ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF KNOWLEDGE WORKERS IN SRI LANKAN CONTEXT: A CORRELATIONAL ANALYSIS

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Abstract

This study aims to investigate the relationship between Organizational factors, Individual factors, Job attitudes and Organizational Citizenship Behavior (OCB) of Sri Lankan Knowledge workers. Organizational factors include Knowledge Management, Organizational Justice and Quality of work life. Individual factors include Motivation, Personality and Job stress. Job satisfaction and Organizational commitment are included in Job attitudes. The sample of the study consists of 140 Knowledge workers who are studying Post Graduate courses at University of Colombo. The questionnaire was used as the main instrument to collect data and results were analyzed by using descriptive statistics and Pearson correlation. Findings of the research revealed that, Knowledge management, Organizational Justice, Quality of work life, Motivation, Personality, Job satisfaction and Organizational commitment were positively and significantly correlated with OCB. The research also indicated that there was a negative and significant relationship between Job stress and OCB. This study provides guidelines and great insight that will help managers and Knowledge workers to increase OCB in organizations.

Keywords: OCB, Knowledge Management, Organizational Justice, Quality of work life, Motivation, Personality, Job stress, Job satisfaction, Organizational commitment

INTRODUCTION

Today, the world is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also encourage excellence and effectiveness (Chein, 2004). There are many factors that encourage employees to give their best and do more than what is required of them (Organ, 1990). This could be achieved if managers could develop Organizational Citizenship Behavior in their workplaces. Organizational Citizenship Behavior describes actions in which employees are willing to go beyond their prescribed role requirements. According to Podsakoff and MacKenzie (1994) Organizational Citizenship Behavior helps maximize the organizational performance of the firms. Since this is the main goal of all organizations it benefits managers to understand the relationship between various factors and Organizational Citizenship Behavior.

Research Background

In today's competitive world the biggest challenge faced by the Organizations is managing employees. As the workers are an integral part of the management process, it is very important to identify that the workers and the organization are equivalent (Tella, Ayeni & Popoola, 2007). The organizations are operating in rapidly changing and volatile environment. Therefore it is important to make changes in the working environment with greater flexibility while enabling members of the organizations to change their individual behavior on their own. One solution to obtain this situation is Organizational Citizenship Behavior.

Five decades ago Katz (1964), identified two dimensions of individual behaviors: in-role and extra-role. In-role behaviors are a set of limited number of assigned roles defined by organizational agreements. Such kinds of behaviors are role specific and written in an individual's job description. Extra-role behaviors, on the other hand, are behaviors that are not recommended by job descriptions but serve the accomplishment of organizational goals. According to Katz and Kahn (1966) organizational well-functioning heavily depends on extra-role behaviors, therefore managers need employees who do more than what is described in the work agreement.

Organ (1988) states that Organizational Citizenship Behaviors are the genuine behaviors engaged by individual, beyond the organization's official requested responsibility, and such behaviors are not directly or specifically recognized by the organization's official awarding system although they can admire the organization's efficiency. This extra-role behavior includes behaviors such as helping a new co-worker or one that has heavy workload, voluntarily attending and actively participating in meetings, paying attention to self-development etc. So

these set of optional workplace behaviors that exceed one's job necessities is referred as Organizational Citizenship Behavior.

According to Podsakoff, MacKenzie, Paine and Bachrach (2000) Organizational Citizenship Behavior helps maximize the organizational performance and today's organizations could not survive or prosper in such competitive environment without their people behaving as good citizens by engaging in all sorts of positive behaviors. Further, Organ (1988) insisted that organizational citizenship behavior can maximize the efficiency and effectiveness of both the employee and the organization that ultimately contribute to the effective functioning of an organization. Since this is the main goal of all organizations, it benefits managers to understand the relationship between various factors and organizational citizenship behavior. As indicated by related studies, organizations with OCBs would outperform those without OCBs and OCB is able to foster organization efficiency (Posdakoff & Mackenzie, 1994).

The rise of the knowledge worker in the modern workforce has been widely discussed in publications targeting both academics and practitioners (Davenport 2005). It has been found that the organizations with the highest degree and quality of knowledge work are the ones that grow very fast and create more profits. In general knowledge workers are people who use their brain more than their muscles when working. According to Davenport (2005), knowledge worker is an employee whose main capital or product is knowledge, in other words "workers who think for a living".

If people in an organization are more likely to engage in OCB than others, the organization is likely to perform even better, without any extra expenses. Podsakoff et al. (2000) stated that "Employees provide organizations with unique human resource capabilities that can create a competitive advantage, and OCB is one type of behavior that may contribute to that advantage". Knowledge Workers are the key to growth and innovation in today's organizations. They have high degrees of expertise, education or experience and the primary purpose of their jobs involves the creation, distribution or application of knowledge. Researchers in industrial and organizational psychology and organizational behavior, as well as managers of organizations have shown considerable amount of attention in the topic of Organizational Citizenship Behavior in today's studies. Most scholars agree on multidimensionality of OCB. Organ (1988) has provided five dimensions of OCB including: altruism, conscientiousness, civic virtue, courtesy and sportsmanship. Studies by Organ and his colleagues confirmed that employees with higher job satisfaction participated in OCB more enthusiastically. It was also assumed that job related attitudes of the employees such as job satisfaction, turnover intentions and organizational commitment were best exhibited through actions over which they had greater discretion.

Problem Statement

In the modern era of intensive competition, it has become the basic need of each organization to gain and sustain competitive advantage. It is necessary for organizations to have any distinctive features which may be a strong cause of its successful survival in the market place. In this regard people or employees are the most important factor for the survival, growth and even success of any organization.

The willingness of employees to go beyond the formal specifications of job roles is known as extra-role behaviors. Greenberg and Baron (2008) define these forms of behavior as informal, with people who engage in them going beyond what is formally expected of them to contribute to the well-being of their organizations and this is known as Organizational Citizenship Behavior (OCB). Organizational Citizenship is important in organizations and therefore OCB's importance is getting widespread attention from organizations in various industries. Organizational citizenship can be extremely valuable to organizations and can contribute to performance and competitive advantage (Nemeth &Staw 1989).

Today, in a knowledge-based economy it is widely accepted that effectively managed knowledge is vital for the survival and development of an organization. In the 21st century, the economy starts increasingly to depend on the performance and productivity of knowledge workers. Most business people believed in the importance of knowledge workers and saw that knowledge workers are vital to organizational success which includes organizational sustainability and growth. For this reason "knowledge workers" become essential in nowadays economy (Drucker, 1999).

