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Social Capital Moderating Roles towards Relationship of Motives, Personality and Organizational Citizenship Behavior: Cases in Indonesian Banking Industry

D.Wahyu Ariani*

The goal of this research is to test social capital as the moderating variables of the relationship model between core self-evaluation personality, motives and organizational citizenship behavior. The research integrates the use of attribution, social exchange, core self evaluation theories, and two raters of organizational citizenship behavior. A survey is conducted by using questionnaires from the previous research. The questionnaires were sent to 128 branches of the bank industry located in 16 major cities in Java. The samples consisted of 636 tellers and 129 head tellers. Validity and reliability tests were used to evaluate the questionnaire contents. The Structural Equation Modeling (SEM) was employed to test the relationship among the variables. The results proved that social capital moderates the relational model between core self-evaluation personality, organizational concern motives, pro-social values motives, impression management motives and organizational citizenship behavior. The results also show that self-rating and supervisor-rating differ significantly from respect to organizational citizenship behavior. Both are valid and have an equal effect on the organizational citizenship behavior. A thorough discussion on the relationship among the variables as well as on self and supervisor-rating is presented in this paper.

Keywords: *organizational citizenship behavior, organizational concern motives, pro-social values motives, impression management motives, core self-evaluation personality, social capital*

Introduction

The research employs variables that influence individual behavior, such as personal or dispositional variables based on the personality and attribution theory and situational variables based on social exchange theory. In terms of social exchange

theory, positive working experience has impacts on the organizational citizenship behavior (OCB), although researchers in the field failed to show the existence of employees' rotation (Bowler and Brass, 2006). Strong friendship gives reciprocal effect and social exchange, and also drives organizational citizenship behavior. OCB

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is actually influenced by interdependent situation that the work setting becomes strong determinant and this influences the OCB in addition to the existence of personal characteristics such as personality (Comeau and Griffith, 2005).

This study integrates three theories that ground the antecedent of employees' organizational citizenship behavior assuming that, in general, individual behavior is driven by personal factors, such as personality and motives, and situational factors, such as relationship with others, trust and the existence of shared values. The combination of the two factors based on the three theories is an accordance with Mitchell and James (2001) who stated that building a better theory needs to integrate theory, design and analysis, so that falsification can be correctly carried out, both theoretically and methodologically.

Further, the explanations on dispositional and situational factors are not mutually exclusive (Gerhart, 2005). There are methods in relating one with the other (Cohrs, et al. 2006). The first is the influence of dispositional and situational factors to behavior both directly and simultaneously. Next factor is the spurious correlation between situational factor and behavior due to the dispositional factor. The third is the influence of dispositional factor towards behavior moderated by situational factor. Individual commits OCB when they know and trust each other, as well as sharing the same values. The influence of dispositional factors on behavior is moderated by situational factors. Besides, individual behaves because of certain drives or motives and he has a personality that supports the behavior.

Besides, judgments from different parties give different evaluation perspectives and provide valuable information that increases the validity of individual performance rating (Van der Heijden and Nijhof, 2004). Self and other ratings in the OCB

give significant influence towards motives of carrying out the behavior in question (Finkelstein and Penner, 2004; Penner et al., 2005). Supervisor-rating was employed to minimize problems related to the bias resulted from using the self-rating by self reporting in judging a variable (Organ and Ryan, 1995).

The main objective of the research was to test the influence of social capital moderation towards the model of relations between core-self evaluation and three motives of organizational citizenship behavior application. The research was carried out by employing two raters in evaluating employees' OCBs. The theoretical and empirical results stated that individual performance had two dimensions, role-based performance or task performance and non role-based performance or OCB (Borman and Motowidlo, 1993). OCB is often considered as supporting factor in social and psychological environment in achieving task performance (Organ, 1997; Bergeron, 2005). Many moderating variables such as organizational, situational, and individual help to understand the relations of OCB antecedents with the behavior in question.

Literature Review

Organizational citizenship behavior

OCB is a unique aspect in individual's activities in a workplace. However, the activities are not formally required in work, independent, and not stated explicitly in the formal work procedures and in the waging system. Because of its independence, control decreases behaviors that do not belong to the roles (Niehoff and Moorman, 1993). Appreciation given to those considered as good citizens is hard to give since there is no clear standard. However, individual bonding on these voluntary activities is essential for organizational effectiveness

and performance (Borman and Motowidlo, 1997; Motowidlo and Van Scotter, 1994; Van Scooter, 2000; Motowidlo, et al. 1997).

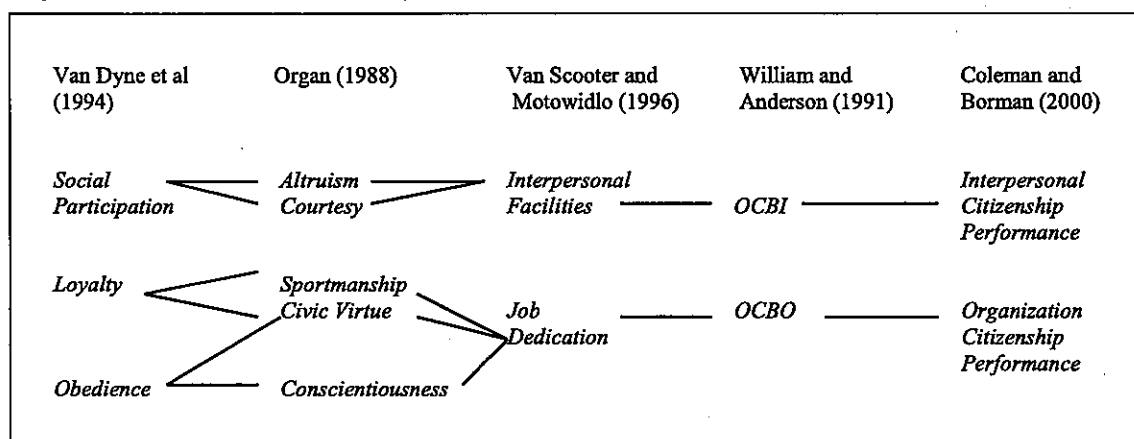
Dennis W. Organ developed the term of OCB as stated by Bateman and Organ (1983) and Smith et al. (1983). Their understanding was based on Chester I. Barnard's concept concerning the term willingness to cooperate and Katz's concept which differentiated performance based on spontaneous and innovative roles and behaviors (Podsakoff et al., 2000). For more than 20 years, researches on OCB have developed rapidly. Some problematical issues are still found (Motowidlo, 2000; LePine et al. 2002), such as antecedence and consequences, definition and dimensions of the behavior. OCB dimensions are indeed not a robust construct and an essential requirement. OCB multidimensionality has the same antecedent and consequences. On the other hand, as a multidimensional construct, each behavior dimension has its own antecedent and consequences. Williams and Anderson (1991) classified OCB dimensions into two big categories. The first is OCB in organizational level (OCBO), which covers behaviors that are generally beneficial for the organization, such as obedience to rules and regulations. The other is OCB in

individual level (OCBI) that covers behaviors, which are directly beneficial for individuals and indirectly for the organization, such as altruism. The research by Farh, et al. (2004), for example, showed that the choice of dimensions is influenced by organizational culture.

