

Hypothetical and Theoretical System Framework of Cultivation of Organizational Citizenship Behavior and Validation

Hongyan Chen

College of Industrial and Commercial Administrations, Tianjin Polytechnic University

Tianjin 300384, China

Tel: 86-22-2373 0792 E-mail: onupon@263.net

Abstract

Employers' Organizational Citizenship Behavior (OCB) is the endless impetus to promote organizational performance. Starting from the microcosmic point of view, we do research on factoring affecting the cultivation of OCB, put forward hypothesized framework on how to cultivate OCB and validate the framework by demonstration.

Keywords: Employer, OCB, Organizational Performance

1. Introduction

Organizational Citizenship Behavior (OCB) is a unique aspect of individual activity at work, first put forward in the early 1980s, by Dennis W. Organ in the university of Indiana. According to Organ's (1988) definition, it represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization". Two main components of OCB are mentioned in the previous studies. The first one is that employers have the option of OCB, which are except of the working load of employers. Another point is the irrelevance between OCB and rewards, which mean that the organization can not put any premium on individuals owing to their OCB.

Great achievement has been made by western scholars during the past a couple of years. Three main points have been approved by various kinds of theories and experiences. First of all, OCB has some influence on the performance of the whole organization (Walt & Niehoff, 1996). Moreover, OCB is one of the most important criteria for managers to evaluate employers for the promotion and salary raise (Podsakoff & MacKenzie, 1993). Finally, the pleasure and fairness of employers support from managers and promise of the organization can also be affected by OCB.

We have got a general agreement that OCB can influence the performance of organization directly or indirectly. Today, along with the dramatic competition of companies and sudden changes in market, the promotions of performance more and more relied on the "contextual performance" of employers other than their "task performance". However, "contextual performance" is due to the OCB of employers. So far, because of the kindergarten research on OCB in our nation, present theories can not give instructional advices on how to culture OCB of employers. In that light, according to present status of our nation, the purpose of this article is to do related research about factors affecting the culture of employers' OCB and put forward a theoretical hypothesis of systematical framework, and validate it.

2. Hypothetical and theoretical System framework of the culture of employers' OCB

2.1 Justice

According to Blau's (1964) Social Exchange Theory, organizational justice could stimulate the trust of employers, who will do beneficial extra work more probably in that case. Konovsky & Organ (1996) thought that organizational justice was one of the most essential factors influencing employers' OCB, which was supported by a great number of following research.. We can draw a hypothesis H1 from the statement above: organizational justice is a critical factor affecting the culture of OCB. These factors include:

H1a: Distributive justice. Distributive justice has an emphasis on the justice of results and contents, which means the extent of justice on the distribution of organizational resources, and the response of employers. (Folger & Greenberg, 1985) Distributive justice is the factor that influences employers' justice directly.

H1b: Procedure justice. Procedure justice focuses on the justice of procedure and process, which means the extent of justice on procedure and process of organizational employers' perception (Folger & Greenberg, 1985). Procedure justice stands for the employers' psychological procedure in organizational work.

H1c Interactional justice: Interactional justice emphasizes on the fairness of interaction and communication among people. That is to say if employers' perception of organization has enough communication before making decision

and the extent to which the employers' ideas are referred (Bies & Moag, 1986). Harmonious relationship is social demand of employers.

2.2 Employers' diathesis.

Diathesis is the prerequisite of the development of individual behavior and success in career. Some scholars conducted a great many of survey towards employers' diathesis with OCB and found some common characters among these people including character, educational background, work experiences, the ability to face an emergency in uncertain environment, enduring ability, career interests and so on. We can draw a hypothesis from the statements above H2: Employers with diathesis of OCB have positive effect on the culture of OCB. Specifically, the factors of employers' diathesis that influence the culture of OCB include:

H2a: Character: Character is the core of any personality. It has direct influence on people's behavior and work aptitude and efficiency.

H2b: Career interests: We define career interests as the people's aptitude towards some major and work. People have great interest on some career always study and work absorbedly and with great passion, moreover, they may have great effort on finishing any task in a creative manner.

H2c: Career ability tendency: We define career ability tendency as the ability tendency to pursue some career. Employers with career ability have higher work efficiency and performance in the case of having a positive work manner.

H2d: Career value: We define employers' career value as employers' basic stand, aptitude and tendency of value based on their own value when they confront and deal with various kinds of contradiction and conflict. Behavior based on right value can embody the uniform between the value of individual existence and development and organizational benefit.

