

AN EXPLORATION FOR THE PREDICTORS OF ORGANIZATION CITIZENSHIP BEHAVIOUR OF SELLING PROFESSIONALS

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Abstract: *The proposed study examines the antecedents of organizational citizenship behaviour (OCB) in direct selling. The distinction between the jobs requirements for sales people are codified with the extra-role behaviour to discretionary nature are not recognised by the organization's formal reward system. This study also investigates the relationship between job performance and organizational citizenship behaviour among sales persons who involved in direct selling. Job satisfaction, organizational commitment and job involvement are proposed as direct predictors of OCBs. A sample of 150 was drawn from the population through convenience sampling from the employees employed in direct selling in the branded showrooms in Vellore. Well-structured questionnaire was used to collect the data from the respondents. The data was analysed using SPSS. The study concludes that job satisfaction, organization commitment and professional development are direct predictors to OCB which also brings a positive correlation towards job performance.*

Key words: *Job Satisfaction, Job Involvement, Organizational Commitment, direct selling, job performance.*

INTRODUCTION

Organizational Citizenship Behaviour (OCB) can be defined as those behaviours that “contribute to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997). In the organizational behaviour literature numerous studies focus on the conceptualization and measurement of the construct, key antecedents and outcomes of the construct and the potential mediators of OCB. OCB defined as “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”, without a defined role, it quickly becomes difficult to define what is discretionary. The dimensions of OCB are altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. OCB is to be of interest to sales managers. Many researchers found that various combinations of OCB's are more

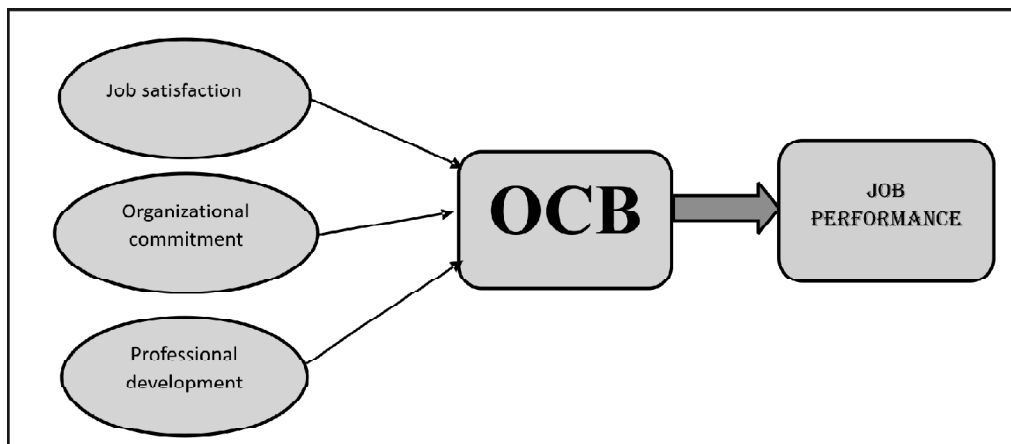
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important than sales productivity in determining sales managers' rating of salespeople. Several characteristics of direct selling, as compared with other organizational behaviour context, suggest the need to examine antecedents of OCBs. Though the relationship between job satisfaction and OCB has been established in the literature with regard to traditional work environments, we believe it is important to test that relationship in a self-directed work environment by considering job satisfaction as an antecedent of organizational citizenship behaviour.

The empirical evidence of links between OCB and its antecedents is to measure the individual through organizational performance, job satisfaction and the dimensions of OCB among direct selling context. To investigate the antecedents of OCB with the influencing factors of job satisfaction, organizational commitment and job involvement which are the direct predictors of OCB. Today, changes in organizational environments, their resultant innovations, and flexibility are emphasized, which necessarily calls for voluntary behaviour from members of an organization. Accordingly, an organization should be capable of shifting its members' attitudes and behaviours which act for organizational development from egoistic behaviours. With regard to this issue, many researchers have paid attention to organizational citizenship behaviour (UngHee Lee *et al.*, 2013).



OBJECTIVES

- To examine the organizational citizenship behaviour (OCB) among sales personnel in direct selling.
- To examine the antecedents and dimensions of OCB.
- To understand the relationship between job performance and OCB.