Many researches employ some dimensions which are considered relevant for the situation in their organizations (see for examples: Lam et al. 1999; Chen et al. 1998; Smith et al. 1983; Podsakoff et al. 1994; Latham et al. 1997; Organ and Lingl, 1995; Farh et al. 1992; and many more). Other researchers, on the other hand, chose to employ one OCB construct without categorizing the dimensions (see for example Penner et al. 1997; Bolino, 1999; Motowidlo, 2000; Borman et al., 2001; Hunt, 2002). LePine et al. (2002), in accordance with some other researchers, also stated that there was an overlap in OCB dimensions. The OCB dimensionality is illustrated in the following Figure 1.

Figure 1 shows two big dimensions in OCB: the individual and organizational levels. Each level is divided into some other dimensions, however, they cannot be regarded as lower order constructs of the two levels. The more behaviors are considered as organizational OCB, the

Figure 1. OCB dimensionality



Source: LePine et al. (2002) Van Dyne et al. (1994) Organ (1988) Van Scooter and Motowidlo (1996); William and Anderson (1991), modified

more dimensions are employed. This is the reason why some researchers only employ few OCB dimensions that represent the two levels. Based on theoretical and empirical OCB reviews, Podsakoff et al. (2000) concluded that OCB results from positive working behaviors, task characteristics and leadership behaviors.

On top of OCB dimensionality, another debate took place on who evaluates the behavior, oneself or others. According to Van der Heijden and Nijhof (2004), self-rating was correct because individuals see themselves as proper. In the case of OCB, there are some reasons why self-rating results is higher than rating done by others (Allen et al., 2000; Khalid and Ali, 2005). First, the behavior is only known by oneself while others do not notice or understand. Second, the behavior is not required so it is not widely known, such as task performance, so that other people in the organization do not realize this. Third is the absence of general standard of "abnormal" behavior or organizational citizenship behavior. Fourth is each individual develops personal understanding and explanation concerning the performance such as OCB. OCB is not widely known or realized as task performance, so that ratings by colleagues and supervisors are usually low. As a consequence, in researches, self-rating is not unusual as the behavior is only recognized by oneself. The border between role-based and non role-based behaviors becomes biased or insignificant. Therefore, employees, colleagues and supervisors from various working fields define the role-based and non role-based behaviors consistently different from time to time (Morrison, 1994). The basic question in the research is whether there is a difference between self and supervisor-ratings in testing the relation model between motives and personality with organizational citizenship behavior moderated by social capital.

Motives of conducting OCB

Based on Katz and Kahn's concept (1966) on internal values and self concept, as well as attribution theory, we found that OCB is driven by motives to conduct such behavior. The functional approach is commonly employed in researching volunteerism to find out the reasons of volunteer's behavior. In accordance with the functional approach in motivating individuals to conduct OCB for certain reasons and objectives, plan and targets that grounds and organizes the psychological phenomenon, that individual and social functions are served by thoughts, feelings, and actions of the individuals (Clary et al., 1998). With such functional approach, OCB increases mainly as a result of affective and cognitive factors of working attitudes in general (Penner et al., 1997).

According to the functional approach, there are two motives of individual involvements in OCB, which are organizational concern motives and pro social values motives. The two are considered as altruistic motives. Altruistic motives drive a person to conduct a behavior which is not in the system of formal appreciation and formal working procedures of all time. Meanwhile, Eastman (1994) stated that there were two big groups of motives in conducting OCB, altruistic motives or other oriented motives and instrumental motives or egoistic motives, which are self-centered. Rioux and Penner (2001) showed that there were three motives that drive OCB, namely organizational concern motives, pro social values motives, and impression management motives. The motives are grounded on the functional approach, which focuses on the objectives and functions of the behavior. Altruistic motives can be identified with the role identity theory which states that individuals are always volunteering, committed to the organization, and acting on behalf of

the organization (Penner and Finkelstein, 1998). Stryker (1980) states that the more centered an individual is to his/her role-identity, the higher is the probability that the individual's behavior is consistent with his/her identity (Farmer, et al. 2003).

The third, which is basic for individual behavior is instrumental motives or egoistic motives. Egoistic or impression management motives is a need to create or hold other people's image on oneself. For some reasons, the motives are important, that impression management is a feedback seeking which is not a fully rational process. Individual will be involved in activities that influence people's feedback characteristics. Impression management states that feedback seeking faces a conflict between the need to use information and the need to show good images.

Core self-evaluation and OCB

Individual behavior is generally influenced by one's personality. Therefore, researches on the relation between personality and OCB have been carried out for many time (see for examples: Organ, 1994; Bettencourt et al. 2001; Organ and Lingl, 1995; William and Shiaw, 1999; Konovsky and Organ, 1996; Van Dyne et al. 2000; Organ and Konovsky, 1989; Moorman and Blakely, 1995; Motowidlo et al., 1997; Love et al. 2002; Tang and Ibrahim, 1998; Beaty et al., 2001; Organ and Ryan, 1995).

Personality model used in this research is the core self-evaluation that covers four characteristics, namely, neuroticism, self-esteem, locus of control, and generalized self-efficacy (Erez and Judge, 2001). Core self-evaluation theory states that personality influences motivation and performance and it also functions as a significant predictor for working and performance satisfaction (Judge and Bono, 2001). This supports the previous research by Judge et al. (1998) who

stated that self-esteem, locus of control, confidence on self ability in carrying out the task in general, control base, and emotional stability are significantly related to working satisfaction. Individual with positive self-rating is more motivated to dedicate to higher performance, such as performance or OCB.

