*Full Length Research Paper*

# The effect of self-esteem and organizational identification on organizational citizenship behavior: A case of Pakistani public sector university

**Javeria Andaleeb Qureshi, Asad Shahjehan\* Faheem Zeb and Kaleem Saifullah**

Department of Management Sciences, Hazara University, Mansehra, Pakistan.

**This study investigates the impact and effect of Self Esteem (SE) and Organizational Identification (OI) on Organizational citizenship behavior (OCB). The participants (N=158) are teaching and administrative staff from a public sector university. Moreover, the influence of gender and permanency in employment relationship over the fore mentioned relationships was examined. The results indicate Organizational Identification and Self Esteem as significant predictors of Organizational citizenship behavior. It can be inferred from the results that development of Organizational Identification and Self Esteem may be used as a strategy to motivate the employees to engage in Organizational citizenship behaviors to ensure improved individual and organizational performance in public sector organizations.**

**Key words:** Self esteem, organizational identification, organizational citizenship behavior, public sector university, Pakistan.

## INTRODUCTION

In recent times, there has been a lot of research conducted on behaviors that are desirable yet informal. Among these behaviors Organizational Citizenship Behavior (OCB) has been identified by the researchers having considerable financial, nonfinancial, short-term, and long-term outcomes that lead to organizational efficiency and effectiveness (Wong et al., 2009; Vilela et al., 2010; Choi and Sy, 2009; Singh and Srivastava, 2009; Lin, 2008; Nigel et al., 2006; Qureshi et al., 2010). Given the widely accepted importance of OCB, many researchers are trying to find its antecedents. (Choi and Sy, 2009; Chen and Chiu, 2008; Johnson et al., 2009; Kelloway et al., 2002; Lavelle et al., 2009; Lin, 2008; Messer and White, 2006; Rego et al., 2009; Ryan, 2002; Wong et al., 2009; Ryan, 2002; Qureshi et al., 2010). Although there have been many studies conducted to examine and evaluate the effect of different variables that affect the OCB, but there are still lots of gaps that needs to be filled e.g. Johnson et al. (2009) argues that OCB is

not explicitly recognized by the organizational rewards systems, but if performance evaluations are conducted on its can be called as distributed justice or injustice by the organizational members. Bellou et al. (2005) are of the view that OCB does lead to in some kind of rewards. Nevertheless, there are cases in which displaying OCB does not always lead to monetary rewards. This case applies to Pakistani public sector universities. At the same time employees permanency and gender also has its effects.

The main purpose of this study is to analyze and identify the level of OCB without any motivation that it would lead to monetary rewards and to examine whether individual level of self-esteem and organizational identification affect the OCBs. In this study, we would also analyze the effect of employee permanency and gender on the mentioned behaviors.

This study is conducted in a newly establish public sector university in a rather remote area of Pakistan. Like other public sector organizations, this university also faces some organizational problems. The biggest problem being promoting OCB in the organizational employees because, engaging in OCB only depends on the employees' willingness to engage in such behavior. In

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*Corresponding author. E-mail:asadshahjehan@hotmail.com; asad@hu.edu.pk. Tel: 00923449584797; 0092997414146.

addition, it is worth mentioning that the employee may show low level of OI, as there are limited emotional and psychological affiliations with the organizations because of the newly established nature of the organization. Keeping in consideration all the above-mentioned factors there was a need to evaluate the current level of OCB. Furthermore identifying the affect of proposed factors on OCB and giving recommendation for improving the levels of OCBs in the organization under investigation.

## Theoretical framework

As mentioned earlier this study took place in a Public Sector University in Pakistan, seeks to examine if Organizational Identification (OI) and Self-esteem (SE) affect the extent to which Education and Administrative staff display OCB. The affect of Gender and Permanency on these relationships are also examined. As far is gender is concerned researches have suggested significant differences in OCBs in Males and Females (Bellou et al., 2005). As far as permanency is concerned, it is evident that employees having different terms and condition for job would display different levels of OCB.

## Organizational citizenship behavior

In the recent years, there has been increasing interest in exploring performance related work behaviors that go beyond the assigned duties of the employees and are typically not held accountable. Among these behaviors is Organizational Citizenship Behavior (OCB). OCB is defined as "individual behavior 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" (Zhong et al., 2009; Kelloway et al., 2002). Johnson, Holladay, and Quinones, (2009) argue that OCB is composed of informal acts that are supportive of the environment in which core task performance takes place and are beneficial for coworkers, supervisors, and organization.

