



## Altruistic normative interactions: strengthening organizational citizenship behavior and improving managerial effectiveness

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### ABSTRACT

Normative altruistic interactions are interactions between people who are motivated to help each other because of a sense of moral obligation. This interaction is based on the belief that people should help others, even if they do not receive anything in return. The mediating role of normative altruistic interactions is tested to fill the gap between Organizational Citizenship Behavior and its influence on managerial effectiveness. Using descriptive quantitative methods and a sample of 202 respondents consisting of managers at coal mining companies. Data analysis was carried out using AMOS Structural Equation Modeling (SEM), and the Sobel test was carried out. The results obtained were carried out with a Z score of 3,800, more than 1.96, one-way and two-way probabilities of  $0.000, \leq 0.05$ . The chi-square value is 1, 270 with df 1 (42-21) where the probability of a test difference of 25.97% means higher than 5% indicating the model is full mediation. The role of altruistic normative interaction variables is important in bridging the influence of Organizational Citizenship Behavior on managerial effectiveness. This effect is stronger if the normative altruistic interaction is high. Individuals who have high norms of altruism and norms of compliance will be more likely to perform. High standards of altruism and conformity will make people more willing to engage in organizational citizenship behavior which will ultimately increase managerial effectiveness.

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## 1. INTRODUCTION

Modern business in the era of society 5.0 is becoming increasingly complex with many factors influencing a company's success. The use of technology to improve everyone's quality of life is known as the Society 5.0 era, a futuristic vision of society. (Tlili et al., 2023). In this era, effective management is needed to coordinate all these elements and ensure the company operates smoothly and profitably. Today's business environment is changing very quickly. New technologies emerge, market trends change, and regulations fluctuate. Effective management must be able to identify these changes and respond to them quickly so that the company remains relevant and competitive. A company that

grows and develops dynamically and competitively must have effective management to overcome competitors. Good management can help companies identify opportunities and threats, develop appropriate strategies, and optimize resources to achieve competitive advantage.

Nowadays, every company must have a manager or leader who can guide others in achieving organizational or team goals by utilizing resources effectively. Planning, organizing, directing and controlling the operations of an organization or team to produce desired results is a necessity. This ability is said to be managerial effectiveness. A manager must be able to concentrate fully on the core of the company in order to progress and develop, namely being able to run the company efficiently and effectively (Drucker, 1967).

Managerial effectiveness is important for companies in the era of society 5.0. Currently, the era of society 5.0 is a condition of rapid and dynamic change. Companies need to adapt to these changes to remain competitive. Companies should provide feedback to their managers regularly. Feedback can help managers understand their strengths and weaknesses, and improve their performance (Kotter, 2019).

Managerial effectiveness can help companies to adapt to change by, including: 1) Managing change effectively: Effective managers can manage change by communicating changes to employees, providing training and support to employees to adapt to changes, and creating a work environment that is conducive to change. 2) Building a flexible organization: Effective managers can build a flexible organization by creating an organizational culture that supports change and innovation, as well as developing employees who are able to think critically and creatively. 3) Creating competitive advantage: Effective managers can create competitive advantage by developing a clear strategy and vision, (Naveed et al., 2022; Melnyk et al., 2023). Leadership characteristics are universal, and managerial effectiveness is influenced by organizational culture and even national culture. Managerial effectiveness is strongly influenced by the nature of leadership (Hamlin, 2005).

Individual behavior in the organization/An interesting company to study and encourage increased managerial effectiveness is Organizational Citizenship Behavior (OCB). Study Vivek, (2016) who examined the relationship between OCB and managerial effectiveness in India. This study uses survey data from 240 employees in the public and private sectors in Kerala, India, suggesting that 1) OCB has a greater influence on ME in the public sector than in the private sector. 2) Factors that influence OCB include: leadership, organizational culture, and individual characteristics. 3) Managers can increase OCB by: providing positive feedback, creating a positive work environment, and appreciating employees. Meanwhile, the results of other research by Podsakoff et al., (2016) The relationship between OCB and managerial effectiveness is complex, so there are many factors that can influence the relationship between OCB and managerial effectiveness and can weaken if employees do not feel appreciated by the organization.

Research examining OCB and managerial effectiveness is increasingly developing and dynamic. Because of this, there are gaps and gaps that can be filled with various variables and dimensions of novelty. One of the most interesting aspects to study is the normative altruistic interaction (INA) variable. This variable is a type of organizational personnel disciplinary action. Due to the fact that the current study uses the INA variable as an intervening variable, it has never been done before. As is understood, the concept of INA itself has only emerged. The purpose of this study is to determine whether or not INA may act as an intervening variable in a given empirical model and how its implications might be affected. INA as a variable for personnel changes within organizations. INA is described as an interaction between people who are motivated to help one another because they sense a moral imperative. Interactions like this one are based on the idea that people should help other people even when they aren't receiving any sort of payment (Panca et al., 2020).

