

Review on the Support System for Employees and Organizations

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Abstract

Organizational Citizenship Behavior (OCB) has been an important construct in the fields of Behavioral Sciences, Psychology and Management. Thus, OCB has captured a volume of attention in the previous decades. Organizational Citizenship Behavior refers to employee behavior that is additional efforts, that increases organizational efficiency, and that is not explicitly considered by an organization's reward policy. OCB is assisting to change the atmosphere of a formal organization because activities related to OCB give a relaxed atmosphere and full cooperation. It is expected that with the atmosphere of OCB, the tension between employees can be reduced and therefore the environment that support employee productivity is expected to increase.

Keywords: Organization Citizenship Behavior, Behavioral Sciences, Psychology

Introduction

With the emergence of the highly competitive and volatile environment, organizations tend to enhance their performance through innovative practices by motivating the employees to enhance their task performance. Organizational Citizenship Behavior is thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization. Researchers in the previous have considered the two factors known as "Role" and "Extra-Role Behavior" in defining the concept of OCB. Extra-Role means the individual efforts in the working place which go beyond the specified role requirements and not recognized by the reward system. As per Organ (1988), OCB is a major factor that can contribute to the survival of an organization. Therefore, it is critical to understand the variables that significantly and positively aid in creating this positive behavior within the organization. Many researchers have found that satisfaction of employee, organizational commitment & Justice, career development, age, tenure, leadership behavior, employee morale all affect citizenship behavior within the organization.

Review of Literature

Katz (1964) stated that how, and to what extent, do people become involved in an organization and committed to its goals? If an organization is to survive and to function effectively, it must require not one, but several different types of behavior from most of its members, and the motivations for these different types of behavior may also differ. Katz defined that various types of behavior are required for the effectiveness of the organization like Attracting and holding people in a system, Dependable Role performance, Innovative and Spontaneous Behavior, Co-operation. Author also stated another subcategory of behavior facilitative of organisation function is Protection, Constructive Ideas, Self-training and Favorable Attitude. Motivational patterns are also considered very significant like Rule compliance, Instrumental system rewards, Instrumental reward geared to individual effort or performance, Internalized values of the individual which embrace the goals of the organization and lastly Social satisfaction derived from primary group relationship.

Bateman & Organ (1983) stated that a measure of a wide array of employee activities on the job was completed by employees' supervisors at two points in time; employees reported their own job satisfaction via the Job Descriptive Index. Implications of relationships much higher than typically found in the job satisfaction-performance literature are discussed. Data were obtained at two separate times from a sample of employees in a major mid-western state university. A wide variety of jobs in non-academic, administrative departments were surveyed, including data programmers, loan collectors, student counselors, fund-raisers, accountants, and other professional, supervisory, and technical(non-clerical) positions. The initial data collection was performed via questionnaire administration at the host departments. One of the researchers met with all members of each department (groups ranged in size from 6 to 16) who completed the measures of job satisfaction. Concurrently, departmental superiors who had frequent contact with the subjects were completing a scale, rating each subject's recent behavior at work. Subjects were not aware that they were being evaluated; they also were assured of the anonymity of their responses. Questionnaires were identified with a code number known only to the re-searcher and the subject. The second administration employed the same procedure and took place from five to seven weeks after the first collection. Complete data including subjects' and supervisors' ratings, were collected for 82 employees initially. For various reasons, several individuals were unavailable and data were collected at both times for a total sample of 77, which included subjects and their superiors. Of the sample, 29 (38 percent) were female and 48 (62 percent) were male. Their average departmental tenure was 6.8 years. Study indicated that each dimensions of job satisfaction are positively related to citizenship behavior, with supervision and opportunities of promotion rather than pay, co-workers and the work itself.

