P., Paunonen, V., Gellatly, I.R., Goffin, R.D., and Jackson, D.N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74, 152-156.
- [33]Mowday, R.T., Porter, L.W., and Steers, R.M., (1982). *Employee-organization linkages: the psychology of commitment, absenteeism and turnover*. New York: Academic Press.
- [34]Munene, J.C. (1995). Not on seat: An investigation of some correlates of organizational citizenship behaviour in Nigeria. *Applied Psychology: An International Review*, 44, 111-22.
- [35]Nunnally, J.C. & Bernstein, I.H. (1994). *Psychometric theory*. New York: McGraw-Hill.
- [36]Organ, D.W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behaviour. *Personnel Psychology*, 48, 775-800.
- [37]Organ, D.W. (1988). *Organizational citizenship behavior*. Lexington:
- [38]D.C. Heath and Co. Paullay, I., Alliger, G., and Stone-Romero, E. (1994). Construct validation of two instruments designed to measure job involvement and work centrality. *Journal of Applied Psychology*, 79, 224-8.
- [39]Pfeffer, J. (1994). *Competitive advantage through people*. Boston: Harvard Business School Press.
- [40]Podsakoff, P.M., Mackenzie, S.B., Lee, J.L., Podsakoff, N.P. (2003). Common method biases in behavioural research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903.
- [41]Podsakoff, P.M., Mackenzie, S.B., Moorman, R.H., & Fetter, R. (1990). Transformational leader behaviours and their effects on followers trust in leader, satisfaction, and organizational citizenship behaviours. *Leadership Quarterly*, 1, 107 – 142.
- [42]Rabinowitz, S., & Hall, D.T. (1977). Organizational research on job involvement. *Psychological Bulletin*, 84, 265-288. Rabinowitz, S., & Hall, D.T. (1981).
- [43]Changing correlates of job involvement in three career stages. *Journal of Vocational Behaviour*, 18, 138-144.
- [44]Rotenberry, P.F., & Moberg, P.J. (2007). Assessing the impact of job involvement on performance. *Management Research News*, 30, 203-215.
- [45]Saal, F.E. (1978). Job involvement: A multivariate approach. *Journal of Applied Psychology*, 63, 53-61.
- Sekaran, U. (1989). Paths to the job satisfaction of banking employees. *Journal of Organizational Behaviour*, 10, 347-359.
- [46]Sekaran, U., & Mowday, R.T. (1981). A cross cultural analysis of the influence of individual and job characteristics on job involvement. *International Review of Applied Psychology*, 30, 51-64.
- [47]Skarlicki, D., Latham, G. (1995). Organizational citizenship behaviour and performance in a university setting. *Canadian Journal of Administrative Sciences*, 12, 175-81.
- [48]Somers, M.J. & Birnbaum, D. (1998). Work-related commitment and job performance: it's also the nature of the performance that counts. *Journal of Organizational Behaviour*, 19, 621-34.
- [49]Spector, P.E. (1987). Method variance as an artifact in self-reported affect and perceptions at work: Myth or significant problem. *Journal of Applied Psychology*, 72, 438-443.
- [50]Yousef, D.A. (1998). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment. *International Journal of Manpower*, 19, 184-194.
- [51]Zikmund, W.G. (2003). *Business research methods*. Ohio: Thomson South-Western.