Core self-evaluation personality is a latent construct with four core characteristics as stated in various literatures. Erez and Judge (2001) stated that core self-evaluation personality is always more predictable than using it as individual personality. Some researchers have indeed tested the relation of self-esteem, confidence on one's self-ability in carrying out the task in general, control base and emotional stability with motivation, working satisfaction and higher validity performance is achieved when employed as a whole construct. Their empirical study shows the existence of relation between self-rating with motivation variables, including self-determination, task motivational, and goal-setting behaviors. According to Korman (1970) with the self-consistency theory, individuals with positive self-rating are motivated to fix the existing negative gap (Bono and Colbert, 2005). In accordance with the self-consistency theory, individuals are motivated to conduct behaviors, which are consistent with the self-image. Then, with the control theory, an individual will suit his/her actual performance with his/her standards of performance by putting more efforts.

Social capital as a moderating factor

Social capital is based on social exchange theory, a theory that helps exchange dynamics. Bolino, et al. (2002) stated a conceptual exposure with a proposal that needs an empirical testing. Nahapiet and Ghoshal (1998) classified social capital into three clusters or dimension, namely:

the structural dimensions, the relational dimensions, and the cognitive dimensions. The three dimensions within social capital do not separate each other. Instead, they are highly interrelated (Liao and Welsch, 2005), so that they can be measured as one dimension. For Cohen and Prusak (2001), social capital is a social relation-working network that is bounded by mutual trust, understanding, support, and shared values and behaviors to enable collaboration. Coleman defined social capital as social structure aspects that create values and help individual activities within the structure (Seibert et al. 2001). Social capital theory states that the relation between individual's working networks determines how far the individual can achieve information and power, and influence organizational changes. The social capital is essential for effective collective work and interpersonal coordination (Bolino et al., 2002).

OCB is actually influenced by interdependent situations, so that work setting can strongly determine and influence OCB on top of the existence of personal characteristics such as personality (Comeau and Griffith, 2005). Task interdependence can increase communication, information sharing, and employees' OCB (Bacharach et al., 2006). Interpersonal relation structure and power in the social system also influence behaviors, which are not the formal working requirements such as OCB, as they drive individuals to work together since they know, understand and trust each other.

Social capital is positively related to organization ability to increase individual commitment to put more efforts than required. If the individuals have higher social capital it means that individuals are more willing to put more efforts in their work than the formal requirements since the individuals have good ability to work with others and have value or informal norm to keep the relations with others. Good

relationship drives a person to conduct behavior or activities which are not in the work requirements or known as OCB. The situation can be characterized as relative power. Researchers on personality, such as Hesley and Chernich or Stagner, stated that situational power moderates the relation between personality and behavior (Weiss and Adler, 1984). The variables often used as situational factor that moderates relation model, among others, are environmental dynamics, power of individual relation, task structure (Aldag and Stearns, 1988), and organizational setting (Weiss and Adler, 1984). This situational factor is a variable that moderates the relation between personality and motives in conducting OCB. The hypothesis is: social capital moderates the relation between personality and motives in conducting OCB. Higher social capital in organization, individual in this organization conducts higher OCB. The relations among research variables are illustrated below in Figure 2.

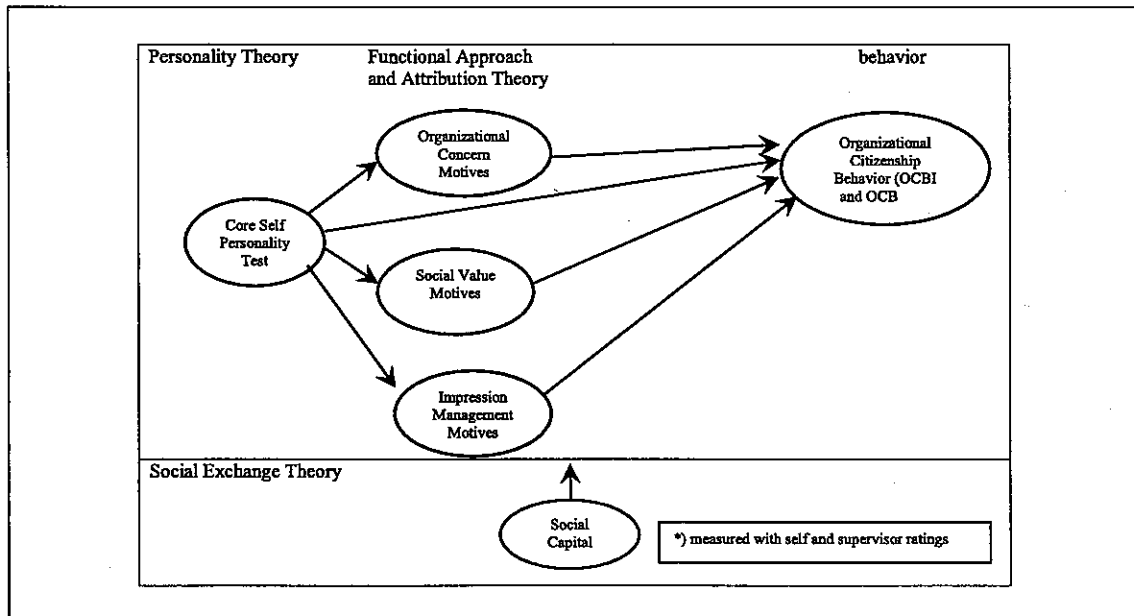
Methodology

Data collecting method

The study was carried out using a survey method. Data collecting employs the criteria suggested by Sekaran (2003), which is the objectives of the research, survey method accuracy, the availability of data resources and research facility, time span needed to finish the research, and cost. Besides, the survey is developed in a positivist approach by asking questions to respondents on their belief, opinion, characteristics, and behaviors in the past and present (Neuman, 2006). The survey was also used to test the relation between variables and the ability to predict levels or variables by finding out other variables (Saks, et al. 2000).

Survey is often used to find out attitudes and study the relation between working attitudes, such as work satisfaction and

Figure 2. Relations between research variables (social capital moderating model of relation between motives and personality with organizational citizenship behavior)



Source: Bolino et al. (2002); Bolino (1999); Rioux and Penner (2001); Eastman (1994); Judge and Bono (2001); Batson and Shiaw (1991); Cardona and Espejo (2001)

employees' behaviors. Survey gives accurate, scientific, fast, efficient results and covers large number of samples (Zikmund, 1991). Data gained from the survey are reliable (Saks et al., 2000). The study uses independent survey method. Compared to the other four survey methods (interview, or mail, phone and electronic media questionnaires), independent survey is the best method (Cooper and Schindler, 2001; Neuman, 2006; Sekaran, 2003). The strength of the method are, among others, in the level of respond, respondents' collaboration, respondents' secret, getting answer for sensitive questions, the amount of data collected, data collection flexibility, the use of physical stimuli, the availability of sample control, and minimizing unanswered questions. However, there are some mistakes or weaknesses which are related to non-respond as a result of bias and administrative mistakes. In this case, it has been minimized. Non-respond mistakes are reduced by giving early notice

to respondents, motivating respondents and making a good and interesting questionnaire, giving incentives in the forms of prizes and souvenirs to respondents, and checking whether the questionnaire is complete at the time of arrival.

