

A Study To Improve Organizational Citizenship Behaviors

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Abstract : The purpose of this paper is to explain how to improve organizational citizenship behavior and how to develop a plan to obtain continual OCB through formal system and informal environmental setting in work place. Organizational citizenship behaviors (OCB) describe actions in which employees are willing to go above and beyond their prescribed role requirements. Some studies have shown that OCB are positively related to indicators of individual, unit, and organizational performance. This paper focuses on clearly defining the relationship between organizational effectiveness and OCB. This paper will also discuss the implications of the OCB and try to find out how to improve OCB. Results indicate that positive work climate, organization resources, employee's personality, organizational culture and so on are all related to OCB. This research is important for any businesses which want to create competence and organizational effectiveness. To improve OCB is lowest cost and best way for businesses to reach organizational effectiveness.

Key Words: citizenship behaviors, organizational effectiveness, Model of OCB

1. Introduction

The world is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This could be achieved if we could develop organizational citizenship.

1.1. Statement of the Problem

Research of organizational citizenship behaviors has been extensive since its introduction around twenty years ago (Bateman & Organ, 1983). The vast majority of organizational citizenship behavior research since has focused on the effects of organizational citizenship behavior on individual and organizational performance. There is consensus in the field that organizational citizenship behaviors are salient behaviors for organizational enterprises. However, the antecedents of organizational citizenship behaviors are not well established. This paper focuses on clearly defining the relationship between organizational effectiveness and OCB. This paper will also discuss the implications of the OCB and try to find out how to improve OCB.

1.2. Significance of the study

Katz and Kahn (1978) pointed out that organizational citizenship is important in organizations. Organizational citizenship can be extremely valuable to organizations and can contribute to performance and competitive advantage (Nemeth and Staw 1989). This research is important for any businesses which want to create competence and organizational effectiveness. To improve OCB is lowest cost and best way for businesses to reach organizational effectiveness.

1.3. Defining organization citizenship behavior

Organizational Citizenship Behavior (OCB). OCB is a relatively new concept in performance analysis but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. The concept was first introduced in the mid 1980s by Dennis Organ⁽²¹⁾ and theory on in this area has expanded rapidly in the following years

According to Organ (1988), The definition

of organizational citizenship behaviors (OCB) is "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ also noted that defining OCB as behaviors that are not formally rewarded is equally too broad, as few "in-role" behaviors actually guarantee a formal reward

Dyne (1995) proposed the broader construct of "extra-role behavior" (ERB), defined as "behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations". Thus organizational citizenship is functional, extra-role, pro-social organizational behaviors directed at individual, groups and / or an organization. These are helping behaviors not formally prescribed by the organization and for which there are no direct rewards or punishments. We exclude those pro-social behaviors that are prescribed by the organization as performance requirements and dysfunctional or non-compliant behaviors.

From the explanations above, Organ (1997) suggested that those definitions did not provide much clarity, noting that one's "job role" is dependent on the expectations of and communication from the role sender. The "sent role" could thus be less than or greater than the actual job requirements. This role theory definition thus places OCB or ERB in the realm of phenomenology, unobservable and completely subjective in nature.

Organ (1997) suggested that Borman and Motowidlo's (1993) construct of "contextual behaviors" provided a more tenable definition of OCB. Contextual behaviors "do not support the technical core itself so much as they support the broader organizational, social, and psychological environment in which the technical core must function" (Borman & Motowidlo, 1993: p. 73).

This definition is not clouded by any notions of discretion, rewards, or intent of the actor. This definition only assumes that the behaviors should support "the organizational, social, and psychological environment" rather than the "technical core." There is no specific motive presumed of the actor, nor are there any other antecedents inferred. What subjectivity that exists is that surrounding the fuzzy line between what is and is not included in the technical core. This ambiguity will likely persist.

Thus, for the purposes of this paper, the definition of contextual behaviors will be adopted as the definition of OCB. The most critical element is that the behaviors are defined

at face value.

While they may support the organizational, social, or psychological environment, it may not be at all clear as to why the actor would be supportive. There is no presumption of altruism or kindness.

1.4. Importance of OCB

Successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations.

Organizational citizenship behaviors (OCB) describe actions in which employees are willing to go above and beyond their prescribed role requirements. Prior theory suggests and some research supports the belief that these behaviors are correlated with indicators of organizational effectiveness.

2. Review of selected literature

Organ (1988) suggested that high levels of OCB should lead to a more efficient organization and help bring new resources into the organization. In Organ's explanation, securing needed resources refers not only to the attraction of new members or raw materials, but also to such intangible factors as company good will, or the external image and reputation of the organization. Thus, customer perceptions of the organization's products or services could be an external assessment of effectiveness that is influenced by OCB.

The present study examined relationships between OCB and organizational effectiveness. A few studies have shown that OCB are positively related to indicators of individual, unit, and organizational performance (Werner, 1994; Podsakoff & MacKenzie, 1994; Podsakoff, Ahearne, & MacKenzie, 1997; Walz & Niehoff, 2000;). Like most behaviors, OCB are probably multi-determined. That is, there is no one single cause of OCB. Theoretical frameworks for all other classes of organizational behavior, from job performance to turnover to absenteeism, include multiple sources of causation. It makes sense to apply the same rationale to OCB. Relaxing the "single cause" parameter will keep the search for determinants of OCB from becoming narrow in focus and exclusionary in conceptualization.

