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# MODERATING INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON ORGANIZATIONAL IDENTIFICATION AND EMPLOYEE PERFORMANCE IN THE MOTOR VEHICLE INDUSTRY IN KENYA

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## **Abstract**

*This study aimed at establishing the influence of organizational citizenship behaviour on the relationship between employee organizational identification (EOI) and employee performance in the motor vehicle industry in Kenya. The motivation of this study arose from the coincidental resemblance in findings on Gallup's (2015) survey and that by CFAO (2019) that, 70% of employees did not identify with their organizations. That similarity of findings was intriguing and informed the researcher's desire to do the study. This study was anchored on social identification theory (SIT) and social exchange theory (SET) because they explain the social identification perspective. The study was based on descriptive cross sectional survey design. Data was collected using structured questionnaires. The study had a sample of 332 respondents who were picked on a simple random sampling method. Five point Likert scale was used to measure the test items. The findings showed that OCB moderated EOI - employee performance relationship. The significant results of the study contributed to SIT and SET postulations. Study findings also contributed to organizational policies and practices by bringing a better insight and understanding of employee performance behaviours. The study suggested that further study be done using the same variables on a longitudinal design to determine the consistency of outcomes on the moderating influence of OCB on the relationship between EOI and Employee Performance.*



*Further, the study recommends that full adoption of practices that enhance EOI and OCB improves employee performance significantly and should be adopted in human resource policy and practice models.*

*Keywords: Employee Organizational Identification, Organizational Citizenship Behavior, Emotional Connection, Social Identification, Employee Performance*

## INTRODUCTION

Recent literature show that organizational citizenship behavior (OCB) is increasingly recognized as a vital factor in enhancing employee performance and organizational effectiveness (Farid, Iqbal, Ma, Castro-González, Khattak & Khan, 2019). OCB encompasses voluntary and discretionary behaviors by employees that are not directly acknowledged by formal reward systems but are essential for organizational success (Wang & Siu, 2021). These behaviors, including helping colleagues, showing initiative, and being involved in organizational activities, foster a positive work environment that promotes collaboration and productivity. Recent research highlights the importance of organizational identification—the extent to which employees align themselves with their organization's values and goals—as a key driver of these behaviors (Jiang & Ni, 2017).. It is argued that employees who strongly identify with their organization are more inclined to engage in OCB, thereby improving their overall performance and contributing significantly to the organization's achievements.

The relationship between organizational identification and employee performance is complex and influenced by various factors (Wang & Siu, 2021). When employees feel a profound sense of belonging and alignment with their organization's mission, they are motivated to exceed their formal job responsibilities, thereby enhancing individual and organizational performance (Mishra & Dhar, 2021). High levels of OCB among employees can amplify the positive effects of organizational identification on performance, as their extra-role behaviors reinforce their commitment and dedication to the organization's success. Understanding this moderating influence of OCB underscores the importance of cultivating a supportive and inclusive organizational culture that encourages employees to identify with the organization and engage in behaviors that drive performance and organizational effectiveness.

Literature posits that the importance of OCB in influencing the relationship between organizational identification and employee performance is paramount. When employees strongly identify with their organization, they are more likely to engage in OCB, which in turn amplifies their overall performance and contributes to the organization's success (Allen et al., 2017). Recent research highlights that OCB acts as a crucial mechanism through which

organizational identification translates into tangible performance improvements, emphasizing the need for organizations to cultivate a culture that encourages citizenship behaviors to leverage the full potential of their workforce (Wang et al., 2021).

This study was carried out in the motor vehicle industry in Kenya. The industry is one large sector that supports the government of Kenya policy on employment creation besides contributing to the overall GDP (African Development Bank, 2017). The motor vehicle industry in Kenya faces unique challenges particularly regarding the influence of organizational identification and organizational citizenship behavior (OCB) on employee performance. In an industry characterized by intense competition, technological advancements and evolving consumer preferences, fostering a committed and proactive workforce is essential for maintaining a competitive edge.

However, the relationship between organizational identification, OCB, and employee performance in this context presents several complexities that need to be addressed. It was observed that majority of the staff in the motor vehicle industry in Kenya direct some customers to their make shift garages called “Jua Kali garages” besides their normal employment. That behaviour was viewed as a conflict of interest that borders sabotage (Kenya Motor Industries Association, 2017). This was a concern to the industry because it affects employer’s profitability and employees’ loyalty and commitment to work thereby compromising their performance (Higgins, 2018).

