

The Impact of Organizational Image and Organizational Citizenship Behavior on Employee Performance

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This research was aimed to excavate the escalation or attenuation caused in one's performance due to the causes called Organizational Image and Organizational Citizenship Behavior. For actualizing the aforesaid phenomena, a sample of 225 respondents was selected from Education Industry. The questionnaires were distributed among different cadres of all universities located near the tribal area and had a potential gap to conduct such a good research. Most of the participants included lecturers, assistant professors, associates professors and professors, belonged to different tribes and have different thoughts towards organizational image and organizational citizenship. The statistical tools of Reliability, Gamma Measurement, Chi-square, Indexation, Mean average scores (MAS) & Regression Analysis were used to amalgamate the conclusions at 5% level of significance. The aftermaths accentuated on the legitimacy of the following phenomena that if an organization provides an employee with the satisfaction in a sense that the personnel feels privileged in relating himself/herself to the organization then an inclination will be demonstrated in the performance. Similarly, if the same satisfaction is sustained with nobility by the organization then the said personnel can happen to be called an employee equipped with Organizational Citizenship Behavior.

Keywords: Organizational Image (OI), Organizational Citizenship Behavior (OCB), Employee Performance (EP).

Introduction

In order to make employees performed in a tranquil manner which is necessary to ensure the overall serene in the organization, one must try to give them the environment where employees feel as the citizen of the organization. Broadly, this concept is called extra role behaviour that ameliorates an employee's performance from nadir to the zenith and comes under the umbrella of organizational citizenship behaviour (Van Dayne, Graham and Dinesch, 1994). As organizations desire for competitive employees, in the same manner, they contend for viable status which will escalate employee's morale and will ultimately lead to enriched performance

(Fombrun and Shanley, 1990). Distinguishing dynamics including magnitude, a form of industry and media coverage are found to have significant sway in enhancing an image of the organization. These factors add up to the efficiency of an organization by advancing its efficiency and effectiveness or in other words, enshrined performance levels (Lievens et al. 2001; Cable and Turban, 2003).

Ferris et al., (1998) explicated the very prominence of the organizational image by pondering the chicaneries utilized by an organization to avail competitive advantage over others in times of intense rivalry. Additionally, organizations also conjure efforts for the alluring image in order to

grasp potential talent from the market which will later become an important stake of the organization and will attest to escalated performance echelons. Cable and Turban (2001) accentuated on initial steps to enhance organizational reputation in order to allure potential intellectuals from the labour market. Viable image escalates the chances of alluring competitive employees. These employees add up to an important asset of an organization by ameliorating its performance levels. Behaviours that surpass demarcated role prospects but are vital for an exuberant organization demarcate as organizational citizenship behaviours (Somech & Drach- Zehavy, 2004). Studies have assigned many appellations to this phenomenon such as Organizational spontaneity (George & Brief, 1992), Pro-social organizational behaviour (Brief & Motowidlo, 1986) and Extra-role behaviour (Van Dyne et al., 1995).

Organizational citizenship behaviour succours in effacing blemishes by enhancing performance level of an employee and ultimately of an organization. Such behaviour makes an employee devoid of vitiating stigmas that may lead to dire catastrophes and ultimately sway performance of an organization (Organ, 1988; Athanasou and King, 2002; Robbins, 2001). Moorman and Blakely (1995), expounded that organizational citizenship behaviour is voluntary and is entailed by employees of imminent zeal. These behaviours, being voluntary, cannot be imposed by upper management and thus demands careful heed to provoke them in employees. Chiang and Birtch (2008) argued that Organizational citizenship behaviour is

chiefly swayed by non-monetary rewards. These non-financial rewards enhance employee's loyalty towards the organization and ultimately lead to enriched performance.

