

Analysis of a Hypothetical Model of Organisational Citizen Behaviour (OCB) in State Owned Enterprises (SOEs) in the South African Transportation Sector

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Abstract

The South African transportation infrastructure enables the movement of people and commodities throughout the country and on international markets, and directly contributes to the country's competitiveness in global markets. The main purpose of this study is to analyse a hypothetical model of Organisational Citizenship Behaviour (OCB) in the transportation sector of South Africa. Promoting OCB anchors organisational performance and profitability, to sustain organisational longevity. Three hundred and eighteen respondents participated in this study. Data collection was done through online and physical distribution. A convenience sampling method was used. The hypothetical model of organisational citizenship behaviour was rooted in eight independent variables, OCB as an intervening variable, and two dependent variables. Findings revealed that respondents perceived OCB as two constructs. The first OCB construct comprised of four dimensions, namely, altruism, sportsmanship, individual initiative, courtesy, and self-development, and was termed OCB-selflessness (OCB-S) while the second OCB construct comprised of loyalty, civic virtue and individual initiative, and was termed OCB-reliability (OCB-R). These findings contributed to the South African Department of Transport as greater insight of OCB practices in government entities was brought to light and may be used worldwide as guidelines to assist in developing effective strategies for policy formulation and decision-making processes.

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1. Introduction and background of the study

The transportation and logistics industry has undergone various changes due to technological innovations, ever-changing customer needs and expectations, and changes in global conditions. The South African transportation infrastructure enables the movement of people and commodities domestically and in international markets, directly contributing to the country's competitiveness in the global markets. The industry is transforming into interconnected ecosystems of collaboration, to increase agility and responsiveness in delivering better service and exploring new business opportunities. New trends in the transportation sector call for businesses to be customer-centric, to satisfy the needs of different and diverse segments, and to stay competitive in an ever-evolving global market (KPMG, 2019:9). Organisational effectiveness and sustainability require strategic business foresight, sustained diligence from all organisational stakeholders, and changing organisational climates and cultures (Atta, Lashari, Rana & Atta, 2019:56). Fredberg and Pregmark (2021) denote that organisations should encompass new paradigm shift in their business strategy implementation, more committed employees, and in their acceptance of new organisational strategies. Uncertainties caused by internal and external organisational changes are demoralising (Fusch, Ness, Booker & Fusch, 2020:172), and sparks resistance in employees. These uncertainties necessitate organisations to rely on employees who are unwavering and dedicated to steer organisations to sustainable tangible results (Deloitte, 2020).

Modern organisational landscapes need employees who not only contribute effectively to the positions they hold, but who also behave and assign in a manner that goes beyond the organisational reward system (Khajeh, 2018:2). This phenomenon is known as organisational citizenship behaviour (OCB). Organ (1988) defined OCB as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate, promotes the effective functioning of the organisation. Thiagarajan, Isravel and Durairaj (2017) posit that OCB increases employee productivity and company performance. According to Basirudin, Basiruddin, Mokhber, Rasid and Zamil (2016:377), OCBs are critical in enhancing the productivity of government organisations to upgrade their performance to improve the welfare of citizens and enhance the image of the public organisation. The absence of OCB causes major negative implications in organisations, which include low standard job performance, and volatile work environments (Pranata, Yasa & Sitiari, 2020:71; Mitonga-Monga, Flotman & Cilliers, 2017:387). Furthermore, Pranata, *et al.* (2020:71) argue that the lower the OCB in organisations, the lower the performance of employees, and the higher the job stress.

The structure of this paper consists of the introduction, followed by the problem description, the research objectives, the hypothetical model, and the hypotheses of the study. Literature is reviewed on OCB, dimensions of OCB and the influence of OCB in the transportation sector. The research methodology is summarised, followed by the findings on the hypothesised relationships between the variables of this study. Lastly, the findings and the managerial implications are discussed.

2. Problem description

The global health crisis, the COVID-19 pandemic, has heightened the challenges experienced by various organisations. As a result, restructuring and downsizing have become common phenomena within organisations, causing them to lose many competent and skilled employees. Similar adversities linked to restructuring and downsizing affected the performance in terms of efficiency and effectiveness of major state-owned enterprises (SOEs) in the South African transportation sector, which has caused many challenges for those in the sector. Whilst employees try to adjust and cope with internal and external changes, psychological challenges hinder productivity.

Mitonga-Monga, *et al.* (2017:386) maintain that, in organisations where OCB is not part of the organisational culture, organisational performance is likely to be negatively impacted. OCB is critical to carrying organisations through crises. However, during catastrophic changes, employees tend to focus on themselves and only put forward the minimum of what is expected from them within the workplace (Alshaabani, Naz, Magda & Rudnak, 2021:1). Due to uncertainties in job security and the instability in the performance of the major SOEs in the transportation sector, the overall morale of employees has decreased and has been accompanied by many psychological challenges experienced by employees within the sector (Nguse & Wassenaar, 2021:306). Subsequently, the incentive to go beyond their job description diminished and impacted employee commitment, which negatively impacted the effectiveness of the organisations. As a result, the sustainability of service delivery is at risk (Naweed, Jackson & Read, 2021:2). Thus, the major SOEs in the SA transportation sector require OCB to sustain service delivery, effectiveness and performance. However, OCB is rarely practiced in SOEs (Lekgothoane, Maleka & Worku, 2020:432).

The main research problem of this study is the potential existence of an unhealthy workplace environment in major SOEs in the transportation sector caused by the absence of OCB amongst staff members in these organisations. Tremblay (2017) found that an offensive climate (by organisational leaders) undermines feelings of inclusion, creating an atmosphere of disrespect in the workplace and that inclusion was related to OCB. This could negatively impact employee well-being and service delivery in these organisations. A comprehensive literature review was undertaken, which revealed that a gap exists pertaining to the influence of OCB within the major SOEs in the SA transportation sector. Therefore, this study seeks to analyse the hypothetical OCB model that was developed for the major SOEs in the transportation sector of South Africa.