Literature opines that companies that successfully cultivate a strong sense of belonging and pride among their employees can expect higher levels of performance and lower turnover rates. OCB hence plays a vital role in amplifying the effects of organizational identification on employee performance. Behaviors such as helping colleagues, going the extra mile to satisfy customers, and taking initiative to solve problems can significantly enhance overall organizational performance. For instance, a technician who voluntarily assists in training new employees or a salesperson who stays after hours to meet a customer's needs exemplifies OCB, leading to better service delivery and customer satisfaction. The reasons why employees have a divided loyalty are worth studying, and since loyalty is a dimension of EOI, this study tested the influence of EOI and OCB on employee performance in the motor vehicle industry in Kenya.

Company image determines an employee’s self esteem depending on public’s opinion of the organization. Low public opinion breeds low employee esteem and vice versa. While value congruence relates to the similarity of values held between employees and employers. Though positive aspects of EOI and OCB on employee performance have been discussed by scholars, it is not clear to what extent these concepts have been adopted in the motor vehicle context in

Kenya, for this reason it is important to ascertain their adoption or lack of it. This study hence aimed to contribute to this discourse by establishing the influence of EOI and OCB on employee performance in the motor vehicle industry in Kenya.

### **Employee Organizational Identification**

The concept of EOI was introduced by Tajfel and Turner in the early 70s. Studies show that EOI is an employee's view of the company and the degree to which they feel that they belong and are valued members of the organization (Loi, 2014). Organizational identification is a critical concept in organizational behavior, describing the degree to which employees perceive a sense of oneness with their organization and align their personal identity with organizational values and goals (Edwards & Pececi, 2010). This alignment leads to greater loyalty, motivation, and engagement, as employees who identify strongly with their organization tend to internalize its success and challenges as their own (Terzioglu, 2016). Such identification fosters a deeper emotional and psychological connection, which can significantly enhance job satisfaction and reduce turnover intentions (Luthans, 2010). Organizational identification also encourages cooperative behaviors, as employees who feel identified with their organization are more likely to exhibit discretionary behaviors that contribute to organizational effectiveness and cohesion (Van Dick, Wagner, Stellmacher & Christ, 2004).

Recent research offers several measures to assess organizational identification. One commonly used tool is the Organizational Identification Questionnaire (OIQ) by Mael and Ashforth (1992), which remains relevant due to its robust theoretical foundation and wide applicability. This questionnaire includes items like "When someone criticizes my organization, it feels like a personal insult," reflecting the emotional aspect of identification. More recent developments include the Organizational Identification Scale (OIS) revised by Edwards and Pececi (2010), which integrates cognitive, affective, and evaluative components of identification. This scale includes items such as "I am very interested in what others think about my organization" and "My organization's successes are my successes," providing a comprehensive measure of organizational identification.

Literature shows that the indicators of EOI are loyalty, similarity, and belongingness (Cheney, 2016). According to Ziapour et al. (2014) Loyalty is the devotion of an employee to their work and the enthusiasm towards achieving the objectives of the organization and defending it affectionately. Similarity relates to an employee's view of the managers behaviours, organizational values and goals that employees perceive as positive and relates to their desires, while belongingness refers to the employees view of the workplace ownership and being an integral part of the organization. It was predicted that stronger EOI fosters love for the

organization, enhance more extra-role behaviours, reduce feelings of desire to leave and enhance positive organizational outcomes (Khoshlahn, 2016).

Dutton et al. (1994) on the other hand, opined that there were three factors that advance EOI in organizations namely length of service, company image and value congruence. It is claimed that length of service explains the strength of EOI because the attractiveness of the organization varies with the year's one has spent in the organization (Khoshlahn, 2016). This implies that employees who have stayed in the organization for a long time will have better views about the organization's values and image (Ziapour et al, 2014). Employees who have long history of the organization have better opinion of group members; evaluative ability of organizational values and have clear rational emotional attachment that is embedded in EOI (Ziapour et al, 2014).

### **Organizational Citizenship Behaviour**

Organizational citizenship behavior (OCB) refers to voluntary, discretionary actions by employees that go beyond their formal job requirements and contribute to the overall functioning and effectiveness of the organization (Organ, 1988). These behaviors, such as helping colleagues, being involved in organizational activities, and showing initiative, create a positive work environment and enhance organizational performance. OCB is not directly recognized by formal reward systems but is crucial for fostering teamwork, reducing conflicts, and improving morale (Allen et al., 2017). The concept, first introduced by Organ (1988), encompasses various dimensions, including altruism (helping others), conscientiousness (going beyond basic requirements), sportsmanship (maintaining a positive attitude), courtesy (preventing work-related conflicts), and civic virtue (participating in organizational governance).