Although workers are instrumental in enhancing the standards of an organization their deficiency in knowledge, experience, dedication and proper attitudes can cause its downfall as well. Hence it is very crucial to manage the workers well, who could influence the future of the company – especially knowledge workers. Managing these people is a true challenge for an organization as the role of knowledge workers is changing. Davenport (2005) defined knowledge workers as people whose primary job is to do something with knowledge: to create it, distribute it and apply it. They can guarantee the success of the organization. They are characterized by their possession of all round knowledge, proper values and creativity of originating new ideas and concepts and ability to putting to practice new ideas and the knowledge from their different fields.

The shift of the Sri Lankan economy being a knowledge based economy, changes the nature of employees being employed to organizations. Whereas a manufacturing organization aims to maximize production efficiency, a knowledge organization primarily looks to maximize innovation (Nonaka, 1991). The type of work done in such environments is relatively predictable

from day to day than those of a knowledge organization. There is a huge growth in the knowledge worker segment. According to Davenport (2005), due to the increased speed and competitiveness of modern business, all modern employees are knowledge workers.

In the fast moving world of work, duties and responsibilities of the employees are very difficult to be defined. As the nature of work is rapidly changing OCB is a very vital factor in keeping the organizations competitive. The vast majority of organizational citizenship behavior research since has focused on the effects of organizational citizenship behavior on individual and organizational performance. However the relationship between different factors and Organizational Citizenship Behaviors of Knowledge Workers are not well established specially in Sri Lankan context. Most of the researchers have examined the relationship of only one or two factors with OCB, occasionally taking a third factor for probing its mediating role.

Therefore three contributive factors have been identified and studied as an integrative approach, in this research. Those factors are individual factors, organizational factors and job attitudes. Individual factors include employee motivation, employee personality and job stress while organizational factors include knowledge management, organizational justice and quality of work life. Job satisfaction and organization commitment are considered under job attitudes.

Purpose of the study

This research aims to find out the relationship between organizational factors, individual factors, job attitudes and Organizational Citizenship Behavior (OCB) of Sri Lankan knowledge workers. These organizational and individual factors include Knowledge Management, Organizational Justice, Quality of work life, Employee motivation, Personality and Job stress. The research focuses on identifying the relationships between these selected factors (organizational, individual and job attitudes) with OCB and to provide a guideline for managers to improve OCB in their organizations in order to accomplish organizational objectives.

Generally, the most valuable knowledge in an organization is in the heads of the employees (Kokavcova & Mala 2009), so called knowledge workers. Literature specifies that knowledge workers represent more than half of all employees in advanced economies. In general, knowledge workers are people who use their brain more than their muscles. Knowledge workers can be identified in any culture and in any phase of humankind's development. However, technological and social changes in the 20th Century caused a marked increase in their numbers in organizations in advanced economies. Because of this reason Knowledge Workers are selected in this research to identify the factors which determine the OCB.

Research Objectives

1. To identify the relationship between selected organizational factors and OCB
2. To identify the relationship between selected individual factors and OCB
3. To identify the relationship between selected job attitudes and OCB

LITERATURE REVIEW

Organizational Citizenship Behavior

The term Organizational Citizenship behavior is a newly emerging concept of Organizational Behavior. Organizations always look to achieve high performance in today's rapidly changing and competitive environment, by increasing employee efficiency and effectiveness. One such way to achieve this objective is, through behavior of individual employees. There are two types of individual behaviors. One is in-role behavior and other is extra-role behavior. This extra-role behavior is often called in terms of Organizational Citizenship Behavior (OCB).

However, the concept of OCB is not new; seven decades ago Barnard (as cited in Podsakoff et al., 2000) stated that employees are willing to contribute their efforts to cooperative systems in order to achieve organizational goals. According to Katz and Khan (1966) organizational well-functioning heavily depends on extra-role behaviors and managers need employees who do more than what is described in their work agreements. Based on these definitions Dennis Organ and his colleagues first coined the term Organizational Citizenship Behavior (as cited in Podsakoff et al., 2000). Organ (1988) defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by formal reward system, and that in aggregate promotes the effective functioning of the organization". According to this definition OCB is not an enforceable requirement, it is a behavior which matter of employee personal choice, and employer cannot punish employees in a failure of these activities.

Organ further elaborated that OCB contribute to the effective functioning of the organization by increasing efficiency and productivity of both the employee and the organization. Without employees who engage in all sorts of citizenship behaviors, organizations cannot survive in present competition. According to Podsakoff et al. (2000) OCB help organizations to maximize performance. Therefore it is very important to identify factors which have relationship with Organizational Citizenship Behavior in order to enhance citizenship in the workplaces.

Dimensions of Organizational Citizenship Behavior

In many studies on OCB, there are differences among the numbers and classifications of the dimensions related to this behavior. Organ's (1988) five-dimensional classification is the

fundamental one and it include altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Antecedents of OCB

It is very important for organizations to identify factors that have relationships with OCB in order to increase efficiency and effectiveness in the workplace. Antecedents of OCB mean important factors that lead to the creation of Organizational Citizenship Behavior of employees. Podsakoff et al. (2000) identified four major antecedents of OCB, namely: employee characteristics, task characteristics, organizational characteristics, leadership behaviors. Moreover Bateman and Organ (1983) focused on employee attitudes and dispositions and leader supportiveness as antecedents of OCB. Furthermore, Jahangir, Akbar andHaq (2004) argued that, like most behaviors, there is no single cause of OCB. It is subject to multiple antecedents. Jahagir et al. (2004) introduce seven categories, namely: job satisfaction and organizational commitment, role perceptions, leadership behavior and leader member exchange, fairness perceptions, individual dispositions, motivational theories and employee age Various researches have been done on the factors that influence OCB. Some of the factors are job satisfaction, organizational commitment, job involvement, organizational support, trust, organizational justice, personality characteristics, employee Characteristics and leadership behaviors etc (Podsakoff et al., 2000). Different researchers have described organizational citizenship behavior in a number of ways. But most of these researches were taken only two or three factors with OCB. In Sri Lankan context, so far only few studies have been done on the subject of OCB.

Introduction to Knowledge workers

Knowledge workers are the core of today's organizations. They use their brain more than their muscles. According to Mladkova (2010) Knowledge workers can be identified in any culture and in any phase of humankind's development. The "knowledge worker" was originally coined by Peter Drucker in 1959. According to Drucker (1959), a knowledge worker is:

- A person who has knowledge important for the organization and is often the only person who has it.
- A person who can use the knowledge in their work.
- The knowledge is partly subconscious; the worker may not know about it or may not understand its importance. Other employees of the organization have a limited approach to the knowledge, they cannot learn or they are not allowed to use it (knowledge is linked to some certificate or diploma)
- Knowledge workers often work intellectually, but this is not a rule.