REVIEW OF LITERATURE

Anna-lena Ackfeldt & Leonard V. Coote, (2005), the job attitudes has deals job satisfaction and structure commitment are direct predictors to OCBs. The work satisfaction that has additional effectively in groups and subordinates has interest's results in accomplishment of structure goals. The negative impact on leadership and OCB. The skilled development to job attitudes is positive in sample size and it additionally has to provide most significant in developing positive job attitudes among younger staff. The authorization has the connection is stronger for workers with shorter tenure than for workers with longer tenure. The present practices from department would be explore formative instead of reflective measures in OCBs. A formative measuring model assumes that the indications are nonchalantly antecedents to their posited construct.

Güven Özdem, (2012), the author has described the relationship between organizational citizenship behaviour, organizational and professional commitment on the opinions of secondary schools. The study also examined the organizational citizenship behaviour means that individual works more than his /her responsibility beyond his job description determined by the organization and makes extra voluntary effort in this regard. The organization contributes to the efficiency of worker and the management in OCBs among the workers, the sources are more efficiently, the activities and coordination of the working groups. It also based on a volunteer basis, contributes to the organization and has a multi-dimensional structure.

Richard G. Netemeyer *et al.* (1997), they have discussed the antecedent of OCB in personal selling context. The dependent variable are organizational citizenship behaviour and independent variable are person-organizational fit, leadership support, fairness in reward allocation and job satisfaction. To examine the antecedent of OCB in salespeople they often have boundary spanners with multiple roles to fill. They also have different role like team selling which is required to cooperate with all the team members to take time from busy schedule.

Michael D. Hartline & O. C. Ferrell, (1996), the behaviour-based analysis ought to have a positive influence on the attitudinal and activity response of customer-contact workers. Management commitment to services quality because the managers' emotive commitment to services quality like direction, behaviour-based analysis, role conflict and ambiguity, self-efficacy, job satisfaction, ability and perceived services quality. The social control implications they has three interfaces of services worker management. These challenges for services management square measure the recruit and retain self-efficacious workers has happy with the customer-contact position and that they manage these workers in ways in which maintain or the rise their level of self-efficacy and job satisfaction.

Matthew s. O'Connell et al. (2001), the findings indicates the situational judgment to live was considerably related to with sales performance and directed to the individual temperament sides and stable predictors OCB. Attitudes towards customers during a sales setting, they need not been examined as typically with relevancy OCBs. The lot of positive attitudes towards customers, as serving to get a lot of positive "morale" perception might result in OCB. The retail salespersons are viewed acceptable cluster of OCB were the salespeople are salaried for sales and not for OCB. They performance by the sales personnel may really hinder actual sales performance and that they would even be directed towards rising structure instead of with success finishing a sales.

David A.F & Thomas, L.P.T. (2008), the relationship between job satisfaction and OCB was shown to be significant, as was the link between team commitment and OCB. Most significantly, the link between job satisfaction and structure citizenship behaviour was tempered by team commitment, such the link was stronger once team commitment was high. The findings indicate that the utility of self-reliant work groups is also restricted in things wherever staff lack team commitment. Besides implementing self-reliant groups and assignment performance goals, researchers and practitioners ought to determine efforts that job toward increasing commitment of team members, thereby increasing structure citizenship behaviour within the organization.

Kermit, W. K & Yousef, A.B. (2002), the purpose of this study was to estimate the job satisfaction, organizational commitment, job characteristics and demographic variables are tested as predictors of OCB. The research on OCB in cross-culture context was exposed distinguished alterations in OCBs. The study was help to our considerate of OCB in outside western context. They also offer opportunity and the motivation for an employee to engage in extra-role behaviour. They also recommend that the issues has impression on OCB type of behaviour has the relationship with individual and organizational performance.

UngHee Lee et al. (2013), the employee engross in OCB once they understand fairness in method can continuously has the support and care of leaders and would establish low complexness of the structure process. The implication of structure justices with a lot of effectiveness with the high level of perception of structure justices with a lot of effects on OCB. The particular leader is one should perceive and encourage workers the staff with the individual deliberation this sort of employee is totally engaged with the work and OCB for structure growth. The future study is also need to examine with the organizational and individual levels of factors demands to the systematically realise the antecedents of OCB. The organizational structure has the effects on the complicated organizational structure will indication to communication and many instructional.