Organ (1990) expounded on the importance of Organizational citizenship behaviour by pronouncing five categories of Organizational citizenship behaviour, conscientiousness, altruism, civic virtue, sportsmanship, courtesy. These behaviours escalate an employee's efficiency and motivation level which pave a way to exuberant organization. Armario et al., (2004) pondered organization citizenship behaviours as a leading phenomenon which fiercely influences loyalty on part of employees as well as the customer. This is because of enshrined customer-employee collaboration that has been dogged by these exuberating behaviours. Such an enriching behaviour at its zealotry results in a motivated workforce that tugs up all its effort for the attainment of improved performance altitude. Organizational citizenship behaviours pave a way to escalated customer loyalty relationship by utilizing the chicanery of enriched quality of service in the sphere of hospitality segment (Suh and Yoon, 2003; Bell and Menguc, 2002).

Bienstock et al. (2003) explicated that those employees who overwhelm organizational citizenship behaviours prove to be more productive as compared to others when employed in places where they are in direct contact with customers. Due to these behaviours, these employees serve as a chieftain in evaluating service quality that has been expected from a potential customer, thence; pave a way to ameliorate

performance gauges in order to escalate it. The concept of organizational citizenship behaviour (OCB) continues to grasp the heed of different scholars and practitioners. The very thought of accentuating on the concept of OCB is not an ephemeral rather it's a lifelong and deep-rooted phenomenon that engrain and indoctrinate the sense of performing good in employees (Netemeyer et al., 1997; Organ 1998; Podsakoff et al., 1996). Empirical corroborations unfold this lucid certitude upon us that the very concept of OCB plumbs the performance of individual which ultimately marshal towards the corroboration of overall organizational performance (Barksdale and Werner, 2001; Mackenzie et al., 1993; Podsakoff and Mackenzie, 1994). On the other side of the picture the phenomenon that will be found cultivated is organizational image because it is the phenomena that attract and succor quality employees and allow them to continue showing off their idiosyncrasy in their workplace (Cable and Turban, 2003) that can give a competitive edge to the organization which ultimately will result in the increased benevolence of the organization. Several types of research in this regard spectacle that how much an employee performance is governed by organizational image and organization citizenship behaviour (Netemeyer et al., 1997; Organ 1998; Podsakoff et al., 1996; Cable & Turban, 2003). The central focus of this research study is thenceforth to scrutinize the relationship between organizational image, organizational citizenship behaviour and employee performance.

Independent variables (IV)

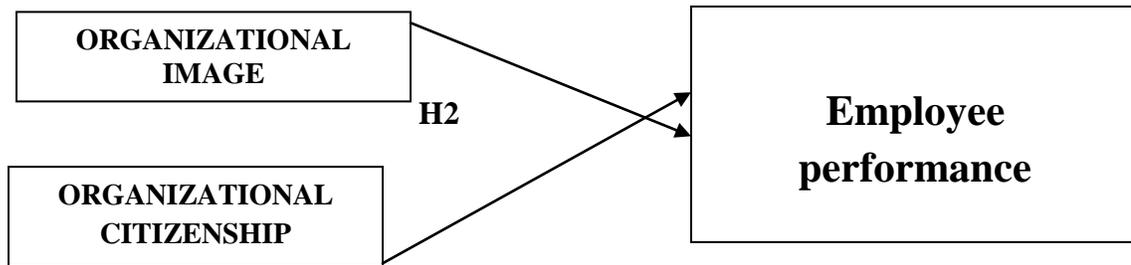
The motivation behind choosing the education industry in particular teachers of all eight public and private sectors universities of Peshawar, Pakistan to study the relationship between organizational image, organizational citizenship behaviour, and employee performance due to their tribal affiliation and their loyalty towards their tribes. This research had a gap to conduct in Peshawar, the backward region of Pakistan as compared to other cities. By nature the people of this region are loyal to their tribe; caste and family and like to live in groups and their own tribesmen but in the universities almost all teachers belong to different cities and live in one campus, therefore this motivated us to conduct a research and to know their views about how organizational image and organizational citizenship behavior are related to employees performance.

Objectives of the Study

In the light of the main theme of this research the following key motivational research objectives are as under:

1. To find out the demographic physiognomies of respondents.
2. To show the relationship between organizational image and employees' performance.
3. To check the relationship between organizational citizenship and employees' performance.
4. To ascertain different stabs made by the organization to ensure organizational image and organizational citizenship.

Dependent variables (DV)



The above theoretical framework shows the relationship between the dependent variable, namely, employee performance and two independent variables, organizational image and organizational citizenship.