According to Davenport (2005), Knowledge workers are people who think for a living. He further describes that knowledge workers perform work, that is extremely valuable for the success of an organization and the primary purpose of a knowledge worker's job is the creation, distribution or application of knowledge.

Knowledge workers are more important in today's knowledge based high competition economy. Today's organizational growth highly depends on knowledge workers because they can produce information, extract meaning from it, and create solutions and address complex problems accordingly (Davenport, 2005). Knowledge application and knowledge creation are normal part of the work of modem professionals. The modern professional is a knowledge worker for whom lifelong working implies lifelong learning (Weert, 2006). Weert further explains that, for the modern professionals, lifelong working is identical with Lifelong Learning; the modern professional is learning professional. Therefore it is clear that knowledge workers are lifelong learners.

Most of the studies on OCB were investigated in western context. While there is literature that has examined Organizational Citizenship behavior, there is a lack of empirical research that has identified the relationship between various factors and especially Knowledge workers' Organizational Citizenship behavior. Therefore this study aims to identify relationship between various factors and OCB of Knowledge workers in Sri Lankan context. Study highlights the uncovered areas and provides an integrative approach to OCB of knowledge workers. Also there are no studies to the knowledge of the researcher which search various factors (organizational, individual, job attitudes) and OCB of Knowledge workers especially in Sri Lankan context.

Therefore this study aims to identify the relationship between Organizational factors, Individual factors, job attitudes and OCB of Sri Lankan knowledge workers. Organizational factors include: Knowledge management, Organizational Justice and Quality of work life. Individual factors consist of employee motivation, employee personality and job stress. Job satisfaction and organizational commitment are considered under job attitudes. Accordingly study focuses on identifying relationships between each selected factor and OCB.

Empirical research has shown that OCBs benefit the organizations in many ways such as customer satisfaction, quality and quantity of the service or product, sales performance, customer complaints, and revenue (Podsakoff & MacKenzie, 1994). Knowledge workers are the key to success in today rapidly changing competitive business environment. Therefore, it is important to understand the factors that increase knowledge workers' Organizational Citizenship Behavior.

Knowledge management

In today's knowledge-intensive economy, knowledge management plays an important role in an organization and knowledge management has become very popular. Generally knowledge management is a process that transforms individual knowledge into organizational knowledge (Rasula, Vuksic & Stemberger, 2012). Therefore, the key objective of management is to improve the processes of acquisition, integration and usage of knowledge, which is exactly what knowledge management is all about. In this study major focus is on increasing Knowledge workers' Organizational Citizenship Behavior. Therefore identifying relationship between Knowledge management and OCB is very important.

Advances in technology and the way people access and share information have changed that; many enterprises now have some kind of knowledge management framework in work place. Knowledge sharing is a very significant channel for transforming personal knowledge to a strategic source for the organization. It must be accepted that knowledge sharing is not a behavior that can easily be accomplished (Rasula et al, 2012).

Organizational Justice

In today's competitive world, organizations are constantly seeking new ways to maximize the performance of their employees. Organizational justice is considered as a major concern on work related problems especially when decisions are made regarding limited resources. In generally organizational justice means fairness of perception. Researches show that perceived organizational justice is one of the factors that lead to citizenship behavior. According to the research of Goudarzvandchegini, Gilaninia and Abdesonboli (2011) there is a relationship among dimensions of organizational justice and organizational citizenship behavior and their results show that there is a direct and significance relationship between distributive justice, procedural justice and interactional justice with Organizational Citizenship Behavior.

Further Chegini (2009) is another study which showed that all the organizational justice dimensions are positively related to organizational citizenship behavior. Chegini (2009) found that if employees of an organization feel a sense of organizational justice, it increases their functional ability and they show OCB. Relationship between five dimensions of organizational justice (named as organizational justice, distributive justice, policy justice, inter individual justice, and informational justice) and OCB was measured. All five dimensions of organizational justice were positively correlated with OCB. As there was meaningful relationship among all dimensions of organizational justice and OCB so it is necessary to make allocation and distribution of resources, policies and procedures making fairly. As a result employees will feel good and respected and show more OCBs.

According to the study of Aslam and Sadaqat (2011), there was a significant and positive relationship between Organizational justice and OCB of teachers in University of Punjab, Pakistan. It means that if employees find their organization just and fair in distribution, processes and interactional system, they are more inclined to show organizational citizenship behaviors which are helpful in progress of an organization. Results proved that employees are more satisfied when they perceive their outcomes and rewards to be fair as compared to those employees who considered their rewards and outcomes as unfair. These studies implies that organizational justice resulted in demonstration of more OCBs from employees. Therefore Organizational Justice is an important factor to identify OCB.

Quality of work life

High quality of work life is essential for all organizations to attract and retain employees. Quality of work life is concerned with the overall climate of work and the impact on work and people as well as on organization effectiveness (Nair, 2013). According to Nair (2013) the quality of Work Life as a Predictor of Organizational Citizenship Behavior is very significant in the present world, as much studies are undertaken to explore the relationship between QWL and OCB. Dissatisfaction with quality work of life is a problem that affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels.

Moreover in the research done by Nair (2013), using college teachers in India, came to the conclusion that there is a significant relationship between Quality of work life and OCB based on altruism and conscientiousness. Employees enjoy both financial and non-financial rewards and in return an individual and voluntary behavior in the form of employee commitment and loyalty is expected by the organization.

According to the study of Kashani (2012), there was a meaningful and positive relationship between Quality of work life and its dimensions with Organizational Citizenship Behavior of Iranian employees. Study further explained that constitutionalism and total life space dimensions in Quality of work life are more effective than other dimensions. Safe and healthy environment, Growth and Security, Development of Human Capabilities, and Social integration were on unfavorable level.

Aside from that Kasraie, Parsa, Hassani, and Ghasem-Zadeh (2014), emphasized that there is a significant positive relationship between Quality of work life and Organizational Citizenship Behavior of Oshnaviyeh Hospital staff's in Iran. Jofreh and Shams (2014), concluded that all aspects of quality of work life (contribution in decision making; security and job security; constant growth and progress opportunity; sufficient and proper wage and salary) related to organizational citizenship behavior of white collar Iranian employees and they

identified significant and positive relationship between these two variables. ThereforeQuality of work life is a major issue for employees, and how organizations deal with this issue is both of academic and practical significance.