One widely used measure is the Organizational Citizenship Behavior Scale (OCBS) by Podsakoff et al. (1990), which includes items that evaluate the different dimensions of OCB, such as "Helps others who have heavy workloads" (altruism) and "Attends meetings that are not mandatory, but are considered important" (civic virtue). Another measure is the OCB checklist developed by Williams and Anderson (1991), which distinguishes between behaviors directed towards individuals (OCB-I) and those directed towards the organization (OCB-O). These measures have been validated in various cultural and organizational contexts, demonstrating their reliability and relevance. Recent studies, such as those by Morrison (2021) and Farid et al. (2019), continue to refine these tools and explore the impact of OCB on organizational outcomes, underscoring the importance of fostering such behaviors in enhancing organizational effectiveness and employee well-being.

Studies have postulated that OCB strengthens EOI through maintenance of group membership and by improving employees' ability to give creative suggestions that enhance individual performance (Robbins, 2013). Literature have equated OCB to a good soldier pattern, where employees display complementary behaviors that go outside recognized job descriptions thereby seamlessly bridging organizational practices and policies on one side, and dynamic reality of socialism on the other side in terms of stimulating individual performance (Organ, 1988). These arguments are very important for this study and this study hence contributes to this line of debate by determining the influence of OCB on the link between EOI and employee performance.

### **Employee Performance**

Employee performance refers to the efficiency and effectiveness with which employees fulfill their job responsibilities and contribute to organizational goals (Murphy, 2020). It encompasses a range of behaviors and outcomes that are critical for the success and competitiveness of an organization. Employee performance is often categorized into task performance, which includes the core duties and responsibilities outlined in a job description, and contextual performance, which involves additional behaviors that support the organizational environment, such as cooperation, commitment, and initiative (Pulakos, Hanson, Arad & Moye, 2019). High levels of employee performance lead to increased productivity, better quality of work, and enhanced organizational reputation, making it a focal point for human resource management and organizational behavior studies (Bergeron, 2014).

Measuring employee performance involves various tools and methods that capture both quantitative and qualitative aspects of job performance (Terzioglu & Uslu, 2016). Common measures include performance appraisals, 360-degree feedback, and key performance indicators (KPIs). Performance appraisals typically involve regular evaluations by supervisors, peers, and sometimes self-assessments, focusing on predefined criteria such as quality of work, timeliness, and goal achievement. 360-degree feedback expands this approach by incorporating feedback from multiple sources, including colleagues, subordinates, and customers, providing a comprehensive view of an employee's performance. KPIs are specific, measurable goals that align with organizational objectives and can include metrics such as sales targets, customer satisfaction scores, and production rates.

Recent advancements also highlight the importance of continuous performance management systems that leverage real-time data and frequent check-ins to provide ongoing feedback and development opportunities. Studies such as those by DeNisi and Murphy (2017) and Pulakos et al. (2019) emphasize the need for performance measurement systems to be fair,

transparent, and aligned with organizational culture to effectively drive employee engagement and performance. Baard et al, (2014) showed contextual performance as an outcome of positive interrelationships between an individual work behaviour and teamwork behaviour. They further opined that contextual performance behaviours involves ability for an employee to remain organized on three key aspects namely setting personal work objectives; sustaining dialogue between leader and employee in order to keep performance on track, and measuring actual performance against set targets.

Measuring employee performance has thus become somewhat complex due to the competing nature of contextual and task issues especially today when social challenges such COVID – 19, dictates some employees to work from homes. According to Grant (2010) the emphasis today is on contextual performance behaviours (quality, attitude, communication) which actually is associated with employee identification that is the concern of this study. This study hence contributes to the debate by analyzing if the contribution of EOI on employee performance would be significant.

### **Statement of the Research Problem**

The influence of organizational identification and organizational citizenship behavior (OCB) on employee performance has garnered considerable attention in recent organizational research, yet significant gaps remain in understanding their interconnected dynamics (Terzioglu & Uslu, 2016). Organizational identification is posited to be a crucial determinant of employee productivity. Similarly, OCB, which encompasses voluntary and discretionary behaviors that go beyond formal job requirements, has been shown to enhance organizational effectiveness and individual performance. Despite the theoretical consensus on their importance, empirical studies often overlook the complex interplay between organizational identification and OCB, and how this relationship collectively impacts employee performance (Robbins, 2013; Luthans, 2010). There is a pressing need to elucidate how these factors interact to foster a high-performing work environment, especially in the context of rapidly changing organizational landscapes and evolving employee expectations.