In short OCB is behavior that is above and beyond that is formally prescribed in a job description; discretionary behavior by an employee; behavior that is not directly or explicitly rewarded by a formal reward system; and behavior that is important for the effective and successful functioning of an organization (Lin, 2008). Majority of the researchers argue that OCB has a positive effect on organizational and employee performance. Researchers have proposed different variables as antecedents of OCB, for instance Wong et al., (2009) argues Shared Vision and Goal Interdependence in departments as determinants of OCB, Ryan, (2002) proposes Procedural Justice, Protestant Work Ethic and Social Desirability as predictors of OCB, Rego et al. (2009) Organizational virtuousness and Affective well-being leads to OCB,

Singh and Srivastava, (2009) described five categories of OCB, which included (I) Conscientiousness — carrying out in-role behavior (that is, individual task performance) well beyond the minimum required levels, (II) Altruism – helping others, (III) Civic Virtue — participating in the political life of the organization, (IV) Sportsmanship — showing positive attitudes, (V) Courtesy — treating others with respect. In our current study, we would be considering the two main dimensions suggested by Bellou et al. (2005) that is, Obedience and Helping Behavior due to the Pakistani Public Sector University peculiarities.

## Obedience

Obedience is the respect of orderly structures and processes. Researchers have identified obedience as a major determinant of obedience (Dyne et al., 1994). Obedience is demonstrated by respect for rules and instructions, punctuality in attendance and task completion, and stewardship of organizational resources. In the context of Pakistani Public Sector University, only the serious disciplinary mistakes are punished. Therefore, all the employees abide to the rules and regulations of the organization to avoid jeopardizing there work.

## Helping behavior

Ryan (2002) describe helping behaviors as "It is a Discretionary behaviors that have the effect of helping a specific other person with an organizationally relevant task or problem". Helping behavior has become very important in modern organizations. Researches suggest more organization is taking it critical for organizational efficiency and effectiveness. These behaviors become more important particularly in service industry (Bellou et al., 2005). In service, industry we find it based on norm of reciprocity, which describes individuals' tendency to help those who have helped, when one provides benefits to another, he or she will expect benefits in return (Johnson et al., 2009).

The organization under investigation is also a service organization that is, a public sector university. Majority of the employees being permanent and the customers being students whose futures are in the hands of the university employees the extent to which employees displays helping behaviors was thought to be critical.

## Self-esteem

Self-esteem is the basic appraisal one makes of oneself, as it concerns the overall value that one places on oneself, as a person (Bellou et al., 2005). Creed et al. (2001) argues that belief in one's capacity to change one's own situation is a major determining factor in the

level of self-esteem. The basic underlying theoretical tenet is that individuals will develop attitudes and behave in ways that will maintain their level of self-esteem. Moreover, self-esteem can also be defined as 'a construct expressing the global relations toward the self' (Classen et al., 2007)

Researchers have identified several types of esteem, including global self-esteem (an individual's overall evaluation of worth), role-based self-esteem (worth derived from incumbency in a particular position), and task-based self-esteem (worth based on self-efficacy), (Carson et al., 1997). Researchers have also associated self-esteem with different dimensions like self-efficacy (Creed et al., 2001), Emotional Expression (Polce-Lynch et al., 1998), core self-evaluations (Bipp, 2010), organizational citizenship, Collectivism and propensity to trust (Dyne, et al., 2000). This has lead to an additional form of self-esteem called "organization-based self-esteem" (OBSE).