That is interesting to study is the INA variable. This variable is a form of renewal of the development of renewal behavior variables in the organization. INA is defined as verbal interaction that occurs interpersonally in an organizational setting that is carried out reciprocally and sustainably with moral involvement in a positive value orientation that prioritizes social interests and the welfare of others. (Panca et al., 2020).

Altruistic behavior according to Hopkins & Powers, (2015) namely actions done for the good of others without expecting anything in return. However, the meaning of altruism is more than just an act done selflessly. Altruism is also an attitude based on empathy, compassion, and the desire to help others. Altruism has an important role in human life. Altruism can improve the welfare of individuals, groups and society. Altruism can also help create a better world.

OCB is a concept that has been widely researched by experts in the fields of management and organizational psychology. Some definitions of OCB include Dennis Organ (1988), one of the first experts to develop the concept of OCB. OCB is voluntary behavior that serves the interests of the organization sincerely and without thinking about immediate rewards. Furthermore, Moorman, RH, & Blakely, GL (1995) stated that OCB is individual behavior that is not required by formal rules in the organization, but makes a positive contribution to the organization.

Dimensions of OCB According to Organ, (1988) consists of 5 dimensions, namely: 1) Altruism (Virtue): Involves the behavior of helping colleagues or organizations voluntarily without regard to personal benefits. 2) Courtesy: Involves polite and friendly behavior in social interactions at work. 3) Sportsmanship: Involves a positive and non-negative attitude towards organizational changes and disagreements. 4) Conscientiousness (Seriousness): Involves extra effort in carrying out work duties and shows high discipline. 5) Civic Virtue (Citizenship Leadership): Involves active participation in organizational activities that are not directly related to main job duties.

Effectiveness in the context of a company that focuses on independence with all the resources it has to carry out its mission in an effort to realize the vision that has been set in an optimal way and demonstrate it in an efficient and effective way (Menon & Pfeffer, 2003).

In management literature, effectiveness is often distinguished from efficiency. Efficiency is concerned with using resources (time, money, labor) in the most economical way. Meanwhile, effectiveness focuses more on achieving overall goals. A company can consider itself efficient if it produces output at minimum costs, but it is still not necessarily effective if the output does not match the organization's goals or does not meet customer needs (Kaplan & Norton, 2015; Hill & Georgoulas, 2016).

Managerial effectiveness is built from (1). Effective Organization and Planning/Proactive Management (2). Participative and Supportive Leadership/Proactive Team Leadership, (3). Empowerment and Delegation, (4) Genuine Concern for People/Paying Attention to Staff Interests and Development Needs (5). Inclusive/Open Decision Making and Personal Management Approach, (6). Communicate and Consult Widely/Keep People Informed (Hamlin, 2005).

Managerial effectiveness in a company refers to management's ability to realize the mission and vision of the organization efficiently and effectively. Managerial effectiveness focuses on how managers can manage resources, people, and processes so that the company can achieve desired results. Managerial effectiveness involves a combination of good leadership, communication, analytical and decision-making skills. Effective managers can help a company better achieve its strategic goals and ensure business continuity and sustainable growth.

Organizations are categorized based on the forces that influence members' behavior and the interactions and engagement they produce. According to Etzioni, (1975) Organizations have three powers: utilitarian, normative, and cohesive. Compliance theory states that organizations can be categorized based on the type of power used to direct the behavior of their members and the type of involvement of participants (Etzioni, 1961).

Work that is interesting, has a purpose, and contributes to society are characteristics of normative power. Normative organizations employ many professionals. All actions have a moral dimension, but social order in some situations depends on people complying with norms or because they do not (coercion); people do not always obey because they love rules or givers of rules (normative) Normative forces often create moral involvement that refers to a positive orientation with the involvement of strong identification with the values that represent the organization (Etzioni, 1975).

Interaction is actually a recurring condition, namely interactions between individuals in an organization that also occur repeatedly over a longer period of time. Interactions and relationships are dynamic phenomena that typically mutate and evolve (Rusbult & Van Lange, 2003).