Hypothesis

This segment develops specific hypotheses relating the employee performance and two independent variables, organizational image and organizational citizenship.

H₁: Is there any relationship between organizational image and Employees performance

H₂: Is there any relationship between organizational citizenship behaviour and Employees performance.

Methodology

In this chapter, the scrutinized tools elucidation is made which will provide us with a great deal of gen that will ultimately lead to effective ripostes to the questions raised by this research endeavour.

Study Design

The present research study is opted to cover its horizon by utilizing the design of study known as “One Shot Study Design”. This study undertook 8 randomly selected universities from public and private sectors from Peshawar city, Pakistan. The questionnaires were distributed among different cadres of all selected universities to collect data. These all universities are

located in North West region of Pakistan, Peshawar city. Peshawar city is located near the tribal area and had a potential gap to conduct such a good research. Most of the participants included lecturers, assistant professors, associates professors and professors, belonged to different tribes and have different thoughts towards organizational image and organizational citizenship. The context of this research is more important because of the loyalty of the applicants’ nature. Therefore, proportional allocation sampling method is utilized in the current research study with 225 sample size and population size is 1620 from various cadres. Sekaran (2003: 294) has construed different sample sizes in accordance with the total size of the population. Primary data collection tool will be utilized in this research study and data will be collected from academic staff members. Descriptive statistics, Reliability, Chi-square, Gamma measurement and Regression analysis is used as statistical tools in this research.

$$SE_{\bar{x}} = \frac{s}{\sqrt{n}}$$

$$\chi^2 = \sum_{i=1}^r \sum_{j=1}^c \frac{(o_{ij} - e_{ij})^2}{e_{ij}}$$

With (r-1)(c-1) degree of freedom

$$\text{Gamma} = \frac{N_s - N_d}{N_s + N_d}$$

$$EP = \beta_0 + \beta_1 OI + \varepsilon_i \quad \text{and}$$

$$EP = \beta_0 + \beta_1 OCB + \varepsilon_i$$

(Walpole, 2008)

Sample Description

The size of a sample is determined on the basis of variation that exists in the population which means the higher the

Table 1

Frequencies and percentages of demographic variables

Gender		Service Terms		Employment status	
Status	No. (%)	Experience	No. (%)	Status	No. (%)
Male	170(75.6)	Less than 1 year	25(11.1)	Permanent	179(79.6)
Female	55(24.4)	Less than 5 year	63(28)	Contract	46(20.4)
		Less than 10 year	70(31.1)		
		10 and above year	67(29.8)		

The table 1 results portray the division of respondents with respect to their gender, service terms and employment status. It is vivid from the results that wind up the demographic silhouette of the respondents that under the provision of Gender, maximum chunk of respondents represented male decorum with the percentage of (75.6) as opposed to female respondents who were 4 in percentage. The second intrigued demographic variable is service terms which portrayed that maximum respondents were having the experience of fewer than 10 years and 10 years and above with the number and

variation the larger will be the sample. Sekaran (2003: 294) has construed different sample sizes in accordance with the total size of the population. As per secondary data, the total faculty staff employed at eight selected universities makes the total of 1620 persons from various cadres. The table defined in the aforementioned book of Sekaran constitutes the sample size of 225 respondents.

Results and Discussions

percentage of 70 (31.1) and 67 (29.8) respectively. 63 respondents were from the experience group of fewer than 5 years with the percentage of (28.0) while 25 respondents represented the experience group of less than 1 year with the percentage of (11.1) correspondingly. The last demographic variable questioned comprised employment status that engulfed majority of respondents in permanent cadre i.e. 179 with the percentage of (79.6). 46 respondents represented contractual employment with the percentage of (20.4) respectively.