OBSE reflects the degree to which employees self-perceive themselves as important, meaningful, effectual, and worthwhile within the organizational setting (Carson et al., 1997). Dyne et al. (2000) argues that OBSE is the self-perceived value that individuals have of themselves within a specific organizational context. It reveals people's sense of their own value and how they view themselves in the organizational settings and how their level of self-esteem changes while working for the said organization. The employees with high self-esteem think of themselves as 'valuable' for the organization (Alam, 2009). They 'count' around the organization. They are taken 'seriously' and are 'important' for the organization and lastly they are trusted and the organization has faith in them, by virtue of which they can make a difference that would lead to organizational success.
In this context, it is hypothesized that:

**H₁:** Self-esteem increases employees' intensions to display Organizational Citizenship Behavior

## Organizational Identification (OI)

Organizational identification can be defined as 'the perception of oneness with or belongingness to an organization, where the individual defines him- or herself in terms of the organization(s) in which he or she is a member' (Bartels et al., 2006). Dick et al. (2006) argues that organizational identification elicits a sense of oneness with the organization, which makes the individual take the organization's perspective and goals as his or her own. Moreover, Organizational identification is developed 'when one integrates beliefs about one's organization into one's identity' (Carmeli et al., 2007). Walumbwa et al. (2009) are of the view Organizational identification is a feeling of psychological inclusion or belongingness to a particular firm or institution. Even more so, it conveys a sense of being a part of something,

as one's self-definition is somewhat tied to membership in a particular firm (Alam, 2009b). Additionally OI refers to a person's feeling of oneness with some larger collective. Expressed in a more communicative term, it represents the forging, maintenance, and alteration of linkages between persons and those collectives as oneness is experienced. (Scott and Stephens, 2009)

The social identity theory provides the theoretical base for OI. This theory is of the view that individual create there self-conceptions through their affiliation, relation and connection with a specific social group. A core concept of social identity theory is that the 'extent to which people *identify* with a particular social group determines their inclination to behave in terms of their group membership' (Carmeli et al., 2007). Carmeli et al. (2007) further argues that Social identification is the perception of belongingness to a group classification, through which an individual perceives him or herself as an actual or symbolic member of the group. As an organization is also a social group than OI in the context of the Social Identity Theory can be defined as 'the cognitive connection between the definition of an organization and the definition a person applies to him- or herself'.

The concept of Organizational Identification (OI) has attracted the interest of the organizational scholars in recent times. There are two main reasons for this heightened interest in the study of employee OI. First, OI is thought as central to the analysis and understanding the relationship between the organization and its employees (Vaughn, 1997). Second, OI is thought to have many benefits for the organization and the employees (Edwards and Peccei, 2007). The literature regarding OI suggests that almost all the researcher consider OI beneficial for the organizational performance and effectiveness. As Edwards and Pecce (2007) argues those employees that identify themselves with the organization are more likely to consider the organizational goals as their own goals and would be more motivated to fulfill these goals. Sha, Bey-Ling (2009) give a more comprehensive picture of the benefits of OI in different sectors of business. In corporate sector high level of OI would lead to high investment of employees in their work, higher level of interpersonal corporation, better management of cooperate identities which leads to positive corporate image and reputations and better relationship with stakeholders. In no profit organizations, increased OI results in better interactions among organizational members, improved membership pride, and stakeholder's commitment. For the higher education sector, it increases the ability of an institution to generate more funds for itself. Scott and Stephens (2009) are of the view that there is substantial evidence that OI and other forms of attachments as commitment and loyalty etc have a number for desirable outcomes like increased work satisfaction, reduced absenteeism, reduced employee turnover rates and greater effectiveness and
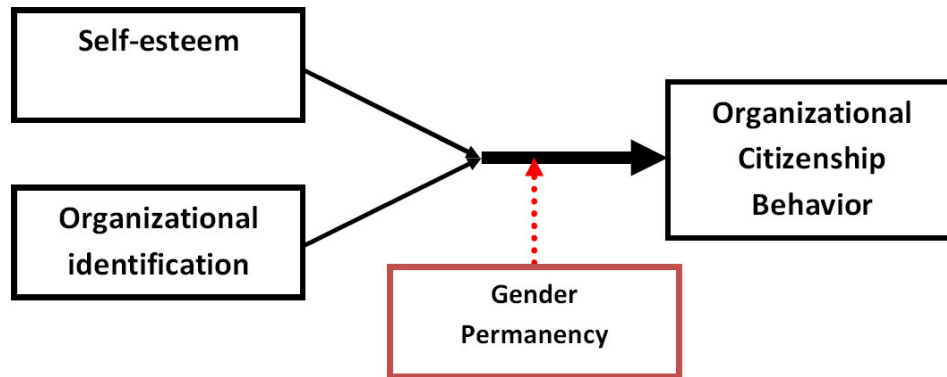
**Figure 1.** Self-esteem and organizational identification impact on Organizational Citizenship behavior.

efficiency for the organizations. Furthermore, OI is also thought to be a powerful and unobtrusive form of control in the workplace.

