The Effect Of Organizational Citizenship Behavior On

Master's Thesis from the year 2019 in the subject Art - Arts Management, grade: very good, Arba Minch University (Arba Minch university), language: English, abstract: This research aims to investigate the effect of perceived organizational support on employee organizational citizenship behavior in the case of academic staffs of Arba Minch University. For the sake of achieving the objectives of this study, the information gathered through questionnaire from 282 respondents were analyzed using statistical analysis. The respondents were selected using stratified sampling followed by a simple random sampling technique. The most important findings of this study is that perceived organizational support has a positive and significant effect on organizational citizenship behavior. Results revealed that there is a significant difference between male and female academic staffs towards exhibiting organizational citizenship behavior and insignificance difference found on dimensions of perceived organizational support. Moreover, there is a significant difference in the perception of supervisory support, procedural justice, career development opportunities, decision-making involvement and exhibition of organizational citizenship behavior based on education level. The result of the Pearson correlation coefficient analysis showed that perceived organizational support dimensions have a significant and positive relationship with organizational citizenship behavior. The results of multiple linear regression showed that the best predictor of organizational citizenship behavior had been supervisory support. Based on findings, recommendations to Arba Minch university management and suggestions for other researchers are forwarded. Keywords: perceived organizational support, organizational citizenship behavior

This book focuses on the effect of leadership on organizational outcomes and summarizes the current research findings in the field. It addresses the need for inclusive and interpretive studies in the field in order to interpret leadership literature and suggest new pathways for further studies. Appropriately, a meta-analysis approach is used by the contributors to show the big picture to the researchers by analyzing and combining the findings from different independent studies. In particular, the editors compile various studies examining the relationship between the leadership and thirteen organizational outcomes separately. The philosophy behind this book is to direct future research and practices rather than addressing the limits of current studies.

This dissertation, "Personality Similarity Effects in Rated Performance: the Roles of Organizational Citizenship Behavior and Team Culture" by Yuen-man, Lai, ???, was obtained from The University of Hong Kong (Pokfulam, Hong Kong) and is being sold pursuant to Creative Commons: Attribution 3.0 Hong Kong License. The content of this dissertation has not been altered in any way. We have altered the formatting in order to facilitate the ease of printing and reading of the dissertation. All rights not granted by the above license are retained by the author. Abstract: Abstract of the thesis titled "Personality similarity effects in rated performance: The roles of organizational citizenship behavior and team culture" Submitted by LAI, Yuen Man for the degree of Doctor of Philosophy at The University of Hong Kong in December 2006 Similar-to-me effect has largely been treated as a source of rater errors in performance appraisal literature. In response to the call for attention to the social context in performance appraisal, this study aimed to develop a framework to uncover the genuine contribution of personality similarity to employees' real performance under different team contexts through the performance of organizational citizenship behavior (OCB). To this end, this study first established linkage between personality similarity and OCB, then examined the impact of OCB on rated performance, an important indicator of organizational
reward/punishment. Although researchers have often found positive relationships between OCB and rated performance, very few studies have scrutinized the social context under which this relationship takes place. This study, therefore, examined how OCB influenced performance ratings given by supervisors under different team cultures as measured by team collectivism and team power distance. Based on the data collected from 81 teams working in a multinational bank in Hong Kong, results from mediation analyses showed that personality similarity with peers and supervisors had positive impact on individual OCB (OCB-I) and organizational OCB (OCB-O) respectively, through better communication and integration. Consistent with previous studies, both OCB-I and OCB-O were positively related to performance ratings. Moreover, cross-level models revealed that team collectivism moderated the relationship between OCB-I and performance rating, while no moderating effect was found for team power distance. On the basis of the findings, implications for theory and managerial practices, as well as future research directions were discussed. DOI: 10.5353/th_b3692451

Subjects: Similarity (Psychology) Employees - Rating of Performance Organizational behavior

This book represents a ground-breaking attempt to assess the impact of public employees’ perceptions on public sector performance in a Latin American and Caribbean context. It opens a window to a generally ignored public sector by illustrating the extent to which public employees’ engagement in citizenship behaviors affect their organizations, as well as how these interdependent relationships underpin actual performance. It offers penetrating insights on public service motivation, transformational leadership, and employee satisfaction and trust. Apart from the psychological insights, this study also establishes a bridge for scholars to undertake comparative studies of public sector performance globally.

Literature Review from the year 2018 in the subject Business economics - Personnel and Organisation, grade: B, language: English, abstract: This conceptual paper aims to explore whether dissatisfied non sales employees of life insurance industry in India would display Organizational Citizenship behavior. The paper investigates the moderating effect of Organizational Commitment on EVLN Model: Exit, voice, Loyalty and Neglect as a response to job dissatisfaction leading to OCB. The research pertaining to life insurance is scant. Further, previous studies have not examined whether or not dissatisfied non sales employees of life insurance industry would display OCB. The present study is an attempt to understand the same. If the organization identifies the dissatisfied employees and addresses their grievances then those employees responding to “Voice” and “Loyalty” option of EVLN Model would not only be retained with the organization but also are likely to display OCB. OCB enhances positive vibe, cohesiveness and bonding among the team members in the work place resulting into diminished conflicts and enhanced productivity.

