

ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND EMPLOYEE PERCEPTION OF EQUITY ON ORGANISATIONAL COMMITMENT

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Abstract

Small and Medium Enterprises (SMEs) are regarded as engines of economic growth and major instruments of employment generation in Zimbabwe. However, they are hampered by a lack of resources, poor administration and the inadequate knowledge and training of employees. The primary objective of the research was to investigate the influence of organisational citizenship behaviour (OCB) and employee perception of equity (EPE) on organisational commitment (OC) in Zimbabwean SMEs. A survey design with a sample (n=464) was used. Research scales were operationalised mainly on the basis of previous work. Minor adaptations were made in order to fit the current research context and purpose. Seven-item Likert scales were used to measure OCB, EPE and OC through confirmatory factor analysis and structural equation modelling. Through structural equation modelling and path analysis, the results indicated that there are positive relationships between the posited research variables (OCB, EPE and OC). Practical recommendations are made to the managers in the SME sector to adopt professional codes of conduct at their workplace to enhance OCBs, EPE and ultimately, OC.

Keywords: Small and Medium Enterprises, Justice Judgement Theory, Organisational Citizenship Behaviour, Employee Perception of Equity and Organisational Commitment

1. INTRODUCTION

The concepts of organisational citizenship behaviour, organisational commitment and employee perception of equity have intrigued academics and practitioners for decades (Sieger, Bernhard & Frey, 2011; Jung & Yoon, 2012). Research on organisational citizenship behaviour and employee perception of equity concerns has emerged as a viable body of scientific inquiry within the past twenty years and researchers have long argued that organisational citizenship behaviour is a common phenomenon in organisations and that it deserves more attention and empirical examination (Koys, 2001; Yoon & Sur, 2003; Ravichandran & Gilmore, 2007; Cho & Johanson, 2008; Podsakoff, Whiting Podsakoff & Blume, 2009; Park, Ellis, Kim & Prideaux, 2010; Nicklin, Greenbaum, McNall, Folger & Williams, 2011). The importance of organisational citizenship behaviour lies in its potential positive consequences and effects on work outcomes. Previous research has provided considerable evidence that organisational citizenship behaviour breeds positive perceptions of equity, enhances organisational commitment and eventually prompts employee intention to stay in organisations (Ferris, Adams, Kolodinsky, Hochwarter & Ammeter, 2002; Rosen, Chang, Johnson & Levy, 2009; Park et al, 2010; Crawford, Hofmeyr & Price, 2015).

On the other hand, a well-known fact in human resource management literature is that most of the labour disputes emanate from workers' perception of inequity (Nicklin et al, 2011). This is so because perceived inequity can affect attitudes and behaviours in a variety of ways, which eventually

precipitate labour disputes or even strikes (Colquitt, Conlon, Wesson, Porter & Ng, 2001). It is further argued in the literature that perceived inequities at the workplace also negatively impact on job performance, cooperation with co-workers, work quality, and commitment to employers (Cropanzano, Howes, Grandey & Toth, 1997; Botha & Cronje, 2015).

The characteristics of large organisations and SMEs differ (Sieger et al, 2011) and, therefore, the findings from the SMEs in terms of perceptions of organisational citizenship behaviour, employee perception of equity, organisational commitment and employee intention to stay may also be expected to differ. There has also been an issue in the whole of Zimbabwe in terms of high turnover, people leaving for greener pastures to South Africa, Malawi, Mozambique and even outside Africa like Australia and London (Gono, 2009). This research therefore seeks to find out why SMEs employees are opting for staying on the job rather than leaving their jobs. This necessitates an empirical confirmation or disconfirmation of previous findings in the context of SMEs; hence the need for this research. Equally disappointing is the fact that a plethora of such studies on large firms has been based in developed countries (Chinomona & Pretorius, 2011). It has been argued in previous research from developing countries that it is premature to assume a priori that findings from developed countries apply in developing countries such as those in Southern Africa, Zimbabwe in particular (Chinomona, Lin, Wang & Chen, 2010). The effects of organisational citizenship behaviour and perceptions of equity on organisational commitment in the context of SMEs in

Zimbabwe warrant further in-depth academic scrutiny.

To the best knowledge of the researcher none or few have used Structural Equation Modelling (SEM) in Zimbabwe to test the causal relationships of OCB, EPE on OC. The research model it's also one of its kind in terms of its robustness to the research in question. Researchers have emphasized that there has been increasing awareness by governments in the developing world, of the role played by SMEs and their contribution to the economy (Machipisa, 1998; Chang, Chang, Ho, Yen & Chiang, 2011). The importance of the small business sector is also recognised internationally in terms of its contribution to employment creation, Gross Domestic Product (GDP) and innovation. In Zimbabwe, the development of the small business sector is regarded as crucial for the achievement of broader development objectives (Chipika & Wilson, 2006; Gono, 2009). These objectives include poverty alleviation, spreading employment to rural areas, improving the situation of women and increasing indigenous ownership of investment in the economy (Nyoni, 2002; Mambula, 2002). Although this sector is important it has been neglected by researchers especially in areas around equity, justice, organisational citizenship behaviour and commitment and this paper seeks to address this gap.