Sampling method

Based on exploratory study with an in-depth interview with officials from Bank Indonesia as the national bank controller, we concluded that big cities or towns with a high regional GDP per capita (IDR3 million or more) have a higher demand. Branch offices of general banks in those places have more clients than those in cities or town with lower regional GDP per capita. Therefore, we can decide that there are 18 big cities and towns in Java, the total population of which is more than half of the population of Indonesia.

After finding the research locations, we sent letters to request permission to branch

offices of general banks in the cities and towns. Then, tellers are sorted out based on the criteria (excluding part timer, non-permanent and contract employees) with more than one year experience. There are 128 branch offices of general banks in 16 cities and towns in Java that allowed us to carry out the research. The sampling method employed in the study is the non probability sampling. In this case, population elements do not have the same probability to be chosen as a research sample (Sekaran, 2003; Cooper and Schindler, 2001). The technique used in the non-probabilistic sampling is the purposive sampling. The reason is because cashiers as research objects can give expected information as they meet the research criteria. The cashiers taken as samples are those who have become permanent employees of general banks and have worked for at least one year. When all cashiers have met the criteria, they can actually become research sampling. However, when in a branch there are more than five cashiers who meet the criteria, the research only picks five based on the belief that supervisor can only know the behaviors of five subordinates (Van Dyne and LePine, 1998; Cardona and Espejo, 2002).

Based on some considerations the research employs self-rating and supervisor-rating. First of all, OCB are not evaluation focusing on certain people, so that in the two decades of the development of the OCBs, there has been no consensus achieved on the best source of ratings (Moorman, 1991; Allen, et al. 2000). The second is that both self and supervisor-ratings have their own biases. Self-rating faces common method variance, consistency motif, or leniency biases. While supervisor-rating faces the problems of halo effect, memory distortion, or selective memory. The third is that both self and supervisor-ratings cannot be unified or correlate as the OCBs are seen from different perspectives both by the supervisors or the subordinates (Morrison,

1994; Van Dyne and LePine, 1998; Allen et al., 2000; Cardona and Espejo, 2002; Khalid and Ali, 2005). The gap results from different definitions of roles, interpersonal interaction, level of task-independence, organizational culture, management styles, and leadership characteristics.

Validity and reliability testing

The research made use of a questionnaire developed by some previous researchers by translating from and retranslating it to the original language. Factor analysis was carried out to test construct validity. Then, with varimax rotation and factor loading the minimum of 0.5 as suggested by Hair, et al. (1998) was achieved as a result of construct validity test which is practically significant.

Organizational concern motives and social value motives are altruistic. While impression management motives belong to a strong factor loading and is considered as egoistic. Then the statement items that have the construct validity with the use of factor analysis were tested for their reliability. Table 1 concludes the number of valid questionnaire and the results of reliability test with internal consistency of α .

Table 1 shows that the OCBs reliability of the supervisor-rating are good both for the individual and organizational dimensions are higher than the self-rating. This is consistent with the research results carried out by Van der Heijden dan Nijhof (2004). According to them, the results do not show that employees' self-rating is not valid, it is more because there is a difference in perceiving the self image between the two raters.

Statistical description and correlation between research variables

From 655 questionnaires distributed to cashiers (self-rating) and 131 to chief cashiers (supervisor-rating), 647 self-

Table 1. Validity and reliability with internal consistency

Notes	number of employed questionnaires	Cronbach Alpha
Organisational Motives	9	0.8721
Prosocial Value Motives	10	0.9233
Impression Mgmt Motives	8	0.8457
Personality	10	0.6333
Social Capital	15	0.8719
OCB-I-Self-Rating	14	0.7640
OCB-I-Supervisor-Rating	14	0.8487
OCB-O-Self-Rating	14	0.7717
OCB-O-Supervisor-Rating	14	0.8291

Source: processed primary data

Table 2. Correlation between research variables (N=636)

Notes	Mean	Stdr Dev.	1	2	3	4	5	6	7	8
1 Org.Concern M	4.2514	0.4428	1.000							
2 Prosocial Val.M	4.5446	0.3960	0.507**	1.000						
3 Imp. Mgmt M	4.1832	0.5160	0.283**	0.518**	1.000					
4 Personality	3.6893	0.3820	0.461**	0.349**	0.169**	1.000				
5 OCB-I-Self	4.1472	0.3779	0.425**	0.379**	0.208**	0.360**	1.000			
6 OCB-O-Self	4.2819	0.3638	0.518**	0.325**	0.166**	0.449**	0.533**	1.000		
7 OCB-I-Super	3.9863	0.5080	0.028	0.103**	0.067	0.153**	0.209**	0.101*	1.000	
8 OCB-O-Super	4.2721	0.4146	0.101*	0.176**	0.109**	0.159**	0.151**	0.181**	0.657**	1.000

** $p \leq 0,01$

Source: processed primary data

rating questionnaires returned. However, 11 of them were incomplete. Therefore, the research used the completed 636 self-rating and 129 supervisor-rating questionnaires. Table 2 shows the average of individual dimensions of OCB of the self-rating is 4.1472 which is higher than supervisor-rating 3.9863 and the deviation standard of individual dimensions of OCBs of the self-rating is 0.3779 which is lower than that of supervisor-rating (0.5080) that results in index number of 10.9743 for self-rating and 7.8470 for supervisor-rating. Meanwhile, the average of organizational dimension of OCBs is 4.2819 which is higher than supervisor-rating (4.2721) and standard deviation of the organizational dimension of OCBs is 0.3638 which is lower than supervisor-rating (0.4146) that results in index value of 11.7686 for self-rating and 10.3041 for supervisor-rating. This shows the existence of leniency bias in OCBs when self-rating is employed. Supervisor-rating has higher standard deviation and

lower average that show the objectivity of the evaluation towards the subordinates. By using t-test 7.168 for individual dimension of OCBs, it shows that the evaluation carried out by the two raters are significantly different. However, for the organizational dimensions, the difference is not that significant. Then, the variance of supervisor-rating is 0.258 for individual dimension and 0.172 for the organizational dimensions, higher than self-rating which is 0.143 for individual dimension and 0.132 for organizational dimensions. It means that supervisors, indeed, can identify the OCBs of their subordinates, since they are only asked to evaluate five cashiers.