**H₂:** Organizational identification increases employees' intensions to display Organizational Citizenship Behavior

### Gender

Majority of the researches conducted in the field of OCB have suggested that there are significant differences on basis of gender (Bellou et al., 2005; Choi and Sy, 2009; Dick, Grojean et al., 2006; Singh and Srivastava (2009); Lavelle et al. (2009). Lin, (2008) Is of the view that gender differences help us to understand the social behavior of men and women, as individuals are likely to respond to stimuli that are directed toward themselves. Furthermore it is proven that women are more likely to show OCB probably due to their relatively increased sentimentality  (Bellou et al., 2005).
As OI may be enhaced by setinentality it is expected as:

H₃ₐ: Female employees are more likely to be affected by organizational identification rather than self-esteem in displaying Organizational Citizenship Behavior

Moreover, it is also be put forward that

**H₃ᵦ:** Male employees are more likely to be affected by self-esteem rather than organizational identification in displaying Organizational Citizenship Behavior

### Permanency

Employee permanency presumes that employment relationship lasts forever regardless of skill and performance. The Public Sector University in Pakistan has permanent and contract employees, the latter work for the University for a Predetermined Period of time. Due to

their specific period with the organization, they are more likely to be preserving their self-esteem in the organization. On the other hand as the permanent employee are with the organization for a relatively longer period of time they are more likely to identify with the university. It is therefore expected that:

**H₄ₐ:** Contractor employees are more likely to be affected by organizational identification rather than self-esteem in displaying Organizational Citizenship Behavior

**H₄ᵦ:** Permanent employees are more likely to be affected by Self-esteem rather than organizational identification in displaying Organizational Citizenship Behavior.

### METHODOLOGY

#### Sample and Procedure

The study took place in a public sector university having its campuses in three different locations. The university was chosen on the basis that this is the biggest public sector university in the citizenry where the research was conducted. A total of 200 teaching and administrative staff of the university took part in the study from a total population of approximately 1000 employees. The participants of the study were selected based on their availability to fill the questionnaire and grant time for the interviewing process. The questionnaires were handed to the participants by the researchers. The researchers were available for guidance and help during the time participants were filling the forms. A total of 200 questionnaires were distributed among the participants out of which 158 (79%) were fully and correctly completed. The sample consisted of 106 (67%) Men and 53 (33%) Female. The distribution of the sample based on age is shown in Table 1.

By profession 100 (63%) was teaching staff and 58(37%) was administrative staff of the university. Finally 138(87%) were permanent employees and 20(13%) were limited time contract employees.

#### Measures

Except from Gender and Permanency for all the other items of the questionnaire a 5-point Likert Scale was used, ranging from 1

**Table 1.** Distribution of Participants based on age.

| Age | No | Percentage |
|-----|-----|-----|
| 20 to 35 | 138 | 87 |
| 36 to 50 | 16 | 10 |
| 51 to 60 | 3 | 2 |
| 61-Above | 1 | 1 |

**Table 2.** Correlation values for all employees.

| | Permanency | O | HB | OI | SE | OCB |
|-----|-----|-----|-----|-----|-----|-----|
| Permanency | 1 | -0.094 | -0.066 | -0.02 | -0.04 | -0.099 |
| O | -0.094 | 1 | 0.351** | 0.431** | 0.437** | 0.865** |
| HB | -0.066 | 0.351** | 1 | 0.401** | 0.463** | 0.774** |
| OI | -0.02 | 0.431** | 0.401** | 1 | 0.549** | 0.507** |
| SE | -0.04 | 0.437** | 0.463** | 0.549** | 1 | 0.544** |
| OCB | -0.099 | 0.865** | 0.774** | 0.507** | 0.544** | 1 |

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

strongly disagree to 5 strongly agree.