2. LITERATURE REVIEW

2.1. Small and medium enterprises (SMEs)

The term SMEs covers a wide range of definitions and measures, varying from country to country, region to region and among the sources reporting SME statistics. Some of the commonly used criteria are the number of employees, total net assets and sales and investment level (Chinomona et al, 2010; Chang et al, 2011; Chinomona & Pretorius, 2011). For the purposes of this study, a small and medium enterprise refers to a registered enterprise with a maximum of 100 employees and an annual turnover in sales of a maximum of 830 000 US dollars (Machipisa, 1998; Nyoni, 2002). In Zimbabwe there are two sectors of SMEs: manufacturing and service SMEs. SMEs in Zimbabwe are regarded as the engine of economic growth and major instruments of employment generation (Small and Medium Industries Development Organisation, 2004:4). Notwithstanding this, SMEs in Zimbabwe, as in most African countries, still suffer from a lack of resources, which impedes their expansion and influence in the market (African Development Bank, 1997).

2.2. Justice judgement theory (JIT)

Quality of studies and the nature of their findings confirms that the justice judgement theory assumes that an individual's perception of fairness is based on the justice rule (Colquitt et al, 2001). The justice rule is defined as an individual's belief that the distribution of outcomes, or procedure for distribution of outcomes, is fair and appropriate when it satisfies certain criteria (Adams, 1965; Sieger et al, 2011). Justice rule, in turn, led to the identification of three different components of

organisational justice: distributive, procedural and interactional justice. Distributive justice reflects the perceived fairness in the way that resources and rewards are distributed or allocated, for example, discounts, coupons and free meals (Kinicki & Kreitner, 2008). On the other hand, procedural justice is defined as the perceived fairness of the process and procedures used to make the decisions (Van Dijke, Cremer, Mayer & Quaquebeke, 2012). Every group, organisation or society has procedures that regulate the distribution of rewards and resources. There is a network of regulatory procedures that guides the allocation process.

Six procedural justice rules are postulated that define the criteria which allocation procedures must satisfy to be perceived as fair. These are the consistency rule, the bias-suppression rule, the accuracy rule, the correctability rule, the representativeness rule and the ethicality rule (Leventhal, 1976; Colquitt et al, 2001). Lack of consistency, fairness, accuracy, correctness, representation and ethics in procedure may lead an individual to believe that procedural fairness is being violated (Van Dijke et al, 2012). When applied across persons, the consistency rule, for example, dictates that it is necessary to apply similar procedures to all potential recipients of reward, and give special advantage to none. In this form, the rule is closely related to the notion of equality of opportunity (Nicklin et al, 2011). Organisational citizenship behaviour, employee perception of equity and organisational commitment constructs fit well into this theory because where there is a high level of inequity, workers feel insecure and organisational citizenship behaviours diminish because of a high level of job ambiguity and unfairness (Kinicki & Kreitner, 2008; Robbins & Judge, 2011; Botha & Cronje, 2015). Dissatisfaction among workers leads to low commitment and ultimately results in their quitting their jobs. Greenberg (1986:341) specified that overpaid workers would feel "guilty" and that underpaid workers would feel "angry" when viewed through the lens of rational reasoning. Workers prefer to work in a just and fair working environment, which will result in high commitment to the job (Kwon & Jang, 2012; Botha & Cronje, 2015). The justice judgement theory can be used to understand organisational citizenship behaviours and employee perception of equity, which is consequently posited to affect organisational commitment at workplaces and ultimately their intention to stay on the job in Zimbabwe's SME sector.