Table 2 also illustrates the correlation between variables by employing Pearson product moment correlation, assuming that all variables are matrix. The correlation between research variables is positive and significant, except the correlation between OCBs of the supervisor-rating with organizational motive variables.

Table 3. Reliability, lambda, error, and standard deviation of construct indicator

Construct	Construct Indicator	A	λ	ϵ	σ
Org. Concern Motives	MAOC	0.867	0.277	0.012	0.297
Prosocial Value Motives	MAPV	0.899	0.274	0.008	0.289
Impression Mgmt Motives	MMI	0.799	0.359	0.032	0.402
Personality	CSE	0.613	0.112	0.008	0.143
OCB-I-Self-Rating	OCBI	0.774	0.201	0.012	0.228
OCB-O-Self-Rating	OCBO	0.801	0.225	0.013	0.251
OCB-I-Supervisor-Rating	OCBIHT	0.913	0.672	0.043	0.704
OCB-O-Supervisor-Rating	OCBOHT	0.910	0.882	0.077	0.924

Source: processed primary data

Result and Discussion

Measurement model

Table 3 shows reliability, lambda, error, and standard deviation constructs of each indicator to form structural equation model in AMOS Basic program.

Results of structural equation model

The results of the structural equation model of relation, personality and organizational citizenship behaviors motives moderated by social capital employing self-rating with the use of AMOS program show the need of model modification. In early testing, the GFI is high but the AGFI value is low, and the Chi-square value is high. Modification index value shows the probability of model modification that reduces the Chi-square value. Model modification was carried out to lower the Chi-square value and increase GFI by relating impression management motives with social value motives if the relation is supported by previous theories and researches. Hu and Liu (2003) state that subjective motivation covers pure altruism, reciprocal altruism, and direct benefit. Pure altruism is behavior done for others, while reciprocal altruism is meant to help others in order to achieve moral appreciation or helping others who contribute to him/her. Direct benefit or calculating altruism is helping others as an instrumental response that shows egoistic desire. Rational egoists

can volunteer to apply OCB for different reasons, especially those that will increase one's self esteem (Locke and Becker, 1998).

This is consistent with a research by Wayne and Liden (1993) that finds supervisor-focused impression management and job-focused impression management that drive self-promotion. Impression management can focus on supervisor, by ingratiating of the supervisor or on the jobs, by showing one's competence which is needed for his/her promotion (Barsness, Diekmann and Siedel, 2005). In accordance with social identity theory and self-categorization theory, high exchange quality with the supervisor influences the impressions if the two focus, and increases trust and frequent interaction. Role identity is related to volunteerism (Grube and Piliavin, 2000) and organizational citizenship behaviors (Finkelstein and Penner, 2004).

Impression is usually directed to people of the same type because people have a social need to give good impression to others who will respond (Schlenker, et al. 2004). Besides, Schlenker et al. (2004) also stated that individuals with empathy or care to others produce more impressions. Therefore, the combination of social value and impression management motives is conceptually acceptable. Impression management motives influence individual's social value motives. The two motives above are, actually, forms of impression that focus on others, which are social value motives, and on one's self or for work

promotion, known as impression management motives. The difference between the two lies on the antecedent which is sentiments, such as empathy, sympathy, kindness, and intrinsic values, such as social norms, moral norms, reciprocity, fairness and so on. The results of the model modification are illustrated as follow:

Further, social capital is situational factors that become moderating variables for the relation between all antecedents with the OCBs. The three motives mediate the relation of personality and OCB, and there is a direct relation between the two. Table 4 illustrates the result of the moderated structural equation model by social capital with fully constrained parameters, while table 5 illustrates the moderated structural equation model by social capital with unconstrained parameters.

Next, goodness-of-fit for constrained parameter compared with goodness-of-fit unconstrained parameters to achieve χ^2 -test so that the probability is known. Table 6 shows the comparison of the goodness-of-

fit between the basic and alternative models for structural relation with colleagues as moderators. The gap of χ^2 value of 47,092 and the probability of $\leq 0,001$ show that social capital moderates the relation of the three motives and personality with OCBs as a result of self-rating.

Then, when OCBs are rated by supervisors, table 7 shows the results of the moderated Structural Equation Modeling by social capital with fully constrained parameters, and table 8 shows the moderated Structural Equation Modeling by social capital unconstrained parameters for supervisor-rating.

Next is the goodness-of-fit for constrained parameter compared to the goodness-of-fit for unconstrained parameter to achieve χ^2 -test, so that probability level can be reached. Table 9 illustrates the comparison of goodness-of-fit between basic and alternative models of the structural relation with colleagues as moderators.

Table 6 (self-rating) and 9 (supervisor-rating) show significant difference of the

Figure 3. Modification of relationship model between research variables

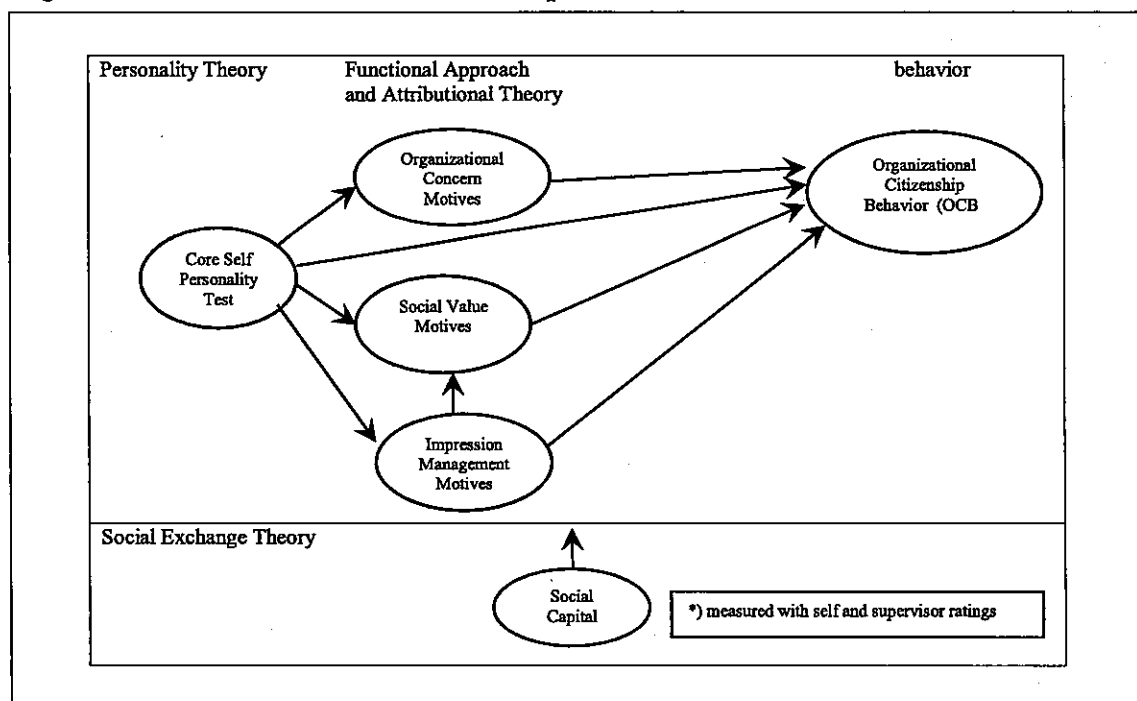


Table 4. Results of MSEM social capital – constrained parameters (self-rating)