Scott B.Mackenzie et al. (1999), the remarkable of this relationship between helping behaviour and overall performance in the agents' sample when common

method variance is controlled. the strength of the impact of OCBs relative to the impact of objective sales productivity suggests that the key to overall performance within the minds of managers and GMs within the insurance sales samples enclosed during this study area unit the “extra things” folks do above and on the far side the decision of duty to boost the effectiveness of their agencies. Those managers and agents United Nations agency area unit gave the impression to be the foremost effective area unit those United Nations agency aren’t solely productive themselves however additionally create those around them additional productive yet by serving to, being sensible sports, and exhibiting civic virtue.

Hannes Zacher and Nerina L. Jimmieson, (2012), the author has discussed the surrogates the leadership theory and to look at followers’ learning goal orientation as a moderator of relationships among transformational leadership, structure citizenship behaviour (OCB) and sales productivity. They also says that there are positive relationship between transformational leadership and OCB, sales productivity. Learning goal orientation tempered the link between transformational leadership and OCB, specified transformational leadership was additional powerfully associated with OCB among followers with an occasional learning goal orientation than among followers with a high learning goal orientation.

Nigel F. Piercy et al. (2002), the article has examined the organizational citizenship behaviour (OCB) is discretionary worker behaviour that promotes structure effectiveness, associated has become recognized as a problems with doubtless substantial importance within the management of sales operation. Identifies sales internal control strategy as a vital antecedent to employee OCB, which has been neglected in previous OCB analysis. Uncovers a vital gender dimension within the show of OCB by salespeople, not antecedent investigated, and identifies a vital relationship between sales manager gender and also the OCB displayed by a sales unit or team that is related to the effectiveness of the sales unit.

Philip M. Podsakoff et al. (1997), the verdicts of the study is potential reason for the distinction about the compensation systems within the 2 samples. Within the insurances sales samples agents were paid on the idea of their individual sales performance. So now a part of their pay was associated with their agency’s performance. underneath such individualistic compensation system, agents can be less willing to produce facilitate to their peers or can be less involved with the standard of their suggestions as a result of there aren’t any personal consequences. The information are cross-sectional it additionally tough to extend the unit performance causes in crew members to report higher level of OCBs.

RESEARCH METHODOLOGY

This study is descriptive in nature. It describes the Organizational Citizenship Behaviour among the sales personnel in direct selling. Population of the study

was sales personnel in branded retail showrooms in Vellore. The sample was drawn from the sales person in direct selling employed in branded showrooms in north of Vellore. Out of 200 samples 150 questionnaires were completed in all respect were taken in to final consideration. The sample was drawn from the population through convenience sampling. Since the employees are engaged in direct selling in showrooms, the data collection was limited with the available employees. Well-structured questionnaire was used to collect the data. Organization citizenship behaviour (Netemeyer *et al.*, 1997, organ and Konovsky, 1989, and Williams Anderson, 1991), Job attitudes (Babin and Boles, 1998, Hartline and Ferrell, 1996) and Professional Development (Hart *et al.*, 2000) has been used for the collection of primary data from the respondents for the purpose of knowing the OCB. The data analysis was performed using SPSS.

DATA ANALYSIS AND INTERPRETATION

Table 1
Demographic Profile of the Respondent

<i>Profile</i>	<i>Labels</i>	<i>Frequency</i>	<i>Percent</i>
Gender	Male	105	70.5
	Female	44	29.5
Age	20-25	96	64.4
	26-30	18	12.1
	31-35	22	14.8
	36-40	11	7.4
	41-45	2	1.3
Educational Qualification	Diploma	29	19.5
	Under Graduate	37	24.8
	Post Graduate	10	6.7
	Professional	39	26.2
	Others	34	22.8
Income	Less than 15000	90	60.4
	15001-25000	30	20.1
	25001-35000	17	11.4
	35001-45000	3	2.0
	Above 45000	9	6.0
Experience	Less than 2 years	67	45.0
	2-4 years	40	26.8
	4-6 years	25	16.8
	6-8 years	6	4.0
	8-10 years	11	7.4
	Total	150	100

Gender

The most of the respondents are male with 70.5 percent. The remaining are female with 29.5 percent.

Age

The above table shows that majority (64.4%) of the respondents are belonging to the age group of 20-25 years. 14.8 percent of them are belonging to the age group of 31-35 years, 12.1 percent of them are belonging to 26-30 years. The remaining 7.4 percent and 1.3 percent of them belonging to 36-40 years and 41-45 years respectively. Age group of 20-25 years are employed more in the direct selling since they are new to the market they can work more enthusiasm.