2.3. Organisational citizenship behaviour (OCB)

Scholarly concerns in organisational citizenship behaviours (OCBs) have increased dramatically over the past two decades and this has rapidly become one of the most extensively studied topics in applied psychology and organisational behaviour (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Podsakoff, Whiting, Podsakoff & Blume, 2009; Jain & Cooper, 2012; Jung & Yoon, 2012). Robbins and Judge (2011:60) defined OCB as "discretionary behaviour that is not part of an employee's formal job requirements but that nevertheless promotes the effective functioning of the organisation". Successful organisations need employees who will do more

than their usual job duties, who will provide performance beyond expectations. Employees who engage in “good citizenship” behaviours help others on their team, volunteer for extra work, avoid unnecessary conflicts, respect the spirit as well as the letter of rules and regulations and gracefully tolerate occasional extra work (Cho & Johanson, 2008:307). Organisations need employees who will do things that are not in any job description. Evidence indicates that organisations that do have such employees with high organisational citizenship behaviours outperform those that do not (Greenberg, 2009; Jain & Cooper, 2012; Chiang & Hsieh, 2011; Jung & Yoon, 2012). Managers need to reduce absenteeism, turnover and deviant workplace behaviour and increase organisational citizenship behaviours and job satisfaction. Employees who feel wanted and recognised as part of an organisation show a greater propensity to stay in the organisation. More so, servant leadership has been found to bring out organisational citizenship behaviour in that it creates a work environment where there is assistance, praise and upliftment amongst employees (Maccun & Gifford, 2014). Thus it can be deduced that spirituality is embedded within such leading for the reason that through leader effort, employees experience the will to make a difference, recognize their purpose and are appreciated (Fry, Vitucci & Cedillo, 2005). Given that commitment is a quality of servant leadership (Liden, Wayne, Zhao & Henderson, 2008; Yoshida, Sendjava, Hirst & Cooper, 2014) it can therefore be accepted that employees may emulate this quality and encourage it in fulfilment of organisational goals. Liden et al, (2008) further concurs that servant leadership is likely to lead to organisational commitment. According to Serim, Demirbag and Yozgat (2014) this behaviour is important for firms given the necessity for survival in today’s demanding and competitive environment. While employee empowerment has been found to influence organisational citizenship behaviour (Devin, Zohoorian, Peymanizad & Sane, 2012), Ghodrattollah, Matin and Amighi (2011) maintain that when there’s such employee organisational citizenship behaviours, firms are likely to improve in terms of overall performance. Magdalena (2014), Özçelik and Findıklı (2014) confirms that organisational citizenship behaviours are not forced on employees, is rather an issue of own choice and it is work-related without being linked to a formal reward system.

2.4. Employee perception of equity

Scholars and practitioners have increasingly recognised the relevance of equity as a determinant of organisational efficiency and effectiveness (Kinicki & Kreitner, 2008; Greenberg, 2009; Van Dijke et al, 2012). The study of justice or fairness has been a topic of philosophical interest that extends back at least as far as Plato and Socrates (Colquitt et al, 2001). Research consistently finds that people care about fair treatment and when individuals perceive that they are treated fairly, they express greater satisfaction with social relationships (Kanopaske & Werner, 2002; Almar, 2005; Kinicki & Kreitner, 2008; Park et al, 2010; Nicklin et al, 2011; Robbins & Judge, 2011). Kinicki and Kreitner (2008)

defined equity as the perception of being treated fairly at the workplace. Equity is also defined as “fairness, rightness, or deservingness in comparison to other entities, whether real or imaginary, individual or collective, person or non-person” (Kwon & Jang, 2012:1236). In this study, employee perception of equity is defined as the employee’s perception of fairness of job outcomes, given his or her job input in an organisation. Accordingly, employees’ perceptions of equity are premised on their expectations that the ratio between efforts spent and rewards received at work should be equitable.

As a phenomenon, employees always anticipate fair treatment at the workplace and will respond in a certain way if they perceive unfairness. Unfairness results in labour disputes, strikes and high turnover ratio (Cohen-Charash & Spector, 2001; Colquitt et al, 2001; Botha & Cronje, 2015). It is further argued that perceived inequities at the workplace also impact negatively on job performance (Park et al, 2010), cooperation with co-workers (Kanopaske & Werner, 2002), work quality (Cardy, Miller & Ellis, 2007) and commitment to employers (Balsam & Miharjo, 2007). Thus, if employees perceive the ratio to be equal to that of others then a state of equity is said to exist and this will consequently result in organisational commitment. However, if the ratio is unequal then the employees experience equity tension. Consequently, when employees see themselves as under-rewarded, the resultant tension creates anger (Janssen, 2001). Inequity leads to negative consequences within the organisation and equity results in the smooth running and functioning of the organisation (Park et al, 2010). Employees not in managerial positions in Zimbabwe’s SMEs, in both service and manufacturing sectors, may feel distress if for example, they perceive the ratio between the efforts spent and rewards received at work to be inequitable in comparison with the average contribution of others.