Structural Relationship	High Structural Relations		Low Structural Relations	
	Stand. Regr. Weights	Critical Ratio	Stand. Regr. Weights	Critical Ratio
Organizational Concern Motives ← Personality	0.920	16.480*	0.906	16.480*
Prosocial Value Motives ← Personality	0.444	10.061*	0.448	10.061*
Impression Management Motives ← Personality	0.300	13.145*	0.301	13.145*
Prosocial Value Motives ← Motif Manajemen Impresi	0.480	12.339*	0.483	12.339*
PKO - Individual ← Organizational Concern Motives	-0.030	-3.270*	-0.936	-3.270*
PKO - Individual ← Prosocial Value Motives	0.020	0.226	0.017	0.226
PKO - Individual ← Impression Management Motives	0.012	0.188	0.011	0.188
PKO - Individual ← Personality	1.716	5.534*	1.534	5.534*
PKO - Organization ← Organizational Concern Motives	-0.781	-2.655*	-0.741	-2.655*
PKO - Organization ← Prosocial Value Motives	-0.255	-2.985*	-0.236	-2.985*
PKO - Organization ← Impression Management Motives	0.026	0.418	0.024	0.418
PKO - Organization ← Personality	1.691	5.740*	1.578	5.740*
Goodness-of-Fit				
Chi Square	90.708			
Degree of Freedom	18			
Probability	0.000			
Chi Square / Degree of Freedom	5.039			
GFI	0.952			
AGFI	0.887			
RMR	0.005			
RMSEA	0.080			

Source: processed primary data

Table 5. Results of MSEM social capital – unconstrained parameter (self-rating)

Structural Relationship	Low Social Capital		High Social Capital	
	Stand. Regr. Weights	Critical Ratio	Stand. Regr. Weights	Critical Ratio
Organizational Concern Motives ← Personality	0.763	7.681*	0.969	15.169*
Prosocial Value Motives ← Personality	0.458	6.375*	0.474	8.120*
Impression Management Motives ← Personality	0.278	3.321*	0.321	5.093*
Prosocial Value Motives ← Motif Manajemen Impresi	0.562	10.462*	0.399	7.887*
PKO - Individual ← Organizational Concern Motives	-0.173	-1.037	-2.603	-1.806
PKO - Individual ← prosocial Value Motives	-0.157	-1.037	0.062	0.593
PKO - Individual ← Impression Management Motives	0.156	1.385	-0.034	-0.446
PKO - Individual ← Personality	0.958	5.400*	3.219	2.264*
PKO - Organization ← Organizational Concern Motives	-0.157	-0.796	-1.377	-1.972*
PKO - Organization ← Prosocial Value Motives	-0.406	-2.350*	-0.224	-2.218*
PKO - Organization ← Impression Management Motives	0.103	0.850	0.030	0.414
PKO - Organization ← Personality	1.231	5.251*	2.196*	3.228*
Goodness-of-Fit				
Chi Square	43.616			
Degree of Freedom	6			
Probability	0.000			
Chi Square / Degree of Freedom	7.269			
GFI	0.975			
AGFI	0.823			
RMR	0.001			
RMSEA	0.099			

Source: processed primary data

alternative model from the basic model as the probability is $\leq 0,005$. It means that social capital moderates the relation between organizational concern, social value and impression management motives, and personality with OCBs. Hypothesis in this study is supported.

Discussions

a. Moderating influence of social capital

OCBs are excluded in the job description. The behaviors are influenced by some factors, dispositional or situational.

Table 6. Comparison of goodness-of-fit basic and alternative models (self-rating)

	Basic Model (Constrained Parameters)	Alternative Model (Unconstrained Parameter)
Chi Square	90.708	43.616
Degree of Freedom	18	6
Probability	0.000	0.000
Chi Square / Degree of Freedom	5.039	7.269
GFI	0.952	0.975
AGFI	0.887	0.823
RMR	0.005	0.001
RMSEA	0.080	0.099
The gap of Goodness-of-Fit		
Chi Square	90.708 - 43.616 = 47.092	
Degree of Freedom	18 - 6 = 12	
Probability	≤ 0.001	

Source: processed primary data

Table 7. MSEM social capital – constrained parameters (supervisor-rating)

Structural Relationship	High Social Capital		Low Social Capital	
	Stand. Regr. Weights	Critical Ratio	Stand. Regr. Weights	Critical Ratio
Organizational Concern Motives ← Personality	0.978	18.165*	0.472	18.165*
Prosocial Value Motives ← Personality	0.441	10.009*	0.400	10.009*
Impression Management Motives ← Personality	0.305	6.042*	0.267	6.042*
Prosocial Value Motives ← Personality	0.484	13.691*	0.501	13.691*
PKO - Individual ← Organizational Concern Motives	-4.447	-3.341*	-3.851	-3.341*
PKO - Individual ← Prosocial Value Motives	-0.066	-0.787*	-0.063	-0.787*
PKO - Individual ← Impression Management Motives	0.035	0.568	0.034	0.568
PKO - Individual ← Personality	4.607	3.490*	3.966	3.490*
PKO - Organization ← Organizational Concern Motives	-3.743	-3.858*	-3.851	-3.858*
PKO - Organization ← Prosocial Value Motives	0.001	0.016	-0.063	0.016
PKO - Organization ← Impression Management Motives	0.015	0.237	0.014	0.237
PKO - Organization ← Personality	3.911	4.095*	3.303	4.095*
Goodness-of-Fit				
Chi Square	89.926			
Degree of Freedom	18			
Probability	0.000			
Chi Square / Degree of Freedom	4.996			
GFI	0.951			
AGFI	0.835			
RMR	0.009			
RMSEA	0.079			

Source: processed primary data

Dulebohn et al. (2005) stated that the behaviors happen because of personality characteristics and obligations based on social exchange theory. Blau stated that the relations between employees create personal obligation when the employees think that they are treated well by the supervisors, therefore they are obliged to pay back (Dulebohn et al., 2005). Social exchange theory states that when a supervisor gives a positive experience, the employees pay it back through OCBs (Bowler and Brass, 2006).