Reliability Analysis

Table 2

Reliability Dimensions of Variables under study (Reliability Analysis)

Variable	Cronbach's alpha	Remarks
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Organizational Image	.813	Reliable
Organizational Citizenship behavior	.829	Reliable
Employee Performance	.901	Reliable

The explication of inferences drawn from discernments of respondents is illustrated in table 4.2. Among the three variables targeted, it is the organizational image that showed low reliability with the Cronbach alpha figure of 0.813 relatively; the highest reliability is imaged by employee performance with the Cronbach's alpha figure of 0.901. In the instantaneous order, the reliability of remaining variable i.e. organizational citizenship behaviour also

depicted elevated Cronbach's alpha figure 0.829. Conclusively, it is quite lucid that all the understudied variables attached their adherence to significant reliability which is undoubtedly greater than the specified range of reliability coefficient (i.e. 0.70). From these fallouts, it is commendable that data is sufficiently reliable which will consequently provide evidential and supportive background to the problem at hand.

Table 3

Distribution of respondents with respect to the organizational image

S #	Items	1	2	3	4	5	MAS
1	Your organization provides access to competitive work	8(3.6)	23(10.2)	46(20.4)	128(56.9)	20(8.9)	3.5733
2	You organization provides a prestigious job title to me	2(0.9)	28(12.4)	48(21.3)	130(57.8)	17(7.6)	3.5867
3	Your organization ensures an adorable career for you	4 (1.8)	54 (24.0)	78 (34.7)	58 (25.8)	31 (13.8)	3.2578
4	Your organization provides you with a competitive image by ensuring a competitive work environment	0(0.0)	31(13.8)	110(48.9)	71(31.6)	13(5.8)	3.2933
5	Your organization provides you with a social image by giving access to the social-able work environment	6(2.6)	32(14.2)	73(32.4)	99(44.0)	15(6.7)	3.3778
6	Your organization's work environment is as pleasant as its image	7(3.1)	68(30.2)	72(32.0)	60(26.7)	18(8.0)	3.0622
7	Your Job title fits with your lifestyle	20(8.9)	32(14.2)	69(30.7)	87(38.7)	17(7.6)	3.2178
8	You organization teamwork environment is as workable and comfortable as its image	49(21.8)	27(12.0)	80(35.6)	55(24.4)	14(6.2)	2.8133
9	Your organization enjoys a good reputation as an employer	13(5.8)	19(8.4)	84(37.3)	77(34.2)	32(14.2)	3.4267
10	Your non-salary benefits best match to the image your organization proclaims	56(24.9)	70(31.1)	46(20.4)	39(17.3)	14(6.2)	2.4889
11	Your organization is having a desirable geographic location	4(1.8)	25(11.1)	105(46.7)	84(37.3)	7(3.1)	3.2889
12	Your organization is appropriately sized regarding its image	12(5.3)	53(23.6)	65(28.9)	74(32.9)	21(9.3)	3.1733
	Overall Mean						3.2133

The table 3 results to organizational image clearly depict that employees in the selected organizations are favouring the organizational efficiency with respect to enhancing and enshrining its image over stock holders including employees, customers etc. This adherence of employees with respect to organizational image clearly pinpoints that there are a positive discernment and perception of the respondents regarding an organizational image which eventually has an effect on their satisfaction and performance level. In distinction to that, numerous numbers of respondents have a neutral perception in relation to the organizational image while in few instances; negative perception is portrayed by employees of respective organizations in regards to organizational image.

The inferences of almost all the question items, drawn from responses of respondents, illustrate the positivity and adherence of employees' which is vivid from mean average score (MAS) as it is greater than 3, except item 8 and 10 that depicted negative perception of employees as their figures are less than mean average score of 3. This negative perception succinctly elucidates their negative slant with respect to their observations of their organizational image. From all these twelve statements with respect to the organizational image, the peak MAS (3.5867) is logged for the discernment of respondents with respect to having prestigious job title provided by the organization. This continuation is followed by item no. 1 that logged the MAS score of (3.5733) thus depicting the access of employees, granted by the organization,

to take an active part in performing competitive job tasks. In the simultaneous order, item no. 9 with the MAS of (3.4267), item no. 5 with the MAS (3.3778), item no. 4 with the MAS (3.2933), item no. 11 with the MAS (3.2889), item no. 3 with the MAS (3.2578), item no. 7 with the MAS (3.2178), item no. 12 with the MAS (3.1733), and item no. 6 with the MAS (3.0622) labelling responses of respondents with respect to satisfying and balmy of organizational work environment in relation to its image. In the light of this plunging continuation, item no. 8 with the MAS of (2.8133) and item no. 10 with the MAS (2.4889) portrayed negative discernment of respondents with respect to congeniality of organizational teamwork environment and non-salary benefits with the organizational image.