2.5. Organisational commitment

There are many definitions of organisational commitment, depending on who the researchers are and what they are examining. According to Fehr (1988:557), “the search for a definition of commitment carried out in psychology and other related disciplines has been marked with conflict, confusion and disagreement”. Nevertheless, commitment has been seen as the willingness or intention to continue maintaining the relationship into the future (Jones & McIntosh, 2010; Yamaguchi, 2013). Drawing from the extant literature, it is noted that, by and large, committed individuals believe in and accept organisational goals and values. This means that the individuals will be willing to remain with their organisations and devote considerable effort towards the achievement of their organisation’s goals (Mowaday, Porter & Steers, 1979; Cater & Zabka, 2009; Tanga, Liub, Oh & Weitz, 2014). Porter, Steers, Mowaday and Boulian (1974) identify three major components within the organisational commitment definition: (1) a strong belief in and acceptance of the organisation’s goals, (2) a willingness to exert considerable effort on behalf of the organisation, and (3) a definite desire to maintain organisational membership. This study

adopts the definition of Porter et al, (1974) of organisational commitment as an employee's strong belief in the organisation's goals and values, a willingness to work on behalf of the organisation, and a desire to maintain membership in the organisation (Porter et al, 1974).

It has been indicated in the literature that organisational commitment largely influences employees and the manner in which they are dedicated, responsible and loyal to a task or the organisation (Permarupan, Saufi, Suzana, Kasim & Balakrishnan, 2013). This sense of commitment among employees could be used not only to preserve the longevity of the business, but also to create a positive working environment for employees (Yomaguchi, 2013; Velickovic, Visnjic, Jovic, Radulovic, Sargic, Mihajlovic & Mladenovic, 2014).

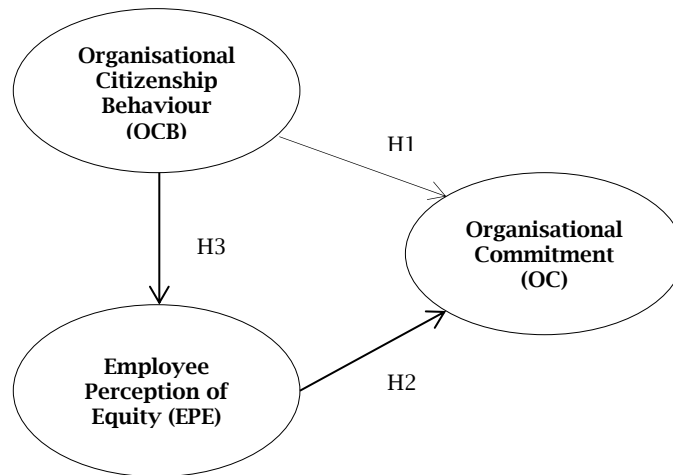
3. CONCEPTUAL MODEL AND RESEARCH HYPOTHESES OF THE STUDY

The study seeks to determine the influence of organisational citizenship behaviour and employee perception of equity on organisational commitment.

3.1. The proposed research model

Drawing from the literature review, in particular the aforementioned theoretical and empirical literature, a research model is conceptualised. Hypothesised relationships between research constructs are then developed. In the conceptualised research model, organisational citizenship behaviour and employee perception of equity are proposed as predictors (independent variables) of organisational commitment. Organisational commitment is the outcome variable (dependent variable). Figure 1 illustrates this conceptual research model.

Figure 1. Research model and hypothesised relationships



When employees perceive fairness at the workplace they are likely to develop a strong positive view toward their organisation. Such a strong positive attitude is likely to arouse employees' emotional attachment to their organisation and develop good organisational citizenship behaviours. Consequently, the stronger the perceived fairness, the stronger the positive attitude and emotional attachment the employee has to the organisation, and hence the commitment to the organisation. Accordingly, it is submitted in this study that, the stronger the employees' perceptions of equity the stronger the commitment the employees have to their organisations in Zimbabwe's SMEs (Chipika & Wilson, 2006). The same can be conceptualised about employees' perceptions of equity and organisational citizenship behaviour relationship. When employees perceive fairness in their organisation, they might develop a desire that make them feel work beyond the call of duty and they become morally obligated to commit themselves to their organisation. Consequently, the stronger the perceived employee perception of

equity, the stronger the desire and moral obligation the employees have to their organisations, and therefore, strong commitment to the SMEs. Accordingly, the stronger the employees' perceptions of equity, the stronger their commitment and organisational citizenship behaviour to their respective organisations in Zimbabwe's SMEs. Prior empirical evidence have found a positive relationship between employees' perceptions of equity and commitment (Meyer & Allen, 1991); employees' perceptions of equity and organisational citizenship behaviour (Jung & Yoon, 2012). Accordingly, drawing from the justice judgement theory, the empirical evidence and the aforementioned discussion, the following hypotheses are posited:

H₁: Organisational citizenship behaviours have a significant positive effect on employees' organisational commitment in Zimbabwe's SME sector.

H₂: Employees' perceptions of equity have a significant positive effect on their organisational commitment in Zimbabwe's SME sector.