Employee Motivation

Motivation is an internal drive that causes an individual to decide to take action. It is one of the main factors that determine the work performance of employees and highly motivated employees are crucial to an organization success (Robbins & Coulter, 2007). Based on the study of Barbuto and Story (2011), results indicate that employees' sources of motivation offer some explanation of their organizational citizenship behavior. Results showed significant positive relationships between individuals' self-concept-internal motivations and organizational citizenship behaviors. Results also showed significant negative relationships between instrumental and self-concept external motivations and organizational citizenship behaviors.

According to the Finkelstein (2011), Citizenship behavior and motives were assessed along with motivational orientation and prosocial personality and came to the conclusion that Motivation significantly related to OCB. In another study Ghanbari and Eskandari (2012) identified that there is a significant positive correlation between organizational climate and job motivation, and organizational citizenship behavior in Iran university staff.

Another study was done by Barbuto, Brown, Wilhite and Wheeler (2001) to test the relationship between sources of motivation and OCBs of employees in agricultural based companies in United States. Results showed significant relationships between instrumental, self-concept external, and self-concept internal motivation and organizational citizenship behaviors. Moreover study found that individuals in agricultural related businesses had higher levels of self-concept internal motivation than any of the other sources. Finding was important because self-concept internal motivation is based on personal challenge and self-authorship, organizational policies and procedures will not affect these individuals' motivation (Barbuto et al 2001).

Therefore in order to be successful or even more successful, today's both private and public work organizations need to maximize the use of their employees' skills. Human resource is the most critical resource for any organization in today's highly competitive business environment. Thus it is obvious that motivation is one of the main factors that determine the work performance of employees and highly motivational employees are crucial to an organization's success (Burbuto and Story, 2011). Thus it is very important to identify the relationship between motivation and OCB.

Employee personality

Personality can be referred as stable patterns of traits or characteristics that make the person's behavior permanent. Many contemporary psychologists believe that there are five basic dimensions of personality, often referred to as the "Big 5" personality traits. The five broad personality traits described by the theory are extraversion, agreeableness, openness, conscientiousness, and neuroticism.

Several researches have done to identify the relationship between personality and OCB in the work places. According to Mahdiuon, Ghahramani and Sharif (2010) OCB and personality dimensions of staff of Tehran University in Iran take a place higher than average position. They came to the conclusion that OCB has positive relations with personality dimensions including: agreeableness, consciousness, openness and extraversion and relationship between neuroticism and OCB was negative. Findings of the research indicated that personality dimensions' as the basic input of human is one of the strongest predictors of OCBs.

In Sri Lankan context a research was done by Kappagoda and Kulathunga (2013), where the results of their study indicated that extraversion, agreeableness, conscientiousness and openness to experience had significantly and positively correlated with organizational citizenship behavior and neuroticism had significant negative association with Organizational Citizenship Behavior of non-managerial banking sector employees'.

Moreover Kumar, Bakhshi and Rani (2009) used big five personality model to explore the relationship between personality and OCB of doctors working in medical college in North India. Results indicated that extraversion and agreeableness are more predictors of OCB. Their study come to the conclusion that individuals who score high on extraversion display more flexible behaviors that make them more likely to show OCB and individuals who score high on agreeableness tend to be courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant; all individual traits that would result in higher OCB performance. Thus, Kumar et al (2009), suggests that extraversion and agreeableness are an important personality trait in order to predict OCB. Therefore according to the previous researches, when assessing how effective one is in performing OCB, all of the big five personality domains will be important predictors.

Job stress

Job stress comes in different forms and affects the mind and body of employees in different ways. Increased job stress is a common issue in today's organizations. Job stress is a condition or situation at work that requires an adaptive response on the part of the employee (Tang, 2008).Role ambiguity and role conflict are the most studied stressors in occupational stress

research. Role ambiguity is the extent to which employees are uncertain about what their job functions and responsibilities are. Role conflict arises when people experience incompatible demands either at work or between work and non-work.

According to the research of Jain and Cooper (2012), results showed that there is a significant negative relationship between job stress and OCB of operators of Business Process Outsourcing (BPO) organizations in India. Moreover, work relationships, aspects of the job, overload and resources, and communication were found to be negative predictors of different dimensions of OCB. Study revealed that involvement in any kind of positive behavior, may be likely to reduce the feeling of unhappiness and dissatisfaction among employees which means stress reduces involvement in acts of OCB.

Another study was done by Eatough, Chang, Miloslavic, and Johnson (2011), where they found that the presence of role stressors (Role ambiguity, role conflict, work overload) had negative impacts on OCB. Findings of the research showed that three role stressors are distinct and should therefore be treated as individual areas of concern for leaders, employees, and researchers.

Podsakoff et al (2000) report negative relationships between role ambiguity and altruism, and between role conflict and altruism. The results of Podsakoff et al. (2000) suggest that improper instructions (conflict) or unclear instructions (ambiguity) disrupt employees carrying out their work. In addition, conflict and ambiguity hamper the willingness of employees to support their colleagues when they encounter difficulties.

Occupational stress has been linked to absenteeism, decreased productivity, increased health care costs and illness. Therefore it is very important to identify the relationship between job stress and OCB.

Job Satisfaction

Employees are key asset for any organization. Employee's attitudes and behaviors not only affect their performance but also affect organizational performance also. According to Robbins and Coulter (2007), job attitudes are evaluative statements, either favorable or unfavorable, concerning objects, people or events. Job satisfaction and Organizational commitment are two types of job attitudes.

Many studies have conducted to identify relationships between job satisfaction and OCB. According to the study of Aslam (2012) findings revealed that teachers' OCB was positively correlated with job satisfaction in Punjab University, India. Another research by Shokrkon and Naami (2009), found that overall job satisfaction and most of its facets have positive and significant correlation coefficients with OCB and its five dimensions.

Moreover, Zeinabadi (2010) found that intrinsic job satisfaction is a dominant variable which influence OCB of teachers in Iran directly and indirectly. Study revealed that motivating intrinsic job satisfaction internally motivates the employee to display positive work behaviors (OCB). Findings suggest that principles should emphasis on teacher's intrinsic job satisfaction to promote their OCB.

Bateman and Organ (1983), offer two reasons for the influence of job satisfaction on OCB. First, they mention the norm of reciprocity. If an employee's satisfaction is to a great extent due to his work, he may be motivated to exhibit helping behaviors at his work place. Second, if people are in good affective moods they are more encouraged to participate in altruistic actions.