The overall MAS (3.2133) accentuates on positive discernment portrayed by respondents towards their organization. Furthermore, it's quite easily understandable that an organization with meritorious image enjoys enhanced levels of performance on the part of employees thus ensuring their work productivity and satisfaction which ultimately result in organizational citizenship.

Distribution of respondents in regards with organizational citizenship behaviour

It is quite eloquent from the table 4.4 that for most of the questions relating to organizational citizenship behaviour, an extreme section of the respondents are counted in the fourth class of Likert scale gauging. These fallouts succinctly elaborate that the respondents of the selected organizations, in general, are agreed with respect to the impression of behaviour

comprising organizational citizenship. Eventually, this positivity in attitude and perception unequivocally illustrates that employees sufficiently adhere to the phenomenon of organizational citizenship behaviour which will ultimately bolster their motivation, satisfaction, productivity and performance levels. In distinction to that, several respondents remained neutral when enquired about organizational citizenship provision while in few circumstances respondents' portrayed disagreement with respect to the provision of organizational citizenship behaviour.

The inferences all these ten statements with respect to organizational citizenship behaviour, the peak MAS (3.8444) is logged by item no.5 for the discernment of respondents with respect to their job punctuality. This adherence adequately elaborates the heightened enthusiasm, citizenship and warmth

portrayed by employees with respect to their organization. This continuation is followed by item no. 6 that logged the MAS score of (3.8133), item no. 3 with the MAS of (3.5822), item no. 1 with the MAS (3.5689), item no. 7 with the MAS (3.5289), item no. 2 with the MAS (3.5067), item no. 8 with the MAS (3.3911), item no. 9 with the MAS (3.3244), item no. 4 with the MAS (3.0711) and item no. 10 with the MAS (3.0667) is labeling responses of respondents with respect to providing suggestions for organizational enhancement. Insubstantial manner, the overall symbol of MAS (3.4697) accentuates on positive discernment portrayed by respondents towards their organization. Furthermore, it's quite easily understandable that an organization with meritorious image enjoys enhanced levels of citizenship behaviour on the part of employees thus ensuring their work productivity and satisfaction which ultimately result in elevated performance.

Table 4

Distribution of respondents with respect to organizational citizenship behaviour

<i>S #</i>	<i>Items</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>MAS</i>
1	You help your colleagues in regards to their job	0 (0)	25 (11.1)	64 (28.4)	119 (52.9)	17 (7.6)	3.5689
2	You take the consensus of your work fellows before making the decision	2 (0.9)	38 (16.9)	59 (26.2)	96 (42.7)	30 (13.3)	3.5067
3	You assist new comers in regards with orientation	1 (0.4)	36 (16.0)	51 (22.7)	105 (46.7)	32 (14.2)	3.5822
4	In meetings, you put forth opinions and suggestions	33 (14.7)	28 (12.4)	87 (38.7)	44 (19.6)	33 (14.7)	3.0711
5	You are punctual in regards with your job	2 (0.9)	7 (3.1)	67 (29.8)	97 (43.1)	52 (23.1)	3.8444
6	You provide help to other colleagues in order to ensure enriched productivity	1 (0.4)	13 (5.8)	47 (20.9)	130 (57.8)	34 (15.1)	3.8133
7	You respect rights and preferences of other employees	1 (0.4)	30 (13.3)	74 (32.9)	89 (39.6)	31 (13.8)	3.5289
8	You offer assistance in rectifying decisions carrying blemishes	2 (0.9)	23 (10.2)	103 (45.8)	79 (35.1)	18 (8.0)	3.3911
9	You participate in different	4	36	85	83	17	3.3244

	organizational activities	(1.8)	(16.0)	(37.8)	(36.9)	(7.6)	
10	You provide suggestions for service improvement to your organization	31	44	58	63	29	3.0667
		(13.8)	(19.6)	(25.8)	(28.0)	(12.9)	
	Overall Mean						3.4697

Distribution of respondents in regards to employee performance Organizational chaotic circumstances can be reversed if its employees are well motivated and ensure heightened levels of performance. If an

organization objectifies to be a chieftain in its arena, without ensuring aggravated employee performance, it will undoubtedly end up in jeopardy.