Moreover, the existing literature has predominantly focused on Western contexts, leaving a substantial gap in understanding these dynamics in diverse cultural and organizational settings (Mishra & Dhar, 2021). For instance, the role of organizational identification and OCB in non-Western contexts, such as in developing economies like Kenya, remains underexplored. This gap is critical because cultural differences can significantly influence employee perceptions and behaviors. Additionally, most studies have treated OCB as a mediating or direct influence on performance, with limited exploration of its moderating role between organizational

identification and employee performance (Farid, Iqbal, Ma, Castro-González, Khattak & Khan, 2019). Addressing these gaps is crucial for developing a holistic understanding of how organizations can leverage identification and citizenship behaviors to enhance performance. This study aimed to provide actionable insights for managers and policymakers to foster environments that promote strong organizational identification and proactive citizenship behaviors, ultimately driving superior employee performance.

Studies in the Kenyan motor vehicle industry showed that there was the presence of employee divided loyalty challenges that were likely to impact on their performance (CFAO Survey, 2019). Recent studies in the European motor vehicle industry also indicated incidences of divided loyalty where employees engaged in sabotage behaviours, more so at Tesla Motor Company (Higgins, 2018). Sabotage behaviour has been linked to weak EOI (Tajfel et al., 1979). Both surveys indicated that 70 percent of the respondents did not feel they belonged to their organizations. Lack of belongingness was a sign of weak EOI as opined by Chinye (2016).

While this can be true in the motor vehicle industry in Kenya, it has not been scientifically tested. It was thus important to test the influence of EOI and OCB on employee performance relationship in this industry for generalization of findings. The problem of divided loyalty witnessed in this industry makes the sector ideal for a study involving EOI as a predictor and employee performance as dependent variable with OCB as moderating variable. Hence this study resolved to test this assumption by asking the question: what is the influence of OCB in the relationship between EOI and employee performance in the motor vehicle industry in Kenya?

### **Objective of the Study**

To determine the influence of organizational citizenship behavior on the relationship between employee organizational identification and employee performance in the motor vehicle industry in Kenya.

## **LITERATURE REVIEW**

### **Theoretical Foundation**

Employee performance is affected by many factors such as employee perceptions, attitudes, social interrelationships, company provisions (physical/mechanical), personal skills, and the level of employee commitment (Grant, 2010). Studies have shown that these attributes are associated with EOI and influence the extent to which employees perform tasks in organizations (Khoshlahn, 2016; Terzioglu, 2016). Employee performance is explained in



organizational behaviour studies and the theories that best explain employee performance are behavioural theories that include Social Identification Theory.

### ***Social Identity Theory***

Social Identification Theory (SIT) was profounded by Tajfel and Turner in 1970's. The theory envisages that people tend to develop and uphold a positive social identification through three key components namely loyalty, similarity and belongingness. SIT emphasizes the aspect of group conformity. The theory predicts that favourable organizational perceptions enable employees develop strong identification with it or vice versa. This postulation makes SIT a key theory that can effectively predict outcomes of employee – organizational relationships.

Majority of studies have explained the importance of SIT in predicting the identification process and indicating why individuals either identify or disidentify with their organizations (Ashforth, 2008; Tajfel et al., 1979). Ashforth (2008) claimed that strong employee identification enhance organizational loyalty and foster the feeling of wanting to remain a key member of the group. According Tajfel et al. (1979), employees' feeling of wanting to remain in the organization is belongingness. Belongingness is determined by the extent to which employees perceive shared similarity of values deemed positive with the firm.

Studies have shown consensus that the debate regarding the structure of employee identification, the motives for employee identification and how identification influence individuals and group behaviours can well explained in SIT (Abraham & Gilat, 2007). SIT hence has been viewed as a theory that postulates three main psychological processes that enable group conformity namely; social categorization, identification and comparisons (Tajfel & Turner, 1979).

Positive perceptions of the psychological process factors enhance group conformity. SIT further predicts that the extent to which an employee relates effectively as a group member depends on group conformity (Ashforth, 2008). Conformity leads to loyalty and loyal employees' support their organizations achieve set objectives. Studies have shown that positive identification enhance better prosocial behaviours towards group members (Tak, et al., 2004). It can then be predicted that strong EOI enhance better employee behaviours that include performance behaviours. This study hence aimed to contribute to this argument by assessing if the outcome of EOI – employee performance relationship supports SIT predictions.

