

An Empirical Study on Organizational Citizenship Behavior and Business Performance

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Abstract Organizational behaviors of employee have significant impact on performance. Based on the theory of organizational citizenship behavior, the authors survey based on the questionnaire in the state-owned enterprises, private enterprises, foreign-funded enterprises. The authors test the relationship between organizational citizenship behavior and organizational performance, the results show that: organizational citizenship behaviors not only affect organizational performance but also have an impact on individual performance of employee. The final of the paper, based on the theory of organizational citizenship behavior, we discussed how to make good use of organizational citizenship behavior to improve organizational performance.

Keywords Organizational citizenship behavior; Individual performance; Organizational performance

1 Introduction

In an organization, the organization performance is closely related to the behavior of the staffs, that how to guide the staff work behavior is a job needed to be considered for the managers. Many literature studies have shown that organization citizenship behaviors are beneficial to that how to properly understand the staff works behavior. Western scholars Karambayya get the rule in the way that researching on the relationship staff job satisfaction in Staff working groups, organizational citizenship behavior and work group performance: good organizational citizenship behavior is closely to the high performance, organizational citizenship behavior is beneficial to the organizations high performance.

The Organ put the research on the organizational citizenship behavior back to the year 1938, in this year Barnard propose the “willingness to cooperate”, which is one of the three conditions for the existence and development of the organization, Roethlisberger and Dicksinv (1964) did the research on the “informal organization” in the Hawthorne experiment. He considered that the “Informal” and the “Cooperation” contain the quintessence of the organizational citizenship behavior and the concept “Organizational Citizenship” Katz and Kahn proposed in the year 1966. in the year 1983, based on the existence of the research on the individual's conscious behavior within the organization, Organ formally proposed Organizational Citizenship Behavior, called OCB or short. In the year 1988, he formally gave the definition to the OCB defined as “it's the sum of the behaviors, in the organization formal salary system, it hasn't yet been clearly identified or directly confirmed, but on the whole it's beneficial to the operating effectiveness of the organization” But the Organ deemed that this definition is not precise, Because in his study, he found there are some overlapping parts between the job demanding behavior and the organizational citizenship behavior. Organ also found that the most job behavior did not receive the direct compensation, only a small part is directly linked to the remuneration. in the year 1997, Organ found a link between the OCB and “Contextual performance” concept proposed by Borman and Motowidlo in the year 1993, Redefined the OCB as “it's the social and psychological behavior which is help to maintain and improve the completion of supporting task performance. He further enriched and developed the connotation of OCB.

The abroad have already done some research on the organizational citizenship behavior experienced more than 20 years, received some research fruit. Relative to foreign research on organizational citizenship behavior, our research started late in this field., the first paper introducing the OCB emerged in the year 2000, since 2005 research has gradually increased, but the number of the empirical literature is still small. Organizational citizenship behavior has the impact on the corporate performance; this paper uses the case to analyze the impact by the return of documents, questionnaire preparation and the actual survey.

2 Organizational Citizenship Behaviors and Organizational Performance

2.1 Organizational citizenship behavior

Organizational Citizenship Behavior theory (called OCB For short) is proposed by Organ and others in the 80s in the 20th century. “organizational citizenship behavior” is defined by Organ (1988)

as: on the whole, it's the various behavior beneficial to the organization, but it's made spontaneously by members and never been directly or explicitly instructed in the organization formal reward system. From the "free decision" behavior, OCB is not within the role or the range provided by job description. It is a clear employment contracts between individual and organizations, such behavior is more similar to personal choice.

According to Organ (1990) study, organizational citizenship behavior is composed of five factors, they're altruism, conscientiousness, sportsmanship, courtesy, civil virtue.

According to Organ's five-dimensional model development, we get organizational citizenship behavior table composed of 24 test items. Later, Williams & Anderson divided organizational citizenship behavior into two dimensions, they're organizational citizenship behavior (OCB-I) pointing to the individual and organizational citizenship behavior (OCB-o) pointing to the organization.^[7]Based on this, Organ(1988)proposed that altruistic behavior and polite in five-dimension model belong to organizational citizenship behavior pointing to the individual, while sportsmanship, civic virtue, and responsibility meaning belong to organizational citizenship behavior pointing to the organization. the division method of the dimension of is similar to the Second Dimension division of Smith, Organ & Near (1983) : OCB-I corresponds to altruistic behavior, OCB-O corresponds to the general subject. Podsakoff and others summarized the foreign OCB into seven major dimensions, through to the summary of previous research, it included Helping behavior, sportsmanship, organizational loyalty, organizational compliance of individual initiative, civic virtue and self-development.