**Organizational Identification:** The questionnaire included 6 questions regarding OI. It was developed by Edwards and Peccei (2007).(a = 0.77) Self-esteem: The instruments used to measure self-esteem in this study were developed by Pierce, Gardner, Cummings, and Dunham (1989). (a = 0.85)

**Organizational Citizenship Behavior:** As mentioned earlier OCB was measured with two of its dimensions i.e. Helping Behavior and Obedience with an overall Cronbach alpha= 0.7 Helping behavior was measured by the 7 questions developed by Dyne, Graham, and Dienesch (1994). (a = 0.74). A 10-item scale instrument developed by Dyne, Graham, and Dienesch (1994) was adopted to measure employees Obedience. (a = 0.60)

**Permanancy:** It was examined with a single question. Asking the participants as whether they are Permenant employees or limited time Contract employees. Contract has been coded as 1 and permenant has been coded as 2.

**Gender:** The participants were asked a dicotinumous question to idicate there gender. Fmale has been coded as 1 and male has been coded as 2.

## RESULTS AND ANALYSES

The data is analyzed by using Means, Correlation, and regression analysis. Table 2 shows the correlation between the variables used in this study.

It is clear from the Table 2 that OCB is positively correlated with its determinants i.e. Obedience (R=0.865, p<0.01) and Helping Behavior (R=0.774, p<0.01). Furthermore it is also noticed from the Table 2 that OCB is positively correlated with Organizational Identification (R=0.507, p<0.01) and Self-esteem (R=0.544, p<0.01). Permanency is minutely negatively correlated with all the other variables (O -0.094, HB -0.066, OI -0.02, SE-0.04 and OCB -0.099). Self-esteem and Organizational identi-fication are passively correlated with each other (R=0.549).

**Table 3.** Correlations for male employees.

| | HB | O | OI | SE | OCB |
|-----|-----|-----|-----|-----|-----|
| HB | 1 | 0.345 | 0.461 | 0.459 | 0.855 |
| O | 0.345 | 1 | 0.381 | 0.463 | 0.782 |
| OI | 0.461 | 0.381 | 1 | 0.508 | 0.517 |
| SE | 0.459 | 0.463 | 0.508 | 1 | 0.561 |
| OCB | 0.855 | 0.782 | 0.517 | 0.561 | 1 |

All the values are significant at the 0.01 level (2-tailed).

After checking for gender impact, there were slight differences examined in the relationships. Tables 3 and 4 show the correlation for male and female.

As mentioned earlier the difference between the correlation values of Male and Female are minimal except for the correlation between OI and SE for male is 0.549 while for female is 0.633.

The correlation tables also show that SE is more positively correlated with OCB for both Male (R=0.561) and Female (R=0.514) than OI for Male (R=0.517) and Female (R=0.500).

Tables 5 and 6 clearly show the relationships examined of Contract and Permanent employees differ from each other. For contract employees HB is negatively corre-lated with all the other variables O, OI, and SE (R=-0.016, R=-0.147 and R=-0.051 respectively) except OCB (R=0.674).

Moreover, the correlation values of contract employees for OI and SE with OCB are considerably less (R = 0.18 and R = 0.146) than that of permanent employees (R = 0.536 and R = 0.582). It can also be inferred from the correlation analysis that OI and SE correlates similarly for both Contract (R=0.517) and Permanent (R=0.551) employees.

**Table 3.** Correlations for female employees.

|  | HB | O | OI | SE | OCB |
|---|---|---|---|---|---|
| HB | 1 | 0.361 | 0.393 | 0.400 | 0.880 |
| O | 0.361 | 1 | 0.444 | 0.462 | 0.760 |
| OI | 0.393 | 0.444 | 1 | 0.633 | 0.500 |
| SE | 0.400 | 0.462 | 0.633 | 1 | 0.514 |
| OCB | 0.880 | 0.760 | 0.500 | 0.514 | 1 |

All the values are significant at the 0.01 level (2-tailed).

**Table 4.** Correlations for contract employees.

|  | HB | O | OI | SE | OCB |
|---|---|---|---|---|---|
| HB | 1 | -0.016 | -0.147 | -0.051 | 0.674** |
| O | -0.016 | 1 | 0.38 | 0.244 | 0.728** |
| OI | -0.147 | 0.38 | 1 | 0.517* | 0.18 |
| SE | -0.051 | 0.244 | 0.517* | 1 | 0.146 |
| OCB | 0.674** | 0.728** | 0.18 | 0.146 | 1 |

