



Ali Asgari

# Antecedents of Organizational Citizenship Behavior in Public Sector

basic concepts

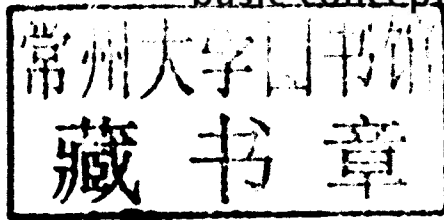


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# ***Antecedents of Organizational Citizenship Behavior of Managers in Public Sector***

**Basic concepts**



**Ali Asgari**

**To my wife and my daughter**

*Sahar & Mahtab*

## Preface



The intent of this book is base of my doctoral dissertation. The main purpose of this book was to determine the antecedents of organizational citizenship behavior of human resource managers in the public sector, in two countries Iran and Malaysia. This study tested the direct and mediated models consisting of organizational citizenship behavior as the dependent variable. Organizational citizenship behavior has been a subject of continually increasing interest in managerial literature. While most current research comes from the United States, several scholars have argued for the need for global data. To date, little research has been done in Asia context. New targets of relationship between citizenship behavior and its antecedents and consequences have appeared in this study.

The concept of organizational citizenship behavior permits the development of ideas on how public service managers can affect behavior in sectors, in that it shows how individuals working in a public sector context engage in organizational governance and private and take up activities with a broader focus than more self-interest. Research on OCB has produced some insights in a variety of organizational settings (Organ, 1988), but it has been neglected in the study of public service organizations. In this book, the concept of OCB is reviewed and then applied to two public service organizations in two countries, Iran and Malaysia. A set of hypotheses linking OCB with several variables such as leadership, justice, job characteristics, task characteristics and culture is developed and tested.

In summary, this book extends the literature of organizational citizenship behavior in the context of public sector organizations. Organizational citizenship behavior plays a fundamental role in organizations. The category of organizational citizenship behavior embodies many of the behaviors and skills that will be required of employees, teams, and organizations now and in the future.

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### INTRODUCTION



Vigoda-Gadot and Cohen (2004) believed that, citizenship is a political concept that has the special meaning for organizations in general and for bureaucracies and public administration in particular. In the organizational context, citizenship behavior and orientations generally describe an extra effort exhibited by individuals for the sake of other fellow workers or for the organization as a whole. It means doing more and better for the organizational community, becoming involved in various activities that promote collective wealth, prosperity and success of the organization, its members, its clients and its other stakeholders.

Dennis Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ, & Near, 1983) over the last two decade, invented the new term "Organizational Citizenship Behavior" (OCB). Organ (1988) defined organizational citizenship behavior Based on Chester Barnyards' concept (Barnard, 1938) of the "willingness to co-operate" and Daniel Katz's (Katz, 1964) distinction among dependable role performance and "innovative and spontaneous behaviors". Organ (1988) defined organizational citizenship behavior as "individual behavior that is discretionary, not directly or implicitly recognized by the formal reward system, and that in the total promotes the effective functioning of the organization" (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Absorption in citizenship behaviors has been increased in recent years,

which were expanded from the fields of organizational behavior to a variety of different domains and disciplines, presented in Table 1.1.

**Table 1.1 Fields of Organizational Behavior and Citizenship Behavior**

Field	Researcher	Year
Community Psychology	Blatt	2008
	Joe & Lin	2008
Economics	Allyn, Yun, & Radosevich	2006
Hospital and Health Administration	Koberg, Boss, Goodman, Boss, & Monsen	2005
Human Resource Management	Cho & Johanson	2008
Industrial and Labor Law	Cappelli & Neumark	2001
International Management	Euwema, Wendt, & Emmerik	2007
Leadership	Dunlop, & Lee	2004
	Feather, & Rauter	2004
	Ferguson, & Lavalette	2004
	Hodson	2002
	Krishnan & Arora	2008
	Lee, & Allen	2002
	Podsakoff, Ahearne, & MacKenzie	1997
	Tayyab	2005
Military Psychology	Jordan, Schraeder, Hubert, Field, & Armenakis	2007
Strategic Management	Cope III, Cope, & Root	2007

Chien Min-Huei (2004) ascertained that the vast majority of OCB research has focused on the effects of such behavior on individual and organizational performance. There is consensus in the field that organizational citizenship behaviors are important behaviors for organizational enterprises. Successful managers need employees who will do more than their usual job duties and provide performance that is beyond expectations. Organizational citizenship behaviors describe actions in which employees are willing to go above and beyond their prescribed role requirements. Smith, Organ, and Near's (1983) original conceptualization of

OCB delineated a two dimension framework including altruism (behavior targeted specifically at helping individuals) and generalized compliance (behavior reflecting compliance with general rules, norms, and expectations). Organ (1988) subsequently proposed an expanded 5-dimension model of OCB consisted of altruism (more narrowly defined than by Smith et al., 1983), courtesy, conscientiousness, civic virtue, and sportsmanship.