Numerous organizational benefits have been postulated in SIT. SIT predicts that for EOI to influence employee performance, an employee has to be affectively committed to their organizations. Literature has shown EOI to be an antecedent of affective commitment (Ashforth, 2008). Though SIT has been shown to have positive predictions on identification process, it has

been criticized for offering psychological bases for employee prejudice, intergroup conflicts and discrimination through social categorization (Katzenbach & Smith, 1993).

The theory was also cited for having a weakness in its difficulty to explain the extent to which employee identification alone would impact employee performance, because it is probably known that employees would always respond positively to favorable organizational practices such as a pay rise, with good performance even if their level of identification was low (Riketta, 2005). This was deemed to limit the predictive power of SIT.

This study addressed the weakness by comparing if the mediating and moderating roles of affective commitment, organizational support and OCB can have sustained significance on the link between EOI and employee performance (Tak, et al., 2004). Despite the criticism and weakness of SIT, it remains an important theory predicts EOI – employee performance relationship. The most important aspect of EOI is its ability to enhance employee loyalty, belongingness and commitment to an organization which studies have shown is necessary in improving employee performance.

### ***Social Exchange Theory***

The theory was advanced by Homans in early 1960's. The theory assumes that relationships are strengthened by the perceived value of social exchange which are either tangible or intangible (Homans, 1974). Social exchange actions involve give and take between employees and their leaders or employee and employee. The perceived assessment of the exchange influences the strength of the relationship.

Studies have shown that the length of a relationship between two parties plays an important role in the social exchange assessment (Eisenberger et al., 2011; Blau, 1964). As relationships mature, gradual evaluation of the exchange balance takes place and social cost-benefits analysis become more realistic. The constant evaluation of the exchange balance can lead to either stronger relationship or termination of the relationship if perceived negatively (Hutchison & Charlesworth, 2007).

SET portends that the strength of interactions between two parties is dependent on the social values of give and take that are offered for exchange. In this case, it is an interactive reciprocal liaison between an employee and the firm (Blau, 1964). Hutchison and Charlesworth (2007) opined that both organizational support and OCB have been described as concepts in social exchange that strengthens positive interactions between employees and their organization's and employees to employees respectively. Strong positive interactions enhance employee loyalty and the love for organization which ultimately influence performance behaviour.

According to Homans (1974) the theory predicts that an employee will perform a unit of activity depending on whether the value rewarded by the organization is perceived as either reinforcing or punishing. In addition, Blau (1964) opined that employees' voluntary social behaviour conceived in OCB dimensions namely courtesy, altruism and sportsmanship are social exchanges that lead to better employee support systems that enhance their performance.

Though SET emphasizes reciprocal benefits of a relationship between two people, critics of the theory argue that exchange behaviour can be understood only at the psychological level but it would be difficult to quantify the degree of exchange (Hutchison & Charlesworth, 2007). The weakness of SET was that it was based on an exchange concept which is very difficult to calculate, for instance it was not easy to quantify the social cost of a relationship as the theory would want us to believe. This study will address this weakness by introducing affective commitment, organizational support and OCB in the EOI - employee performance relationship. Despite such criticism, this study adopts the theory because of its importance in explaining the social exchange process that boosts employee performance.

### **Employee Organizational Identification, Organizational Citizenship Behaviour and Employee Performance**

A number of scholars have interrogated the association between OCB and employee performance (Organ, 1988; Bell and Menguc, 2002; Robbins, 2013). According to Luthans (2010) OCB dimensions such as altruism enhance productivity because it triggers employees desire to assist colleagues complete work in a work environment where workplace ownership is strong. Workplace ownership is related to belongingness which is a dimension of EOI.

Study by Bambale (2011) on the link between OCB and firm performance among other variables found that there was a strong OCB -job satisfaction relationship. Job satisfaction has been found to motivate employees to high performance. Chan (2014) opined that other than job satisfaction influencing employee performance, it is associated with affective commitment which is an antecedent of EOI. Based on literature discussions, this study argues that OCB can strengthen the EOI - employee performance relationship.

A study by Feather and Rauter (2004) on OCB and identification among other variables, found that workers who positively identify with their organizations go extra mile to assist the organization and fellow members' complete tasks. Working extra mile to assist colleagues is an aspect of OCB. According to Podsakoff et al. (2003), OCB significantly boosts EOI, meaning that the presence of OCB in a relationship involving EOI and employee performance is likely to raise employee performance. A study conducted by Bell and Menguc (2002) on OCB among

other variables, found that OCB strengthens EOI by enhancing social attractiveness of the organization to employees.