H₃: Employees' perceptions of equity have a significant positive effect on their organisational citizenship behaviour in Zimbabwe's SME sector.

3.2. Research design

3.2.1. Research approach

Taking into account the nature and strengths of both quantitative and qualitative research methods, the researcher decided to employ a quantitative research tool for this research for reasons of reliability and validity of the results unlike in qualitative where there is a lot of subjectivity in terms of the results. Quantitative research allows researchers to provide statistical facts and estimates about relationships between constructs of research interest and to generalise inferences about the defined target population. Quantitative research is fast and can be conducted on large numbers of respondents with little cost and effort.

3.2.2. Sampling design technique

The study made use of a probability sampling method. With stratified sampling, the population was divided into mutually exclusive groups (industry sectors) and random samples were drawn from each group (Hair, Babin, Anderson & Tatham, 2010). This procedure placed the SMEs into specific industry sectors (manufacturing and service), which include machinery, food, textiles and furniture. Random samples were drawn from each group.

3.3 Target population

The database of the ministry of small and medium enterprises was used to collect information from employees in non-managerial positions in small and medium enterprises in major cities in Zimbabwe. The sample was drawn from the major cities in Zimbabwe (Chitungwiza, Bulawayo, Bindura, Chinhoyi and Harare). Non-managerial employees provided the information that was needed in this study. This sample has been chosen because these type of workers seem to have a lot of problems and are least paid, unlike those in managerial positions who seem to be happy and well catered for by the company in terms of high remuneration and other company benefits (Gono, 2006; Gono, 2009).

3.4. Measuring instruments

Research scales were operationalised mainly on the basis of previous work. Minor adaptations on OCB were made in order to fit the current research context and purpose. Seven-item scales which were adapted from the previous works of Jung and Yoon (2012) were used to measure OCB. A sample question asked of the participants was: "I am always ready to help those around me". Six questions were taken from Janssen (2001) to measure employee perception of equity. A sample question asked of the participants was: "I feel appreciated because I give a great deal of time and attention to the organisation". A seven-item scale taken from Powell and Meyer (2004) was utilised to determine organisational commitment. A sample question asked of the

participants was: "I have invested too much time in this organisation to consider working elsewhere".

3.5. Research procedure

The researcher obtained a letter indicating that permission had been given to conduct a study on the company mentioned. The researcher completed an ethical or approval form from Vaal University of Technology. The research assistants requested permission from the management of SMEs to conduct the research and took the questionnaires to each SME at the time arranged with the managers. Anonymity was ensured and participants were given room to withdraw at any time or any stage.

3.6. Descriptive statistics results

Descriptive statistics in Table 1 show the gender, age, marital status, industry type, product type, work experience, monthly salary, number of employees and the academic qualifications of employees in the company.

Table 1. Sample demographic characteristics

Gender	Frequency	Percentage
Male	152	32.5%
Female	312	67.5%
Total	464	100%
Marital status	Frequency	Percentage
Married	293	63.1%
Single	171	36.9%
Total	464	100%
Age	Frequency	Percentage
18-25	99	21.3%
26-33	195	42.0%
34-41	97	20.9%
42-49	61	13.1%
50 years and above	12	2.6%
Total	464	100%
Number of employees	Frequency	Percentage
≤5	95	20.5%
6-10	173	37.3%
11-20	113	24.4%
21-50	68	14.7%
≥ 51	15	3.2%
Total	464	100%
Monthly salary in US dollars	Frequency	Percentage
≤ US\$100	10	2.2%
US\$100-US\$150	80	17.2%
US\$151-US\$200	201	43.3%
US\$201-US\$250	126	27.2%
US\$250 and above	47	10.1%
Total	464	100%
Type of Industry	Frequency	Percentage
Service	301	64.9%
Manufacturing	163	35.9%
Total	464	100
Academic Qualifications	Frequency	Percentage
Primary Education	109	23.5%
Secondary Education	167	36.0%
Diploma/Degree	123	26.5%
Post-graduate	61	13.1%
Others	4	0.9%
Total	464	100%

The profile indicates that more females (67.5%) participated in the study than males (32.5%). The study also showed that there were more married respondents than single (63.1% were married and 36.9% single). The modal age group of respondents

was between 26 and 33 years, constituting 42.0% of the sample. Those employees who were 50 years and older constituted about 2.6% of the sample. Most SMEs, constituting 37.3% of the sample, have between 6 and 10 employees in their enterprises, and those that employ more than 51 employees constitute only 3.2%. Approximately 64.9% of the enterprises were located within the service sector. Most employees (43.3%) earn between 151 and 200 US dollars. SMEs in Zimbabwe are occupied primarily by employees with a secondary education (36.0%).