In 1990, Podsakoff, MacKenzie, Moorman, and Fetter expanded the work of Organ (1988) by developing a measure of OCB that consisted of subscales for each of the five dimensions proposed. The OCB scale (developed by Podsakoff et al., 1990) is the most widely used in the OCB literature. Yet, as noted above, the suitability of Organ's five-dimension conceptualization of the OCB construct has been the subject of a considerable amount of attention. Other researchers in their research (Allen & Rush, 1998; Deckop, Mangel & Cirka, 1999) have used overall OCB measure. Generously, these accumulate OCB applications have taken items from the Smith et al. (1983) or Podsakoff et al. (1990) measures and computed a total score across OCB responses.

DiPaola, Tarter, and Hoy (2004) noted that where the pioneering conceptualizations of organizational citizenship behaviors stress the employee organizational citizenship behavior, when aggregated over time and across people, it influences organizational effectiveness (Bolino & Turnley, 2003; Organ, 1997). Altruism and generalized compliance were the initial dimensions of organizational citizenship (Smith et al., 1983). Altruism is not simply doing good works; this it is voluntarily helping people in need of assistance. When individuals have the specific problems or seek help, altruistic people go the extra mile in aiding them; they give it willingly. Another basic dimension of citizenship behavior is generalized compliance, which is doing the "right thing" to help the organization. Conscientiousness, using time wisely for organizational purposes, is yet another characteristic of organizational citizenship behavior. Citizenship behavior surpasses any enforceable minimum standards; workers willingly go beyond stated expectations in performing their roles.

Organ (1988) elaborates on five specific categories of discretionary behavior and the contribution of each of them to efficiency as: 1. Altruism is directed toward other individuals, but contributes to group efficiency by enhancing individuals' performance; participants help new colleagues and allocate his time to their affairs generously. 2. Conscientiousness is the

thoughtful use of time to enhance the efficiency of both individuals and the group; participants give more time to the organization and exert effort beyond the formal requirements. 3. Sportsmanship increases the amount of time spent on organizational works; participant decrease time spent on whining, complaining, and faultfinding. 4. Courtesy prevents problems and simplifies constructive use of time; participants give advance notices, timely reminders, and appropriate information. 5. Civic virtue promotes the interests of the organization broadly; participants voluntarily serve on committees and attend functions.

### **The Statement of Problem**

The last two decades of job performance research, researchers have seen a noticeable increase in empirical studies investigating work-related behavior outside the field of traditional task statements and formal organizational reward systems (frequently called discretionary work performance). In an organization, competition from international economies, and increased employees' autonomy and responsibility, the performance of discretionary work behaviors has been estimated essential to effective organizational functioning (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). In a discretionary work performance, organizational citizenship behavior has received the superiority of research attention (Organ & Ryan, 1995; Podsakoff, MacKenzie, & Bommer 1996a; Podsakoff et al., 2000).

The problem in line with the objectives of the current study is the fact that although OCB is a new construct, its conceptualization has seen multiple repetitions over the past 20 years. For example, Smith et al., (1983) proposed a 2-factor model and Organ (1988) outlined a five-factor model, still others have operational OCB as a construct (Allen & Rush, 1998). In addition, while OCB as discretionary work performance is clearly conceptually distinguished from required work performance (i.e., task performance), the empirical discrimination between these two concepts is far less clear. Concisely, despite a fair amount of research attention, it appears that questions remain regarding the dimensionality of the OCB construct as well as its differentiation from task performance. The main goal of the current study is to stretch previous research on the dimensionality of the OCB construct and to examine the extent to which OCB is empirically distinct with respect to task performance.

The next research gap, which requires attention, is the concept that Organ, Podsakoff, and MacKenzie (2006) had defined OCB as contributions that go beyond the strict terms of the job or what the job is said to require actually. Based on this definition, and in line with the purposes of the present research, it is necessary to state clearly which job description in context of Iran and Malaysia has important and significant affects on organizational citizenship behavior. In addition the fact that a few of the published empirical studies on OCB have been conducted in the North America, primarily in the United States, the researcher should consider significant OCB takes different forms in varying cultures, similar to the target population of the current study, Iran and Malaysia.