Another study by Bambale (2011) on OCB and leadership paradigm found a positive association between OCB and employee performance. The study arguably indicated that OCB can potentially moderate the relationship between EOI and employee performance. The ability of OCB to positively contribute to better employee outcome is well acknowledged by literature; however its influence on EOI - employee performance relationship has not been clear. This study analyzed this gap by testing the influence of OCB on EOI - employee performance relationship using a null hypothesis:

*Ho1: OCB does not moderate the relationship between EOI and employee performance.*

Organ (1988) opined that OCB is an employee constructive behaviour that is not expressed in their formal job descriptions but emerge out of employee social interactions. Strong social interactions influence group member's loyalty. Loyalty is a measure of EOI. Literature shows that strong EOI triggers employee loyalty and belongingness to a social group with better interactions that can breed positive extra work behaviours that is associated with OCB (Podaskoff, 2000). Based on literature discussions, it can be argued that the presence of OCB would strengthen EOI - employee performance relationship. To further the debate, this study tested the influence of OCB on EOI - employee performance relationship.

Study by Lam et al. (2011) on employee identification and team performance in the automotive dealership in China found a moderate linkage between EOI and team performance. Though the study focused on team performance, it found that belongingness was necessary in achieving team performance. This study sought to ascertain if EOI, where belongingness is a measure, influences individual performance in the motor vehicle industry in Kenya. Organ (1988) did a study on influence of justice and psychological empowerment on firm performance with the role of OCB, and found that team belongingness was a social group system that is associated with altruism. Altruism is a dimension of OCB, and studies show that OCB positively influences contextual performance (Lam et al., 2011). This argument was worth testing to determine if OCB can moderate EOI - employee performance relationship.

Studies have argued that when employees strongly identify, affective commitment emerges and that has positive and significant effect on employee performance. In addition, literature has shown that both organizational support and OCB have an influence on employee performance (Abraham, 2007). Figure 1 is a conceptual model that show five hypotheses for this study as derived from literature review.

## Conceptual Framework

Managing employee performance behaviour is somewhat a complex initiative hence requires better strategies in order to achieve both employee and employer objectives. Social identification theory predicts that employees' strong sense of identification to an organization leads to better performance.

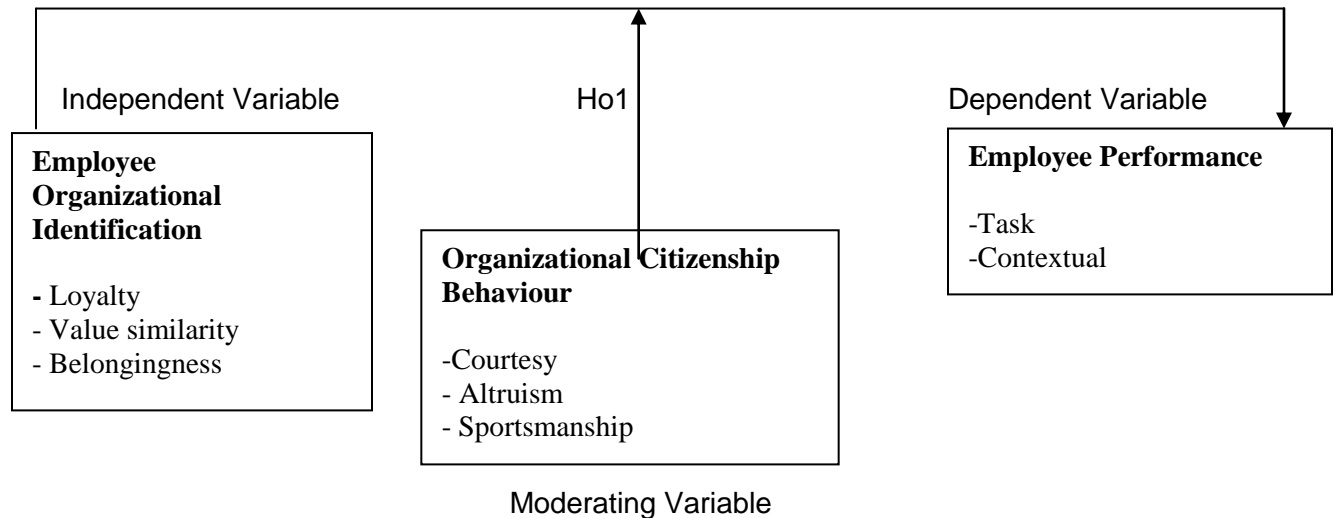


Figure 1: Conceptual Model

## Study Hypothesis

$H_01$ : Organizational citizenship behavior does not moderate the relationship between employee organizational identification and employee performance.