This leads to the following research question to be a focus of this study: *What are the views of management and employees regarding the influences and outcomes of OCB in the South African major SOEs in the transportation sector?*

3. Research objectives

This section outlines the primary research objective and the secondary research objectives.

3.1 Primary objective

The primary research objective of this study was to analyse the hypothetical OCB model developed for two of South Africa’s major SOEs in the transport sector, thus, to establish and apply the most influential dimensions of OCB that contribute to positive behaviours within SOEs of South Africa.

3.2 Secondary objectives

The secondary research objectives:

- To critically assess the relevant literature which configurate the foundation of the hypothetical OCB model,
- To review the relationships that exist between the independent, intervening and dependent variables pertaining to the hypothetical OCB model,
- To analyse the hypothetical model based on the outcomes of the results of the study,

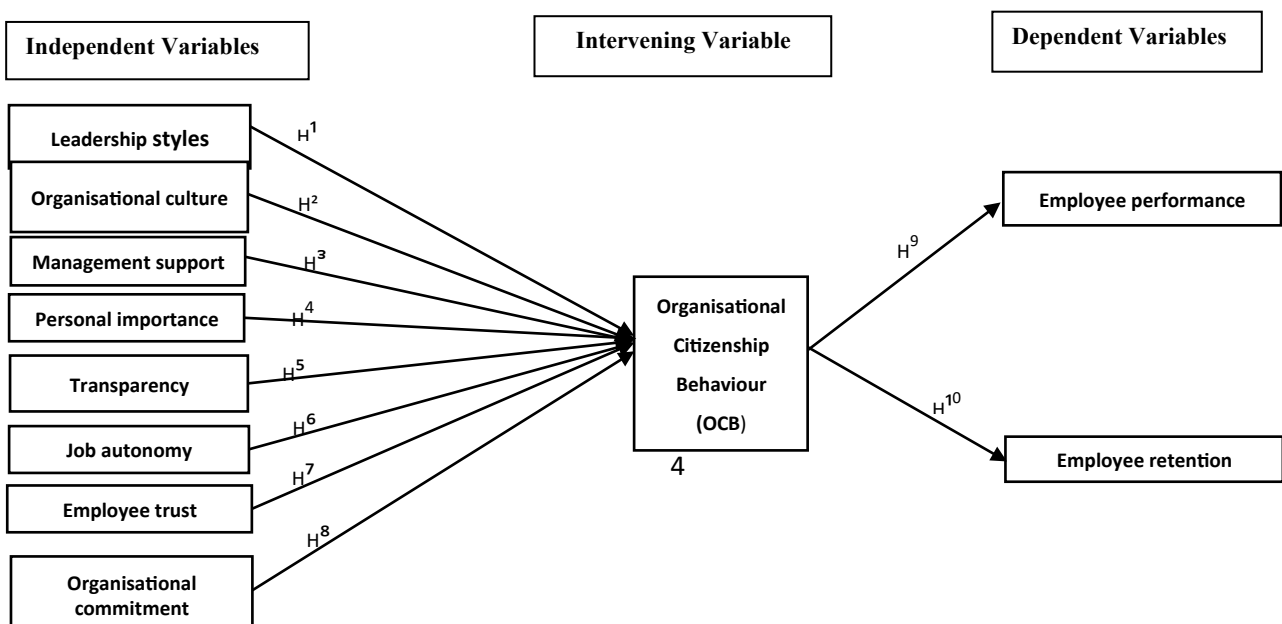
4. Hypothetical model and hypotheses of the study

In this study, a hypothetical model of OCB was constructed by exploring and analysing the secondary sources and the models by Jahangir, Akbar and Haq (2004), Demirel, Elhusadi and Alhasadi (2018) adapted and extended from Jahangir, *et al.* (2004) and the model from Khan, Ismail, Hussain and Alghazali (2020). The model of the study indicates that OCB is influenced by eight independent variables: leadership styles, organisational culture, management support, personal importance, transparency, job autonomy, employee trust and organisational commitment. The intervening variable is ‘organisational citizenship’, and the dependent variables are organisational performance and employee retention.

4.1 The Hypothetical Model of the Study

The hypothetical model of the study is illustrated below:

Figure 1: Hypothetical Model of The Study



4.2 Hypotheses of the Study

The following research hypotheses were developed on the basis of the hypothetical model for OCB of this study:

- H¹: There is a relationship between leadership style and OCB.
- H²: There is a relationship between organisational culture and OCB.
- H³: There is a relationship between management support and OCB.
- H⁴: There is a relationship between personal importance and OCB.
- H⁵: There is a relationship between transparency and OCB.
- H⁶: There is a relationship between job autonomy and OCB.
- H⁷: There is a relationship between employee trust and OCB.
- H⁸: There is a relationship between organisational commitment and OCB.
- H⁹: There is a relationship between OCB and employee performance.
- H¹⁰: There is a relationship between OCB and employee retention.

5. Literature review

This section will focus on the concept of OCB, its dimensions and its influence in the transportation sector.

5.1 Organisational Citizenship Behaviour (OCB)

Azmy (2021:152) describes OCB as a collection of additional assistance, direction and behaviour, performed by employees. Jena and Pradhan (2018:380) argue that OCB entails roles individuals play in organisations that contribute directly to organisational productivity and effectiveness. Thiagarajan, *et al.* (2017) concur that OCB can increase employee productivity, and company performance, and make companies better able to adapt to environmental changes. Romaiha, Maulud, Ismail, Jahya, Fahana and Harun (2019:126) refer to OCB as voluntary behaviours acted by employees, demonstrating nobility and capability of doing work that exceeds the minimum requirements in their job description. Along the same line, Thiagarajan, *et al.* (2017) define OCB as positive and constructive voluntary actions employees display, supporting other co-workers and overall benefiting the organisation. These are special discretionary behaviours (Alshaabani, *et al.*, 2021) and are often not monetarily rewarded. The benefits of OCB in organisations are indispensable and described as contextualised performance (Thiagarajan, *et al.*, 2017), which supports social and psychological work environments.