The problem that states the antecedents of OCB is not well established. This research focuses on clearly defining the relationship among leaders and followers on OCB. There has so far been no systematic attempt to explore the relationship among leaders, employees, and organizational citizenship behavior. The different mechanism and integration for explaining the affects of leaders and employees on OCB is needed. However, there are only four published studies, which have included measures of both transformational leadership and LMX (Basu & Green, 1997; Deluga, 1992; Howell & Hall-Merenda, 1999; Wang, Law, Hackett, Wang, & Chen 2005). In addition, this research also needs to examine the impact of OCB and contextual performance on managerial decisions (reward allocation and compensation decisions, promotion, training, termination, and reduction in force).

The core concept that LePine, Erez, and Johnson (2002) and others (e.g., Organ & Ryan, 1995; Podsakoff et al., 1996b; Podsakoff et al., 2000) have provided in the meta-analytic reviews of the OCB literature. These reviews have not included leadership behavior, organizational justice, organizational characteristics, task characteristics and cultural context in their model as a comprehensive model. The purpose of the current study is to enlarge previous research on the dimensionality of the OCB concept and to make and predict a comprehensive model of organizational citizenship behavior.

However, only one study in Malaysia by Chiun Lo, Ramayah, and Swee Hui, (2006) under the name of "An investigation of leader member exchange effects on organizational citizenship behavior in Malaysia" is done. The researcher attempted to analyze the relationship between leader-member exchange (LMX) and Organizational Citizenship Behavior (OCB) among

executives and managers employed in the East Malaysian manufacturing organizations. The findings of the study indicated that LMX has significant impact on citizenship behavior performed by subordinates. They research was limited by only one independent variable (LMX) and one dependant variable (OCB). But, there is no academic research fulfilled about OCB in Iran.

### **Objective of the study**

This study has the five main objectives as they are translated into the stated research questions: Firstly, this study will determine leadership behavior has any significant influence on leader-member exchange, trust in the manager and organizational citizenship behavior. Secondly, the study will examine the relationship between organizational justice and organizational citizenship behavior, mediated by leader-member exchange, perceived organizational support and trust in the manager. Thirdly, the study will examine the relationship between organizational characteristics and organizational citizenship behavior, mediated by perceived organizational support and trust in management. Fourthly, the study will examine the relationship between task characteristics and organizational citizenship behavior. And, fifthly, the study will examine the relationship between cultural context and organizational citizenship behavior. Together these objectives explore the relationship between leaders and their employees on organizational citizenship behavior.

### **Research Questions**

Following the above mentioned research problems as stated; the current researcher has proposed five research questions. These research questions are stated in the following section. This study has the five research questions. The following research questions address the above objectives of the study. 1. Is there any significant relationship between leadership behavior and OCB?; 2. Is there any relationship between organizational justice and OCB?; 3. Is there any relationship between organizational characteristics and OCB?; 4. Is there any relationship between task characteristics and OCB?; 5. Is there any relationship between cultural context and OCB?



## Research Hypotheses

In order to answer the above research questions, the following hypotheses are formulated:

H1a- Transformational leadership behavior is positively related to the organizational citizenship behavior. H1b- Transactional leadership behavior is positively related to the organizational citizenship behavior. H1c- Leader-member exchange is positively related to the organizational citizenship behavior. H1d- Leader-member exchange mediates the relationship between a) transformational leadership behaviors b) transactional leadership behavior c) interactional justice and organizational citizenship behavior.

H2a- Perceived organizational support is positively related to organizational citizenship behavior. H2b- Perceived organizational support mediates the relationship between a) distributive justice b) procedural justice c) interactional justice d) organizational tenure and organizational citizenship behavior. H2c - Perceived organizational support is positively related to the trust in the manager.

H3a- There is a positive relationship between leader-member exchange and perceived organizational support. H3b- Trust in the manager is positively related to the organizational citizenship behavior. H3c- Trust in the manager mediates the relationship between a) transformational leadership behavior b) distributive justice c) procedural justice d) interactional justice e) organizational inflexibility f) formalization and organizational citizenship behavior.

H4- task characteristic is positively related to the organizational citizenship behavior.

H5a- Individualistic behavior is negatively related to the organizational citizenship behavior.

H5b- collective behavior is positively related to the organizational citizenship behavior. H5c- Power distance is positively related to the organizational citizenship behavior.

## Significance of the study

According to Chien (2004), the world is looking to high performance organizations. This could be achievable if we could develop organizational citizenship behavior. Ivancevich and Matteson (2002) pointed out the importance of the individual in the organization. They state