

# **Normative commitment and loyal boosterism: Does job satisfaction mediate this relationship?**

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## **Abstract**

*The relationship between attitudes and behaviours, and particularly organizational citizenship behaviour (OCB), is discussed and a model is built asserting that job satisfaction mediates the relationship between normative commitment and loyal boosterism. It has been hypothesized that job satisfaction mediates the relationship between normative commitment and OCBs. This mediation is further developed by arguing that loyal boosterism - one of the four OCB dimensions - has stronger mediation effect, compared to the other dimensions, personal industry, interpersonal helping and individual initiative. 646 individuals equally drawn from private and public sector in Greece responded to a structured questionnaire. The results validate the hypotheses, showing that job satisfaction mediates the relationship between normative commitment and OCB. Also, job satisfaction mediates the relationship between normative commitment and loyal boosterism, more strongly than the other dimensions. Finally, the limitations of the current field research, the implications are discussed and suggestions for further research are proposed.*

Keywords: normative commitment, loyal boosterism, mediation, Greece

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## **Introduction**

International literature presents an array of studies relating job attitudes, such as organizational commitment and job satisfaction, to performance measurements and variables. For example, Williams and Anderson (1991) conducted a quantitative research with full-time American employees and found that the job cognition variables - both extrinsic and intrinsic - predict organizational citizenship behaviours (OCBs); however affective variables, such as organizational commitment, do not. Moorman (1993) reached a similar conclusion, finding that cognitive-based job satisfaction is better and more closely related to OCBs than an affective-based job satisfaction measure. Both studies did not conclude that job satisfaction is not related to OCBs, but that the cognitive measurements of job satisfaction produce better results than the affective ones. This could be explained by the content of the measurements used, since job satisfaction and OCBs were of a cognitive nature, than organizational commitment which was more of an affective nature.

Bolon (1997) conducted a field study in a large tertiary hospital in the US and 202 mainly nursing personnel participated in the study. He found that job satisfaction and organizational commitment were significantly correlated to the OCBI construct - these behaviours are directed toward individuals and comprising of altruism and courtesy as

suggested by Williams and Anderson (1991). As far as the forms of commitment are concerned, normative commitment was significantly related to this part of the construct that the citizenship behaviour is aimed towards co-worker. Another study conducted on government employees in Kuwait (Alotaibi, 2001) found that neither job satisfaction nor organizational commitment could be considered as antecedents or as predictors of OCBs. The researcher explained this finding on cultural specificity, since almost all previous studies were conducted in a Western or American cultural context, whereas, this study was in a Near Eastern, Arabic cultural environment. However, another non-Western study, this time conducted in the Sultanate of Oman (Kuehn & Al-Busaidi, 2002) on data collected from 153 employees working in the private and public sector, reached the conclusion that job satisfaction and normative commitment were significant predictors of OCB. It seems, that even though both previous studies conducted in an Arabic cultural environment, their contradictory conclusions reached, make them more culturally specific and less generalizable. Furthermore, LePine, et al. (2002) conducted a meta-analysis on OCB literature and research, and found strong support for the predictor relationship of job satisfaction and organizational commitment to various OCB measures and constructs. Similar conclusions reached by Herscovitch and Meyer (2002) found that OCB is a consequence of the existence of organizational commitment. As it could be seen, results on the relationship between job-related attitudes and contextual performance are mixed; however, recent meta-analyses - as presented above - have shown that, by and large, job satisfaction and organizational commitment could be regarded as predictors of the organizational citizenship behaviours, irrespective of the measurement scales adopted.

#### **Organizational commitment, job satisfaction and OCBs**

##### ***Organizational (normative) commitment and OCBs***

Although various different measures and constructs are used for the measurement of OCBs, different studies found that organizational commitment predicts or correlates with organizational citizenship behaviours (cf. Williams & Anderson, 1991; McFarlane Shore & Wayne, 1993; Schappe, 1998). Moreover, Gautam, et al. (2005) discovered that in Nepal there is a positive relation between normative commitment and the citizenship factors - compliance and altruism. This is expected since OCB defined as behaviour that goes beyond the basic requirements of the job; is to a large extent discretionary; and is of benefit to the organization (Lambert, 2006), is something that only a committed employee could exhibit. If someone feels uncommitted to the organization, he or she is highly unlikely to behave as a 'good soldier'. The social identity approach could serve as the theoretical background for the justification of this predictive relationship, since the identification of an individual with the group norms, values leads to the incorporation and internalization of these norms and values to one's self concept (cf. Haslam, 2001). This means, the stronger an employee is identified with the group, the more committed feels to the organization, and in the more positive behaviours towards work will be exemplified.