H2e: Educational background and work experiences: OCB is a kind of embodiment of comprehensive diathesis; employers should have interdisciplinary knowledge and cross-fuction work experiences.

H2f: Ability to meet an emergency in uncertain environment: Employers should keep confident when organization in confronting uncertain environment and should have enduring ability.

2.3 Organizational environment.

OCB means that OCB filter into the whole organization. Whole organizational environment have direct effect on the generation of OCB. We can draw a hypothesis from the statements above H3: Organizational environment has positive influence on the cultivation of employers' OCB. Specifically, the factors of organizational environment that influence the culture of OCB include:

H3a: Establishment of organizational stratagem. Involvement of employers conduces to their reorganization of establishment of organizational stratagem, their understanding and support and their behavior conducing to realize organizational stratagem in their positions.

H3b: organizational managers' trust and respect to employers. Only if managers' trust and respect to employers can we create an atmosphere conducing to the development of OCB. Therefore, Trust and respect from managers are essential factors of the culture of OCB.

H3c flatten organization. Organizational structure is the reflection of relationship between work division and collaboration among organizational members. Tall hierarchy organization has relative centralized power; employers have less opportunity to exert their talents. As a result, it inhibits the formation and development of OCB. However, flatten organization form relative centralized environment of management, which is helpful to the cultivation of OCB.

H3d: corporate culture emphasizing on dedication: Without corporate culture emphasizing on dedication, organization can not form the atmosphere that every employer care about the destiny of their organization, and employers can not do work unrelated or discretionary.

H3e Scientific and fair evaluation of performance: Scientific and fair evaluation of performance is an important method to evaluate employers' work performance and work results reasonably in the organization.

3. The demonstration research of Framework of cultivation of OCB

3.1 Research method and data collection

A paper and pencil survey was used to collect data. The survey contained a pool of items for three projects: basic situation, factors affecting internal employers' OCB in the organization, the scale of OCB The scale was a five-point Likert-type scale with end points of strongly disagree=1 and strongly agree =5. Based on our ideas and purpose, the

study mainly included managers and common employers from 200 domestic enterprises. Of those, 165 responded.

3.2 Construction of OCB scales

3.2.1 Scales of employers' OCB

The scales for OCB were constructed according to four factors: responsibility, work quality, study and creation and team work. This scale is used to evaluate the cultivation of employers' OCB by organization.

3.2.2 Scales of strategic performance

The scales of strategic performance are used to analyze the relationship between the OCB and strategic performance. This article use scales, put forward by Banker, to measure strategic performance: ratio of return on investment, growth ratio of profitability, and growth ratio of net profit.

3.3 Data statistic and analyses

3.3.1 Factor analyses and warrant validation

In order to validate construct validity of this framework, researchers name the content of variety choosen, and use scree plot to decide the number of factors, then utilize consistence of Cronbach to survey. The results of factors that influence the cultivation of OCB have been show in table 1. From table 1, we can see that there is some difference between the result of ingredient analyses and original ideas. In table 1, factor 1, which means organizational environment including all the sub-projects of H3, is defined as F4. Scientific and fair performance evaluation in factor 2 has nothing relationship with its sub-projects. Therefore, we eliminate factor 2 and redefine F2 as characteristics of employers' abilities. In factor 3, H2a employer's character has nothing to do with fairness presented by H1, thereby; we eliminate this sub-project and rank it to F1. In factor 4, there are two terms: career interests and career value, which are defined as employers' personal characteristics of F3. Based on the analyses and adjustment above, table 2 shows the factors that influence the cultivation of OCB.

From the results, according to the rearranged result of factor analysis, the Cronbach's (1951) α of various factors (F1, F2, F3, F4) that influence the cultivation of OCB are above 0.6, which are acceptable.

3.3.2 Regression analysis

In order to see about the relationship between each factor that affects the cultivation of OCB and OCB and organizational performance, we conducted a series of research on multi-linearity regression analysis. Including:

- (1) Regression analysis of factors affecting the cultivation of OCB and OCB. (Table 3)
- (2) Regression analysis of specific factors affecting the cultivation of OCB and measuring guide line of OCB. (Table 4)
- (3) Regression analysis between employers' OCB and organizational performance. (Table 5)

3.4 Analysis and discussion of analytical results

Research results demonstrated researchers' hypothesis mostly. According to H1, fairness has great influence on the cultivation of OCB, which was proved by our results. Meanwhile, analytical results demonstrated the significant relevance between the two sub-projects of H1 and the cultivation of OCB: H1a distributive justice, H1c interactinal justice. However, the relationship between procedure justice and the improvement of OCB was not be proved.