Therefore, for this study, OCB is defined as voluntary and discretionary behaviours, displayed by employees, that are not rewarded by remunerating systems but are necessary for the effective functioning of the organisation.

5.1.1 Dimensions of OCB

There are several dimensions of OCB, including, altruism, general compliance, conscientiousness, and loyalty, amongst others. According to Thiagarajan, *et al.* (2017) seven dimensions of OCB are common, and it is depicted in Table 1 below:

Table 1: Seven Common Dimensions of OCB

Seven Common Dimensions of OCB	
Helping behaviours	Voluntarily helping others.
Sportsmanship	Positively attitude individuals are not opposed when inconvenienced by others.
Organisational loyalty	Positively promoting one's organisation and staying committed to the organisation.
Organisational compliance	Obedience towards policies.
Individual initiative	Employees apply critical thinking to solve work-related challenges.
Civic Virtue	Employee's responsible and constructive participation
Self-development	Employee's self-development initiatives to increase job performance.

Source: Thiagarajan, *et al.* (2017)

This study adopted the seven dimensions of OCB, as suggested by Podsakoff, MacKenzie, Paine and Bachrach (2000). According to Podsakoff, *et al.* (2000), helping behaviours are voluntary behaviours of helping others or preventing the occurrence of work-related problems. Sportsmanship is a disposition of persons who not only do not complain when they are inconvenienced by others but also maintain a positive attitude even when things do not go their way. Organisational loyalty involves promoting the organisation to outsiders, protecting and defending it against external threats, and thus remaining committed to it even under adverse conditions. Organisational compliance is an employee's internalisation and acceptance of the organisation's rules, regulations and procedures fully, even when there are no observers. The individual initiative involves employees who engage in task-related behaviours at a level that is beyond what is expected from them and includes voluntary acts of creativity and innovation to improve performances. Civic virtue presents commitment to the organisation, by showing willingness to participate actively in its governance, monitoring external threats and looking out for the organisation's best interests, even at great personal cost. Self-development involves voluntary behaviours employees engage in to improve their knowledge, skills and abilities.

5.2 OCB in the transportation sector

OCB has been highly valued and viewed as critical in enhancing government organisations (Norasherin, Rohaida, Mozhdah, Siti Zaleha & Nor Aiza, 2016). Love and Kim (2019:260) believe that organisations must increase the productive behaviour of employees by promoting OCB, which will lead to the prevention of negative outcomes such as non-achievement of organisational goals and low performance. The transportation sector is a labour-intensive sector and requires employees who are always available to meet customer needs and preferences. Helpful behaviours exerted by employees set organisational norms and standards for positive workplace environments and are consciously or unconsciously role-played by all employees once they become an organisation's culture (Thiagarajan, *et al.*, 2017). Voluntarily helping customers and co-workers with positive attitudes and within the compliant frameworks of the organisation, are needed in the transport sector, as they will promote employee critical thinking and self-development, which will consequently, improve service delivery. Previous research on OCB in transportation companies of Port Harcourt, Nigeria, found that workers' extra-role behaviour measured in terms of self-development, individual initiative and enterprise compliance among workers in the road transport, is strongly dependent on the social intelligence of the supervisors and managers of the independent road transport companies (Eketu & Edeh, 2015). Puswiartika, Hinduan, Sulastiana, and Harding (2019:107) conducted a study on Customer-Oriented Organizational Citizenship Behaviour (CO-OCB) among the employees of a railway transportation service provider in Jakarta, Indonesia. Their findings revealed that employees exhibited more organisational compliance, followed by sportsmanship, helping behaviour, self-development, civic virtue, individual initiative, and organisational loyalty. Furthermore, the results proposed that CO-OCB on the employees is influenced by individual characteristic factors like working attitude, and contextual factors.

Against this backdrop, it is evident that OCB is important in the transportation sector, though there is limited research on the subject matter. It is envisaged that through OCB practices in the transportation sector of South Africa, an improvement in organisational effectiveness and efficiencies will be observed, and will consequently lead to retained customers, increased business prospects, and an increase in revenue growth, both for the rail and road sectors.

The South African rail agency is the largest operating division of the rail transportation sector of South Africa, specialising in heavy haul and general freight transportation with an extensive railway network across South Africa (Transnet, 2017:4). The rail network serves as infrastructure for both passenger and commodity train transportation. The railway connectivity is interconnected with the neighbouring Sub-Saharan railway lines of which the South African rail agency represents approximately 80% of the rail connections (Transnet, 2017:2) and is ranked top as a logistics performer amongst the Sub-Saharan countries, for this reason, the rail agency is considered as the logistics gateway of the continent (GAIN Group, 2020:9). The South African road agency is a state-owned entity (Rust, Sono, Van Dijk, Fourie & Smit, 2021:22) commissioned to provide effective and reliable road infrastructure for the promotion of sustainable functioning of the vastly connected road system

throughout South Africa. In this study, the focus of the investigation is on the South African transportation sector, which is comprised of intermodal connections of rail and road infrastructure, transporting goods and people.

6. Research methodology

Mohajan (2020:56) describes research methodology as the systematic procedure adopted by researchers to solve a research problem. According to Mohajan (2020) quantitative research is used to develop and employ models based on the form of mathematical models, theories, and hypotheses to obtain the desired result. For this reason, quantitative research methodology was adopted in this study to develop hypotheses to obtain the desired outcomes. Data was collected through closed-ended questionnaires.

6.1 Research design

Research designs are types of investigations, that provide specific direction for procedures in a research study (Creswell & Creswell, 2017:295). A suitable design for the study was explanatory, quantitative research since the main objective of this study was to determine the relationships between leadership styles, organisational culture, management support, personal importance, transparency, job autonomy, employee trust and organisational commitment as influencers of OCB, as well as employee performance and employee retention as outcomes of OCB.

6.2 Research paradigm

The study adopted a positivist approach. This approach was implemented to develop hypotheses to be tested and determine the causal relationships between the variables under investigation (Mohajan, 2020), by using methods founded on logical inferences (Park, Konge & Artino, 2020:692).