##### ***Job satisfaction and OCBs***

Job satisfaction predicts or correlates with organizational citizenship behaviours (cf. Organ & Konovsky, 1989; Organ & Lingl, 1995; Organ & Ryan, 1995; Wegge, et al., 2006; Vigoda-Gadot & Angert, 2007; Van Dick, et al., 2008). Ackfeldt and Coote (2005) and Paulin,

et al. (2006) clearly state that a satisfied employee will exemplify extra-role behaviours, leading to higher performance. In short, the predictor relationship of job satisfaction to organizational citizenship behaviours is rooted on grounded theory and more specifically in the Social Exchange approach to Organizational Behaviour, where an individual 'returns' or 'pays back' the perceived fairness and the 'good HRM practices' by exemplifying extra-role performance, since he or she feels satisfied with the job and the task assignments performed (cf. Organ, et al., 2005: 71-76).

#### **Organizational commitment and job satisfaction**

As far as organizational commitment is concerned, it leads to or predicts job satisfaction (cf. Namasivayam & Zhao, 2007; Vigoda-Gadot & Angert, 2007; Yousef, 2000; Farkas & Tetrick, 1989; Bateman & Strasser, 1984); in other words, an employee who feels committed towards the organization he or she works for will be satisfied with the job he or she is doing and the tasks assigned by management. A committed employee will be a satisfied one; whereas, the uncommitted will be dissatisfied, or at least, will not feel satisfaction with the job. Thus, relevant studies and theorizing have shown that organizational commitment has the ability to predict job satisfaction; although, the reversed situation could also be supported (cf. Williams & Frazer, 1986), mainly due to the attitudinal nature of the concepts.

#### **Research hypotheses**

This argument, leads to a general proposition that since organizational commitment leads to job satisfaction, and job satisfaction leads to organizational citizenship behaviours, and even more, organizational commitment predicts the appearance of these extra-role behaviours, then a type of relationship should exist among these three concepts. This relationship is the mediating one, i.e., job satisfaction works as mediator of the predictive relationship between organizational commitment and OCBs. Summarizing, the insofar theorizing, organizational commitment predicts extra-role performance since an individual who feels committed towards the organization, feels identified with the goals, norms, and values of this organization, is loyal to management directives and policies pursued and express a tendency to remain in the organization. This could be more evident and explicitly stated when an employee feels normatively committed towards the organization, i.e., the 'ought to' feeling prevails and leads to extra-role performance.

By expressing these positive feelings to the organization, the job performance is not only the expected one, the focal performance, but even more, performance exceeds what is required by management and is showed through altruism, sportsmanship, courtesy, boosterism, etc. In other words, organizational citizenship behaviours are exposed by the individual. However, organizational commitment and in particular, normative commitment, is a driving force that leads to positive feels towards one's job, i.e., the expression of job satisfaction. The individual perceives the job as part of his or her broad organizational membership and acts accordingly, i.e., performs well at work and even more, behaves as a 'good soldier'. The proposition made in this study is that normative commitment explains organizational citizenship behaviours, but this relationship is mediated, at least in part, by job satisfaction. Moreover, these three concepts have significant relationships between them.