Schneider & Bowen (1985) the present study was attempted to provide data that contextual issues of employee and organizational are reflected in customer satisfaction and behavior. Authors conducted a survey from 142 employees and 968 customers from 28 branches of a bank

and analyzed with the following results: (a) Moderate support was found for previous work on correlates of role stress for boundary role employees and good support was found for relationships between branch employees' and branch customers' service perceptions and attitudes; (b) some significant relationships were reported between branch employees' perceptions of organizational human resources practices and branch customers' attitudes about service; and (c) employee attitudes and customer attitudes were related to their own and one another's turnover intentions. Results are discussed from the perspective of promoting an integration of consumer and organizational behavior in the service sector. Survey data were obtained via mail from 142 (59% of 241 mailed) employees and 968 (22% of 4,400 mailed) customers from 28 branches of an Atlantic Coast, commercial, full-service bank. Both the employee and customer response rates were essentially the same as in the earlier studies. The simultaneous delivery and receipt of services in the face-to-face, for-profit service sector brings employees and customers physically, organizationally, and psychologically close, blurring the boundary between employee and customer. Also, customers often equate services with the employees who render them, and customers frequently participate actively in the creation of their own service (e.g., bank customers filling out deposit tickets). For these reasons, employee and customer perceptions, attitudes, and intentions share a common basis and are related to each other. Indeed, these service organizations can be described as open systems with highly permeable boundaries in which the perception of organizational practices is not only possible for employees, but for customers as well. Finally, it is important to note that the emphasis here on the delivery of service to customers "outside" the organization does not deny the importance of "inside" customers. Numerous functions in organizations can be viewed as services to various customers—for example, personnel or information/communication systems management provide service to internal customers. Authors suspected that many of the principles that have been derived theoretically from a focus on the external customer may also provide insight for researchers who study the internal dynamics of organizations.

Organ (1988) described that OCB is that where some individuals voluntarily help or assist others in the workplace, promoting the excellence of their employer without either an explicit or implicit promise of reward for the behavior. Organizational Citizenship Behavior (OCB), is a complex phenomenon now emerging as an important aspect of human behavior at work. Good citizenship behavior is characterized by altruism, conscientiousness, sportsmanship, and courtesy. Although any one instance of OCB may not appear to be of significance, in the aggregate this discretionary behavior has a major beneficial impact on organizational operations and effectiveness. In this ground-breaking book, author examined the nature of this employee conduct and suggests a number of new conclusions about its origins, effects, manifestations, measurement, and value. Organ described how to promote OCB, as well as how to encourage employees to become or remain good soldiers. This research represented a major advance in expanding knowledge of OCB theory and utility for both researchers and business people. Using eight independent research studies on the subject, Organ showed how the dominant, though not

only, predictor of the "good citizen" is job satisfaction and examined how workers perceive job satisfaction in terms of highly individualized, instinctive evaluations of fairness in their workplace. They apply rules to judge fairness that are broad and encompass concerns well beyond maximization of self-interest such as salary or promotion issues.

Organ (1990) described that management theorists from Chester Barnard to the present day have recognized that an essential condition of organization is a willingness to participants to "go beyond that which is required." One construct that has been suggested for capturing such discretionary contribution is Organizational Citizenship Behavior (OCB). The measurement and theoretical structure of OCB is reviewed and the construct is differentiated from such related concepts as pro-social organizational Behavior and Organizational Commitment. The study of OCB indicated that neither positive nor negative affect adds much explanatory power beyond cognitive appraisal. To summarize, author stated that the correlation between job satisfaction and OCB reflected the dominant cognitive component in existing measures of job satisfaction.