6.3 Population and Target Population

Ragab and Arisha (2018:11) maintain that a study population denotes the universe of units that share common attributes from which a sample is selected. For the purpose of this study, the population presents employees who are employed in two major SOEs in the transportation sector of South Africa. Due to a non-disclosure agreement agreed upon with the respective SOEs, disclosing the population will compromise this agreement. Capili (2021) refers to the target population as entire group of people who share a common condition or characteristic the researcher is interested in studying. The total target population of the study was taken from two major SOEs within the transport sector of South Africa. Participants were drawn from two major transport sector SOEs in five South African provinces, namely, Eastern Cape, Free State, Gauteng, Northern Cape, and Western Cape. These provinces host most of the major transport corridors of freight and general commodities globally, with internodal distribution hubs, that promote prospects of South Africa's sustainable economic growth.

6.4 Sampling

This study adopted a non-probability sampling, specifically convenient sampling technique. This technique was used to select a sample of respondents or participants because they meet certain criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate (Etikan, Musa & Alkassim, 2016:2). Participants were selected based on their availability and willingness to participate in the survey. A general rule for sampling is that the minimum sample size should have at least five times as many observations (items) as the number of variables to be analysed (Ahmad & Halim, 2017:31). Ahmad and Halim (2017) indicate that a minimum sample of 500 is required for models with a higher number of constructs. There were ten constructs (consisting of five to ten items per construct) that were measured in this study, as depicted in the hypothesised model (Figure1). Therefore, the study targeted 500 participants from two major SOEs in the transport sector. In this study, categories based on job roles of participants were used, namely, executive managers, senior level managers, junior level managers, first line managers, safety and compliance employees, security, administrative, and technical junior employees. These participants were drawn from the Eastern Cape, Free State, Gauteng, Northern Cape, and Western Cape provinces of South Africa.

6.5 Data Collection

Kabir (2016:202) refers to data collection as the process of gathering and measuring information on the variables of interest. Primary data in this study was collected of using electronic questionnaires and the distribution of hard copies. The questionnaires were distributed via a QuestionPro link that was emailed to the two major SOEs contact persons from the Eastern Cape, Free State, Gauteng, Northern Cape, and Western Cape provinces of the South African transport sector. The researcher emailed the survey link with relevant information to the contact person chosen by the HR Department for each province, who had the email addresses of respondents and forwarded the link to the potential respondents at each institution. The researcher took cognisance of the Protection of Personal Information Act of 2013 (POPIA) when data was collected from respondents. Therefore, no personally identifiable information was collected from the respondents. Secondary data was collected from academic journals, relevant published books and the relevant internet platforms.

6.6 Research Instrument

According to Taherdoost (2016:28), a questionnaire is one of the most widely used tools to collect data, especially in social science research and its main objective is to obtain relevant information in the most dependable and valid way possible. The measuring scale that was used in this study is an ordinal 7-point Likert scale (ranging from strongly agree [7] to strongly disagree [1] (Taherdoost, 2019:7). The questionnaire consisted of the following four sections, namely, sections A, B, C and D. Section A consisted of 58 items on a seven-point ordinal Likert-type scale, which was used to analyse the effect of the independent variables (leadership style, organisational culture, management support, personal importance, transparency, job autonomy, employee trust, and organisational commitment) on OCB practices. Section B consisted of 21 items on a seven-point ordinal Likert-type scale. The views of the respondents regarding OCB were analysed. Section C consisted of 14 items on

a 7-point ordinal Likert-type scale, which was used to analyse the views of managers and employees regarding the impact of OCB on the outcomes, namely, employee performance and employee retention in South Africa's major SOEs in transportation sector. Section D consisted of questions soliciting information regarding the demographic data of the participants, including the gender, age, tenure and job title of each participant, using a nominal scale.

6.7 Pilot study

Fraser, Fahlman, Arscott and Guillot (2018:261) describe a pilot study as a study taken in advance of a future wider research study. Ensuring that high-quality outcomes are obtained from this study, a pilot study was conducted by distributing a structured questionnaire to 20 participants from two major SOEs in the South African transport sector. The 20 participants were not part of the empirical study and were identified through the sample frame that was obtained from two major SOEs in the South African transport sector's Human Resources departments.

6.8 Data Analysis

Alem (2020:2) defines data analysis as the changing of the collected raw data into meaningful facts and ideas to be understood either quantitatively or qualitatively. The data analysis procedure for this study entailed data validation and a coding system was used to record the collected data on a Microsoft Excel spreadsheet. The STATISTICA computer programme 14.0 was used to draw statistical analyses from the collected data. The statistical techniques used for this study include descriptive statistics and inferential statistics, such as exploratory factor analysis, Pearson's correlation analysis and multiple regression analysis. Descriptive statistics (mean and standard deviation) were used as descriptive characteristics of a sample and were generalised to the entire population (Sulistiyani, 2019). In addition, inferential statistics were used in this study to allow the researcher to test the hypothesised relationships, as evidenced in the data, and to draw conclusions based on statistical evidence (Doucette, 2017:54). Exploratory factor analysis (EFA) was used in this study to discover the principal variables, thus building a theory or model through a set of hidden dimensions, via a set of indicators. Zeynivandnezhad, Rashed and Kanooni (2019:61) concur with this approach. Pearson's correlation analysis was conducted to compare the extent of association between the independent variables and OCB, as well as the degree of correlation between OCB and the dependent variables. Multiple regression analysis was conducted to examine the relationship between the independent variables and the dependent variables, as well as the intervening variable.