3.7. Tests of measures and accuracy analysis statistics

SPSS 22.0 and AMOS 22.0 were used to carry out the statistical analysis. The reliability and validity of the measuring scales were assessed to ensure valid data analyses. This was important for this study since a few of the scales have been modified to adapt to the particular business context. Confirmatory factor analysis (CFA) was performed to examine the reliability, convergent and discriminant validity of the multi-item construct measures. All the factor loadings are above 0.5, which shows a good validity of the measurement instruments used. Overall acceptable CFA model fit indices used in this study included: the $\chi^2/(df)$ (Chi-Square/Degree of Freedom) value equal to or less than 3.00, the CFI (Comparative Fit Index) value equal to or higher than 0.90, Tucker and Lewis Index (TLI) value equal to or higher than 0.90, the Incremental Fit Index (IFI) value equal to or higher than 0.90, and the Root Mean Square Error of Approximation (RMSEA) value equal to or less than 0.08. Recommended statistics for the final overall model assessment showed an acceptable fit of the measurement model to the data, that is: $\chi^2/(df) = 1,237$, CFI = 0,950, TLI = 0,909, IFI = 0,965 and RMSEA = 0,029.

However, SEM was used instead of regression analysis or other data analytical methods because it test the causal relationships between variables simultaneously. Structural Equation Modelling (SEM) is a more recent and an advanced statistical approach to data analysis, that happen to have more strengths than "Multiple regression Analysis or other methods". Our understanding is that SEM was designed to test causal relationships between and among latent constructs. The main advantage of SEM is that SEM assesses the whole structural model causal relationships simultaneously whereas, Regression Analysis uses a "Partial" approach to assessing causal relationships. Moreover, SEM with AMOS provides indicators to evaluate the "Model fit" to the data collected using indicators such as GFI, AGFI, CFI, IFI, TLI & RMSEA which other methods cannot provide. In addition to that, SEM with AMOS uses the "Confirmatory Factor Analysis" (CFA) to provide indicators that evaluate the measurement instruments, reliability and validity. On the basis of CFA results, reliability and validity measures such as "Composite Reliability Value", "Average Variance Extracted" (AVE) and "Shared Variance" e.t.c. are calculated. For these strengths that SEM has over the ordinary multiple regression analysis, Smart PLS has been recently developed. Smart PLS is an advancement from "Multiple Regression Analysis" (Partial approach) to the "Structural Modelling" approach. While Smart PLS - a component based

approach performs SEM almost equally the same as AMOS - a covariance based approach, the authors still believe that a "Covariance -based Approach" (such as AMOS) has the advantage of providing a "Model Fit" which a "Component-based Approach" such as Smart PLS cannot provide. In a nutshell, the SEM approach using AMOS has more strengths and advantages over the ordinary "Multiple regression Analysis" and other data analytical methods when it comes to testing causal relationships between and among latent constructs. On the basis of the foregoing assertions, the authors decided to choose "Structural Equation Modelling" using AMOS over using "Multiple Regression Analysis" or any other "Partial Least Square approach" to data analysis.

Table 2. Accuracy analysis statistics

Research Construct	Cronbach's Test		C.R Value	AVE Value	Highest shared variance (SV)	Factor loading
	Item-total	α value				
OCB1	0.939					0.945
OCB2	0.962					0.967
OCB3	0.952	0.983	0.983	0.922	0.760	0.963
OCB4	0.953					0.966
OCB5	0.945					0.960
EPE1	0.950					0.960
EPE2	0.955					0.961
EPE3	0.950	0.987	0.987	0.931	0.762	0.962
EPE4	0.953					0.959
EPE5	0.958					0.961
EPE6	0.957					0.967
OC1	0.958					0.966
OC2	0.960					0.964
OC3	0.961					0.967
OC4	0.967					0.972
OC5	0.965	0.993	0.992	0.937	0.760	0.969
OC6	0.966					0.968
OC7	0.963					0.970
OC8	0.966					0.969
OC9	0.969					0.970

Note: C.R.: Composite Reliability; AVE: Average Variance Extracted; S.V.: Shared Variance;* Scores: 1 - Strongly Disagree; 3 - Neutral; 5 - Strongly Agree Measurement CFA model fits: $\chi^2/(df) = 1,237$, CFI = 0,950, TLI = 0,909, IFI = 0,965 and RMSEA = 0,029

Loadings of individual items on their respective constructs are shown in Table 2. The lowest value for individual item loadings for the research constructs is 0.945. Therefore, all the individual item loadings exceeded the recommended value of 0.50 (Hair et al, 2010). This indicates that all the measurement instruments are acceptable and reliable since all the individual items converged well and with more than 50% of each item's variance shared with its respective construct.