Organ also proposed social exchange for OCBs so that employees feel obliged to, so something good for the supervisor or organization to pay back (Dulebohn et al., 2005). According to Organ, the behavior is used by the employees to create positive impression to the supervisor and colleagues. The social exchange interaction is symbolized by the need to make others happy more than him/herself (Sparrowe and Liden, 1997). However, researchers focusing on social exchange theory to explain OCBs often failed in showing the

Table 8. Hasil MSEM social capital – unconstrained parameter (supervisor-rating)

Structural Relationship	High Social Capital		Low Social Capital	
	Stand. Regr. Weights	Critical Ratio	Stand. Regr. Weights	Critical Ratio
Organizational Concern Motives ← Personality	0.988	15.541*	0.943	9.335*
Pro-social Value Motives ← Personality	0.469	8.153*	0.401	6.070*
Impression Management Motives ← Personality	0.319	5.109*	0.248	3.265*
Pro-social Value Motives ← Personality	0.402	8.005*	0.589	11.684*
PKO - Individual ← Organizational Concern Motives	-6.184	-1.958*	-2.613	-2.765*
PKO - Individual ← Pro-social Value Motives	-0.059	-0.576	-0.116	-0.743
PKO - Individual ← Impression Management Motives	0.048	0.651	0.031	0.277
PKO - Individual ← Personality	6.348	2.028*	9.751*	2.884
PKO - Organization ← Organizational Concern Motives	-5.130	-2.293*	-2.188	-3.068
PKO - Organization ← Pro-social Value Motives	-0.075	-0.725	0.052	0.347
PKO - Organization ← Impression Management Motives	0.012	0.158	0.026	0.242
PKO - Organization ← Personality	5.345	2.420*	2.295*	3.323*
Goodness-of-Fit				
Chi Square	60.188			
Degree of Freedom	6			
Probability	0.000			
Chi Square / Degree of Freedom	110.031			
GFI	0.964			
AGFI	0.750			
RMR	0.002			
RMSEA	0.119			

Source: processed primary data

exchange among employees, and focusing more in attitude variables such as work satisfaction within, which has exchanges between supervisor and organization (Bowler and Brass, 2006).

The increasing interdependence among individuals, groups, and organizations places interpersonal interaction in need for collaboration. Therefore, OCBs play an important role in organization effectiveness and sustainability. In her research, Ariani (2007) stated that social capital does not affect organizational citizenship behaviors. The existence of colleague network that covers relations among employees does not directly drive individuals' OCBs. The behaviors are actually influenced by interdependence, so that work setting can strongly determine and affect organizational citizenship behaviors in addition to personal characteristics such as personality (Comeau and Griffith, 2005). In other words, work setting is a requirement for OCBs to occur or it is also known as moderator variable.

Akdere (2005) classified social capital theory into three levels. The first is macro level that covers institutions such as the government, the rule of law, civilians and political freedom. In this level, social capital determines the effectiveness, accountability, and performance of the government in playing its roles, the economic growth in driving the development of domestic companies and markets, as well as foreign investment. In other words, the first level covers social development and economic growth. The second level is mezzo level, which shows professional network within society members. Analysis on social capital in this level focuses on professional networking structure process development and distribution, teamwork involvement, and concerns on local development and organizational growth. The last one is micro level. It focuses more on individual ability in making use of resources through local network to build mutual trust and norms. In an organization, social capital in this level

shows recognition, collaboration and trust, solidarity, loyalty, reputation, information accessibility, and human-related capital. In other words, it covers relations with others, individual development and self-enhancement. Social capital is a situational indicator based on the interpretation of individual relations within an organization which, hopefully, influences employees' behaviors and supervisors' interpretation on the behaviors. The research employs social capital in the micro level that puts more stress on individual interpretation on organization situational factors, such as recognition, collaboration, mutual trust, common values and norms, and solidarity and loyalty.

So far, researches on social capital have been using group, organization, or nation analytical levels, but never the individual level. In the individual level, social capital means the ability to make use of the resources through local professional network to build mutual trust and norms (Akdere, 2005). In this case, social capital is not a situational factor that totally influences individual's behaviors, even though in management and organizational researches social capital is based on social exchange with other people being involved. In other words, the research is being displaced from the concepts originally used by psychologists and sociologists towards management and organizational concept. The switch from one field of science to another shows the development of knowledge and is an important method, despite its complexity as a multidiscipline (Morey and Luthans, 1985). The switch is applied by treating the new concept as an old one.

However, in this study, social capital is a situational factor that influences OCBs based on self and supervisor-ratings. Helping a colleague takes place as there is a good relationship among the employees in the work environment (Comeau and Griffith, 2005). Therefore, variables of motives

and personality influence organizational citizenship behaviors with a condition that within the work environment there is a strong social capital. OCBs are influenced by structural relations with colleagues, while the relation can be manipulated with an effective work design that enables harmonious relations in the work place. The relations can also supported by incentives based on group's work achievements.

Task interdependence is an important interaction level between individuals as members of work groups, so that interaction is needed in completing their tasks (Comeau and Griffith, 2005). Coordination, cooperation and efforts are essential. In accordance with self-identity and self-categorization theories, individuals classify themselves and others in certain social groups based on shared characteristics to maintain positive social identity, to maximize differences between groups and to interact more frequently with people of the same groups (Barsness, et al., 2005). This drives the emergence of the individuals' OCBs.

Meanwhile, the existence of exchanges between individuals and trust between employees do not directly result in employees' OCBs. The relation of social capital with OCBs, based on social exchange theory, is transfer process of psychological and social resources. That fair and positive social exchange increases OCB has been known. However, the influence of work exchange relationship towards behavior has not been sufficiently studied. Cardona, et al. (2003) stated that activities related to work, indeed, influence OCBs. This is because reciprocal and shared expectations towards the job drive individuals to behave. Therefore, trust dimension is needed within the social capital. Relational dimension of the social capital is a requirement for OCBs or known as a moderator.