The intensity of the moral (personal) obligation a person has to provide specific assistance influences altruistic behavior. Activation of more specific internal norms disrupts the relationship between selfish behavior and awareness of one's needs (Schwartz, 1977). Altruistic values are actions carried out in accordance with an individual's mood and are an extension of personality. Altruistic value as a personal resource is the main source of forming a person's motivation to carry out voluntary activities (Beckers, 2005; Kang et al., 2016)

Panca et al, (2020) build the concept of normative altruistic interaction (INA) as a change behavior variable in organizations. INA is defined as interactions between people who are motivated to help each other because of a sense of moral obligation. These interactions are based on the belief that people should help others, even if they receive nothing in return.

## 2. RESEARCH METHOD

This research uses a descriptive quantitative method with a sample population of 202 respondents consisting of managers at coal mining companies, namely Managers or Heads of Mining Engineering (KTT), Persons in Charge of Engineering and Environment (PTL) whose work areas and mining concessions are in South Sumatra Province. Measuring the questionnaire with The semantic differential scale (SDS) with bipolar poles. Descriptive statistical methods are used to describe the frequency distribution and perception index values and use interval interpretation with the five box method.

Analyze data using *Structural Equation Modelling*(SEM) AMOS. All SEM assumptions are evaluated by taking into account sample size, normality, outliers, multicollinearity and singularity. Variance Extracted (AVE) and Construct Reliability (CR) were carried out for construct reliability testing. Meanwhile, to test the suitability of the model with a fit index to measure the degree of suitability between the hypothesized model and the data presented. Hypothesis testing containing intervening variables is carried out using two methods, namely the causal step test based on the provisions of Baron & Kenny, (1986) and the coefficient multiplication strategy or product of coefficient (Sobel, 1982).

This research uses an exogenous construct of OCB with five dimensions adopted from Organ, (1988) namely attention to other people (Altruism), awareness/conscience (Conscientiousness), Politeness (Courtesy), civic virtue, sportsmanship (Sportsmanship). Meanwhile, the endogenous construct, namely managerial effectiveness, originates from Hamlin, (2005); Ali & Patnaik, (2014) with five dimensions, namely difficult work situations, task delegation, task appreciation, open decisions, and maintaining communication. Meanwhile, as mediation, namely the construct of normative altruistic interaction (INA). Panca et al., (2020) with six dimensions consisting of Intensive, fun, helpful, social conditions, regulations and conflict free.

### 3. RESULTS AND DISCUSSION

Full model analysis is carried out after all variable parameters between exogenous and endogenous constructs meet the requirements. Next, a causal step test was carried out by comparing the model to the chi-square value and estimated Regression Weights. This comparison process will obtain a large influence value. The initial stage of running a partial mediating model presents the intervening variable of normative altruistic interaction, which looks like Figure 1.

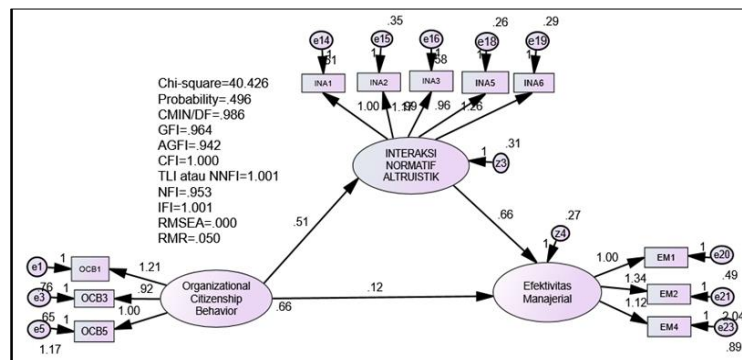


Figure 1. Final model results  
Source: Processed primary data (2023)

Based on the results of testing the mediating variables, Figure 1 above shows that the model meets the model suitability assumptions based on all good fit criteria except RMR marginal fit, Meanwhile, for Regression Weights, the full model is obtained as in table 1 below:

Table 1. Regression Weights Full Model

		Estim	S.E	CR	P
Altruistic_normative_interac	<-- Organizational_Citizenship_Beh	0.509	0.092	5,534	***
Managerial_Effectiveness	<-- Altruistic_normative_interactio	0.659	0.126	5,225	***
Managerial_Effectiveness	<-- Organizational_Citizenship_Beh	0.116	0.104	1,116	0.264

Source: Processed primary data (2023)

It was found that the direct influence of OCB on managerial effectiveness was not significant. Next, create a full mediation model as in Figure 2 below:

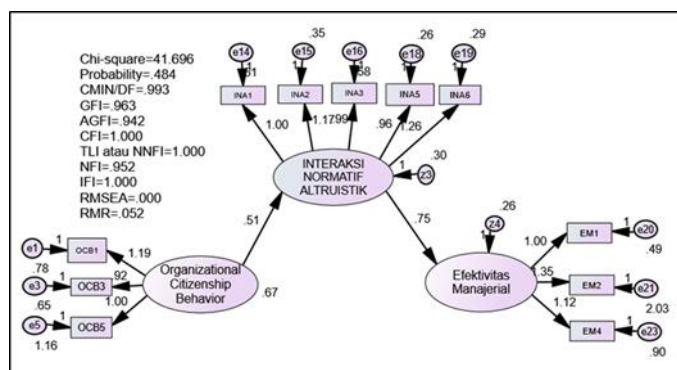


Figure 2. Test results of the full mediation model  
Source: Processed primary data (2023)

As for results regression weight obtained as shown in table 2. below:

Table 2. Regression Weights Full Mediation Model

			Estim	S.E	CR	P
altruistic_normative_interactio	<-	Organizational_Citizenship_Beh	0.513	0.092	55,587	***
Managerial_Effectiveness	<-	Altruistic_normative_interact ion	0.746	0.106	77,033	***

Source: Processed primary data (2023)

From table 2 above both relationships are significant. The next step is to carry out a difference test between the two models as in Table 3 below:

Table 3. Comparison of final model 1 and full mediation model

Model	Chi-square value	DF
First model	40,426	41
Second model	41,696	42
Chi-square difference	1,270	1

Source: Processed primary data (2023)

This difference model test produces a chi-square value of 1.270 (41.696 – 40.426) with df 1 (42-21) resulting in a difference test probability of 25.97% which is greater than 5% and states that these two models are actually very different. It was concluded that the full mediation model with a significant regression coefficient was different from partial mediation whose coefficient of influence was not significant. Therefore, it can be concluded that there is full mediation between OCB and managerial effectiveness through altruistic normative interactions.

The causal step test (model comparison test) can also be carried out by calculating the direct relationship between exogenous and endogenous variables. Measuring the direct influence of the OCB variable as exogenous with managerial effectiveness as an endogenous variable, looks like Figure 3:

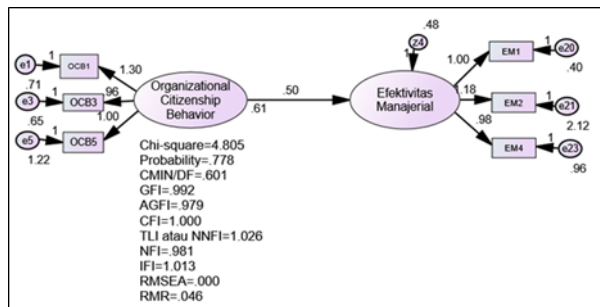


Figure 3. Test results of the direct influence model  
Source: Processed primary data (2023)

For the Regression Weights results, the direct relationship is as follows:

Table 4. Regression Weights direct relationship model

			Estim	S.E	CR	P
Managerial_Effectiveness	<---	Organizational_Citizenship_Behavior	0.496	0.112	4,439	***

Source: Processed primary data (2023)

From Figure 3, the results of the direct relationship test model test meet all goodness of fit criteria. The critical ratio value of 4.439 > 1.96 states that the relationship is significant.

The next step is adding the altruistic normative interaction variable as an intervening variable (the same as Figure 1 and the results of Table 1 which have been carried out. ObtainedThe regression weight value in the estimate is a regression value. To

see the relationship between variables, whether positive or negative, you can look at the estimate column. If there is no "-" sign, then the relationship between these variables is positive. From the process, the effect without mediation, the estimated regression value, is 0.496, significant P \*\*\*, while the effect after mediation, the estimated regression value is 0.116, is not significant, P 0.264. > 0.05. So there was a decrease in the effect after mediation from 0.496 to 0.116 and it was not significant. This means that altruistic normative interactions fully mediate the relationship between OCB and managerial effectiveness

Testing mediating / intervening variables with The Sobel test is still carried out, with the aim of testing and obtaining Z score and Probability values.

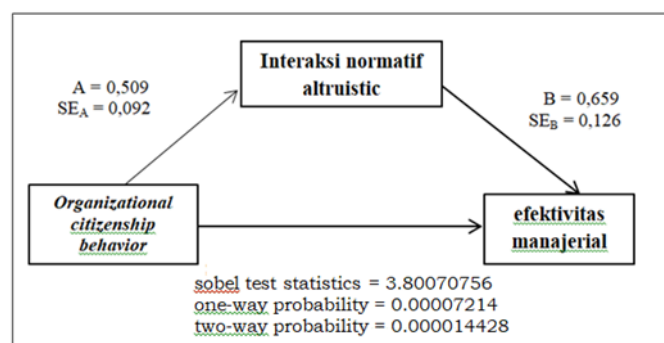


Figure 4. Sobel test results

Source: Processed primary data (2023)

A : The parameter value of the OCB for the altruistic normative interaction is 0.509

SE<sub>A</sub>: The standard error value of OCB for normative altruistic interactions is 0.092

B : The value of the normative altruistic interaction parameter on managerial effectiveness is 0.659

SE<sub>B</sub>: Standard value of altruistic normative interactions on managerial effectiveness 0.126.