Following, the above argument, and taking under consideration Meyer et al. (2002) meta-analysis - showing that normative commitment, the cognitive sense of belongingness to an organization, based on the evaluation of relative individual versus organizational investments - has a strong predictive effect on positive job-related behaviours, such as, OCBs. Thus, it should be expected that a normatively committed employee will present in-role, as well as, extra-role behaviours at work. As far as job satisfaction is concerned, this study adopts, as all other studies in this research, Minnesota Satisfaction Questionnaire (MSQ) - which is more of a cognitive type of questionnaire (Moorman, 1993). Finally, organizational citizenship behaviours are extra-role, discretionary behaviours, that go beyond management expectations and job requirements, and intend to benefit the organization as a whole. Having said this, the mediating role of job satisfaction to the normative commitment/OCBs relationship, should be more evident and will make more sense, when someone is examining this mediation with respect to affective commitment and normative commitment. Thus, the first research hypothesis states that:

*Hypothesis 1: Job satisfaction mediates the relationship between normative commitment and organizational citizenship behaviours.*

There are some studies that related the job attitudes to the dimensions of OCBs, and discovered that job satisfaction is strongly related to loyal boosterism (cf. Blakely, et al., 2003). Also, Moorman and Blakely (1995) and Moorman, et al. (1998) found that organizational citizenship behaviours' dimensions correlate with organizational commitment, loyal boosterism having the strongest correlation of all dimensions. Normative commitment is related to the employee's obligation to remain in the organization; this 'positive' form of commitment should be strong predictor of organizational citizenship behaviours. On the other hand, loyal boosterism is the type of OCB where the individual identifies with the organization and supports its image and reputation to the external environment - individuals, competitors, etc. Loyal boosterism, compared to the other dimensions of OCBs, has a more organizational and collective nature and this extra-role behaviour tends to be more related to the conscious involvement of an employee in the organizational life. Thus, the second research hypothesis is constructed:

*Hypothesis 2: Job satisfaction is more strongly related to loyal boosterism, therefore the total effect (direct plus indirect effect) of normative commitment on loyal boosterism is larger than the effects of this form of commitment on the other OCB dimensions.*

Figure 1 presents the aforementioned conceptual framework, showing that job satisfaction mediates the relationship between normative commitment and loyal boosterism.



**Figure 1: The conceptual framework**

## **Methodology**

Job satisfaction is measured through a structured self-report questionnaire based on MSQ (Weiss et al., 1967) and normative commitment was based on the NCS (Powell & Meyer, 2004). For the measurement of OCBs, the four dimensional 19-item scale of Moorman and Blakely (1995) is used. This scale has the following dimensions (Fields, 2002: 238): Interpersonal helping (INHE); Individual initiative (ININ); Personal industry (PEIN); Loyal boosterism (LOBO). The measurement scale for all dimensions examined is the 7-point Likert, having as endpoints 1 = Complete disagreement, and 7 = Complete agreement (see Appendix for the questionnaire's items).

## **Descriptive statistics of the subjects**

Overall, 646 employees returned to us completed and usable questionnaires; 323 of them are from 12 service sector companies. All companies have premises and operations in the geographical area of Thessaloniki. The response rate of the private sector employees is 59%. The demographic characteristics of the private sector employees are: 42.4% males and 57.6% females; mean age is 32 years; mean organizational tenure is 5 years; 77.4% of the sample is non-supervisory employees, and the remaining are heads of departments; educational level is: 41.8% completed Secondary Education; 19.5% graduated from a Technological Educational Institute; 26.3% are University graduates; 12.4% have a Postgraduate diploma. As far as the other 323 employees are concerned, these are from the public sector - from ten regional and local government organizations located in the geographical area of Thessaloniki (overall six organizations are approached). The response rate of the public sector employees is 61% and their demographic characteristics are: 42.7% males and 57.3% females; mean age is 35 years; mean organizational tenure is 9 years; 82% of the sample is non-supervisory employees, and the remaining are heads of departments; educational level is: 20.1% completed Secondary Education; 18.3% graduated from a Technological Educational Institute; 41.8% are University graduates; 19.8% had a Postgraduate diploma.

**Descriptive statistics, correlation and reliability analysis**

The results from the correlation analysis show that: job satisfaction and normative commitment are positively correlated. All four dimensions of OCBs are positively correlated with job satisfaction and normative commitment, although loyal boosterism is notably more highly correlated to job satisfaction and normative commitment, than the other three dimensions of OCB. All dimensions of organizational citizenship behaviours are, as expected, highly intercorrelated. The reliability analyses of all variables entered into the calculations show that the Cronbach's  $\alpha$  coefficient are satisfactory for all variables and constructs.