6.9 Reliability and validity of the measuring instrument

Reliability refers to the stability or consistency of a measuring instrument (Greener & Martelli, 2018). In this study, internal consistency was tested by calculating the Cronbach's alpha coefficient of the measuring instrument to demonstrate the reliability of the measures. Sürücü and Maşlakçı (2020:2696) refer to validity as the extent to which a measuring instrument measures the behaviour or the quality it is intended to measure; in

other words, how accurately the measuring instrument measures variables. The validity of the study constructs was tested using exploratory factor analysis to determine the extent to which a group of variables represented the constructs that were measured (Souza, Alexandre & Guirardello, 2017:653). Sürücü and Maşlakçı, (2020:2697) maintain that content validity is a qualitative form of validity which evaluates whether the expressions contained in the measuring instrument represent the phenomenon intended to be measured. Construct validity is concerned with the degree to which the instrument measures the concept, behaviour, idea or quality. The ability to distinguish between participants with and without the behaviour or quality to be measured is determined. Face validity is a subjective decision based on the researcher's feelings, thoughts and intuition about the functioning of the measuring instrument (Sürücü & Maşlakçı, 2020:2697). In this study, content validity for the measuring instrument was validated by experts in the fields of organisational behaviour and change management. Construct validity was ensured through the questionnaire design by making use of valid and reliable items sourced from previous research on this topic. Face validity was done by providing clear and direct questions related to the topic (Taherdoost, 2021:28). To eliminate researcher bias, data was collected through structured questionnaires, which were administered to two major SOEs in the South African transport sector employees and the findings were compared and confirmed.

7. Findings on the hypothesised relationships

7.1 Employees and management views of organisational citizenship behaviour (OCB): Two constructs perspective

Table 2 below reveals that the respondents viewed organisational citizenship behaviour as a two-dimensional construct. All three items (OCB1, OCB2, OCB3) which were expected to measure 'altruism' and all three items (OCB16, OCB17, OCB18) that were meant to measure 'courtesy' as well as all three (OCB19, OCB 20, OCB21) items that were meant to measure 'self -development' loaded on factor one (1) and are termed 'OCB related to Selflessness' (OCB-S). Table 2 further shows that two (OCB4, OCB6) of the three items that are expected to measure 'sportsmanship' and one (OCB10) of the three items that are expected to measure 'individual initiative' also loaded on factor (one). This implies that respondents perceived this kind of OCB as OCB related to humanity with strong dimensions, namely, altruism, courtesy, self -development and sportsmanship and thus, this OCB can be related to selflessness.

Table 2 below indicates that all four (OCB12, OCB13, OCB14, OCB15) of the 21 items expected to measure 'civic virtue'' and all three (OCB7, OCB8, OCB9) items of the 21 items expected to measure 'loyalty' loaded as one factor on factor two (2) and attempt OCB related to Reliability' (OCB-R). This implies that the respondents perceived this OCB as related to reliability with strong dimensions, namely, loyalty and civic virtue. One item (OCB5) cross loaded, and it was consequently deleted from the study.

Table 2: Factor loadings: Intervening variable: organisational citizenship behaviour

Items	Factor 1	Factor 2
	OCB-S	OCB-R
OCB1	0.767315	0.087346
OCB10	0.527840	0.283779
OCB12	0.383671	0.593824
OCB13	0.075029	0.779038
OCB14	0.118939	0.752714
OCB15	0.166255	0.643467
OCB16	0.637414	0.294758
OCB17	0.681943	0.352294
OCB18	0.591100	0.099014
OCB19	0.540732	0.144246
OCB2	0.775499	0.093968
OCB20	0.575206	0.263022
OCB21	0.491408	0.291015
OCB3	0.636901	0.282324
OCB4	0.630662	0.144171
OCB5	0.453969	0.408236
OCB6	0.672862	0.056234
OCB7	0.210793	0.526171
OCB8	0.240083	0.545589
OCB9	0.186692	0.498814
Expl.Var	5.348018	3.526269
Prp.Totl	0.267401	0.176313

7.1.1 Findings on the first set of hypotheses

H^{1.1}: *There is a relationship between authoritative leadership style and Organisational citizenship behaviour related to selflessness.*

Authoritative leadership style was found to be not significantly related to organisational citizenship behaviour related to selflessness and had a correlation coefficient of 0.145. Therefore, H^{1.1} was rejected. The alternative hypothesis was accepted.

H^{2.1}: *There is a relationship between organisational culture and organisational citizenship behaviour related to selflessness.*

Organisational culture was found to be not significantly related to organisational citizenship behaviour related to selflessness and had a t value of (t = -0.094). Therefore, H^{2.1} is rejected. The alternative hypothesis was accepted.

H^{3.1}: *There is a relationship between management support and organisational citizenship behaviour related to selflessness.*

Management support was found to be not significantly related to organisational citizenship behaviour related to selflessness. Therefore, H^{3.1} was rejected. The alternative hypothesis was accepted.

H^{4.1}: *There is a relationship between personal importance and organisational citizenship behaviour related to selflessness.*

A statistically significant positive relationship between the personal importance and organisational citizenship behaviour related to selflessness exist and had a correlation coefficient of 0.272 and a t value of (t = 3.835). Therefore H^{4.1} was accepted.

H^{5.1}: *There is a relationship between transparency and organisational citizenship behaviour related to selflessness.*

Transparency was found to be not significantly related to organisational citizenship behaviour related to selflessness and had a t value of (t = -0.333). Therefore, H^{5.1} was rejected. The alternative hypothesis was accepted.

H^{6.1}: *There is a relationship between job autonomy and organisational citizenship behaviour related to selflessness.*

Job autonomy was found to be not significantly related to organisational citizenship behaviour related to selflessness. Therefore, H^{6.1} was rejected. The alternative hypothesis was accepted.

H^{7.1}: *There is a relationship between employee trust and organisational citizenship behaviour related to selflessness.*

A statistically significant positive relationship between employee trust and organisational citizenship behaviour related to selflessness exists and has a correlation coefficient of 0.305. Therefore, H^{7.1} was accepted.

H^{8.1}: *There is a relationship between organisational commitment and organisational citizenship behaviour related to selflessness.*

A statistically significant positive relationship between organisational commitment and organisational citizenship behaviour related to selflessness exists and has a correlation coefficient of 0.305. Therefore, H^{8.1} was accepted.

H^{9.1}: *There is a relationship between organisational citizenship behaviour related to selflessness and employee performance.*

A statistically significant positive relationship between organisational citizenship behaviour related to selflessness and employee performance exists and has a correlation coefficient of 0.425 and a t value of (t = 7.951). Therefore, H^{9.1} was accepted.