** Correlation is significant at the 0.01 level (2-tailed); * Correlation is significant at the 0.05 level (2-tailed).

**Table 5.** Correlations for permanent employees.

|  | HB | O | OI | SE | OCB |
|---|---|---|---|---|---|
| HB | 1 | 0.407 | 0.482 | 0.483 | 0.884 |
| O | 0.407 | 1 | 0.411 | 0.499 | 0.786 |
| OI | 0.482 | 0.411 | 1 | 0.551 | 0.536 |
| SE | 0.483 | 0.499 | 0.551 | 1 | 0.582 |
| OCB | 0.884 | 0.786 | 0.536 | 0.582 | 1 |

All the values are significant at the 0.01 level (2-tailed)

The correlation analysis provides ample support to the acceptance of the first two hypothesis of the study that is, *Self-esteem increases employees' intensions to display Organizational Citizenship Behavior* and *Organizational identification increases employees' intensions to display Organizational Citizenship Behavior* as both OI (R=0.507, p<0.01) and SE (R=0.544, p<0.01) are Positively correlated with OCB. These hypotheses are being further tested by regressing OCB against OI and SE respectively the results are shown in Table 7.

As we can see in Table 7, both $H_1$ and $H_2$ are confirmed. With OI ($R^2$=0.29, F=65.49, p<0.001) explaining 29% variation in OCB and SE ($R^2$=0.25, F=53.92, p<0.001) explaining 25% of variation in OCB confirms our $H_1$ and $H_2$.

For Hypothesis $H_{3a}$ and $H_{3b}$ that is, *Female employees are more likely to be affected by organizational identification rather than self-esteem in displaying Organizational Citizenship Behavior* and *Male employees are more likely to be affected by self-esteem rather than organizational identification in displaying Organizational Citizenship Behavior,* the data was controlled for Gender.

Table 8 shows the results of the regression after controlling for gender.

The results prove that Male employees are affected more by SE ($R^2$=0.31, F=47.65, p<0.001) then OI ($R^2$=0.26, F=37.95, p<0.001) in displaying OCB hence supporting Hypothesis $H_{3B}$. Moreover, for hypothesis $H_{3A}$ there is slight difference between the $R^2$ values of OI ($R^2$=0.2496, F=16.63, p<0.001) and SE ($R^2$=0.2491, F=17.92, p<0.001). However, it still supports our hypothesis that Females are more affected by OI than SE in displaying OCBs.

Finally, for the last two hypotheses $H_{4a}$ and $H_{4b}$ the data was controlled for Contract and Permanent employees. Permanent employees are clearly more effected by SE ($R^2$=0.33, F=69.633, p<0.001) than OI ($R^2$=0.28, F=54.80, p<0.001) in displaying OCBs, leading to the acceptance of hypothesis $H_{4b}$. The analysis for contract employee shows interesting results. With OI ($R^2$=0.0323, F=0.60, p=0.44) and SE ($R^2$=0.021, F=0.39, p=0.53), $H_{4A}$ is not accepted. However, with OI explaining only 3.23% and SE only 2.12% variation in OCB, leads us to the conclusion that in case of contract employees there are

**Table 6.** Regression analyses for organizational citizenship behavior. all employees.

| Independent variables | Organizational citizenship behavior | | |
|---|---|---|---|
| | $R^2$ | F | P |
| OI | 0.29569124 | 65.4937666 | < 0.001 |
| SE | 0.256873297 | 53.92382511 | < 0.001 |

**Table 7.** Regression analyses for organizational citizenship behavior, male and female.

| Independent variables | Organizational citizenship behavior | | | | | |
|---|---|---|---|---|---|---|
| | Male | | | Female | | |
| | $R^2$ | F | P | $R^2$ | F | P |
| OI | 0.2673 | 37.9588 | < 0.001 | 0.2496 | 16.6354 | < 0.001 |
| SE | 0.3142 | 47.6566 | < 0.001 | 0.2491 | 17.9211 | < 0.001 |

**Table 8.** Regression analyses for Organizational Citizenship Behavior, Contract and Permanent.

| Independent variables | Organizational citizenship behavior | | | | | |
|---|---|---|---|---|---|---|
| | Contract | | | Permanent | | |
| | R2 | F | P | R2 | F | P |
| OI | 0.0323 | 0.6021 | 0.4478 | 0.2872 | 54.809 | < 0.001 |
| SE | 0.0212 | 0.3910 | 0.5395 | 0.3386 | 69.633 | < 0.001 |

other dimensions or variables that needs to be identified which can predict a more considerable amount of variance in displaying OCBs.