Analytical results demonstrated that employers with some employers' ability characteristics has positive pertinence with the cultivation of OCB. H2e educational background and work experiences has positive effects on the cultivation of OCB. However, H2f enduring ability towards uncertain environment has nothing to do with the cultivation of OCB.

Analytical results demonstrated that employers with characteristics of career interest, tendency of career ability and career value have positive pertinence with the cultivation of OCB.

According to H3, organizational environment has positive pertinence with the cultivation of OCB. Statistical results demonstrated this hypothesis and H3c flatten organization and H3d corporate culture with dedication has positive pertinence with improvement of OCB. Relativity between H3a emphasize on employers' involvement in organizational stratagem establishment and H3b managers' trust and respect to employers and the cultivation of OCB did not be proved.

Meanwhile, analytical results also demonstrated that there is positive pertinence between OCB and organizational performance, cultivation of OCB was helpful to the improvement of organizational performance.

4. Conclusion

To sum up, this article demonstrated main factors affecting the cultivation of OCB by putting forward hypothesis

framework and demonstration research, and adjusted original hypothesized framework according to demonstration and analysis (pic 2). We believe that it will improve the cultivation of OCB if organization could take some efficient measurements on organizational justice, employers' training and its internal environment. And, the cultivation and improvement of OCB have significant influence on the sustaining development of organization and the promotion of its competence.

References

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Table 1. Table of factors affecting the cultivation of OCB analysis

Project of content	Factors			
	1	2	3	4
H3b managers' trust and respect	0.784	0.291	-3.975E-02	1.724E-02
H3d dedicative corporate culture	0.701	-6.594E-02	-0.171	0.128
H3a involvement of employers	0.666	0.108	0.183	0.232
H3c flatten organization	0.640	0.206	4.584E-02	0.375
H2e educational background and work experiences	0.250	0.740	-9.082E-02	0.273
H2f enduring ability towards uncertain environment	0.359	0.727	1.494E-02	0.144
H2d career value	0.374	0.694	0.294	6.386E-02
H1c interactional justice	0.186	-0.258	0.780	0.137
H1b procedure justice	-8.921E-02	0.115	0.709	-3.848E-02
H2c tendency of career ability	0.249	0.205	3.594E-02	0.693
H1a distributive justice	8.658E-02	0.150	0.450	-0.428
H2a Character of employers	6.118E-02	0.228	0.546	6.606E-02
H3e scientific and right performance of evaluation	0.471	0.564	0.149	0.205
H2b career interests	-6.773E-02	0.462	0.191	0.605

Thereinto, H1* means factors of fairness, H2* means factors of employers' diathesis, H3* means organizational environment

Table 2. Modulated analysis of factors affecting the cultivation of OCB

Factor	Project	Cronbach's (1951) α
F4 organizational environment	H3a, H3b, H3c, H3d	0.78
F2 employers' characters	H2d, H2e, H2f	0.75
F1 fairness	H1a, H1b, H1c	0.61
F3 employers' personalities	H2b, H2d	0.60

Table 3. Regression analysis between factors affecting the cultivation of OCB and employers' OCB

Factors affecting the cultivation of OCB	Standard regression coefficient
F1 fairness	0.32*
F2 employers' characters	0.26**
F3 employers' personalities	0.29*
F4 organizational environment	0.37*

**p<0.01

*p<0.05

Table 4. Regression between specific factors affecting employers' cultivation of OCB and measuring guide line of OCB

factor	project	Standard regression coefficient
F1 fairness	H1a	0.45**
	H1b	0.18
	H1c	0.20
F2 employers' characters	H2e	0.27
	H2f	0.10
F3 employers' personalities	H2b	0.40**
	H2c	0.38**
	H2d	0.33**
F4 organizational environment	H3a	0.07
	H3b	0.18*
	H3c	0.22*
	H3d	0.30

Table 5. Regression analysis between employers' OCB and organizational performance

factor	ratio of return on investment	Ratio of profitability	Growth ratio of profitability	growth ratio of net profit.
OCB	0.25*	0.27*	0.28**	0.34*