According to Mohammad, Habib and Alias (2011) both extrinsic and intrinsic job satisfaction are very important in predicting Organizational Citizenship Behavior. Findings indicated that intrinsic and extrinsic job satisfaction is significantly and positively associated with OCB. Therefore it is very important to identify the relationship between Job satisfaction and OCB.

Organizational Commitment

In today's competitive world, no organization can perform at its peak level unless each employee is committed towards the organization's goal and work as an effective member of the team (Rehan & Islam, 2013). Now a day's organizations are facing the challenge of committed workforce. In the past, organizations secure the loyalty of their employees by guaranteeing them job security. In present, due to competitive pressure organizations tends towards downsizing, restructuring and transformation which create a less secure organizational climate. According to Jaros (1997) Organizational commitment is an important part of an employee's psychological state because employees who experience high organizational commitment are theorized to engage in OCB activities that are believed to be beneficial to the organization.

Organizational commitment has three components: affective, continuous and normative commitment. Affective commitment occurs when the employee wishes to remain with organization because of an emotional attachment; continuous commitment exits when a person must remain with the organization because of one needs the benefits and salary or cannot find another job; normative commitment comes from the employee's personal values and from the obligations that the person feels toward the employer (Spector, 2006).
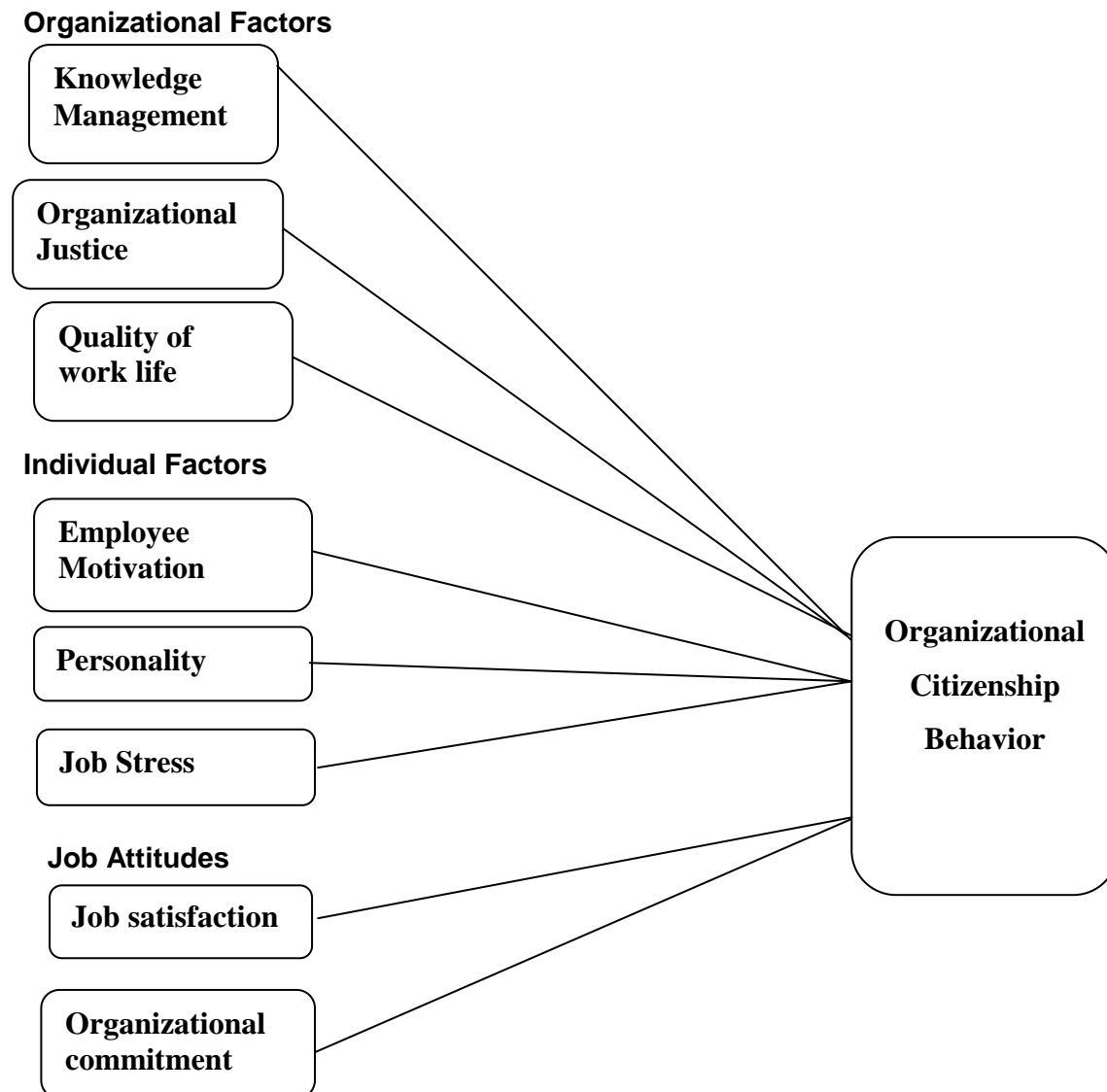
Rehan and Islam (2013), found that certain dimensions of organizational commitment influence specific determinants of OCB of selected faculty members of private and public Universities in Pakistan. They found that all the dimensions of the organizational commitment

(affective, normative and continuous) are positively correlated with the key dimensions of OCB (altruism, conscientiousness and civic virtue). Mohamad and Anisa (2012), concluded that normative commitment and continuance commitment have a significant impact on OCB, whereas affective commitment has no significant impact on OCB.

Meyer and Allen (1997) theorized that, employees with strong affective commitment remain because they want to, those with strong continuance commitment because they need to and those with strong normative commitment because they feel ought to do so. Therefore according to previous studies it is very important to identify the relationship between Organizational Commitment and OCB.