Mackenzie, Podsakoff & Fetter (1991) investigated the effects of "organizational citizenship behaviors" and objective sales productivity on managers' evaluations of salespersons' performance. Three objective measures of weekly productivity (number of policies, total commissions, and the percentage of quota reached) were obtained for a primary sample of 259 multiline insurance agents, as well as a cross-validation sample of 113 agents. Also obtained for these agents was an evaluation of four dimensions of organizational citizenship behaviors (altruism, civic virtue, courtesy, and sportsmanship), and a managerial assessment of their performance. Covariance structure analysis indicated that managers' subjective evaluations of salespersons' performance are determined as much by the salespersons' altruism and civic virtue as by objective productivity levels in the primary sample. Similar results were also obtained in the validation sample. Moreover, these findings were robust to the effects of common method biases. The implications of these findings for our understanding of the determinants of managerial evaluations of performance are then discussed. Data for this study were acquired as part of a larger project designed to examine the attitudes, performance, and retention (turnover) of sales agents of a large, national insurance company. The agents included in the sample were in the early years of their careers. The reason for focusing on this group of agents was twofold. First, prior research has shown that over 80% of the agents in the life insurance industry quit their jobs within their first 3 to 5 years. Second, the nature of the contract between the agents and the company is written in such a way that the manager is specifically responsible for monitoring and providing support for the agents during this early portion of their careers. As a result of these two factors, managers generally pay more attention to the productivity of agents during this critical period of their sales careers. Ratings were obtained from the managers of 259 multiline insurance agents in three regions located throughout the western, southwestern, and northeastern portions of the United States (primary sample), as well as from managers of 113 agents located in the mid-western portion of the U.S. (cross-validation sample). Approximately three-quarters of the primary agent sample (75.8%) were male, and the mean age of the agents was 36.14 years.

Almost two-thirds (64.3%) of the agents had obtained a 4 year college or more advanced degree, reflecting the fact that the majority of the agents hired by the company are generally highly educated. The average company tenure of the sample was approximately 4.85 years, and the agents had worked with their managers an average of about 2.85 years. Similar demographic characteristics existed for the cross-validation sample, where about 76.1% of the sample was male, and the mean age of the agents was 36.06 years. Over two-thirds (67.4%) of the agents in this sample had a 4 year college or more advanced degree, and the agents had worked with the company approximately 3.5 years, and with their managers an average of about 2.69 years.

Organ (1994) described the same logic that suggests an effect of job attitudes on organizational citizenship behavior (OCB) would also argue for an effect due to personality. It is also plausible that personality could explain the correlation between job attitudes and OCB. A review of the research on personality measures and OCB does not support the case for dispositional affectivity as an important determinant of OCB. A stronger case emerges for the role of some variant of Conscientiousness, although results indicate that the best predictor of OCB is not a 'factorial pure' dimension of the Big Five, but a constellation or profile of personality facets drawn from different factors of the Big Five. The data suggested that it would have something to do with the Big Five's Conscientiousness, properly qualified to include aspects of achievement-striving, activity level, and affiliation. Perhaps in this study of the chemistry of personality in the workplace authors were too hung up on single elements and underappreciate the richness of the compounds derived therefrom.

Scotter & Motowidlo (1996) attempted to refine the construct of contextual performance by dividing it into 2 narrower constructs, interpersonal facilitation and job dedication. Supervisors rated 975 US Air Force mechanics on at least 1 of 4 aspects of job performance (different supervisors rated each aspect of performance), and 515 of these mechanics also completed self-report individual difference measures. Correlations between performance ratings and individual difference variables support distinguishing task performance from interpersonal facilitation but not from job dedication. Thus this study suggests the need to redefine task performance to include motivational elements of job dedication. Then task performance would include task proficiency and motivation to perform one's own tasks effectively, and contextual performance would include interpersonal skills, the motivation to maintain good working relationships and help others perform their tasks.

George & Jones (1997) suggested that our understanding of extra-role behaviors such as organizational spontaneity may be enhanced by considering the context in which these behaviors occur. The context may provide individuals with either opportunities to engage in forms of organizational spontaneity or constraints against performing these behaviors. Proposed contextual influences at the individual level of analysis include skill level, self-efficacy, role definitions, interpersonal relationships, and help-seeking behavior. Proposed contextual

influences at the group level of analysis are group norms, interdependence, and goals. Proposed contextual influences at the organizational level of analysis include organizational structure, culture, company policies, and reward systems. Lastly, proposed contextual influences at the inter-organizational level of analysis include the isomorphic forces that result in organizations becoming more similar to each other over time. Implications of this analysis for future theorizing and research are discussed.