From Figure 4 above, the Z score value is 3.800, the one-way probability is 0.000 and the two-way probability is 0.000, where the requirements for both probabilities ≤ 0.05 are met. The probability used is two-way because in the hypothesis it is written that OCB influences managerial effectiveness through altruistic normative interactions; where the influence is in two directions, it can be positive and it can be negative. Meanwhile, the Z value is 3,800 ≥ 1.96, which means that the OCB hypothesis influences managerial effectiveness through normative altruistic interactions is accepted.

The results of this statistical data processing prove that the role of altruistic normative interaction variables is important in bridging the influence of OCB on managerial effectiveness. The research results show that OCB has a positive influence on managerial effectiveness. However, this effect is stronger if the normative altruistic interaction is high. This means that altruistic normative interactions are important in bridging the influence of OCB on managerial effectiveness. OCB is behavior that is not directly required by the employment contract, but provides benefits to the organization. Managerial effectiveness is a manager's ability to achieve organizational goals.

Altruistic normative interactions strengthen the influence of OCB on managerial effectiveness. This can be explained by norm theory (Homans, 1961). According to Homans, (1961) Norms are rules or provisions that regulate individual behavior in a group. All actions have a moral dimension, but social order in some situations depends on people complying with norms or because they do not (coercion); people don't always obey because they love rules or rule givers (normative) (Etzioni, 1975). These norms can be formal, such as rules written in laws or company regulations. These norms can also be informal, such as social norms that apply in society. Individuals will tend to follow

applicable norms, because they want to avoid punishment or get rewards. Individuals who violate norms will be subject to punishment, both physical and social. On the other hand, individuals who follow norms will receive rewards, both material and non-material.

In research it can be seen that in fact the norm of altruism and the norm of compliance are informal norms that apply in organizations. Individuals who have high norms of altruism will feel compelled to help others, even if there is no clear reward. Individuals who have high compliance norms will feel compelled to follow the rules and norms that apply in the organization.

This research is also based on Belief System Theory (belief system theory), Rokeach, (1960) which explains that belief systems are beliefs that are interconnected and integrated. These beliefs can be beliefs about the world, oneself, or other people. This belief system plays an important role in shaping a person's behavior and perceptions. Belief System Theory is a framework of thinking that attempts to explain the existence of an organization between values, attitudes and behavior. According to this theory, beliefs and behavior are interrelated. Further more Rokeach, (1973) developing a belief system consisting of two main components, namely value beliefs and instrumental beliefs. Value beliefs are beliefs about what is considered good and bad. Instrumental beliefs are beliefs about how to achieve these values. These values are adopted as the implementation of normative altruistic interactions.

Altruistic normative interactions as interactions between norms of altruism and norms of compliance. The norm of altruism is the belief that individuals have a moral obligation to help others, even if there is no clear reward. Norm compliance is the belief that individuals must follow applicable rules and norms. These two norms are part of an individual's belief system. According to belief system theory, belief systems are beliefs that are interconnected and integrated. These beliefs can be beliefs about the world, oneself, or other people. This belief system plays an important role in shaping a person's behavior and perceptions.

#### 4. CONCLUSION

Altruistic normative interaction is a concept based on Belief System Theory, altruism norms and compliance norms are part of an individual's belief system. Normative altruistic interactions provides a more comprehensive understanding of altruistic behavior in organizational contexts. Altruistic normative interactions are as interactions between norms of altruism and norms of compliance. The norm of altruism is a norm that obliges individuals to help others, even if there is no clear reward. Compliance norms are norms that require individuals to follow applicable rules and norms.

The results of this study aid managers in formulating plans to boost managerial effectiveness through normative altruistic interactions. People with high altruistic and compliance standards will be more likely to engage in OCB, which will ultimately boost managerial performance. Individuals who have high altruism norms and compliance norms will be more likely to carry out altruistic behavior. In addition to that, this study may serve as a develop combination for further studies in the field of managerial effectiveness and organizationanl behavior.

This research has several limitations, where this research was only carried out on managers or leaders of companies engaged in the coal mining services sector, so that development and strengthening research can be carried out in the educational sector such as school leaders/principals, regional officials in the district/City. And can add other variables to provide deeper research and development in Management science.

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