Examines discretionary behavior/performance, phenomenon for educational organizations to be effective in responding to the complex expectations of the 21st century. This title refers to the employee behavior that is not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the functioning of the organization.

This study examined the relationship between individual values and value congruence and job satisfaction, organizational commitment, task performance, and organizational citizenship behavior. The present study was conducted with 192 sales personnel in a sales organization with offices along the eastern seaboard of the United States. The values systems this study examined included Hofstede’s Work-Related Values System (1994) and O'Reilley, Chatman, and Caldwell's (1989) Person-Organization Profile Values System. A questionnaire was developed to measure Hofstede’s Social, Power,
Uncertainty, and Goal orientations. The relationship between the values within O'Reilley, Chatman, and Caldwell's Organizational Culture-Profile was also examined via a factor and item analyses. The analyses yielded three value dimensions: Interpersonal, Ambiguity, and Achievement. It was hypothesized that individual level values on Hofstede's Social, Power, and Goal Orientation would predict job satisfaction, organizational commitment, and organization citizenship behavior. It was also expected that individual level values on Hofstede's Goal Orientation would predict task performance. In terms of the fit between the individual and organizational values, it was hypothesized that fit on Hofstede's four dimensions and O'Reilley, Chatman, and Caldwell's three dimensions would predict job satisfaction, organizational commitment, and organization citizenship behavior. Also, it was expected that fit in terms of Hofstede's Goal Orientation and O'Reilley, Chatman, and Caldwell's Achievement Dimension would predict task performance. Results for the relationship between individual values, value congruence, and job outcomes provided partial support for the hypotheses. Hofstede's Uncertainty Orientation significantly predicted job satisfaction ($r = -0.20$). Specifically, individuals who espoused more uncertainty avoiding values exhibited higher levels of satisfaction. Hofstede's Social Orientation ($r = -0.19$) and Goal Orientation ($r = -0.25$) were also found to significantly predict organizational commitment. Individuals who espoused more collectivist and aggressive goal behavior values exhibited greater levels of organizational commitment. Results for fit indicated that person-organization fit on Hofstede's Power Orientation significantly predicted job satisfaction ($r = 0.17$) and organizational commitment ($r = 0.24$). Fit on O'Reilley et al.'s Achievement Dimension was also found to be significantly related to task performance ($r = 0.22$). The impact of values and fit on job outcomes may have large implications for the financial success of some companies as well as the satisfaction and commitment of employees. Future research should explore other value systems and explore other operationalizations of fit.

Research shows that religion has numerous effects on how people behave and act, so the goal of this study is to expand the body of knowledge about religion and see if it affects workplace behavior, specifically organizational citizenship behavior. Organizational citizenship behavior (OCB) is discretionary individual behavior that is not directly or explicitly recognized by the formal reward system and promotes the effective functioning of the organization. This study seeks to understand if religion, broken down further into internal and external religiosity, has any effects on how people behave at work. Further, if religion does have an effect on workplace behavior, this study seeks to understand what kind of effects, whether positive or negative, it is having and which of the various dimensions of OCB it is specifically affecting. Surveying over 150 employees, our findings indicate that internal religiosity have mostly positive effects on OCB while external religiosity mainly displayed negative effects. Further research is needed to understand why internal and external religiosity had, in general, opposite effects. Nevertheless, the results of this study seem to show that religion does have an effect on workplace behavior. --Page iv.

Values, attitudes, and behaviors constitute an organization’s culture and employees both share and use them on a daily basis in their work. This book aims to briefly portray a new interpretation of organizational culture varying from the profusion of literature in the following ways: it attempts to include how cultures are created organically or
through consistent planning and action in different organizations such as education, business, and health; focusing more on change, innovation, and learning opportunities. It also aims to provide leaders with experiences and reflections on how to initiate an organizational culture change. Finally, this book is expected to extend new perspectives and practices for both potential and actual managers of organizations contributing to the current debate on how to transform organizations into innovative and learning cultures.