H^{10.1}: *There is a relationship between organisational citizenship behaviour related to selflessness and employee retention.*

A statistically significant positive relationship between organisational citizenship behaviour related to selflessness and employee retention had a correlation coefficient of 0.463 and a t value of (t = 9.131). Therefore, *H^{10.1}* was accepted.

7.1.2 Findings on the second set of hypotheses

H^{1.1}: *There is a relationship between authoritative leadership style and Organisational citizenship behaviour related to reliability.*

Authoritative leadership style was found to be not significantly related to organisational citizenship behaviour related to reliability and had a correlation coefficient of 0.107. Therefore, *H^{1.1}* was rejected. The alternative hypothesis was accepted.

H^{2.1}: *There is a relationship between organisational culture and organisational citizenship behaviour related to reliability.*

Organisational culture was found to be not significantly related to organisational citizenship behaviour related to reliability. And had a correlation coefficient of 0.140. Therefore, *H^{2.1}* was rejected. The alternative hypothesis was accepted.

H^{3.1}: *There is a relationship between management support and organisational citizenship behaviour related to reliability.*

Management support was found to be not significantly related to organisational citizenship behaviour related to reliability. Therefore, *H^{3.1}* was rejected. The alternative hypothesis was accepted.

H^{4.1}: *There is a relationship between personal importance and organisational citizenship behaviour related to reliability.*

Personal importance was found to be significantly related to organisational citizenship behaviour related to reliability. Therefore, *H^{4.1}* was rejected. The alternative hypothesis was accepted.

H^{5.1}: *There is a relationship between transparency and organisational citizenship behaviour related to reliability.*

A statistically significant positive relationship between transparency and organisational citizenship behaviour related to reliability exist and had a correlation coefficient of 0.395 and a t value of (t = 3.140). Therefore, *H^{5.1}* was accepted.

H^{6.1}: *There is a relationship between job autonomy and organisational citizenship behaviour related to reliability.*

A statistically significant negative relationship between job autonomy and organisational citizenship behaviour

related to reliability exist and had a t value of ($t = -3.431$). Therefore, $H^{6.1}$ was accepted.

$H^{7.1}$: There is a relationship between employee trust and organisational citizenship behaviour related to reliability.

A statistically significant positive relationship between employee trust and organisational citizenship behaviour related to reliability exist and had a correlation coefficient of 0.420 and a t value of ($t = 2.562$). Therefore, $H^{7.1}$ was accepted.

$H^{8.1}$: There is a relationship between organisational commitment and organisational citizenship behaviour related to reliability.

A statistically significant positive relationship between organisational commitment and organisational citizenship behaviour related to reliability exist and had a correlation coefficient of 0.580 and a t value of ($t = 8.732$). Therefore, $H^{8.1}$ was accepted.

$H^{9.1}$: There is a relationship between organisational citizenship behaviour related to reliability and employee performance.

A statistically significant positive relationship between organisational citizenship behaviour related to reliability and employee performance exists, with a t value of ($t = 3.068$). Therefore, $H^{9.1}$ was accepted.

$H^{10.1}$: There is a relationship between organisational citizenship behaviour related to reliability and employee retention.

A statistically significant positive relationship between employee retention and organisational citizenship behaviour related to reliability exists, with a correlation coefficient of 0.619 and a t value of ($t = 14.012$). Therefore, $H^{10.1}$ was accepted.

8. Discussion of findings

8.1 Organisational Citizenship Behaviour

The results showed that OCB, which was tested as a seven-dimensional construct, namely, altruism, sportsmanship, loyalty, individual initiative, civic virtue, courtesy, and self-development, was perceived by respondents as two constructs. The first OCB construct, comprised of four dimensions, namely, altruism, sportsmanship, individual initiative, courtesy and self-development, and was therefore termed OCB-selflessness (OCB-S). It is, thus, evident that employees who show OCB-selflessness behaviours are those who are willing to voluntarily help their colleagues perform their jobs better, assist them finishing up their work even past the official working hours, and help them with difficult work duties. Thiagarajan, *et al.* (2017) argue that these dimensions of OCB are socially and psychologically inclusive aspects of organisational dynamics. Similarly, Katz and Kahn (1966) noticed vast improvements in work performance from employees who put more effort than others in doing work, such as helping other colleagues with work, protecting organisational interests, giving

advice, and promoting the organisation. These findings are consistent with a study by Ngxukumeshe (2016) who found that OCB, which was tested as a five-dimensional construct (conscientiousness, civic virtue, sportsmanship, altruism and courtesy), was perceived by respondents as two constructs, and was termed OCB related to compassion and OCB related to civic non-obligatory acts. OCB related to compassion comprised of two dimensions, namely sportsmanship and altruism, and OCB related to civic non-obligatory acts comprised of conscientiousness and civic virtues. OCB related to compassion relates to employees who do not complain about minor setbacks. Similarly, employees who engage in OCB related to civic non-obligatory acts are activity plural and constructively engaging in organisational activities and are going well beyond the minimal required role and task requirements (Ngxukumeshe, 2016:294).

The second OCB construct comprised loyalty, civic virtue and individual initiative, and was termed OCB-reliability (OCB-R). Employees who engage in OCB-R feel comfortable walking outside the organisation in their uniforms, they are willing to work for their company past their retirement period and defend the organisation to those who speak ill about it. In addition, these employees are willing to organise office celebrations, attend social functions that are not required but could enhance the organisation's image and participate in extra-mural activities of the organisation. Chernyak-Hai and Tziner (2021:37) argue that organisations take on a new form of cultural stand in belonging and acceptance when OCB is entrenched, thus, employees portray loyalty, civic virtues and individual initiatives more frequently. These behaviours reflect employees' recognition of being part of and acceptance of an organisation which entails being citizens of the organisation (Tambe & Shanker, 2014:70).