Conceptual framework

Figure 1: Conceptual framework

Organizational Factors

Knowledge Management

Organizational Justice

Quality of work life

Individual Factors

Employee Motivation

Personality

Job Stress

Job Attitudes

Job satisfaction

Organizational commitment

Organizational Citizenship Behavior

Hypotheses of the study

H1: Knowledge management has a positive relationship with OCB

H2: Organizational justice has a positive relationship with OCB

H3: Quality of work life has a positive relationship with OCB

H4: Employee motivation has a positive relationship with OCB

H5: Employee personality has a positive relationship with OCB

H6: Job stress has a negative relationship with OCB

H7: Job satisfaction has a positive relationship with OCB

H8: Organizational Commitment has a positive relationship with OCB

METHODOLOGY

Study Population and Sample

The term "Knowledge Worker" is somewhat arguable. The definition of knowledge worker is different from one author to another. According to the Drucker (1959), "every knowledge worker in a modern organization is an executive". Davenport, (2005) sees knowledge workers as people with high degrees of expertise, education, or experience. Davenport says the primary purpose of a knowledge workers' job involves the creation, distribution, or application of knowledge and they think for a living. Therefore Sri Lankan knowledge workers are selected as target population for this study. The population consists of all knowledge workers in Sri Lanka and a sampling frame could not be established. The non-probability sampling was taken to execute this research. This technique is purposive, convenience, time saving and costs efficient. Convenience sampling method was used for this study and it is a form of purposive sampling, which is commonly used in descriptive research (Cooper & Schindler, 1998) where the researcher selects sample members to conform to some criterion (in this research, knowledge workers as defined above). Sampling was adopted to obtain 200 survey questionnaires from Knowledge workers. The targeted respondents are the Knowledge workers who are studying post graduate programs at University of Colombo.

Research instrument: Questionnaire

Thus Questionnaire provided an efficient way of collecting responses from a large sample prior to quantitative analysis. Therefore questionnaires were distributed to respondents through face to face. Respondents were knowledge workers involved in tertiary educational programs. Questionnaire consisted of scale questions to collect opinions. Five point Likert scale (1: strongly disagree/extremely dissatisfied, 2: disagree/dissatisfied, 3: neither agree nor disagree,

4: agree/satisfied, 5: strongly agree/extremely satisfied) was used when designing the questionnaire.

Operationalization

Focus of this study is to identify the factors that determine Organizational Citizenship behavior of knowledge workers. As mentioned above, the questionnaire for this study consists of 10 parts. All the questions from part two to ten are used to measure dependent variable (OCB), and independent variables (Job attitudes, knowledge management, organizational justice, quality of work life, employee motivation, personality and job stress). All the questions are designed with five point Likert scale. This scale is a standard survey rating scale which interprets differences in the distance along the scale (example: strongly disagree to strongly agree). This allows the researcher to make more sharp difference among many respondents' attitudes regarding to a particular item.

Standard measurements of variables

Nine variables (knowledge management, organizational justice, quality of work life, employee motivation, personality, job stress, Job satisfaction, Organizational Commitment, OCB) will be measured by adapting the previous researchers' standard measurements.

Organizational Citizenship Behaviour was measured by using scale developed by Podsakoff, MacKenzie, Moorman and Fetter (1990). This scale includes 24 items. it measures five dimensions of OCB which is altruism, conscientious, courtesy, civic virtue and sportsman-ship. Job satisfaction was measured with Spector, (1997) twenty four -item scale that included the following facets: pay, promotion, supervision, fringe benefits, operating conditions, coworkers, nature of work and communication.

Organizational commitment includes affective commitment, continuous commitment and normative commitment. Fourteen items from a study of Meyer and Allen (1991) were used to measure organizational commitment. The measures for knowledge management are adopted from Rasula, Bosiljvuksic and Stemberger (2012). Organizational justice was measured with nineteen item scale developed by Niehoffand Moorman (1993) and it included three facets namely distributive justice, procedural justice and interactional justice. Walton's QWL model (1975) was used to measure the quality of work life and the scale included twenty eight items. Employee motivation was measured with twenty five item scale developed by Barbuto & Scholl (1998). Personality of knowledge workers was measured through twenty five item scale developed by Goldberg (1993) considering Big Five dimensions. Job stress was measured using a seventeen item scale that was taken from the Beehr et.al, (1976) and Rizzo et al (1970).

Reliability

A reliability test was conducted to determine the internal consistency of each scale used in this study. Accordingly Cronbach's alpha relevant to variables used for the study is given below. It is clear that reliability of the scales were satisfactory.

Table 1: Cronbach's alpha values for study variables

Concepts	No of items	Cronbach's alpha
1. Knowledge Management	13	0.888
2. Organizational Justice	19	0.928
3. Quality of work life	28	0.958
4. Motivation	25	0.934
5. Personality	25	0.704
6. Job stress	17	0.821
7. Job satisfaction	24	0.904
8. Organizational commitment	15	0.801
9. Organizational Citizenship Behavior	24	0.918

ANALYSIS AND FINDINGS

Profile of the respondents

Majority of the respondents are from private sector organizations which consist of 98 (70%) of the total respondents. There are 22 respondents or 15.7% are from semi government organizations. Only 14 or 14.3% of respondents are from government sector organizations. More than half of the total respondents of Knowledge workers are males which consist of 84 respondents (60%) while the rest 56 are females (40%). Most of the respondents are between age group of 26 to 35 years old, which 87 (62%) of them come from this range. Only 26 (18.6%) of respondents are above age 41 years old. 49 or 35% of respondents having 2 to 5 years' experience and 40 respondents (28.6%) having 5 to 10 years' experience in the current organization, and only 8 respondents (5.7%) are having 10 to 15 years' experience. 20% of employees having less than 2 years' experience and 10% of employees having above 15 years of experience in the current organization. Meanwhile, majority of the respondents are married, which 92 of them construct 65.7% of the total respondents. Only 48 or 34.3% of the respondents are single. Respondents who are holding bachelor's degrees make up the largest portion which is 86 or 61.4% of the total respondents. 46 or 32.9% of the respondents are having post graduate degrees and rest 8 or 5.7% of the respondents have only A/L. But they have other professional qualifications. Majority of the respondents are having professional qualifications which is 131 respondents construct 93.6% of the total respondents and only 9 or

6.4% of respondents do not have professional qualifications but all of them have educational qualifications.

Descriptive statistics for all the variables of the study are shown in table 2. According to the table, Employee motivation has the highest mean value of 4.058 which is ranging from agree to strongly agree. The answers for OCB variable is also ranging from agree to strongly agree in the scale. Mean values of all the other variables except job stress are in the range of neutral to agree. Only job stress variable is in the range of disagree to neutral.

When considering the standard deviations, Organizational justice and Quality of work life have the highest amount which is 0.644. Personality variable has the lowest standard deviation of 0.339.