## RESEARCH METHODOLOGY

### Research Design

This study adopted descriptive cross-sectional survey design which analyzes a problem at one particular point in time. This survey design is used to establish relationships among variables (Weinreich, 2009). It uses structured questionnaires to collect data from the population. The unit of analysis for this study were the employee, from whom the respondents were picked. Cross sectional surveys consider: when, which, how, where and under what conditions the data was collected and procedures for collecting and analyzing it (Saunders et al., 2009).

### Study Population

The study population comprised all permanent employees in the new motor vehicle dealership in Kenya. The total number of permanent employees in the 10 main motor vehicle

companies in Kenya was 2,425 as at 2023. The study population included all permanent employees in the industry ranging from managers to shop floor employees. According to KMI (2020), there were 10 registered dealers in brand new motor vehicles currently in Kenya.

### **Sample Design**

The study adopted a predetermined sample size table by Krejcie and Morgan (1970) which shows sample sizes against any given population. Based on the table by Krejcie, a population of 2400 employees is represented by a sample size of 331 respondents. This study had a population of 2,425 at the time; hence the sample size was calculated to be 332.

### **Data Collection**

The study was based on primary data sources. Data was collected by use of structured questionnaire mailed to the respondents. The respondents comprised of the managers, supervisors and the general workers in the respective firms in the industry. The questionnaire was adopted from literature and improved to meet the objectives of this study. The questionnaire statements were presented in a five point Likert scale format ranging from 5 - very large extent to 1 - very small extent.

### **Analytical Approach**

Linear regression was applied to test for the influence of OCB on EOI – employee performance, the study applied stepwise regression method.

## **ANALYSIS AND FINDINGS**

### **Response Rate**

The study had 332 respondents from the motor vehicle industry in Kenya. However, the actual questionnaires received back were 280. This represents 84 % rate and this was significant for the study to proceed.

### **Test of Reliability**

To measure reliability, this study adopted Cronbach's alpha method that uses alpha coefficient. All the variable items were reliable, with a Cronbach alpha coefficient of EOI at 0.928 followed by OCB at 0.857 and employee performance at 0.758 respectively. All the scales indicated high scores above the rule of the thumb of 0.70 hence; internal consistency of the instruments for collection of data was confirmed.

## Test of Validity

The study used 41 items to measure the moderating influence of OCB on EOI - employee performance relationship. The result was 0.838,  $P < 0.05$ . Overall, the results were significant at p-value less than 0.05, indicating that 83.8 percent of the variability in employee performance is explained by EOI and OCB. The output further shows that the statements used in the study were sufficient to enable data collection.

## Test of Hypothesis

*Organizational citizenship behaviour does not moderate the relationship between employee organizational identification and employee performance.*

Objective of the study sought to determine the moderation influence of OCB on the association between EOI and employee performance. OCB as a second moderator was important in this study because it is initiated by employees themselves while the first moderator (organizational support) is initiated by the employer. Results of the regression test are shown in Table 1.

Table 1: Regression Outcome for the Moderation Influence of OCB on the relationship between EOI and Employee Performance

<b>Model Summary</b>										
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error	Change Statistics					
					R <sup>2</sup>	F Change	df1	df2	Sig.	
3	.721	0.520	0.517	0.32761	0.063	36.289	3	277	0.000	
<b>ANOVA</b>										
Model			Sum of Squares	df	Mean Square	F	Sig.			
3	Regression		32.230	3	16.115	150.144	.000c			
	Residual		29.731	277	0.107					
	Total		61.961	279						
<b>Coefficients</b>										
Model	Unstandardized		Standardized	T	Sig.	Collinearity				
	B	Std. Error				Beta	Tolerance	VIF		
3	(Constant)	1.975	0.154		12.798	0.000				
	EOI, OCB, OCB *									
	EOI	0.430	0.042	0.511	10.262	0.000	.698	1.433		

Dependent Variable: Employee Performance

Predictors: (Constant), EOI, OCB, OCB \* EOI

The results show that coefficient of correlation was significant ( $R = 0.721$ ,  $P < 0.05$ ). This indicated an increment of 0.14 from  $R = 0.587$  in step one to  $R = 0.727$  in step three, indicating moderation had taken place. It also showed a strong influence of OCB on EOI -employee performance relationship. This implies that OCB significantly moderates EOI - employee performance relationship. Findings showed that the correlation of determination was significant ( $R^2 = 0.520$ ,  $P < 0.05$ ). This implied that 52 percent of the changes in employee performance were attributed to the interaction between EOI and OCB. The significant F ratio ( $F = 150.144$ ,  $P < 0.05$ ), indicated goodness of fit of the model in the study. The beta coefficient score was  $\beta = 0.511$  and significant implying that moderation had taken place. The finding gave sufficient evidence to reject the null hypothesis that OCB does not moderates EOI - employee performance relationship. The alternate hypothesis that OCB moderate EOI - employee relationship was accepted.