Organ (1997) mentioned accumulated empirical evidence, some telling criticisms, and even the most cursory glance at the business press compel us to rethink the defining character of organizational citizenship behavior (OCB). It no longer seems fruitful to regard OCB as "extra-role," "beyond the job," or "unrewarded by the formal system." A more tenable position is one that defines OCB much along the lines of what Borman and Motowidlo (1993) called contextual job performance. Some preliminary suggestions are offered for the repositioning and articulation of the OCB construct as redefined; due attention is given to the problems that nonetheless remain, and will occupy us for some time to come as we reckon with root changes in the very character of organizations. The changes that are occurring in the workplace changes that we already have written and talked about so often that their description has become a quilt of cliches-will no doubt cause us to re-examine many of our favored constructs in organizational psychology. Or at least that will be the case for the "organizational" part of our field, and that is the part that provides our *raison d'être*. Although it does not seem to me that 1983 is exactly lost in the shrouded mist of history, it does appear now that the way I described OCB in that year was mightily influenced by fading attributes of different kind of organization from the one we see taking shape now. One hopes that the refinements along the lines suggested here and by others will help to preserve whatever the idea of OCB had to offer.

Allen & Rush (1998) described that the process linking organizational citizenship behavior (OCB) with performance judgments was investigated in a field and a laboratory study. In the field study, managers rated the task performance and OCB of 148 subordinates. In the laboratory research, 136 students viewed and rated videotaped segments of teaching performance that demonstrated either high or low task performance and high or low OCB. In both studies, liking and perceived affective commitment mediated the relationship between OCB and overall evaluation. Liking also mediated the relationship between OCB and reward recommendations. Further, the field study indicated that the causal motive attributed by the manager for the employee's OCB mediated the relationship between OCB and overall evaluation.

Conway (1999) extended previous research on the contextual and task performance distinction to managerial jobs. It was hypothesized that, unlike results for non-managerial work, the job dedication facet of contextual performance would contribute uniquely to overall managerial performance. The interpersonal facilitation facet of contextual performance was expected to be redundant with leadership task performance and therefore not to make a unique contribution. A

multi-trait & multi-rater correlation matrix was developed on the basis of meta-analysis. Structural equation modeling results generally supported the hypotheses, although there was some evidence of a unique contribution by interpersonal facilitation. Results also suggested that peers paid more attention to interpersonal facilitation when making overall performance ratings, whereas supervisors paid more attention to task performance.

Schweitzer et.al. (2006) explored the impact of pre-migration trauma, post-migration living difficulties and social support on the current mental health of 63 resettled Sudanese refugees. A semi-structured interview including questionnaires assessing socio-demographic information, pre-migration trauma, anxiety, depression and posttraumatic stress, post-migration living difficulties and perceived social support were administered assisted by a bilingual community worker. Resettled refugees from Sudan evidenced a history of trauma. Less than 5% met criteria for posttraumatic stress but 25% reported clinically high levels of psychological distress. The results indicated that social support – particularly perceived social support from the migrant's ethnic community – play a significant role in predicting mental health outcomes. Pre-migration trauma, family status and gender were also associated with mental health outcomes. Refugees in Australia may constitute a particularly vulnerable group in terms of mental health outcomes. Culturally specific squeal in terms of social isolation and acculturation may be particularly problematic for these migrants. In conclusion, the Sudanese refugees in this study experienced considerable mental health difficulties as a result of pre- and post-migration trauma. The trend to increased difficulties over time following their arrival in Australia is of particular concern. Future studies should examine such mental health difficulties longitudinally to provide a more comprehensive understanding of the squeal of both pre- and post-migration experiences. Longitudinal studies would enable researchers to determine the impact of pre- and post-migration life and would provide a more comprehensive understanding of the determinants of wellbeing in refugees.