Table 2: Descriptive statistics for all variables

Factor	Mean	Std Deviation
1. Knowledge Management	3.748	.637
2. Organizational Justice	3.630	.644
3. Quality of work life	3.630	.644
4. Employee motivation	4.058	.543
5. Personality	3.550	.339
6. Job stress	2.664	.468
7. Job attitudes	3.422	.508
8. Job satisfaction	3.468	.599
9. Organizational Commitment	3.376	.535
10. OCB	4.025	.538

Table 3: Descriptive statistics for OCB

Variables	Mean	Std. Deviation
1. Altruism	3.987	.721
2. Conscientiousness	4.196	.700
3. Courtesy	4.295	.682
4. Civic virtue	3.775	.687
5. Sportsmanship	3.873	.764
6. OCB	4.025	.538

Organizational citizenship behavior consists of five variables. Among these Courtesy and conscientiousness have highest mean values ranging from agree to strongly agree. Altruism, sportsmanship and Civic virtue are in the range of neutral to agree. The highest standard

deviation is 0.721 which refers to Altruism item and lowest standard deviation of 0.682 refers to the courtesy item.

Hypotheses test

Pearson Correlation Coefficient is used in this research to identify the relationships between Organizational factors, individual factors, job attitudes and OCB. The results shown in Hypothesis testing indicates that a positive relation between knowledge management (r =0.393) and Knowledge workers' OCB, Knowledge sharing is the most important item among knowledge management variables; Hence it can conclude that Knowledge management will increase employees' OCB.Therefore H1 accepted. Thus increase in Knowledge management in the organization will increase the level of OCB of Knowledge workers. This hypothesis testing result has proven by Resvan et al. (2014), where they concluded that Knowledge management as one of the issues that managers should need to concern because Knowledge management and OCB positively and significantly correlated. Chen (2006) also came to the same conclusion that the presence of Organizational Citizenship Behavior results in positive effect in the relation between knowledge management and knowledge capacity performance in the organizations.

Table 3: Correlation between organizational factors, individual factors, job attitudes and OCB

Variables	1	2	3	4	5	6	7	8
Organizational Factors								
1. Knowledge Management								
2. Organizational Justice	.570**							
3. Quality of work life	.597**	.717**						
Individual Factors								
4.Motivation	.584**	.381**	.377**					
5. Personality	.380**	.337**	.386**	.519**				
6. Job stress	.256**	-.363**	-.453**	-0.16	-.387**			
Attitudes								
7. Job satisfaction	.479**	.601**	.780**	.229**	.390**	-.455**		
8. Organizational commitment	.459**	.530**	.583**	.257**	.374**	-.313**	.604**	
9. **OCB**	.393**	.336**	.385**	.517**	.408**	-.240**	.377**	.308**

** Correlation is significant at 0.01 levels(2-tailed)

The result shown in the Hypothesis testing indicates that there is a positive relationship between Organizational justice (0.336) and Knowledge workers OCB, therefore it can conclude that

Knowledge workers organizational justice increase their OCB in the work place. Out of the three main variables that are reviewed in the Organizational Justice, Distributive Justice has a notable relationship with Organizational Citizenship Behavior. Thus it is very important to identify the relationship between these factors in order to enhance OCB. This hypothesis testing's result has been proven by Goudarzvandchegini et al (2011) where they conclude that there is a direct and significance relationship between Organizational Justice and Organizational Citizenship Behavior. In another study, Chegini (2009) showed that all the organizational justice dimensions: distributive, procedural, interpersonal and informational, are positively related to organizational citizenship behavior. Therefore H 2 accepted. Thus increase in Organizational justice in the organizations may increase OCB of knowledge workers. From the table 3, it reveals that there is a positive relationship between Quality of work life and OCB. The Quality of work life variable has a 0.385 correlation with OCB. Therefore H 3 accepted. Thus increase in Quality of work life will increase OCB in Knowledge workers. Therefore employees who have high quality of work life will show high OCB in the work place. Social integration, Development of human capabilities, Safety and healthy environment variables are the most important items in Quality of work life. A finding of the present study is similar with the previous researches which support that there is a significant and positive relationship between Quality of work life and OCB (Nair, 2013; Jofreh & Shams 2014; Kasraie et al. 2014). As present study shown Social integration, Development of human capabilities, Safety and healthy environment variables are the most important items in Quality of work life.

From the table above, it reveals that there is a positive relationship between motivation and OCB. The motivation variable has a 0.517 correlation with OCB. The relationship is therefore considered to be medium positive. Therefore H 4 accepted. Thus increase in employee motivation will increase level of OCB of knowledge workers. The finding of the present study is similar with the previous researches which support that there is a significant and positive relationship between employee motivation and OCB (Barbuto & Story (2011); Finkelstein (2011). According to the present study Goal internalization, Self-concept-internal and Intrinsic process motivational variables are most important items in Motivation. The result clearly indicates that employees with high motivational level show high level of OCB.

From the table above, it reveals that there is a positive relationship between Personality and OCB. The personality variable has a 0.408 correlation with OCB. the relationship between personality and OCB is therefore considered to be medium positive. Therefore H 5 accepted. Thus personality is related to Knowledge workers' OCB. According to the results, Openness, agreeableness and extraversion, are the items which have high positive correlation with OCB. Neuroticism and OCB has a negative relationship. The finding of the present study is similar

with the previous researches Mahdiuon et al, (2010): Kappagoda and Kulathunga (2013), which support that there is a significant and positive relationship between personality and OCB. Therefore as present study shown, the big five traits are significant predictors of OCB of knowledge workers.

The table 4 shows the overview of relationship between job stress and OCB. It reveals that there is a negative relationship between job stress and OCB. The job stress variable has a -0.240 correlation with OCB. Therefore Hypothesis 6 accepted. This would mean that increase in job stress will decrease OCB of employees. The finding of the present study is similar with the previous researches with support that there is a significant and negative relationship between job stress and OCB (Jain & Cooper, 2012: Eatough, et al., 2011). According to the present study Role ambiguity item is more negatively correlated with OCB than other work overload and role conflicts items. The results showed that increase in job stress will decrease OCB of knowledge workers. Thus increase in job stress will decrease level of OCB of knowledge workers.

From the table above, it reveals that there is a positive relationship between Job satisfaction and OCB. The job satisfaction variable has a 0.377 correlation with OCB. According to the table the relationship between job satisfaction and OCB is therefore considered to be low positive. Therefore H 7 accepted. From the table above, it reveals that there is a positive relationship between Organizational Commitment and OCB. The Organizational commitment variable has a 0.308 correlation with OCB. Thus increase in job satisfaction lead to increase OCB of knowledge workers. According to the results coworkers, pay, benefits and supervision are the items which are more correlated with knowledge workers' OCB. The finding of the present study is similar with the previous researches which support that there is a significant and positive relationship between Job satisfaction and OCB (Aslam, 2012: Shokrkon, & Naami, 2009: Mohammad et., 2011). This clearly indicates that increase in job satisfaction leads to increase OCB of knowledge workers.