**Table 1: Descriptive, correlation and reliability analysis**

	$\alpha$	Mean	St. dev	NORMATIVE COMMITMENT				
				JS	ENT	INHE	ININ	PEIN
JS	.91	4.67	.95					
NC	.87	4.17	1.33	.51**				
INHE	.84	5.21	1.01	.18**	.34**			
ININ	.89	5.25	1.14	.22**	.32**	.56**		
PEIN	.73	5.50	.92	.22**	.41**	.47**	.46**	
LOBO	.88	5.23	1.14	.46**	.58**	.43**	.45**	.55**

Note: \*\* Correlation is significant at the 0.01 level

**Analyses of the research hypotheses**

In order to examine the mediation effect some conditions should apply according to Baron and Kenny (1986):

- (a) The predictor - the independent variable (the forms of organizational commitment) and the outcome - the dependent variable (organizational citizenship behaviours) should be significantly related.
- (b) The predictor (the forms organizational commitment) is related to the mediator (job satisfaction).
- (c) There should be an association between the mediator (job satisfaction) and the outcome (organizational citizenship behaviours).

Since the research hypotheses refer to the whole integrated sample - both private and public sector employees - the correlations for the satisfaction of the aforementioned conditions are presented in the following tables and are based on a sample of 646 employees - equally split between the two sectors. Thus, to test H1, the following tests were conducted (see Tables 2 and 3).

**Table 2: Correlation of the predictor (normative commitment) with the outcome (organizational citizenship behaviours) and the mediator (job satisfaction)**

	Normative commitment
Organizational citizenship behaviours	.37**
Job satisfaction	.51**

Notes: N = 644, \*\* p < .01, \* p < .05

**Table 3: Correlation of the mediator (job satisfaction) with the outcome (organizational citizenship behaviours)**

	<b>Job satisfaction</b>
<b>Organizational citizenship behaviours</b>	<b>.36**</b>

Notes:  $N = 644$ , \*\*  $p < .01$

As it can be seen from these tables, there are significant correlations in all cases.

According to Baron and Kenny (1986):

To test for mediation, one should estimate the three following regression equations: first, regressing the mediator on the independent variable; second, regressing the dependent variable on the independent variable; and third, regressing the dependent variable on both the independent variable and on the mediator. Separate coefficients for each equation should be estimated and tested. There is no need for hierarchical or stepwise regression or the computation of any partial or semipartial correlations.

These three regression equations provide the tests of the linkages of the mediational model. To establish mediation, the following conditions must hold: First, the independent variable must affect the mediator in the first equation; second, the independent variable must be shown to affect the dependent variable in the second equation; and third, the mediator must affect the dependent variable in the third equation. If these conditions all hold in the predicted direction, then the effect of the independent variable on the dependent variable must be less in the third equation than in the second. Perfect mediation holds if the independent variable has no effect when the mediator is controlled. (p. 1177)

The following Tables 4 - 6 show the results from the regression analyses; firstly, regressing job satisfaction normative commitment, secondly, regressing organizational citizenship behaviour on normative commitment, and thirdly, regressing organizational citizenship behaviour on both normative commitment and job satisfaction. The variables are z standardized before entered into the regression analysis and the control variables used are the demographics (gender, age, years of service, hierarchical position, and educational background) (see Tables 4 - 6).

**Table 4: Regression analysis of job satisfaction on normative commitment**

<b>Job satisfaction</b>				
	<b>b</b>	<b>SE b</b>	<b><math>\beta</math></b>	<b>t</b>
<b>Gender</b>	-.03	.07	-.01	-.41
<b>Age</b>	-.07	.06	-.06	-1.17
<b>Service</b>	.01	.04	.01	.24
<b>Hierarchy</b>	.20**	.05	.13**	3.74**
<b>Education</b>	.12**	.03	.14**	4.21**
<b>Normative commitment</b>	.36**	.02	.50**	14.77**