lo & Ramayah (2009) mentioned that the past researches have observed a shift in the dimensions of organizational citizenship behavior. Building on organizational citizenship behavior literature, the present study in the paper involved looking at validating the dimensionality of the organizational citizenship behavior (OCB) measure developed by Organ (1988) who posited a five dimension instrument. Data was gathered through a survey using a structured questionnaire to employees working in 10 large manufacturing companies in Malaysia. A total of 113 questionnaires were returned over a period of 10-week. A series of tests such as factor analysis, correlation, and reliability analysis was conducted to confirm that the instrument is valid (content, construct, convergent, discriminant and nomological) as well as reliable. Implications regarding the value of conducting validity and reliability test for practitioners and researchers are discussed. Data for this study was collected from 113 managers working in 10 large scale manufacturing firms in Malaysia. The questionnaires, together with cover letters (seeking their cooperation and explaining the purpose of the study) and self-addressed stamped envelopes (for

the completed questionnaires) were mostly personally handed to managers after a brief personal communication concerning the topic and the goals of the study. Out of the 113 respondents, 61% of them were male, and 39% were female. The respondents were managers from different functional areas and were between the age group of 20 to 54 years. Twenty eight percent of the respondents hold bachelor degrees, followed by diploma holder (38%), and the rest have high school qualification (34%). A majority, 89% of them have been working for less than 10 years, whereas 11% of the respondents have worked for more than 10 years. The positive contribution of OCB to organizational performance is well acknowledged by the literatures. However, understanding the importance of the dimensionality of OCB can be extremely useful for organizational behavior studies. Although the dimensionality of OCB has been studied in previous researches, no known researches have been found to empirically study the dimensionality of OCB in the Malaysia context. Hence, this study has added to the growing body of research in OCB by using a series of tests to test for validity and reliability of the constructs. Preliminary results demonstrated a valid (content, construct, convergent, discriminant and nomological) as well as reliable four dimension scale for measuring OCB. This study has chosen large scale manufacturing companies' employees in Malaysia as respondents as there exist bidirectional relationship between supervisors and their subordinates. Currently, the manufacturing sector is considered as one of the cornerstone of Malaysia's economic diversification strategy. As revealed by Abdullah, Malaysian managers are only familiar with one level of interaction; hence, it is time to learn through exposure to different work settings, social interaction, and observation of work related practices not only in intra-cultural levels, but at the intercultural levels, and cross-cultural levels. This study starts by testing the 20 items from five dimensions of OCB as proposed by Organ. Nonetheless, Bolino has argued that it is necessary to seek further insight into the topic given the high correlation among some of its dimensions. In this research, it was found that only four dimensions of OCB, namely civic virtue, conscientious, altruism, and courtesy are capable of explaining sufficient variation in the construct being measured. Nonetheless sportsmanship was not found to be a valid dimension in Malaysia context. The result was not surprising as OCB may be referred as a general tendency to be cooperative within an organizational setting. In addition to that, previous researchers have demonstrated that "helping behavior" has a negative effect on organizational performance; hence it was not surprising to see that sportsmanship is not an important dimension in OCB, particularly in Malaysia. The results of this study showed some interesting similarities and differences concerning the dimensionality of OCB. Thus, having a guide like the present study to follow can be very helpful to researchers in OCB related areas.

Bhatla (2016) described that for organizations to be successful in this complex challenging environment it is important to have satisfied, committed and loyal workforce. Organizational citizenship behavior is defined as those extra work –related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations.(Bateman &Organ ,1983). The concept was introduced by Bateman and Organ in

1980's. Organ identified the five antecedents of OCB which includes altruism, conscientiousness, civic virtue, courtesy, sportsmanship. This paper brings out the various facts on organizational citizenship behavior. In their research conducted to develop such a measure for Indian culture. The research design involved three broad stages: Item generation, scale development and assessment of reliability and validity of the scale. Full-time employees of various service organizations participated in the study. It is expected that the scale will serve as a useful tool for researchers and practitioners in the field of organization behavior.