**p<0.01

*p<0.05

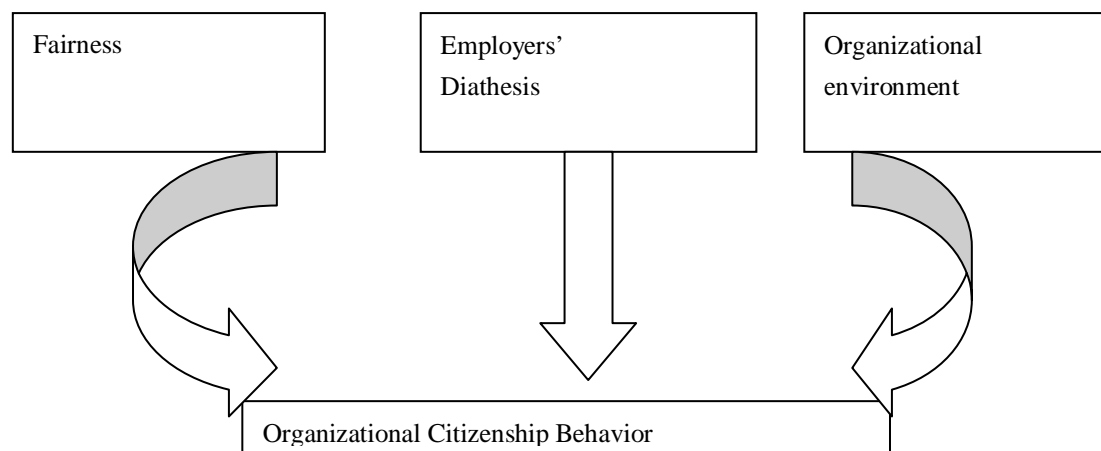


Figure 1. Framework of cultivation of OCB

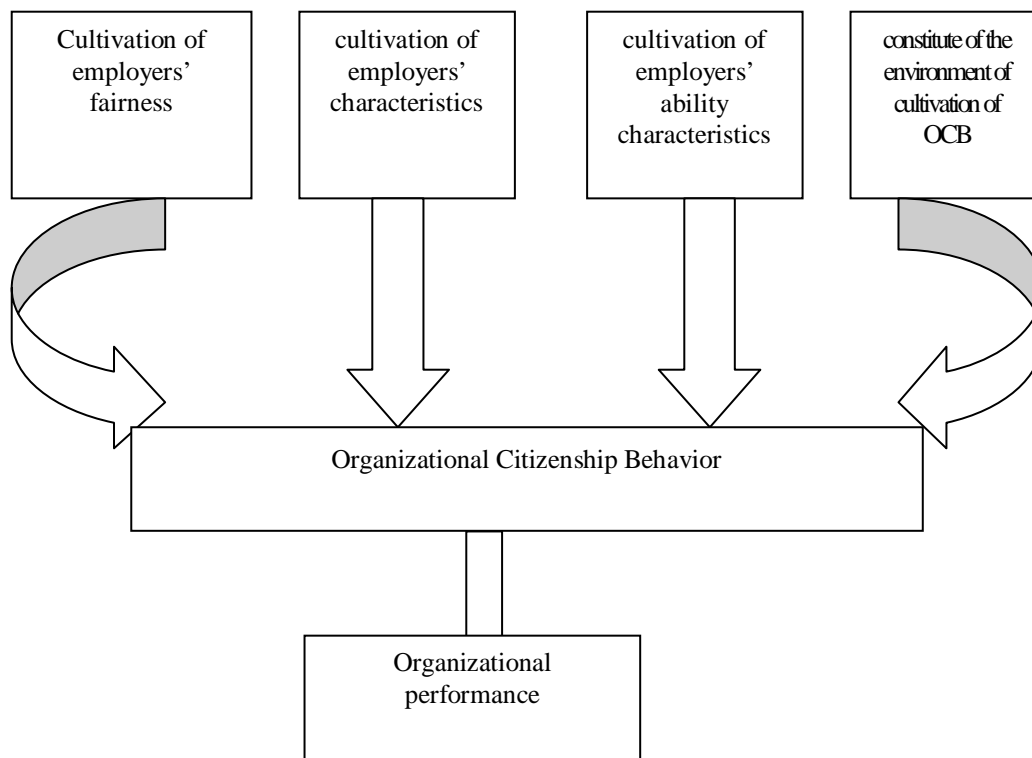


Figure 2. system framework of cultivation of OCB, OCB and organizational performance