Table 5

Distribution of respondents with respect to employee performance

S #	Items	1	2	3	4	5	MAS
1	Organization recognizes my accomplishments and good work.	7 (3.1)	51 (22.7)	67 (29.8)	77 (34.2)	23 (10.2)	3.2578
2	I believe that there is a consistent strive for greater accomplishment at the organization	3 (1.3)	54 (24.0)	67 (29.8)	77 (34.2)	24 (10.7)	3.2889
3	Rewards given to me by the organization are less than my accomplishment	4 (1.8)	72 (32.0)	43 (19.1)	86 (38.2)	20 (8.9)	3.2044
4	Rewards provided by the organization are equal to my Job Quality	1 (0.4)	22 (9.8)	108 (48.0)	73 (32.4)	21 (9.3)	3.4044
5	Rewards provided to me by organization affects my Job performance.	7 (3.1)	64 (28.4)	60 (26.7)	74 (32.9)	20 (8.9)	3.1600
6	Rewards provided to me by organization affects my work Quality.	10 (4.4)	62 (27.6)	70 (31.1)	55 (24.4)	28 (12.4)	3.1289
7	The better rewards system of organization can lead to better performance standards.	4 (1.8)	35 (15.6)	87 (38.7)	76 (33.8)	23 (10.2)	3.3511
8	My productivity at organization influences my growth.	2 (0.9)	39 (17.3)	69 (30.7)	83 (36.9)	32 (14.2)	3.4622
9	Rewards are given to me by organization help in improving my overall productivity.	13 (5.8)	33 (14.7)	77 (34.2)	72 (32.0)	30 (13.3)	3.3244
	Overall Mean						3.2869

The explication of results in table 5 depicts the discernment of respondents in regards to employee performance. The inferences unequivocally demonstrate that for most of the questions relating to employee performance, the majority of respondents illustrated their agreeableness and are counted in the fourth class of Likert scale.

These results concisely expound that the respondents of the selected organizations, in general, are agreed with respect to the provision of employee performance. Eventually, this positivity in attitude and perception unequivocally exemplifies that employees sufficiently adhere to the phenomenon of performance which will ultimately bolster their

motivation and satisfaction. In distinction to that, several respondents remained neutral when enquired about performance provision while in few circumstances respondents' portrayed disagreement with respect to the provision of employee performance at the organization. From all these nine statements with respect to employee performance, the highest MAS (3.4622) is logged by item no. 8 for the discernment of respondents with respect to the influence of productivity on personal growth. This adherence adequately elaborates the heightened enthusiasm, citizenship and warmth portrayed by employees with respect to their organization. This continuation is followed by item no. 4 that logged the MAS score of (3.4044), item no. 7 with the MAS of (3.3511), item no. 9 with the MAS (3.3244), item no. 2 with the MAS (3.2889), item no. 1 with the MAS (3.2578), item no. 3 with the MAS (3.2044), item no. 5 with the MAS (3.1600), item no. 6 with the MAS (3.1289) is highlighting the agreeableness of employees' regarding the effect of reward on quality of work performed. In a nutshell, the overall figure

of MAS (3.2869) stresses on positive perspicacity rendered by respondents towards their organization. Moreover, it's quite easily comprehensible that an organization with laudable appearance relishes enriched levels of employee performance thus ensuring their work productivity and satisfaction.