8.2 The influence of OCB on employee performance

The study showed that the seven items expected to measure employee performance were loaded on factor one. Moreover, the study results revealed that there is a significant positive relationship between employee performance and both OCB-S and OCB-R. The results therefore revealed that employees in the transport sector engage in initiating work and start new tasks when old tasks are completed; they keep their job-related knowledge and work skills up to date, to carry out their work more effectively. This means that when employees initiate and start new tasks without being instructed to do so, they enable their departments to be at the forefront of developments and create opportunities to increase output capacity, thus increasing customer satisfaction. These findings are supported by Oktavial, Ali and Kadarningsih (2020:130) who found that the higher the OCB of employees, the performance of employees increases. In addition, training influences employees' performance through OCB. This means that OCB to mediate training in improving employee performance. Furthermore, the results showed that employees continuously seek out new challenges in their work and they come up with creative solutions for new problems. Fitrio, Budiyanto and Agustedi (2020) found that OCB fully mediates the influence of organisational commitment to employee performance. This means that if OCB is improved, it will lead to employee performance. According to Das (2020:1) increased job-related performance affects employees' effectiveness and efficiency. Therefore, encouraging OCB actions that bring about employee performance is critical. Employees who engage in seeking out new challenges and creating solutions are drivers of work

performance (Atatsi, Stoffers & Kil, 2019:2).

8.3 The influence of OCB on employee retention

The results revealed that there is a significant positive relationship between employee retention and OCB-S and OCB-R. Furthermore, the results showed that employees in the major SOEs of South Africa have great working relationships with their colleagues, and they are granted open communication and freedom to assist colleagues while working. Moreover, these employees' suggestions and concerns are considered by their managers, therefore, they see a future for themselves within their organisations. Don-Solomon and Kolo (2022:121) concur with this study's findings and found that employee retention strategies, fringe benefits and pay, are positively and significantly related to OCB. Similarly, Olendo and Muindi's (2017:322) study found that attractive employee retention practices are linked to OCB. In addition, organisational policies and practices are deemed highly important to ensure employee retention (Olendo & Muindi, 2017:323).

8.4 The influence of independent variables on organisational citizenship behaviour (OCB)

8.4.1 Leadership Styles

The results of this study revealed that there is no significant relationship between authoritarian leadership style and OCB-S as well as OCB-R. Autocratic leadership, which is also known as authoritarian leadership, is a type of leadership that makes all the decisions without considering their subordinates' suggestions (Gandolfi & Stone, 2017:25; Eltarhuni, Alhudiri, Almanfi & Elbakosh, 2020:1642). Since the employees within the SOEs in the transport sector perceive that their managers are authoritarian leaders, the level of trust that the employees have in their managers is low. Employees do not trust management to make decisions on their behalf and they do not trust that the managers have their best interest in mind. These findings coincide with the findings from Zhan and Xie (2017:147) who empirically found that authoritarian leadership increases employee role conflict and overload, which ultimately decreases OCB. According to Malik, Saleem and Naeem (2016:402), the authoritarian leadership style inhibits subordinates from actively involving themselves in OCB, while, Latif, Baghoor and Rasool (2021:335) found that employees harbour negative feelings of anger and fear that are being caused by authoritarian leaders. On the other hand, Jdetawy (2018) suggests that authoritarian leadership is appropriate in settings with a constant stream of new employees.

8.4.2 Organisational culture

The results of this study revealed that organisational culture is not significantly related to OCB-S and OCB-R. These results are in line with research conducted by Suwibawa, Agung and Sapta (2018:20997) who found no relationship between organisational culture and OCB. In contrast, Putri, Nimran, Rahardjo and Wilopo (2021:461) found that organisational culture positively and significantly affects employee engagement and OCB. Thus, the more conducive the culture in an organisation, the higher the level of employee engagement. Furthermore, Khatri, Shrimali and Arora (2022:2895) found that an organisational culture that focuses on security and wellbeing, group arrangements, meticulousness and great correspondence, will improve employee relationships, therefore, OCB will be encouraged.

8.4.3 Management support

The results of this study showed that management support is not significantly related to OCB-S and OCB-R. These findings are inconsistent with previous research that found positive and significant relationships between management support and OCB. For instance, Arshad, Adid, Contreras, Elahi and Athar (2021:438) found that when managers support employees, employees will respond in multiplication by demonstrating organisational commitment and OCB. Employee commitment is, therefore, increased by management support, and in response thereof, OCB is increased. Similarly, Ansori and Wulansari (2021:71) found that management support is an enabler of OCB. The support that managers provide during challenging times, for example, results in subordinates' sense of security and trust, which leads to commitment and performance (Khalid, 2020:2).

Furthermore, employees in the SOE transport sector of South Africa somewhat agreed that management is supportive, provides opportunities to improve on their skills, and cares about their opinions, security and well-being, however, these actions from management do not contribute to OCB. According to Long, Huong and Viet-Anh (2022:11), support from direct supervisors encourages employees to go the extra-mile beyond their daily tasks. Chernyak-Hai and Tziner (2021:44) found that high levels of negative attributions of supervisors' decisions predict lesser engagement in OCB. Therefore, supervisors and managers must ensure that employees have confidence that they have the support that is required to engage in OCB.

8.4.4 Personal importance

The results of this study showed that there is a significant positive relationship between personal importance and OCB-S, however, personal importance and OCB-R are not significantly related. The findings of this study are aligned with Arthaud-Day, Rode and Turnley (2012:8) who found that benevolence, which predicts OCB directed towards groups (OCB-O), conformity which predicts OCB directed towards individuals (OCB-I), and achievement and self-enhancement predict both citizenship behaviours directed towards OCB-I and OCB-O. Furthermore, de Andrade, Costa, Estivalet and Lengler (2017:242) found that intrinsic (self-determination, stimulation and realisation) and extrinsic (security and conformity) values of work have a significant impact on OCB. The results of this study further showed that for employees to engage in OCBs, it is important for them to be recognised for the good conduct and work contributed. In addition, they need to be considered in confidential work matters, be treated with respect and be part of the decision-making process of their departments.