Jannah & Santoso (2017) examined the relationship of workplace spirituality and Organizational Citizenship Behavior with the roles of organizational identification and perceived organizational supports as moderating variables. Study used affective events theory to explain that workplace spirituality produces positive affective and then encourages OCB. The study conducted survey methods and purposive sampling methods in collecting primary data from respondents working in government institutions. Result of the study revealed that workplace spirituality positively affected OCB. But organizational identification and perceived organizational supports are significant, but have not moderated the relationship of workplace spirituality and OCB. Study suggested that the measurement of organizational identification also has to consist of pride or emotional attachment to organization. Conclusion of the study was that creating the climate of workplace spirituality and having employees' trust to their institute are more complex to increase Organizational Citizenship behavior, especially in local, public organization.

Mahooti, Vasil & Asadi (2018) pointed that Family-centered care is one the most important indicators of high-quality care. The organizational citizenship behavior and commitment enhanced the quality of healthcare. This study aimed to investigate the effect of the organizational citizenship behavior on family centered care considering the mediating role of multiple commitments. This descriptive study was conducted on 237 nurses working in pediatric and infant units of hospitals in Tehran city, Iran. The subjects were selected using the convenience sampling method. Data collection was performed using the Organizational Citizenship Behavior Scale, Perceived Family-Centered Care Staff Questionnaire, Affective Commitment Scale, and Commitment to the Supervisor Scale. The SPSS v.22 and SEM-PLS v.2 software were used for data analysis. Results were extracted in the form of a standard model and fitted for indices pertaining to the measurement and structural models. An inverse association was reported between commitment to the leader and Family-Centered Care (FCC). The research was conducted in November 2016 to October 2017 on nurses working in the neonatal and pediatric wards of five educational general hospitals and a children's hospital affiliated with Shahid Beheshti University of Medical Sciences (SBMU) in Tehran city, Iran. The sample size was estimated to be 214 based on the Morgan and Krejcie's table. Considering samples' drop outs and incomplete data collection, the sample size was increased to 20% (257). Finally, 237 nurses filled out instruments for data analysis. Inclusion criteria were willingness to participate in the study, a minimum work experience of one year in pediatric and infant units, and bachelor's

degree or above in nursing. They were selected using a convenience sampling method. In general, our findings indicated that the empowerment of OCB and OC in the pediatric nursing community improved FCC as an indicator of high-quality care. Nursing managers can use the findings of the current study to strengthen OCB and employees' commitment to achieve high quality healthcare service. Researchers believe that the huge workload of nurses and lack of time to fill out the questionnaires could reduce the accuracy of data collection. Further studies on factors that improve OCB and commitment in a healthcare organization aiming at a better use of the findings of the current study are suggested. While this study was conducted on the pediatric nursing community, its results can be generalized to other nursing areas after conducting similar studies in other culture and contexts.

Jayarathna (2019) examined how transformational leadership of a leader and psychological empowerment of subordinates are related to OCB demonstrated by employees, where it identified as the voluntary commitment of the employees apart from well-defined duties and responsibilities. 130 employees of apparel sector manufacturing organizations in Sri Lanka were selected as respondents to respond about their boss's leadership, their individual empowerment, and whether they go further from their basic requirements of the job. This research study contributed in different domain, which added value for knowledge as well as for the practical scenario. This study gave the managers a message that organizations can develop strategies where enhanced the OCB of the followers through transformational leadership and psychological empowerment. It also conveyed that the importance of OCB to any Organization where it focused on enhancing the employees performance.

Conclusion

After reviewing the previous studies it is concluded that organizations could not grow higher unless employees of the organizations are willing to engage in Organizational Citizenship Behavior. Success of every organizations either profit or non-profit organizations depends on pyramid of cooperation, friendliness, helpfulness, suggestions and other instances of what we might call citizenship behavior. OCB helps the employees to increase the efficiency which ultimately helps the organization to become a successful organization.

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