Indexation-- Nachmias and Nachmias (1992) vested their research efforts to offer a method for consolidating qualitative responses of the respondents for a set of items dealing a variable. Thenceforth, for obtaining attributes from the list of items the discernments of respondents were transmuted into average scores and decided upon to be placed in either disagree, neutral or agree on class. This segment engulfs the utilization of Chi-Square method in order to gauge the association of organizational image, organizational citizenship behaviour with employee performance. Association between organizational image and organizational citizenship behaviour with employee performance

Table 7

Association between organizational citizenship behaviour and employee performance

Organizational image	Employee performance			Total
	Disagree	Neutral	Agree	
Disagree	3 (1.3)	24 (10.7)	1 (0.4)	28 (12.4)
Neutral	1 (0.4)	64 (28.4)	26 (11.6)	91 (40.4)
Agree	0 (0.0)	21 (9.3)	85 (37.8)	106 (47.1)
Total	4 (1.8)	109 (48.4)	112 (49.8)	225 (100.0)

Table 6 and 7 elaborates the association between the organizational image and organizational citizenship behaviour with employee performance. The inferences depicted by table succinctly advocates that 32.4% percent of the respondents adhered to the effectiveness of organizational image in

concocting enhanced employee performance, 30.2% percent respondents remained neutral with respect to the association of organizational image and employee performance while 10.7% percent of the respondents remained disagreed with

organizational image effect on employee performance.

Table 6

Association between organizational image and employee performance

Organizational Image	Employee performance			Total
	Disagree	Neutral	Agree	
Disagree	2 (0.9)	24 (10.7)	2 (0.9)	28 (12.4)
Neutral	4 (1.8)	68 (30.2)	19 (8.4)	91 (40.4)
Agree	2 (0.9)	31 (13.8)	73 (32.4)	106 (47.1)
Total	8 (3.6)	123 (54.7)	94 (41.8)	225 (100.0)

Chi Square = 62.36, P-value = 0.000, Gamma = 0.754; the values in parenthesis are the percentages

The value of χ^2 is 62.36 along with the P value=0.000 which unequivocally illustrates that there was a significant relationship between organizational image and employee performance. The inferences also portrayed the strong and positive relationship between the organizational image and employee performance (Gamma = 0.754). The forte of this association is attained high with respect to the scale limits of gamma in which the assessment closer to the absolute value of 1 (0.75-1.00) will have a stronger association. Cable and Turban (2003) pondered that organizational image paves a way to achieve a competitive edge by tempting huge loch

of intellectuals. These potential academics on becoming the part of organization enhance organizational performance by executing a specific set of capabilities entailed by them. As it is evident from table that 37.8% percent of the respondents attached themselves to the perception that organizational citizenship behavior bolsters employee performance, 28.4% percent respondents stayed neutral with respect to the association of organizational citizenship behavior and employee performance while only 1.3% percent of the respondents persisted to disagree with organizational citizenship behavior effect on employee performance.

Table 8

Regression analysis of the organizational image and organizational citizenship behaviour with employee performance

	R square	B	Employee performance		P value
			F	T	
Organizational image	0.242	0.644	71.14	8.435	0.000
Organizational citizenship behavior	0.32	0.711	107.16	10.352	0.000

The value of χ^2 is 89.58 along with the P value=0.000 which unequivocally illustrates that there was a significant relationship between organizational citizenship

behaviour and employee performance. The inferences also portrayed the strong and positive relationship between the organizational citizenship behaviour and

employee performance (Gamma = 0.861). Organ (1988) vest considerable amount research efforts with respect to pondering the conceptualization of organizational citizenship behaviour. It was argued in his research endeavour that organizational citizenship behaviour succours in eradicating blemishes by augmenting performance level of an employee and ultimately of an organization. On the basis of these upshots, it is conceivable to delineate the positive effect of organizational citizenship behaviour and organizational image over employee performance which will strengthen employee's citizenship behaviour and assures affluent prospect of the organization.