EDUCATIONAL QUALIFICATION

More number of the respondents are having the educational qualification of professional with 26.2 percent. One fourth of the respondents is under graduate with 24.8 percent. 22.8 percent of the respondents are coming under other category like 10th, 12th etc. 19.5 percent of the respondent are studied up to Diploma. Very few (6.7%) of the respondents are studied up to Post Graduate. More number of professional are employed in direct selling because they don't want to jeopardize their reputation.

Income

Majority (60.4%) of the respondent are in the income group of less than Rs.15000. The next highest numbers of the respondents are in the income group between Rs.15001 to Rs.25000 with 20.1 percent. 11.4 percent of the respondents are earning an income between Rs.25001 to Rs.35000. Only 6 percent and 2 percent are getting income of above Rs. 45000 and Rs. 35001 to 45000 respectively. More number of the respondent are new to the market there are getting salary of less than.

Experience

More number (45%) of the respondents are having experience of less than 2years. More than one fourth of the respondent (26.8%) are having the experience between 2 years to 4 years. 16.8 percent of the respondents are having the experience between 4 years to 6 years. Only 7.4 percent and 4 percent are having experience between 8 years to 10 years and 6 years to 8 years respectively. Since more number of the respondents are in the age group of 20 years to 25 years so their experience also less than 2 years.

Table
2T-Test between Helping Behaviour and Gender
Group Statistics

	<i>Gender of the Respondent</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
helpingbehaviour	Male	105	3.85	.772	.075
	Female	44	4.13	.858	.129

Independent Samples Test

		<i>Levene's Test for Equality of Variances</i>		<i>t-test for Equality of Means</i>				
		<i>F</i>	<i>Sig.</i>	<i>t</i>	<i>df</i>	<i>Sig. (2-tailed)</i>	<i>Mean Difference</i>	<i>Std. Error Difference</i>
Helpingbehaviour	Equal variances assumed	1.697	.195	-1.942	147	.054	-.278	.143
	Equal variances not assumed			-1.860	73.621	.067	-.278	.150

An independent samples t-test was conducted to compare the mean score between male and female in the dimension of helping behaviour of OCB. There is differences in score for male (M=3.85, SD=.772) and female (M=4.13, SD=.858) $t = (147) = -1.942$, $p = 0.054$. These result suggest that gender have an effect on helping behaviour of the respondent. Hence accept Null hypothesis.

H0: there is no significant difference between conscientiousness and gender

Table 3
T-Test between Gender and Conscientiousness
Group Statistics

	<i>Gender of the Respondent</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
conscientiousness	Male	105	4.01	.774	.076
	Female	44	4.04	.727	.110

Independent Samples Test								
		Levene's Test for Equality of Variances			t-test for Equality of Means			
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
conscientiousness	Equal variances assumed	.025	.875	-.208	147	.836	-.028	.137
	Equal variances not assumed			-.213	85.602	.832	-.028	.133

An independent-samples t-test was conducted to compare gender and conscientiousness. There is no significant difference in score for male (M=4.01, SD=.774) and female (M=4.04, SD=.727) $t(147) = -.208, p = .836$. These result suggest that gender does not have an effect on conscientiousness of the respondent. Hence accept null hypothesis.

H0: There is no significant difference between altruism and gender

Table 4
T-Test between Gender and Altruism

Group Statistics	Gender of the Respondent	N	Mean	Std. Deviation	Std. Error Mean
Altruism	Male	105	3.73	.689	.067
	Female	44	4.00	.744	.112

Independent Samples Test								
		Levene's Test for Equality of Variances			t-test for Equality of Means			
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Altruism	Equal variances assumed	.382	.538	-2.104	147	.037	-.267	.127
	Equal variances not assumed			-2.040	75.499	.045	-.267	.131

An independent-samples t-test was conducted to compare gender and altruism. There is significant difference in score for male (M=3.73, SD=.689) and female (M=4.00, SD=.744) $t(147) = -2.104, p = 0.037$. These result suggest that gender does have an effect on Altruism of the respondent. It can be inferred that females are behaving voluntarily than males. Hence reject null hypothesis.