Composite reliabilities (CR) and average variance extracted (AVE) for each construct were also computed using the formulae proposed by Fornell and Lacker (1981) i.e.

$$CR_{\eta} = (\sum \lambda_i)^2 / [(\sum \lambda_i)^2 + (\sum \epsilon_i)] \quad (1)$$

where

CR_{η} = Composite reliability, $(\sum \lambda_i)^2$ = Square of the summation of the factor loadings; $(\sum \epsilon_i)$ = Summation of error variances.

$$V_{\eta} = \sum \lambda_i^2 / (\sum \lambda_i^2 + \sum \epsilon_i) \quad (2)$$

where,

V_{η} = Average Variance Extracted (AVE); $\sum \lambda_i^2$ = Summation of the squared of factor loadings; $\sum \epsilon_i$ = Summation of error variances.

As indicated from the results shown in Table 2, the lowest obtained composite reliability (CR) value of 0.983 is well above the recommended of above 0.6 (Hulland, 1999), while the lowest obtained average variance (AVE) value of 0.922 is also above the recommended 0.5. This indicates that convergent validity was achieved and also further confirms the internal consistency and reliability of the measurement instruments used (Fraering & Minor, 2006). Table 3 shows that discriminant validity was established by ensuring that the average variance extracted (AVE) for each multi-item construct was greater than the shared variance between constructs, as in Table 2 (Nunnally & Bernstein, 1994).

Table 3. Correlations between constructs

Research Construct	Construct Correlation		
	OCB	EPE	OC
OCB	1.000		
EPE	0.675	1.000	
OC	0.745	0.652	1.000

Note: OCB= Organisational citizenship behaviour
EPE= Employee perception of equity OC= Organisational Commitment.

All pairs of constructs revealed an adequate level of discriminant validity (see Table 3) because all the correlations are less than 0.8. By and large these results provided evidence for acceptable levels of research scale reliability.

Discriminant validity was also established by checking whether the AVE value was greater than the highest SV value (Sin, Tse, Heung & Yim, 2005). This study further interrogated the average variance extracted (AVE) and the shared variance values (SV). Discriminant validity was established by checking and confirming that the AVE values were greater than the highest SV values (Nunnally, 1998). Table 2 shows that all the AVE values are above the SV values for all the research constructs, thus further confirming the existence of discriminant validity.

4. RESULTS OF THE HYPOTHESES

In Table 4, all the hypothesis are significant and strong as illustrated by all the path coefficients which are greater than 0.5. The highest path coefficient is EPE and OC, at 0.798, showing statistical significance, indicating that in companies where employees' perceptions of equity are high, OC is also high (Almar, 2005). The lowest path coefficient is OCB and OC, at 0.527, slightly lower than the highest path coefficient. This shows that all the path coefficients are significant.

Modification of the full model was done and the results generated from it. The rest of the hypotheses are supported by the data, as tabulated in Table 4.

Table 4. Overall results of SEM hypotheses testing

Hyp	Hypothesis Statement	Path Coefficients	Results
H1	Organisational citizenship behaviour → commitment	0.527***	Supported
H2	Employee perception of equity → commitment	0.798***	Supported
H3	Employee perception of equity → Organisational citizenship behaviour	0.700***	Supported

Note: Research structural model fits: $\chi^2/(df) = 2.737$, CFI= 0,920, TLI = 0,905, IFI = 0,922 and RMSEA = 0,060. Note: 1. ***p-value<0.001, **p-value<0.05, *p-value<0.1; using a significance level of 0.05, critical ratios (t-value) that exceed 1.96 would be significant.

5. DISCUSSION

(H1) There is a significant positive influence of employee OCB on OC in the Zimbabwean SMEs. From the result of the path, there is a strong relationship between these two constructs because the p-value is less than 0.001. This is supported by Robbins and Judge (2011), who viewed that successful organisations need employees who will do more than their usual job duties and who will provide performance beyond expectations, ultimately leading to greater organisational commitment. Employees who engage in "good citizenship" behaviours help others on their team, volunteer for extra work, avoid unnecessary conflicts, respect the spirit as well as the letter of rules and regulations and gracefully tolerate occasional extra work (Cho & Johanson, 2008). Therefore high OCB is associated with high OC.

(H2) There is a significant strong positive influence of EPE on OC because the p-value is significant at 95 percent confidence interval. Research consistently finds that people care about fair treatment and that, when individuals perceive that they are treated fairly, they express greater satisfaction with social relationships and, consequently, display greater commitment (Kanopaske & Werner, 2002; Almar, 2005; Kinicki & Kreitner, 2008; Park et al, 2010; Nicklin et al, 2011; Robbins & Judge, 2011). Thus, if employees perceive that they are treated equally then a state of equity is said to exist and this will result in OC. However, if the employees perceive that there is inequality then they experience equity tension. Consequently, when employees see themselves as under-rewarded, the resultant tension creates anger rather than commitment to the job (Janssen, 2001). Therefore, the greater the EPE, the greater the OC.