8.4.5 Transparency

The results of this study showed that transparency is not significantly related to OCB-S, however, there is a significant positive relationship between transparency and OCB-R. The results of the relationship between transparency and OCB-R are consistent with the results of Mazumder and Barman (2018:190), who found that OCBs are encouraged in organisations through the introduction of fair and transparent policies and procedures. Bamberger and Belogolovsky (2017:658) found an adverse effect of transparency relating to pay transparency, particularly relating to envy. The application of transparency in organisations must be conducted with the greatest

degree of integrity, especially when sensitive information is shared.

8.4.6 Job autonomy

The results of this study showed that job autonomy is not significantly related to OCB-S and that a negative relationship exists between job autonomy and OCB-R. The results of this study contrast with Zampetakis and Lanivich's (2023:17) findings, who found that when employees experience higher levels of job autonomy, pride, and resource-induced coping heuristic tendencies, they are likely to engage more with change orientated-OCB (OCB-CH). In addition, Muldoon, Kisamore, Liguori, Jawahar and Bendickson (2017:475) found that individuals who have high autonomy and/or highly meaningful jobs are likely to engage in OCBs. This means that job autonomy stimulates individuals to want to engage in OCBs. Muecke, Linderman-Hill and Greenwald (2020:18) found that job autonomy has a unique relationship with felt responsibility and cognitive demands, this in turn is related to work engagement. It can be concluded that employee performance is therefore increased when employees experience high levels of job autonomy.

Furthermore, the results showed that employees at the major SOEs in the transport sector are not allowed autonomy in their jobs. This needs to be addressed by management to foster creativity and innovation that would lead to job satisfaction.

8.4.7 Employee trust

The results of this study showed that there is a significant positive relationship between employee trust and both OCB-S and OCB-R. This result is in line with Lay, Basana and Panjaitan (2020:2) who found that employee trust results in OCB when organisational managers instil positive trust relations amongst groups. Therefore, when employees perceive that managers trust them and that there is fair treatment and commitment from the organisation, they display OCB.

Similarly, Dai, Tang, Chen and Hou (2022:9) found that organisational trust promotes OCB in employees, helps deepen individual's understanding and perceptions of organisational scenarios, and allow them to gain more psychological safety and organisational support at work. Furthermore, evidence exists that shows that perceived employee trust produces confidence, loyalty, team cohesion, integrity, dependability, and improved job performance (Al-Adresi & Darum, 2017:2; Yildiz, 2019:3; Dhiman & Sharma, 2021: 226). Dai, *et al.* (2022:1) affirm that emotional trust positively promotes OCB, while cognitive trust does not affect OCB. Cognitive trust is primarily the confidence employees have in their leader's technical ability to do the job. Therefore, Dai, *et al.* (2022:1), acknowledge the uncertainty of how server organisational trust impacts employees' OCB through mediating mechanisms.

This study revealed that employees do not trust management's decisions made on their behalf, and they do not trust that management has their best interest at heart.

8.4.8 Organisational commitment

The results of this study showed that there is a significant positive relationship between organisational commitment and OCB-S and OCB-R. The result is supported by Grego-Planer (2019:13) who found that organisational commitment has a positive and significant effect on OCB; while Fitrio, Apriansyah, Utami and Yaspita (2019:1300) found that organisational commitment has a positive mediating effect between job satisfaction and OCB. According to Susita, Sudiarditha, Purwana, Wolor and Merdyantie (2020:2455), organisational commitment positively and significantly mediates organisational culture and communication skills, which in turn, influences OCB. Therefore, strategies to enhance employee commitment is necessary to increase OCB. Accordingly, Astuti and Ingsih (2019:253) found that high organisational commitment creates employee OCB. Thus, management must encourage each employee to be committed by empowering them with skills that benefit them and the organisation.

Novianti (2021:342) found that affective commitment has a significant effect on OCB, however, continuance commitment and normative commitment were not significant. Motaung and Radebe (2018:109) found a positive relationship between affective commitment and normative commitment and OCB, but no predictive relationship was observed between continuance commitment and OCB. The findings of this study do not support the notion that organisational commitment does not affect OCB when employees are committed to the organisation, their willingness to display OCB becomes apparent.

9. Managerial implications

The significance of OCB in the transport sector is pivotal for its sustainability and needs to be explored. Essentially, public sector organs are expected to deliver targeted excellent services to the public, thus, OCB practices in the public sector are to be encouraged to increase performance. SOEs in the transportation sector in South Africa should empower employees to be innovative in their thinking when conducting their daily tasks and allow employees the freedom to make personal goals about their work, which will increase goal setting, increase target achievement, and assist employees to feel that their efforts are valued. Policy developers in SOEs should incorporate retention strategies such as acknowledgement of participation, open communication, and contributory acknowledgement, to retain employees. Management should ensure that employees engage in constructive participation and meaningful job responsibilities, which will encourage them to feel free to participate in the achievement of organisational goals. When the management models a culture of inclusiveness without prejudice in the organisation, employees feel part of the organisation and will be willing to exhibit OCBs. Management must understand the value system of employees which influences and triggers OCB, to improve the leader-member exchange relationships. A culture of transparency amongst employees in the organisation must be created. For example, managers' intentions and actions must be open and honest, without any ambiguity. OCB lowers employee turnover, and absenteeism and increases productivity and customer satisfaction. Hence, OCB should be encouraged at all organisational levels.

10. Conclusion

These findings serve as an entry point for examining OCB in the transportation sector of South African state-owned enterprises. OCB is an essential factor that can contribute to the survival of an organisation. However, ignoring OCB in organisations can result in a low perception of organisational support, conflict between employees and managers, characterized by employee anxiety, and boss-subordinate interactions that are less harmonious. The findings of the study will make a significant contribution to the body of knowledge as more literature, mainly, on organisational behaviour and HRM, will be available. Moreover, the findings of this study provide an opportunity for Human Resources practitioners to develop policies and strategies to combat hostility in the workplace and take the initiative in conducting workshops for developing organisational human capital with acceptable levels of knowledge, skills and good values. This will further stimulate service delivery and organisational performance through employee exhibition of OCB in the transportation sector globally.

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