Trust is often identified as cooperation, confidence and predictability (Atkinson

and Butcher, 2003; Mayer, et al. 1995). In managerial context, trust is formed cognitively, not emotionally; based on affection or politics (McAllister, 1995); and role-based trust is depersonalized as it is based on the knowledge of the role to play (Atkinson and Butcher, 2003). Trust stands on two theories. The first is agency theory that defines that the relation between principal and agent is based on will or want to maximize individuals' performance and to minimize risk. The second is social exchange theory that defines individuals as voluntarily useful for others. Interpersonal trust can increase OCBs. Trust requires availability, competence, consistency, confidence, integrity, loyalty, openness, willingness to provide and acceptance (Deluga, 1995).

The results of this study are consistent with Mayer and Gavin (2005). Their hypothesis states that trust influences role-based performance and OCBs are not supported as the border between role-based and OCB is vague. Trust is actually significantly related to the quality of communication, organizational citizenship behaviors, problem solving, and collaboration (Whitener et al., 1998). Deluga (1995) testing the influence of trust for the supervisor from the subordinates' perspective towards OCBs from the supervisors' perspective show that supervisors' trust positively and significantly influences OCBs. Deluga defines trust as trust towards the supervisor not colleagues as individuals behave in accordance with the supervisors, known as vicarious learning. Meanwhile, from the perspective of OCBs, trust towards supervisors influences OCBs because the behaviors get some responds from the supervisors (Deluga, 1995).

Further, shared language, expressions and values do not directly promote individuals' OCB, but they are required to practice OCBs. According to Van der Vegt

and Janssen (2003), employees depend on other employees or group members to work effectively. Recently, researches on OCBs are carried out in collective culture context which sees the behavior as existing parts compared to that in individualist context (Morrison, 1994). This is because in collectivist context there is normative hope to work together. OCBs more often occur in group tasks rather than individual tasks. Since the behaviors are strongly influenced by interdependence, which is manipulated by workflow design, organizations can create the behaviors through task design. Besides, they are not abnormal behaviors, they, on the contrary, help individuals complete their tasks, especially group tasks. Interdependent task can promote communication, information sharing, and employees' OCBs (Bacharach et al., 2006).

Meanwhile, the role identity theory admits that organizational concern motives makes individuals as willing to volunteer, to be commit towards the organization, and to act on behalf of the organization, that directly drive the volunteers' behavior in accordance with their roles (Penner and Finkelstein, 1998). The study also shows that the core self-personality is significantly affects OCBs both by using the self and supervisor-ratings. The result of the study is consistent with Erez and Judge (2001) who state that core self-evaluation personality influence more on the motivation and performance. It directly affects OCB and workers' motivation.

Based on social exchange theory, work experience positively affects OCB. Hence, research on social exchange exploits behavior variable. Close friendship powerfully drives social exchange and the practice of OCB. Social exchange theory is the basic theory on the relation of social capital and OCBs. Research on the relation of the social capital and OCB, so far, have only touched the conceptual stage and have not yet empirically proven.

In this study, social capital is taken position as a background factor that became requirements of the relationship model.

b. Self and supervisor-ratings

The results of the research show a significant difference between the evaluation on the OCBs with the use of self-rating and supervisor-rating. The non-convergent evaluation by the two raters is supported by some theories. Wheery's theory of rating identified three factors that influence performance evaluation, namely the ratee's actual job performance, various rater bias in the perception and recall of the performance, and measurement error (Wheery and Bartlett, 1982). The gap between self-rating and supervisor-rating results from the existence of perception bias towards OCBs. Borman's (1997) research also showed the same results. The causes of the gap are, among others: raters' different perspectives in looking at similar performance aspects but they use different weigh; and different perspectives in observing samples of different behaviors.

Performance evaluation by self-rating has certain weakness, such as true halo, which means that there is an error or bias in evaluating each or the work dimensions (Scullen, et al. 2000), there are raters' bias and error as a result of interactions between raters and ratees, and there is a tendency to over or under value. The correlation between self and supervisor-rating is considered low (see for example Harris and Schaubroeck, 1988; Suliman, 2003; Korsgaard, et al. 2003). The low correlation results from egocentric bias, level gaps within the organization, and opportunities to observe. Egocentric bias or freedom results from the high level of self esteem (Baird, 1977; Conway and Huffcutt, 1997). Self-perception and self-enhancement approaches also state that individuals with positive self-perception judge themselves as

good performers. Balance and dissonance theories state that there is one factor that influences self-perception, self-image. In balance theory, there is a need to keep stable and consistent orientation towards oneself, others and environment.

Conclusion

The study integrates three theories that influence the employees' OCB, which are: attribution, social exchange and core self-evaluation personality theories, as well as employing two parties in rating the employees' OCB. The results of the study show that self and supervisor-ratings differ significantly. Besides, social capital as a situational factor based on social exchange theory moderates the relation between the three motives and personality with the OCB. OCBs are carried out on the condition that there is a social capital within the organization. Williams and Anderson (1991) confirms differences between role-based behaviors, individual dimension OCB, and organizational dimension OCB propose the importance of higher order factor models for the three dimensions. One method to evaluate differences between role-based and non role-based behaviors is by testing personality contribution on OCBs and role-based work experience (Bott et al., 2003). Besides, Morrison (1994), Vey and Campbell (2004), and Lam, et al. (1999) point at the problem in defining OCBs, whether the items on the behavior really measure the OCBs or, on the contrary, measure the role-based behaviors. Moreover, dimensions in the OCBs, especially the organizational dimensions, can be categorized as role-based behaviors. The results of the research show that OCBs carries requirements to fulfill just as the role-based behaviors.

The theoretical contribution of the research is the existence of unequal power of the relations between the three

theories grounding the antecedent of the OCBs. The methodological contribution is the non-convergent use of two raters in evaluating the OCBs. The independent and dependent variables evaluation by using self and supervisor-ratings are better than using self-rating as they reduce leniency bias and common method bias. Even though further studies on the matter are still needed, the OCBs are considered as positive the work-place as they promote individual performance and organizational effectiveness. It shows that non role-based behaviors should actually be taken as a standard to evaluate employees' performance. Besides, OCB construct is a weak and ambiguous construct, so that personality variables positively influence the behaviors. The OCBs is also attached to the employees' performance as stated in the

job description, so that social capitals do not influence the behaviors. In accordance with the social exchange theory, social capitals can only strengthen OCBs when there is task interdependence. The weakness of the OCBs makes the construct hard to predict by using antecedents, even when grounded by a strong theory.

The research managerial contribution is the practical benefits from evaluating performance or unexpected behavior required by the role in evaluating workers' performance. Even though further study is still needed, the OCB gives positive influence that supports individual performance and organizational effectiveness. It shows that behavior which is not expected by the role is actually a standard requirement for workers to evaluate their performance.

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