(H3) There is a significant strong positive influence of OCB on EPE because the p-value is also less than 0.001. Research consistently finds that people with high OCBs care about fair treatment and that, when individuals perceive that they are treated fairly, they express greater satisfaction with social relationships and, consequently, leading to greater job performance (Almar, 2005; Kinicki & Kreitner, 2008; Robbins & Judge, 2011). Organisational

citizenship behaviour is highly appreciated by firms not only for the reason that it heightens efficiency (Schaufeli & Salanora, 2008) but also for the reason that it is voluntary behaviour that is not even linked to a formal reward system (Organ 1988). When employees display organisational citizenship behaviour, it is apparent that they become more engaged (Wat & Shaffer, 2003; Babcock-Roberson & Strickland, 2010) and in so doing, amplify job performance subsequently and equity. Therefore, the greater the OCBs, the greater the EPE.

6. PRACTICAL IMPLICATIONS: RECOMMENDATIONS OF THE STUDY

The implications on the practical side are that, first and foremost, managers should attempt to increase organisational citizenship behaviour in SMEs since it has a significant impact on intention to stay. Setting clear rules that are enforceable to ensure appropriate behaviours at the workplace leaves little room for turnover intention among employees (Mustapha, Ahamad, Uli & Idris, 2010).

Managers need to reward those employees displaying greater OCBs consistently (Chipika & Wilson, 2006). If OCBs are rewarded, employees will desire to have the company at heart and workplaces will be better places to be all the time. Making sure that the rules and procedures are in place, understood and enforced will minimise employees' intentions to leave the organisation and foster intentions to stay in the job (Ucho, Mkavga & Onyishi, 2012).

The reward system, mainly in the form of profit shares and non-monetary rewards, was commonly used to motivate employees to be committed to the organisation. To secure increased employee motivation levels, SMEs need to make use of more diversified incentives that could include salary raises, promotions, titles, trophies, holiday assistance, and house and car purchase assistance.

The owners/managers also need to inform and involve many employees in the decision making process as their participation leads to motivation, and hence commitment to goal achievement. A more participative process will ensure cooperation and positive relationships among employees, equity among employees, therefore leading to OC and ultimately reducing turnover intention (Botha & Cronje, 2015; Crawford et al, 2015).

Finally, the Government of Zimbabwe is also encouraged to adopt policies that are likely to provide socio-economic stability in the country so that the SMEs may improve their performance and potentially increase the rewards offered to their employees.

6.1. Limitations of the study

The data were gathered from the SME employees, those not in managerial positions. The results would be more informative if data from both sides of the channel dyad were compared. The current study was limited to a sample of SMEs only in Harare, Chitungwiza, Bulawayo, Chinhoyi, Mutare and Bindura, the five largest cities in Zimbabwe. Only questionnaires were used to collect data from respondents. Using triangulation would erase the effects of common method bias. Other researchers

might opt to use questionnaires and interviews at the same time to strengthen the research.

What is lacking in the analysis of variance, is the subscales of for example of organisational citizenship and the correlations with the subscales of the other constructs. However, this could be included in the future studies by other researchers.

6.2. Recommendations for future research directions

Future studies may be conducted by using paired data both from workers on the operational floor and from the perspective of management. Subsequent research could replicate this study in broader sampling contexts that include all the SMEs in Zimbabwean cities or by comparison analysis between Zimbabwean SMEs and SMEs in another country, such as South Africa. Owing to the large number of enterprises in Zimbabwe, the size of the sample that was used in this study may also be a shortcoming. However, every attempt was made to reach as many of the respondents as possible. The other limitation is that the data were cross-sectional which makes it difficult to generalize the findings unlike longitudinal data. In longitudinal the respondents are asked to answer the questions more than once therefore eliminating biases. However, future research efforts should investigate outcomes of OCB and EPE such as job satisfaction, workplace spirituality and organisational support.

7. CONCLUSION

A pioneering attempt is made to apply the Justice Judgment theory in order to explain the interrelationships of the variables, in which organisational commitment is the ultimate variable. A cross-examination of the extant theory indicates that these theories have been applied mostly in large-sized firms and, to the best knowledge of the researcher, have not been applied in the current research context. The findings of this study therefore, fill the void that has existed in academic literature. There is no best theory applicable to this study. Future research should try to include other theories for this same model.

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