R <sup>2</sup>	.30
Adjusted R <sup>2</sup>	.29

Note: \*\*  $p < .01$

Table 5: Regression analysis of organizational citizenship behaviour on normative commitment

Organizational citizenship behaviour				
	b	SE b	$\beta$	t
Gender	.04	.06	.03	.77
Age	.07	.05	.07	1.41
Service	.10**	.04	.13**	2.73**
Hierarchy	.03	.05	.02	.73
Education	.13**	.03	.17**	5.05**
Normative commitment	.31**	.02	.50**	15.11**
R <sup>2</sup>	.33			
Adjusted R <sup>2</sup>	.32			

Note: \*\*  $p < .01$

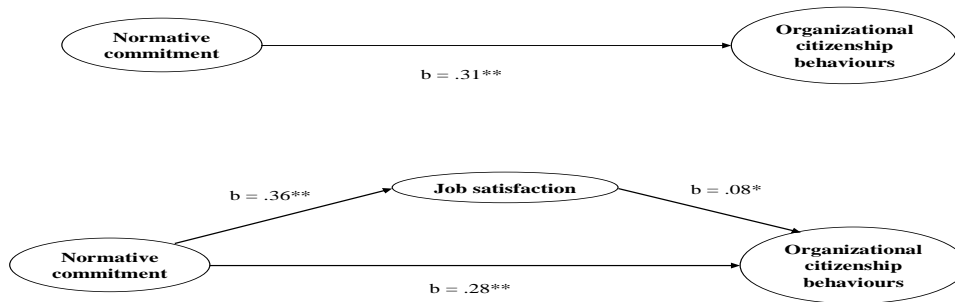
Table 6: Regression analysis of organizational citizenship behaviours on both normative commitment and job satisfaction

Organizational citizenship behaviours				
	b	SE b	$\beta$	t
Gender	.05	.06	.03	.82
Age	.08	.05	.07	1.52
Service	.10**	.04	.13**	2.71**
Hierarchy	.027	.05	.01	.38
Education	.12**	.03	.15**	4.61**
Normative commitment	.28**	.02	.45**	11.89**
Job satisfaction	.08*	.03	.09*	2.37*
R <sup>2</sup>	.34			
Adjusted R <sup>2</sup>	.33			

Note: \*\*  $p < .01$ , \*  $p < .05$

These results show that all regressions have significant beta values, and the beta value for normative commitment for the second regression (Table 5) is greater than the beta value for normative commitment in the simultaneous regression equation (Table 6), thus H1 is proved to be true. The mediation effect for H1 is shown in the following figure (Figure 2). Also, the Sobel-tests for the mediation effects extracted significant results for the indirect effects (Sobel, 1982) and the z value for normative commitment is  $z = 9.34$ ,  $p < .01$ .





**Figure 2: Empirical normative commitment - organizational citizenship behaviours model without and with job satisfaction as a mediator**

In order, to test H2 regression analyses are conducted as previously, and Sobel-tests are performed, instead of using the integral OCB scale, the subscales of the four dimensions - PEIN, ININ, INHE, and LOBO - are used. The results from the regression analyses of normative commitment and all four OCB dimensions are shown on Tables 7 to 14.

**Table 7: Regression analysis of interpersonal helping on normative commitment**

<b>Interpersonal helping</b>				
	<b>b</b>	<b>SE b</b>	<b>β</b>	<b>t</b>
Gender	.10	.08	.05	1.29
Age	.02	.07	.02	.29
Service	.16**	.05	.16**	3.12**
Hierarchy	-.12**	.06	-.08**	-2.02**
Education	.10*	.04	.10*	2.81*
Normative commitment	.25**	.03	.33**	8.89**
R <sup>2</sup>	.16			
Adjusted R <sup>2</sup>	.15			

Note: \*\*  $p < .01$ , \*  $p < .05$

**Table 8: Regression analysis of interpersonal helping on both normative commitment and job satisfaction**

<b>Interpersonal helping</b>				
	<b>b</b>	<b>SE b</b>	<b>β</b>	<b>t</b>
Gender	.10	.08	.05	1.29
Age	.02	.07	.02	.29
Service	.16**	.05	.16**	3.12**
Hierarchy	-.12*	.06	-.08*	-2.00*
Education	.10**	.04	.10**	2.75**
Normative commitment	.25**	.03	.33**	7.63**
Job satisfaction	.01	.05	.01	.06
R <sup>2</sup>	.15			
Adjusted R <sup>2</sup>	.14			