## DISCUSSION

Organizational Citizenship Behavior advances the effective operation of the organization (Bellou et al., 2005). In case of a university it is more important and essential that all step have to be taken in making it most effective as we are dealing with students and their future depends upon not only the survival and financial success of the organization but also quality and commitment of the educational and administrative staff (Alam et al., 2010). In this context, this study examined two factors that were expected to affect Educators and Administrators to show OCBs towards the University they work in. The two dimension used in this study were first Self esteem which gives confidence to an individual that he can make a difference and help the organization in his or her current role in the organization. Second Organization Identification, which associates an employee with the organization in a way that he or she shares the same goals and objectives as the organization and identify himself or herself as part of the organization and both these behaviors in turn lead to OCBs.

The impact of SE on OCB may be attributed to the fact that the employees are Cooperative, they think that they are taken seriously, given important, are trusted, are valuable and think they can make a difference in the organization. Likewise, OI can be ascribing to the fact that they feel a part of the whole that is, the university they work in. This not only makes them to abide to the rules and regulation of the organization and do more than what is expected of them, as they think that they have strong ties with the organization, the organization is a big part of them and its membership is important to them (Alam et al., 2010b).

After controlling for gender, it is proved that Male are more affected by SE than by OI. The management in the organizations should focus on improving the levels of SE in male by providing more recognition and importance. In addition, steps should be taken for enhancing OI in male by making them feel the better part of the organization. For females, there was minimal difference between the Effect of OI and SE on OCB. Organizations should focus on both these factors to improve the involvement of Women in OCBs.

As this study took place in a Pakistani public sector university, permanency was examined which provided valuable results. In case of Permanent employees, it has proved that they are more affected by SE than OI. The reason is that they know they have to work in this organization for the rest of their lives. Therefore, if they feel important and if people have faith in them this would

increase their SE, which would in turn result in OCBs. The scenario is completely different for Contract employees. We proposed that they would be more affected by OI than SE. The philosophy behind this hypothesis was that contract employee usually wants himself or herself to be associated with the organization they work in. They think that if they can gain this association they can work for the organization more effectively and efficiently and even out of their current roles. Our analysis presented a completely different picture. The ability of contract employees in displaying OCB is only slightly dependant on SE and OI i.e. both these variables are explaining only 5.35% of variance in OCB. This leads us to the conclusion that for contract employees SE and OI are not the main factors that lead them to display OCBs. Other factors are affecting this relation more than OI and SE. Moreover, there is a need in the current organization to focus on improving OI an SE levels of contract employees in their organization, it would improves the currents level of OCBs in the organization and also help in identifying individuals for the contractors that the organization may acquire on permanent employees.

Taking into consideration, the above discussion it is important that the management of the university should develop systems that lead to the enhancement, development, and improvement in the level of OCBs displayed in the organization. Actions should be taken to include activities that focus on development of an OCB based organizational culture, stresses on aligning the organizational objectives with that of the employees, and providing long term reward plans and incentives, in an effort to create a sense of belongingness to the University and unify its employees. Self-esteem can be increased by giving recognition to teaching and administrative staff every time they do a good job and trusting on the ability of the Teaching staff that they would perform their duties with utmost honestly and integrity and administrative staff that they would take all the decision which leads to the betterment of the university.

## Limitations and suggestions for further research

As all studies, this study also has some limitations that have to be kept in mind when interpreting these results. First, we measure OCB with only two research variables. Measuring it with other variables would provide more insight in the dynamics of employees displaying OCBs. The other limitation is that this study was conducted on only one Public Sector University. It is proposed that this study could be replicated in other universities, which would not only provide a larger sample for better generalization of results but also may provide better insight to the levels of OCBs in Public sector universities.

Finally, given the similarities among all the public sector organizations in Pakistan. This study can be conducted in other public sector organizations to examine and study the relationships identified.

Despite the limitations this study gives us an insight about the factors that pushes the Educational and Administrative staff in the university to do something extra out of their job requirements for their university and its students. Given the importance of OCB for a university, organizational identification and self-esteem of the employees are critical for quality education and research. Moreover, gender and permanency status of the employees are also vital for this relationship.

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