H_0 : There is no significant difference between civic virtue and gender

Table 5
T-Test between Gender and Civic Virtue
Group Statistics

	<i>Gender of the Respondent</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
civic virtue	Male	105	3.80	.657	.064
	Female	44	3.88	1.002	.151

Independent Samples Test

		<i>Levene's Test for Equality of Variances</i>			<i>t-test for Equality of Means</i>			
		<i>F</i>	<i>Sig.</i>	<i>t</i>	<i>Df</i>	<i>Sig. (2-tailed)</i>	<i>Mean Difference</i>	<i>Std. Error Difference</i>
civic virtue	Equal variances assumed	15.996	.000	-.557	147	.579	-.077	.139
	Equal variances not assumed			-.471	59.089	.639	-.077	.164

An independent-samples t-test was conducted to compare gender and civic virtue. The above table shows that there is no significant difference in the scores for male ($M=3.80$, $SD=.657$) and female ($M=3.88$, $SD=1.002$) $t(147) = -0.557$, $p=.639$. These results suggest that gender does not have an effect on civic virtue of the respondents. Hence accept null hypothesis.

H_0 : There is no significant difference between sportsmanship and gender

Table 6
T-Test between Gender and Sportsmanship
Group Statistics

	<i>Gender of the Respondent</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
sportsmanship	Male	105	3.90	.685	.067
	Female	44	3.94	.964	.145

		Independent Samples Test						
		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
sportsmanship	Equal variances assumed	13.894	.000	-.275	147	.783	-.038	.140
	Equal variances not assumed			-.240	61.962	.811	-.038	.160

An independent-samples t-test was conducted to compare gender and sportsmanship. The above table shows that there is no significant difference in the scores for male (M=3.90, SD=.685) and female (M=3.94, SD=.964) $t(147) = -.275$, $p = .811$. These results suggest that gender does not have an effect on sportsmanship of the respondents. Hence accept null hypothesis.

H_0 : There is no relationship between job satisfaction and OCB

Table 7
Correlation between Job Satisfaction and OCB in Direct Selling Correlations

		OCB	Job satisfaction
OCB	Pearson Correlation	1	.729**
	Sig. (2-tailed)		.000
	N	149	149
Job satisfaction	Pearson Correlation	.729**	1
	Sig. (2-tailed)	.000	
	N	149	149

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

A person correlation coefficient was computed to assess the relationship between the job satisfaction and OCB in direct selling. The result shows that there was a positive correlation between the two variables, $r = 0.729$, $n = 149$, $p = 0.000$. There is a significant correlation between job satisfaction and OCB. It can be inferred that job satisfaction increased and organizational citizenship behaviour also increase.

H_0 : There is no relationship between Organization Commitment and OCB.

Table 8
Correlation between Organization Commitment and OCB in direct selling.
Correlations

		OCB	Organizational commitment
OCB	Pearson	1	.450**
	Correlation		
	Sig. (2-tailed)		.000
	N	149	149
Organizational commitment	Pearson	.450**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	149	149

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

A person correlation coefficient was figured to assess the relationship between the organization commitment and OCB in direct selling. The result shows that there was a positive correlation between the two variable, $r = 0.450$, $n=149$, $p=0.000$. There is a significant correlation between organization commitment and OCB. It can be inferred that organization commitment increases and OCB also increased.

H_0 : There is no relationship between Professional Commitment and OCB.

Table 9
Correlation between Professional Commitment and OCB in direct selling.
Correlations

		OCB	Professional development
OCB	Pearson	1	.443**
	Correlation		
	Sig. (2-tailed)		.000
	N	149	149
Professional development	Pearson	.443**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	149	149

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

A person correlation coefficient was calculated to assess the relationship between the Professional commitment and OCB in direct selling. The result shows that there was a positive correlation between the two variable, $r = 0.443$, $n=149$, $p=0.000$. There is a significant correlation between Professional commitment and

OCB. It can be inferred that Professional commitment increases and OCB also increased.

H₀: There is no relationship between OCB and Job Performance.

Table 10
Correlation between Job Performance and OCB in direct selling
Correlations

		<i>Job performance</i>	<i>OCB</i>
Job performance	Pearson Correlation	1	.600**
	Sig. (2-tailed)		.000
	N	149	149
OCB	Pearson Correlation	.600**	1
	Sig. (2-tailed)	.000	
	N	149	149

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

A person correlation coefficient was computed to assess the relationship between the job performance and OCB in direct selling. The result shows that there was a positive correlation between the two variable, $r = 0.600$, $n=149$, $p=0.000$. There is a significant correlation between Job Performance and OCB. It can be inferred that OCB increases and Job Performance also increased.