Research outcome has showed that there is significant positive relationship between Organizational commitment and OCB which carries correlation coefficient value of 0.308 and p-value of 0.000 which is significant at the alpha value 0.01. Therefore H8 is accepted. According to the results, affective commitment and continuous commitment are the items which are more positively correlated with OCB. The finding of the present study is similar with the previous researches Rehan and Islam (2013); Mohamad and Anisa (2012), which support that there is a significant and positive relationship between Organizational commitment and OCB. Therefore as present study shown, Organizational commitment components are significant predictors of OCB of knowledge workers.

IMPLICATIONS OF THE STUDY

Implications for theory

Previous studies have discussed about employees OCB in different context; however, lack of sufficient research, studying the relationship between Sri Lankan knowledge workers' organizational factors, individual factors, job attitudes and Organizational Citizenship behavior was the reason this research was carried out.

This study proposes a new integrative model to explain relationship between various Organizational factors, Individual factors, Job attitudes and Knowledge Workers' Organizational Citizenship Behavior in organizations and offers a new understanding into the study of Organizational Citizenship Behavior. The study added evidence to the literature to support that all variables such as Knowledge Management, Organizational Justice, Quality of work life, Employee motivation, personality, Job stress and job attitudes have significant relationship with OCB of Knowledge workers. Moreover study added evidence to the literature that these above mentioned Organizational and Individual factors and Knowledge workers' job attitudes which mean job satisfaction and organizational commitment have significant relationship. Therefore this study helps to provide greater insights into the phenomena considered in both Job attitudes and Organizational Citizenship Behavior Literature especially on Knowledge workers.

Implications for Organizations

The results of this study unveiled that there are significant relationships between each organizational factor (Knowledge management, Organizational Justice and Quality of work life), each individual factor (employee motivation, personality, job stress), job attitudes (Job satisfaction, Organizational commitment) and Organizational Citizenship behavior. As a result organizations can consider all these factors to promote Organizational Citizenship Behavior of their employees. Therefore this research provides useful information which guides the organizations to recognize areas of concern to increase employees' Organizational Citizenship behavior.

According to the data presented herein Motivation and Personality factors are having the highest positive significant relationships with OCB than other factors. Thus organizations can take necessary actions to increase employee motivation to increase OCB. Here Organizations should pay more attention for motivational variables such as Goal internalization, intrinsic process motivation and self-concept – internal motivation, as these variables have medium positive relationship with OCB. For example, the top management should plan and figure out the different types of motivation which contribute to the level of employees' Organizational Citizenship Behavior.

When considering the personality factors, organizations should recruit employees who have more agreeableness, openness, and extraversion personality traits in order to enhance OCB. The implication of the present study according to the employees' personalities would therefore assist human resource manager in formulating appropriate personal development plan for employees as well as job matching, which can consequently assist in the retention of qualified employees in the organization and further lead to Organizational Citizenship Behavior. Furthermore, a better understanding of the employees' personality dimensions can support the organization to best utilize the employees' skills and competencies.

According to the research Quality of work life, Organizational Justice, Knowledge Management, Personality and Job stress have significant medium relationships with Job attitudes. Organizations should therefore recognize these factors in order to develop better job attitudes of their employees. Furthermore study revealed that Job satisfaction and Organizational commitment have very high positive and significant relationship with Job attitudes. It means that the success of improving employees' job attitudes can be easily achieved through increasing their job satisfaction and making necessary actions to increase employees' organizational commitment.

By exploring the relationship between these factors and job attitudes, the managers can get insight from the findings of this study and apply them in their organizations to create better job attitudes in their employees and finally enhance organizational citizenship behavior.

Implications for knowledge workers

In today's Knowledge-intensive economy Knowledge workers play an important role in Organizations to achieve competitive advantage. Organizations need employees with high Organizational Citizenship Behavior who do more than what is describes in their work agreements. Therefore this research is important for Knowledge workers. Through this study knowledge workers will get an idea about how to improve their OCB at individual level. Knowledge workers can think about their personality traits and try to build it to some extent in order to show high level of OCB in the workplace. For example they can cultivate more agreeableness, openness and extraversion traits to their personality. Also they can get idea about their motivational level and take steps to increase their motivation in order to attain high OCB. For example they can consider more about their goal internalization, intrinsic processes and can develop these areas. When considering the job stress, Knowledge workers can also take steps by themselves to decrease their level of stress. It would increase OCB. Further they can develop better job attitudes towards their job and organization in order to increase their

OCB. Therefore knowledge workers could utilize this research very effectively in Sri Lankan organizational context to nurture good OCB for better performance.

LIMITATIONS OF THE STUDY

There were few limitations in conducting this research. First limitation is some of the respondents were not showing serious attitudes when answering the questionnaire. As most of the questionnaires were distributed during respondents' studying time at University of Colombo, the respondents might have insufficient time as well as attention in completing the questionnaire.

In addition, a total of 140 respondents might not be strong enough to represent the whole population of Knowledge Workers in Sri Lanka.

Lastly, the survey was only conducted at University of Colombo due to time constraint. Therefore unable to cover whole area in Sri Lanka in conducting the survey, hence results or data obtained have some kind of risk to be not reliable enough.

SCOPE FOR FUTURE RESEARCH

This research focuses on identifying OCB of Sri Lankan Knowledge workers in an integrative approach. Findings of this study would create interest to carry out further research in this area and help organizations to achieve their objectives.

Today the world is looking forward to high performance organizations which can achieve sustainable competitive advantage. Therefore future researches are recommended to study on the Organizational Citizenship behavior of Knowledge workers in different industries such as IT, Banking & Finance, Manufacturing etc.

Secondly, future researchers are recommended to expand the sample size to a more adequate size in order to better represent the total population.

Also future researchers are recommended to conduct the survey covering a larger survey area. Because it is believed that the results generated from such effort will be highly generalizable to the whole population.

CONCLUSION

In summary selected Organizational factors (Knowledge management, Organizational Justice, Quality of work life), selected Individual factors (Motivation, Personality, Job stress) and selected Job attitudes (Job satisfaction, Organizational commitment) have significant relationship with knowledge workers' Organizational Citizenship Behavior. These above mentioned variables established in the present study, play an important roles in assisting

managers as well as organizations as a whole to increase the level of OCB of Knowledge workers in Sri Lankan context. Moreover this study provides a better understanding of the factors that have high relationship with OCB. Hence, Sri Lankan organizations are advised to utilize these factors, provided in this study, to positively enhance Knowledge workers' OCB. In conclusion, present study provides Sri Lankan managers with sufficient and useful information in the efforts to increase Knowledge workers' OCB.

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