2.2 Organizational citizenship behavior and organizational performance

According to Organ's definition to organizational citizenship behavior, Organizational citizenship behavior can overall improve organizational performance. After that, a number of scholars from different angles show the reasons that organizational citizenship behavior can improve organizational performance. Podsakoff and others (2000) summarize organizational citizenship behavior's affects on organizational performance into seven areas: a. to improve the efficiency of colleagues and managers; b. release resources for more productive activities and objectives; c. reduce the scarce resources needed for the maintenance of the normal operation of the organization; d. assist in the coordination between work groups and groups within ; e. strengthen the ability for the organization to attract and retain talented employees; f. enhance the stability of the organization; g. make organizations more responsive to change in the environment. Later, Bolino, and others further suggested that OCB can also increase the organization's social capital.

3 Data and Research Methods

3.1 Selection sample

The survey selected objects includes state-owned enterprises, private enterprises and foreign-funded enterprises. State-owned enterprises are a power company in a city of Hebei province and wind power plants, the private one is a Ningbo private enterprises, foreign-funded enterprises selected is a design company in Shanghai. The reason that we select the enterprises in these types to do the study are: First, in China, these three types companies occupy the majority, which would help to the diversity of the sample, can reflect the degree that different organizational nature rely on the OCB. Second, there is a large diversity for the OCB, Selecting the different nature business can help us to understand the richness of organizational citizenship behavior.

3.2 Data collection

The survey uses random sampling survey method, Uses questionnaires and electronic questionnaire method. The number of the questionnaires distributed was 200, 196 questionnaires were returned, of which the number of the valid questionnaires is 186. Recovery rate is 98%, efficiency rate is 87%.

3.3 Explanation of the questionnaire design

Based on the previous research, pre-test questions was determined. 153 valid questionnaires were collected in pre-test. After item analysis and factor analysis to each question item, based on the analysis results, remove non-conforming items. After several repeated changes, to establish an official questionnaire. The questionnaire included organizational citizenship behavior, performance, and employee demographic data.

3.3.1 The dependent variable

Dependent variable is the performance of enterprises. Performance scale main references Williams & Anderson scales on the performance evaluation, on this basis, 12 questions are formed. These problems include a competent job done, sales, profitability, employee morale, etc. The problem with the

dependent variable was measured with Likert (R.A.Likert) 5 points scale. Where 1 means "very inconsistent", 2 means "do not meet " 3 means that "sometimes found", 4 means " meet ", 5 " very much in line."

First of all, these 12 indicators are to measure performance, we do the KMO and Bartlett to get the Sphericity test for them, as shown in the Table 1. Where KOM values is 0.712, Bartlett test spherical ($P < 0.001$) was significant and suitable for factor analysis. Factor analysis approach is using the maximum likelihood methods to extract the factors, while the greatest variance by rotation results is shown in Table 2. The factor analysis results for the performance showed that the 12 indicators have a good response on the two factors. Total sales, staff morale lie in the one indicator. These performance indicators reflect more major business performance, so the factor is defined as the business performance.

The five factors that expecting to complete the task, reaching the working formal performance requirements and so on. Because these performance indicators mainly reflect individual performance, the factor is defined as the individual employee performance. Corporate performance and individual employee performance reliability coefficient Cronbach was 0.936 and 0.902, reliability are all high. In addition, in order to facilitate comparison and analysis, using statistical software SPSS first calculated the total score for each individual employee performance (5 indicators) and business performance (seven indicators), and then unified into a 5 points scale to do the comparison.

Table 1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.712
Bartlett Test of Sphericity	Approx. chi-square	203.002
	Df	66
	Sig.	.000

Table 2 The Factor Analysis Results of Performance

	component	
	1. Enterprise performance	2. Individual performance
1. Enterprise total sales	0.932	0.142
2. Employee morale	0.861	0.174
3. Enterprise overall performance	0.860	0.210
4. Assets margins	0.831	0.354
5. The market share	0.793	-0.025
6. Competitive position	0.771	0.202
7. Sales growth	0.735	0.025
8. Complete expected tasks	0.138	0.873
9. Qualified to complete the duty	0.125	0.865
10. The voluntary work	0.260	0.858
11. The formal performance requirements of work	0.076	0.806
12. Perform responsibility in job instruction	0.098	0.783

3.3.2 Independent variable

According to research of Fan Jing Li who chooses domestic employees as the sample we choose seven conformed to China's domestic staff dimensions of organizational citizenship behavior. Including: help behavior, organizational loyalty, the following of organizational, individual initiative, self development, save resources, maintenance interpersonal harmony. With the same as dependent variable, the independent variables using 5 scale measurements of Likert.