## **DISCUSSION OF RESULTS**

### **Influence of OCB on EOI - Employee Performance Relationship**

Objective of the study sought to determine the influence of OCB on EOI - employee performance relationship. The related hypothesis was that OCB does not moderate EOI - employee performance relationship. Stepwise method was again used to test this hypothesis. Results indicated that OCB significantly moderates the EOI - employee performance relationship. The results further show that employee performance significantly increased when OCB was added into regression model. This increment indicated that OCB moderated EOI - employee performance relationship. The result implied that, the hypothesis ( $H_01$ ) that OCB does not moderate EOI - employee performance relationship was rejected and an alternative hypothesis ( $H_a$ ) that OCB moderates EOI - employee performance relationship accepted.

The findings that organizational citizenship behavior (OCB) significantly moderates the relationship between organizational identification and employee performance underscore the critical role of discretionary behaviors in enhancing workplace outcomes. Specifically, employees who strongly identify with their organization and exhibit high levels of OCB tend to perform better than those who do not engage in such behaviors. This moderation effect suggests that while organizational identification provides a foundational sense of alignment and commitment to the organization, it is the enactment of OCB that translates this identification into tangible performance improvements. These behaviors, such as helping colleagues, taking on additional responsibilities, and showing initiative, create a supportive and collaborative work environment that amplifies the positive effects of organizational identification.



Therefore, fostering OCB within the organization not only enhances individual performance but also maximizes the overall organizational effectiveness by leveraging the deep-seated identification that employees have with their organization. This finding aligns with the principles of social identification theory and social exchange theory (Blau, 1964) which highlight the importance of voluntary, pro-social behaviors in achieving organizational success. Based on the significant findings of the tests, the study objective was achieved.

## **CONCLUDING REMARKS**

### **Conclusion**

The study objective was to determine the influence of OCB on EOI - employee performance relationship. A corresponding null hypothesis stated that OCB does not moderate EOI - employee performance relationship. Stepwise regression was applied in this test. The outcomes of the test showed that OCB moderates EOI – employee performance relationship.

These significant results meant that the fourth objective which stated that OCB influences EOI - employee performance relationship was determined. The significant results also meant that the null hypothesis which stated that OCB does not moderate EOI - employee performance relationship was rejected and the alternative hypothesis accepted. The study therefore concluded that OCB moderates EOI - employee performance relationship.

### **Recommendations**

Based on the findings that Organizational Citizenship Behavior (OCB) significantly moderates the relationship between organizational identification and employee performance, it is recommended that organizations prioritize fostering a culture of OCB through strategic initiatives. This can be achieved by promoting strong organizational identification that involves enhancing inclusive and participative leadership, recognizing and rewarding OCB through formal and informal programs and creating a supportive work environment that emphasizes trust, cooperation, and employee well-being.

Enhancing OCB can strengthen the bond between employees and their organizations which can lead to strong employee organizational identification, ultimately leading to higher performance levels and overall organizational success. Continuous monitoring and adapting strategies based on employee feedback will ensure these initiatives remain effective and responsive to gaining competitive advantage through higher employee performance. Hence the study recommends that organizations to identify strategic initiatives that can strengthen employee supportive behaviours that lead to strong employee identification. The study therefore

recommends that full adoption of practices that enhance EOI and OCB should be adopted in policy and practice frameworks.

### Study Limitations

This study was done in the Kenyan motor vehicle industry. These are multinational companies that are large in size and sell and distribute new motor vehicles only. Those who deal in used (second hand cars) were not considered in this study, since the study was not based on small family based used cars dealerships in Kenya. Hence this makes the generalization of the findings a challenge, since findings in the new motor vehicle industry may not apply in the used car dealership sector.

### Suggestions for further Research

This study was based on a descriptive cross sectional design. It is suggested that future research could adopt a longitudinal design to examine how the relationship between organizational identification, OCB, and employee performance evolves over time. This would provide deeper insights into the causality and long-term impacts of OCB on employee performance and organizational outcomes.

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