



Annotated Summary of:

Netemeyer, Richard G., James S. Boles, Daryl O. McKee, and Robert McMurrian (1997), “An Investigation into the Antecedents of Organizational Citizenship Behaviors in a Personal Selling Context.” *Journal of Marketing* 61(3): 85–98

Chapter 12: SEM – Testing a Structural Model

Multivariate Data Analysis, Sixth edition

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Based on prior research and two separate studies, the authors explore predictors of organizational citizenship behaviors (OCBs) of sales personnel. OCBs are discretionary behaviors that directly benefit the organization without necessarily influencing salesperson productivity. Given their ability to enhance organizational performance and increase effectiveness, OCBs are of strategic importance to organizations. In this study, OCB is treated as a higher-order factor containing four first-order factors: sportsmanship, civic virtue, conscientiousness, and altruism. The authors follow a two-step approach in which a measurement model is first estimated before assessing the structural model relationships. The proposed model specifies direct relationships between three exogenous variables (person–organization fit, leadership support, fairness in reward allocation) and job satisfaction. Only job satisfaction is hypothesized as influencing OCBs directly.

The measurement and structural model results were fairly consistent across both studies, with differences attributed to sample-specific characteristics (e.g., maturity level of the two samples). Results for the two studies are based on sample sizes of 91 and 182 respondents. From the goodness-of-fit measures (chi-square GFI, AGFI, TLI, and CFI), support is offered for the measurement model in that the indicators are found to adequately represent the hypothesized constructs. The model’s ability to adequately represent the specified causal relationships (structural model) was also supported. General agreement was found for the hypothesized relationships. Additionally, the authors compare alternative models, noting little improvement in model fit. In all, the article’s empirical findings have potential implications for both academicians and practitioners. The results facilitate theory development and are of strategic importance for organizations.