H₀: There is no significant difference between age group of the respondents of the salesperson on the dimensions of OCB.

Table 11
ANOVA between Age Group of the Respondents and Dimensions of OCB

<i>Dimension</i>	<i>F</i>	<i>Sig.</i>
Helping Behaviour	0.875	0.481
Consciousness	2.440	0.050*
Altruism	0.282	0.889
Civic virtue	2.553	0.042*
Sportsmanship	1.274	0.283

*. Significant at 0.05% Level of significance

The dimensions of OCB such as consciousness and civic virtue show significant different between the respondents, since its value is less than assumed significance ($P<0.05$). Hence the null hypothesis is rejected, which means that the above mentioned dimension are significantly differ on the age group of the respondent.

H₀: There is no significant difference between income levels of the group respondents of the salesperson on the dimensions of OCB

Table 12
ANOVA between Income Level Group of the Respondents and Dimensions of OCB

<i>Dimension</i>	<i>F</i>	<i>Sig.</i>
Helping Behaviour	2.533	0.043*
Consciousness	7.329	0.000*
Altruism	3.029	0.020*
Civic virtue	3.147	0.016*
Sportsmanship	1.424	0.229

*. Significant at 0.05% Level of significance

The dimensions of OCB such as helping behaviour, consciousness, altruism and civic virtue show significant difference between the respondents, since its value is less than assumed significance ($P < 0.05$). Hence the null hypothesis is rejected, which means that the above mentioned dimensions are significantly different on the income level group of the respondent from the salesperson.

H_0 : There is no significant difference between Education Qualification of the group respondents of the salesperson on the dimensions of OCB

Table 13
ANOVA between Education Qualification Group of the Respondents and Dimensions of OCB.

<i>Dimension</i>	<i>F</i>	<i>Sig.</i>
Helping Behaviour	7.947	0.000*
Consciousness	5.784	0.000*
Altruism	4.236	0.003*
Civic Virtue	6.179	0.000*
Sportsmanship	7.610	0.000*

*. Significant at 0.05% Level of significance

All the dimensions of OCB show significant difference between the respondents, since its value is less than assumed significance ($P < 0.05$). Hence the null hypothesis is rejected, which means that the above mentioned dimensions are significantly different on the levels of education qualification of the respondent of salesperson.

FINDINGS

- Regarding gender, most of the respondents (70.5%) are male salespeople in direct selling.
- Most of the respondents belong to the age group of 20 years to 25 years.
- More number of the respondents are having professional qualifications in the direct selling.

- Most of the respondents are having the experience of less than 2 years in direct selling
- The most of the respondents are in the income group of less than Rs.15000.
- The dimension of organization citizenship behaviour such as consciousness and civic virtue show significant difference between the age group of the respondents of the salespeople. Other dimension of OCB such as helping behaviour, sportsmanship and altruism are not showing significant difference in age group.
- The dimension of OCB such as helping behaviour, consciousness, altruism and civic virtue shows the significant difference between the income levels of the respondents of the salespeople. Sportsmanship are not showing significant difference in income level.
- The dimension of OCB such as helping behaviour, consciousness, altruism, civic virtue and sportsmanship shows the significant difference between the education qualifications of the salespeople.
- There is a positive correlation between job satisfaction and OCB, as the job satisfaction increases OCB also increases.
- There is a positive correlation between Organization Commitment and OCB, as the organization commitment increases OCB also increases.
- There is a positive correlation between Professional commitment and OCB. As the Professional commitment increases OCB also increased.
- There is a positive correlation between Job Performance and OCB. It can be inferred that when the OCB increases the Job Performance increases.

IMPLICATION

The direct predictors of OCB towards job performance is job satisfaction, organizational commitment and professional development. Female has more impact on altruism than male employees. The organization can recruit youngster for direct selling because they are new to market they want to build good rapport with the organization at the same time they also develop their own professional attitudes. The organization should recognize the in-role and extra role behaviour of employees.

CONCLUSION

The research is only limited on the opinions of the direct selling salespeople in retail outlet. The dimension of the OCB which contributes more for job performance has positive correlation. The in-role and extra role behaviour has discretionary towards job performance which also makes employees to reduce attrition rate. The in-role behaviour towards organization commitment was

significant which influences the professional development and job performance. The finding concludes that job satisfaction, organization commitment and professional development are direct predictors to OCB which also brings a positive correlation towards job performance.

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