Table 3 The Correlation Between the Various Behaviors

	1	2	3	4	5	6	7
Maintain interpersonal harmony	1.000						
The following of organization	.206	1.000					
Individual initiative	.154	.186	1.000				
Save resources	-.107	.060	-.074	1.000			
Organizational loyalty	-.354	-.141	-.106	.111	1.000		
help behavior	-.371	-.232	-.292	-.018	.108	1.000	
Self development	.003	-.214	-.059	-.175	-.469	-.427	1.000

4 Analysis and Discussed Survey Results

(1) Regression analysis of personal performance and each factor (table 4)

We do regression analysis with SPSS, the results showed that these organizational citizenship behavior explained 63% of individual performance ($adj.R^2=0.63$ $F = 6.593$, $p < 0.01$), it is a better explanation of organizational citizenship behavior's influence to individual performance. Organizational loyalty, the following of organization, individual initiative, and maintenance interpersonal harmony exists significant influence to individual performance. It shows that many factors can affect individual performance. The improving of employees in various of organizational behavior are likely to increase their personal performance. Additional, help behavior, save resources of individual behavior have less influence to individual performance. The probably reason may be helpful actions as a kind of behavior to help others, which use your own resources to help others and reduce their performance. The behavior of save resources advocate employee to save resources to reduce costs. However, in real life, we often can find enterprise staff possesses enterprise resources to improve themselves performance in the enterprise. Conversely, if employee saves resources also means employees giving up part the chance to create performance for themselves.

Table 4 Regression Analysis of Personal Performance and Each Factor

	the non-standardized coefficient		Standard coefficient	t	Sig.
	B	Standard error			
(Constant)	1.451	.495		2.931	.010
help behavior	-.130	.089	-.289	-1.466	.162
Organizational loyalty	-.066	.101	-.120	-.650	.052
The following of organization	.366	.091	.607	4.044	.001
Individual initiative	.198	.077	.361	2.558	.021
Self development	-.065	.103	-.136	-.635	.534
Save resources	-.111	.073	-.202	-1.514	.149
Maintain interpersonal harmony	.420	.086	.807	4.889	.000

$$R^2=0.743 \text{ adj.}R^2=0.630 \text{ F}=6.593 \text{ P}=0.001$$

(2) Regression analysis of enterprise performance and each factor (table5)

We do regression analysis with SPSS, the results showed that help behavior, organizational loyalty, the following of organizational individual initiative, self development, save resources, maintenance interpersonal harmony has significant influence to enterprise performance. This research results is similar with predecessors'. These organizational citizenship behaviors explained 61% of enterprise performance. Among these behaviors, help behavior ($\beta = 0.395$, $P < 0.01$) has important influence to enterprise. It may be an employee get helps when he is being trouble can generate strong sense of belonging. They see themselves as part of the organization; they will be more effort for themselves and enterprise to create higher performance organization.

Table 5 Regression Analysis of Enterprise Performance and Each Factor

	The non-standardized coefficient		Standard coefficient	t	Sig.
	B	Standard error			
(Constant)	.204	.836		.245	.010
help behavior	.543	.150	.395	3.616	.002
Organizational loyalty	.132	.170	.096	.773	.045
The following of organization	.252	.153	.183	1.650	.011
Individual initiative	.126	.131	.092	.968	.034
Self development	.148	.174	.107	.853	.040
Save resources	.096	.123	.070	.779	.044
Maintain interpersonal harmony	.078	.145	.057	.535	.060

$$R^2=0.729 \text{ adj.}R^2=0.610 \text{ F}=6.149 \text{ P}=0.001$$

5 Conclusion

The paper studies relationship between organizational citizenship behaviors and the enterprise performance in China by the method of sampling survey. We take organizational citizen behavior as explaining variables, and the enterprise performance and individual performance as explained variables. We get organizational citizenship behavior performance and individual performance has influence through regression analysis.

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