Note: \*\*  $p < .01$

Table 9: Regression analysis of individual initiative on normative commitment

Individual initiative				
	b	SE b	$\beta$	t
Gender	-.13	.09	-.06	-1.50
Age	.08	.08	.06	1.09
Service	.14**	.06	.13**	2.68**
Hierarchy	.06	.07	.03	.81
Education	.25**	.04	.24**	6.47**
Normative commitment	.25**	.03	.29**	7.99**
R <sup>2</sup>	.19			
Adjusted R <sup>2</sup>	.18			

Note: \*\*  $p < .01$

Table 10: Regression analysis of individual initiative on both normative commitment and job satisfaction

Individual initiative				
	b	SE b	$\beta$	t
Gender	-.13	.09	-.06	-1.48
Age	.08	.08	.06	1.13
Service	.14*	.06	.13*	2.60*
Hierarchy	.05	.07	.03	.67
Education	.24**	.04	.23**	6.22**
Normative commitment	.23**	.04	.27**	6.47**
Job satisfaction	.05	.05	.04	.89
R <sup>2</sup>	.19			
Adjusted R <sup>2</sup>	.18			

Note: \*\*  $p < .01$ , \*  $p < .05$

Table 11: Regression analysis of personal industry on normative commitment

Personal industry				
	b	SE b	$\beta$	t
Gender	.09	.07	.05	1.38
Age	.10	.06	.09	1.66
Service	.07	.05	.07	1.46
Hierarchy	-.02	.06	-.01	-.34
Education	.04	.03	.05	1.25
Normative commitment	.27**	.03	.38**	10.61**
R <sup>2</sup>	.19			
Adjusted R <sup>2</sup>	.18			

Note: \*\*  $p < .01$

Table 12: Regression analysis of personal industry on both normative commitment and job satisfaction

Personal industry				
	b	SE b	$\beta$	t
Gender	.09	.07	.05	1.36
Age	.10	.06	.09	1.67
Service	.07	.05	.07	1.48
Hierarchy	-.02	.06	-.01	-.36
Education	.04	.03	.04	1.20
Normative commitment	.26**	.03	.38**	9.06**

Job satisfaction	.01	.04	.01	.18
R <sup>2</sup>	.19			
Adjusted R <sup>2</sup>	.18			

Note: \*\*  $p < .01$

Table 13: Regression analysis of loyal boosterism on normative commitment

Loyal boosterism				
	b	SE b	$\beta$	t
Gender	.12	.07	.05	1.55
Age	.09	.07	.06	1.33
Service	.03	.05	.03	.58
Hierarchy	.21**	.06	.11**	3.51**
Education	.12**	.03	.110**	3.41**
Normative commitment	.47**	.03	.55**	17.10**
R <sup>2</sup>	.37			
Adjusted R <sup>2</sup>	.36			

Note: \*\*  $p < .01$

Table 14: Regression analysis of loyal boosterism on both normative commitment and job satisfaction

Loyal boosterism				
	b	SE b	$\beta$	t
Gender	.12	.07	.05	1.68
Age	.10	.06	.07	1.62
Service	.03	.05	.02	.54
Hierarchy	.16**	.06	.09**	2.74**
Education	.08**	.03	.08**	2.52**
Normative commitment	.38**	.03	.45**	12.29**
Job satisfaction	.25**	.04	.21**	5.56**
R <sup>2</sup>	.40			
Adjusted R <sup>2</sup>	.39			

Note: \*\*  $p < .01$

The results from all these regression analyses show that only the mediation effect of job satisfaction on normative commitment/loyal boosterism relationship has significant beta coefficients, and moreover, the beta value of the mediation effect is lower than that of the direct relationship between normative commitment and loyal boosterism (see Tables 13 and 14). Based on the previous analyses, the Sobel-tests for the mediation effects for normative commitment and loyal boosterism, show that the z-value for loyal boosterism is  $z = 9.28$  ( $p < .01$ ). This result satisfies the hypothesized relationship of H2, since the direct or indirect effect of job satisfaction for the relationship between normative commitment and loyal boosterism is larger than any other dimension of OCB.