2.1. OCB influence operational efficiency

Organ (1988) identified five categories of OCB: (1) altruism -- the helping of an individual coworker on a task, (2) courtesy -- alerting others in the organization about changes that

may affect their work, (3) conscientiousness -- carrying out one's duties beyond the minimum requirements, (4) sportsmanship -- refraining from complaining about trivial matters, and (5) civic virtue -- participating in the governance of the organization

Each dimension of OCB offers a different rationale for this relationship. Altruism or helping coworkers makes the work system more productive because one worker can utilize his or her slack time to assist another on a more urgent task. Acts of civic virtue may include offering suggestions for cost improvement or other resource saving ideas, which may directly influencing efficiency. To a lesser extent, conscientiousness employees, as well as those who avoid personal gain or other negative behaviors, demonstrate compliance with company policies and maintain predictable, consistent work schedules, increasing the reliability of the service. As reliability increases, the costs of rework are reduced, making the unit more efficient (Berry & Parasuraman, 1991).

2.2. Job satisfaction

Smith (1983) and Bateman and Organ (1983) conducted the first research on the antecedents of Organizational Citizenship Behavior, finding job satisfaction to be the best predictor. After 17 years of research, job satisfaction is still the leading predictor of OCB (Organ & Ryan, 1995). This is problematic because, descriptively, job satisfaction is in and of itself a challenging outcome sought by organizational managers. The resulting implications are restricted to suffice that OCB is likely when workers are satisfied. There are just as many questions regarding the antecedents of job satisfaction as there are questions about the antecedents of organizational citizenship behaviors. But according to Penner, Midili & Kegelmeyer, (1997) the job satisfaction is not only one reason for the accurate prediction of OCB

2.3. Motivation

Motivation is another observation for understating OCB. Three motive paradigms are often researched. Viewing OCB from these three motive paradigms, one can more easily account for the various approaches taken in prior OCB research. The altruistic path is covered quite well with the affiliation motive and part of the achievement motive, but the darker side is more clearly understood from the power motive. It is easy to see why OCB may correlate with ratings of performance and why.

This motive-based view also helps make sense of the disparate findings of research seeking personality correlates of OCB (Organ, 1994). A wide variety of personality traits have been examined in research but results have been disappointing, as the only consistent correlation emerging is between the "big five" trait of conscientiousness and the OCB dimension of the same name. By viewing OCB as caused by multiple motives, one can see that different personality traits could predict OCB depending on the citizen's motive.

It is possible, however, that there are indirect outcomes of OCB that are related to the employees' motives. For example, if OCB are exhibited for power motives, supervisors may reinforce such behaviors with extrinsic rewards, promotions, or more visible assignments. Supervisors may be oblivious to such motives, seeing only the observable behaviors. Coworkers, on the other hand, may see the behaviors from a different, more political viewpoint. As the power-oriented citizen gains support for such behaviors from above, other employees can become discouraged and disengaged, not wanting to "play politics" to get ahead. The resulting outcome may be a culture of distrust, gossip, complaints, or subtle conflict, eroding cohesion and team building in the unit. Finally, the affiliation-oriented citizen may perform OCB to such a degree that the employee-employer relationship becomes dysfunctional. Similar to the concept of co-dependence in personal relationships, the dysfunctional relationship may cause more harm than good for the work environment. Motive-based theories of behavior suffer from lack of research methodologies that can validly measure the constructs. It may be necessary to approach research from an attribution point of view. That is, instead of asking subjects about their own motives, seek the opinions and perceptions of coworkers as to the motives of the target person. Such a research strategy may also begin to reveal the indirect effects of motive-based OCB. Since OCB have been found to be associated with effectiveness measures in organizations, their importance cannot be denied.

3. Summary

From the research above, Collectivism have a positive relationship with subsequent organizational citizenship. Propensity to trust have a positive relationship with subsequent organizational citizenship. Organization-based self-esteem as a mediator leading to organizational citizenship. Individual

difference can significantly influence organizational citizenship. Original position that disposition can have important effects on organizational citizenship behavior. (Smith 1983) Individuals with high collectivism and propensity to trust are more likely to believe they can be a valued part of the organization, to value this role, and because of this belief, engage in behaviors to make a difference in the organization.

4. Conclusions

Organizations want and need employees who will do those things that aren't in any job description. And the evidence indicates that those organizations that have such employees outperform those that don't. As a result, some human subject studies are concerned with organizational citizenship behavior as a dependent variable.

Organizational citizenship behaviors have often been conceptualized as inherently a socially desirable class of behaviors. It has been the purpose of this paper to strip away any biases and attributions for social desirability and to examine the behaviors in their strictly observable form. In doing so, a variety of motives can be examined as potential reasons why employees might exhibit OCB. Achievement, affiliation, and power are not new ideas, but the application of these motives to the study of OCB does provide a new lens through which to view OCB. Much research is still needed to validate the ideas expressed in this paper.

As defined by Organ (1988), OCB reflects a "good soldier syndrome" which is so necessary for the prosperity and good functioning of every organization. It means doing a better job, making an effort above and beyond formal requirements, and filling the gap between procedures and regulations on the one hand, and dynamic reality on the other. OCB is usually perceived as exerting exceptionally good behaviors for the sake of the organization and informally supporting its members. To date, and as far as we could find, no study has investigated the meaning and implications of OCB behaviors in the third sector. Obviously, such behaviors are important to private organizations since they affect their competitiveness and profitability. must be committed to increasing OCB among their paid employees. Thus, OCB represent a powerful element of free-will conduct, most relevant in third-sector organizations, which highlight values of voluntary personal actions especially among paid employees. Consequently

it is interesting to examine how OCB is manifested in interpersonal relationships within work units of the non-profit sector.

Organizational citizenship is discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization. (Robbins, 1996). Successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. In short, in order to reach that goal, fill full employees job satisfaction, understand they motivation and create suitable work environments are most important thing in management reality.

5. References

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