Regression Analysis

The Table 9 expounds statistical utensil of Regression analysis was also exploited in order to grasp the momentous or insignificant influence of organizational image and organizational citizenship behaviour on employee performance. The inferences from table plausibly advocate the strong, positive and significant relationship between organizational image and organizational citizenship behaviour with employee performance. The value corresponding to t-ratio is higher than 2 ($t > 2$), the value of P is also substantial and showed significance with $P < 0.05$, and the complete significance is 71.14 and 107.16 which is greater than 3 respectively for both organizational image and organizational citizenship behaviour. In the light of these elucidations, it can be assertively argued that organizational image provides sufficient room for employees to enhance and strengthen their productivity levels which

will ultimately result in escalated performance echelons. In the whole percentage, the value of R^2 for organizational image is 0.242 which exemplifies that: in the elevation of performance levels, more than 24% is contributed by the organizational image element and R^2 for organizational citizenship behavior is 0.320 which exemplifies that: in the elevation of performance levels, more than 32% is contributed by the organizational citizenship behavior while rest of the enhancement is caused by else factors. Ferris et al. (1998) expounded the very eminence of the organizational image by perpetuating the trickeries used by an organization to gain a competitive advantage over others in times of intense rivalry and ultimately to ensure organizational efficiency by realizing escalated levels of employee performance. By this percentage obtained, we can see that vital role is played by the organizational image in making an employee satisfied in regards to the operations of the organizations and thus ultimately escalating their performance levels. Armario et al., (2004) contemplated organization citizenship behaviours as a prominent portent which fiercely influences loyalty on part of employees as well as customer and thus ultimately renders heightened tiers of organizational and employee performance. By this percentage obtained, we can see that vital role is played by organizational citizenship behaviour in making an employee satisfied in regards to the operations of the organizations and thus ultimately escalating their performance levels.

Conclusion

This research study was conducted in order to elaborate the effect of Organizational Image & Organizational citizenship behaviour on employee performance in the education industry. In order to achieve the said objectification for the said endeavour, primary data was gathered from a sample of 225 respondents. This sample was taken by exercising the method of random sampling. For gathering responses; a closed-ended questionnaire was utilized and was distributed among teachers of universities of Peshawar (n = 225). Respondents' discernment was succinctly gauged by employing five-point Likert scale. The tool of Cronbach's alpha was exercised for ensuring the reliability of collected data. The statistical tools of Chi-square and Regression analysis were also utilized at 5 % level of significance in order to ascertain the association between variables under study. In accordance with the obtained inferences, the data pertaining to the organizational image, organizational citizenship behaviour and employee performance were found to be greater than 70% which attaches adequate advocacy to the reliability of data collected. After the conduction of Indexation procedure, the statistical tool of Chi-square was employed for assessing the association between organizational image, organizational citizenship behaviour and employee performance, the association between organizational image, organizational citizenship behaviour and employee performance was positive and highly significant (Gamma = .754 and .861).

The inferences drawn from the analysis of regression pertaining to organizational image and employee performance (t-ratio =8.435, p-value =0.000, F value =71.14 and R square =.242) depicted the positive and significant relationship between the two variables as shown by (Lievens et al. 2001; Cable and Turban, 2003). The results obtained from analyzing the relationship of organizational citizenship behavior and employee performance also portrayed significant and positive relationship (t-ratio=10.352, p-value=.000, F value=107.16 and R square=.32) as shown by (Bienstock et al. 2003; Barksdale and Werner, 2001; Mackenzie et al., 1993; Podsakoff and Mackenzie, 1994). Consequently, it can be straddled to enhanced advocacy that teachers of all eight universities of Peshawar are swayed to elevated performance levels if sprinkled with the spark of the organizational image and organizational citizenship behaviour. Significant association among the variables understudy was principled by the conceptual framework of the study. Thenceforth, to make an employee well versed, an organization must pave the developmental path of the employees' career by considering the inculcation of both organizational image & citizenship behaviour. This will not only enhance the faith of an employee in his/her workplace but will also define a strength to strength move of the organization. The recognition of employees must be ensured through different developmental activities, such as training & development, career counselling and other activities of similar nature so that it can enhance the

acknowledgement feeling of employee and henceforth improvise organizational image. The employee must be treated on an individual basis rather than groups and their needs must be addressed on priority basis so that they infer their behaviour as the citizen of the organization and work with full zeal and zest. Organizations must adopt succinct policies with respect to their work environment and teamwork so that employees' can ensure utmost efficiency and transform their developmental ladders to organizational ones'. Significant and resilient strategies with respect to non-salary benefits of employees must endeavour in order to address proper exalted match between organizational image and the emoluments provided by it.

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