### Discussion on the results

This research study proved that job satisfaction works as mediator for the normative commitment/loyal boosterism. In short, normative commitment feeds into job satisfaction, which in turn explains loyal boosterism. Also, the results explain a rather high amount of variability in OCBs, i.e., the explained variance in the latent factor models are 34% for normative commitment.

The mediation effect of job satisfaction is stronger for one of the OCB dimensions - loyal boosterism - compared to the other three. The results explain a rather high amount of variability in loyal boosterism, i.e., the explained variance in the latent factor models are 40% for normative commitment. The later is an expected finding since loyal boosterism is uncritical faithfulness to the organization, the defence of its interests, and the contribution to the good reputation of the organization and its general welfare. This is a cognitive behavioural response towards work and organization, and its stronger correlation to the more cognitive forms of commitment is logical. The direct effect between the two forms of commitment and loyal boosterism is, by and large, similar to Wasti's (2005) conclusion on commitment profiles. More importantly, this study proved that the indirect effect also manages to produce significant results and that job satisfaction has the ability to mediate the relationship between normative or normative commitment and loyal boosterism.

### **Limitations of the research**

An important limitation of this study, as well as, of all previous ones, is the problem with the common-variance method that arises from self-report and mono-source methodological tools adopted. This method biases are attributable to the measurement method, rather than to the construct of interest (Bagozzi & Yi, 1991). These biases may cause inflated relationships between the variables under investigation; however, the statistical methodology adopted for the examination of the mediation effects worked as a remedy of this problem (Podsakoff, et al., 2003). In other words, the measurement and comparison of the direct relationships, i.e., affective commitment and OCBs, and of the indirect relationships, i.e., normative commitment, job satisfaction, OCBs, manages to account for the problems raised from common method variance. The problem of common method variance cannot account for interactions among variables but leads to an underestimation of these statistical interactions (McClelland & Judd, 1993). Another limitation is the Greek translation of items, initially constructed in English or of an English-speaking audience. Thus, interpretation problems could be arise, thus, some statements were further explained when written in Greek This research decided to direct translate the items assuming to be 'etic', instead of adopting the belief that quantitative researches should use culturally appropriate 'emic' measures (Vandenberghe, 2003; Markovits et al., 2010). Finally, the samples are convenient ones, thus, the organizational environments and contexts where employees are working are not similar or comparable, and as in effect resulting to differences on their attitudes and beliefs.

### **Implications and further research**

The results of this final study have significant implications to theory, since "mediators establish 'how' or 'why' one variable predicts or causes an outcome variable. More specifically, a mediator is defined as a variable that explains the relation between a predictor and an outcome ... In other words; a mediator is the mechanism through which a predictor influences an outcome variable" (Frazier, et al., 2004: 116). Having said this, job satisfaction explains the relation between normative commitment and loyal boosterism. Job satisfaction 'works' as a crucial mechanism through which normative commitment influences loyal boosterism. In particular, the results of this study have shown that when job satisfaction levels are high, then normative commitment have a stronger influence to all

OCB dimensions, but foremost, to loyal boosterism. These results proved that the relationship between the predictor and the outcome variables was substantial due to job satisfaction, in other words, commitment is indeed closely related to the citizenship behaviours and this effect is caused by a strong influence of commitment on satisfaction. Fostering normative commitment should lead to higher levels of OCBs, but also to greater job satisfaction. This in turn will have an additional effect on these extra-role behaviours. Thus, it appears that normative commitment works through job satisfaction to impact OCBs, and in particular loyal boosterism. These findings show the intervening effect of job satisfaction on the normative commitment/loyal boosterism, and this by itself, is a significant implication to WOP theory.

These findings are significant for practitioners since it proves the important role job satisfaction plays on the power of the relationship between commitment and OCBs. The interrelationships among normative commitment, job satisfaction and loyal boosterism, suggest that both attitudes - organization-based and job-based ones - are important for the existence of extra-role behaviours at work. This is more evident, when normative commitment helps in the fostering of loyal boosterism, i.e., the situation where the employee defends the interests of the organization, its welfare and reputation to the external parties. These findings provide immense help to HR managers, since they can apply strategies such as, stressing organizational identity via common goals, a clearly stated mission, and a commitment to a unique and shared organizational culture (Van Knippenberg, 2003). Organizations should aim to select and train employees that have, on the one hand, a positive stand towards the organization and on the other, a readiness and willingness to defend and 'fight' for this organization. However, necessary condition for this is to have organizations that provide valued opportunities for growth and advancement to their employees and treat them fairly and objectively. If this is the case, the employee could become a positive communicator of the organization and use the 'word-of-mouth' communication technique to promote his or her workplace to the external labour market. An organization builds its image and profile not only through the provision of quality goods and services, but also through the development of quality, effective and efficient human resources that are willing to invest into the organization and follow an internal career path. Towards this end, there are the adoption of 'high involvement' HR practices by management and the planning and implementation of strategic HRM initiatives.

This study could be further extended by incorporating job performance measures or by examining the components of the forms of normative commitment, i.e., moral imperative and indebted obligation. Furthermore, a cross-cultural research or a longitudinal one could test the stability of the findings and their transferability to other environments, especially for the examination of the indirect effect of normative commitment to OCBs. Finally, a comparative study of employees from the private and the public sector, in order to examine whether this mediation effect (or some other mediation or moderation effect) is viable, is strongly recommended.

## Appendix

### Job satisfaction items

1. The money I receive in comparison with those my co-workers receive
2. The personnel policies used by the management (fair and equal treatment of all employees)
3. The money I receive with respect the amount of work I offer
4. The safety and security that the job offers to me
5. The personal relationships with my co-workers within the workplace
6. The organization's safe and secure future
7. The training I receive from the company or from my immediate supervisor
8. The support I receive from my immediate supervisor
9. The immediate supervisor's ability to reach on competent decisions
10. The physical work conditions at work
11. The state of industrial relations between the management of the organization and the trade union
12. The state of my relationships with the trade union
13. The opportunity to use the abilities I possess
14. The feeling of accomplishment for the work I do
15. The chances for promotion and advancement I receive from the organization
16. The chance to be creative at work and use my own ideas
17. The chance to choose my own work method and pace, without immediate and close supervision
18. The ability to use my own judgment, i.e., to decide by myself
19. The recognition I receive from the management for doing a good job
20. The ability to do a work that is not against my personal principles and conscience
21. The feeling that the work I do is useful for the others and for the community
22. The social prestige I receive from the job I do
23. The amount of variety I receive on the work I do

### Normative commitment items

1. I do not feel any obligation to remain with my current employer
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now
3. I would feel guilty if I left my organization now
4. This organization deserves my loyalty
5. I would not leave my organization right now because I have a sense of obligation to the people in it
6. I owe a great deal to my organization

### OCB items

1. I go out to my way to help co-workers with work-related problems
2. I voluntarily help new employees settle into the job
3. I frequently adjust my work schedule to accommodate other employees' requests for time off
4. I always go out of the way to make newer employees feel welcome in the work group
5. I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situation
6. For issues that may have serious consequences, I express opinions honestly even when other disagree

7. I often motivate others to express their ideas and opinions
8. I encourage others to try new and more effective ways of doing their job
9. I encourage hesitant or quiet co-workers to voice their opinions when they otherwise might not speak up
10. I frequently communicate to co-workers suggestions on how the group can improve
11. I rarely miss work even when I have a legitimate reason for doing so
12. I perform my duties with unusually fewer errors
13. I perform my duties with extra-special care
14. I always meet or beat deadlines for completing work
15. I defend the organization when other employees criticize it
16. I encourage friends and family to utilize the organization's products or services
17. I defend the organization when others criticize it
18. I show pride when representing the organization in public
19. I actively promote the organization's products or services to potential users

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