"Preface Across sub-disciplines of psychology, research finds that positive, fulfilling, and satisfying relationships contribute to life satisfaction, psychological health, and physical well-being whereas negative, destructive, and unsatisfying relationships have a whole host of detrimental psychological and physical effects. This is because humans posses a fundamental "need to belong" (Baumeister & Leary, 1995, p. 497), characterized by the motivation to form and maintain lasting, positive, and significant relationships with others. The need to belong is fueled by frequent and pleasant relational exchanges with others and thwarted when one feels excluded, rejected, and hurt by others. Notwithstanding the recognition that all relationships can have positive and negative aspects, and that many different types of relationships can influence employee outcomes, most research has honed in on either the positive or negative experiences associated with a specific type of relationship. Because of this we lack both an appreciation and understanding of the full range of relational experiences. We also have not fully considered similarities and differences in relational experiences across different types of relationships, or how these experiences may differentially affect employee attitudes, behavior, and well-being. This edited volume tackles these issues head on, recognizing the powerful role that relationships play in our everyday life, and zeroing in on the cognitive, psychological, and behavioral processes responsible for such effects. Structure of the Book This book uses research and theory on the need to belong as a foundation to explore how five different types of relationships influence employee attitudes, behaviors, and well-being"--

The overall purpose of this dissertation was to explore the influence of a market-oriented organizational culture on employee attitudes (i.e., job satisfaction, organizational commitment, and workplace sense of community), which in turn, were hypothesized to have an effect on employee organizational citizenship behaviors. Market orientation has been described as the organizational culture that most efficiently and effectively leads to superior business performance. A market-oriented organizational culture places an emphasis on understanding customers, understanding competitors, and efficient inter-departmental functioning. Being market-oriented is reflected in such employee activities as the acquisition of market intelligence, the dissemination of market intelligence, and the organization-wide responsiveness to market intelligence. Although numerous studies have found a positive relationship between a market-oriented organizational culture and organizational performance, very few studies have examined how this type of culture influences employee job-related attitudes, such as job satisfaction, organizational commitment, and sense of workplace community. The small number of studies that have examined this relationship have discovered that a market-oriented culture enhances employee job-related attitudes. These enhanced job-related attitudes, in turn, were hypothesized to influence employees to exhibit organizational citizenship behavior. Results of the study supported
the positive relationship between market orientation and organizational commitment, job satisfaction, and workplace sense of community. In addition, a positive relationship was found between market orientation and organizational citizenship behavior, through the employee attitude variables of organizational commitment and workplace sense of community. Findings also support the relationship between these two variables, being positively related to organizational citizenship behaviors. Managerial implications, contributions to the literature, limitations of the study, and areas of future research are discussed.

InCEESS is an international conference hosted by Pelita Bangsa University. This conference is arranged to become an annual conference making room for scholars and practitioners in the area of Engineering, ICT, Management, and all research in Social Science and Humanities to share their thoughts, knowledge, and recent researches in the field of study (https://inceess.pelitabangsa.ac.id/).

Master's Thesis from the year 2016 in the subject Leadership and Human Resource Management - Employee Motivation, grade: 99.1, University of Leeds (Leeds University Business School), course: MA Human Resource Management, language: English, abstract: Forced distribution performance appraisal system is very prevalent, especially in big organizations. However, little quantitative field research on its different effects has been conducted. The purpose of this research is to study its effect on three components of employees’ organizational commitment which are the employees’ motivational force to perform the organizational goals, organizational citizenship behaviour and the employees’ intention to leave the organization. In addition to exploring the direct effect, the role of the employees’ perception of organizational justice in mediating its effect on the components of employees' commitment is studied as well. This research reveals that forced distribution performance appraisal system has a direct negative effect on employees’ motivational force to perform the organizational goals, and directly increases employees' intentions to leave the organization. It also has indirect negative effects on employees’ motivational force to perform the organizational goals and organizational citizenship behaviour and indirect positive effect on the employees' intention to leave the organization, those indirect effects are through the associated perception of organizational injustice. Exploring the Effect of Organizational Citizenship Behavior on Human Resources Productivity Enhancement // Kuwait Chapter of Arabian Journal of Business and Management Review .- 2012, Vol. 1, No. 7

Investigating the effect of perceived organizational support on organizational citizenship behavior, based on perceptions related with the variables of organizational justice, organizational trust and organizational citizenship behaviors of secondary school teachers. The layout of the research, descriptive in quality, consists of the teachers working at secondary education institutions in the education year of 2006-2007. The survey area consists of
42697 teachers at 1683 secondary schools in randomly chosen 14 cities (two cities from each geographical region) and the sampling consists of 1281 teachers, 721 of 1281 work at general high schools and 560 of 1281 work at vocational schools. As a result of the research, teachers' perception of distributive justice, procedural justice and interactional justice were found as significant predictors of explaining perceptions of school trust, administrator trust and organizational citizenship behavior. Besides, teachers' perceptions of school trust and administrator trust were also confirmed as significant predictors in explaining perceptions of organizational citizenship behaviors in a meaningful way. (Contains 6 tables.)


Diplomarbeit aus dem Jahr 2007 im Fachbereich BWL - Personal und Organisation, Note: 1,5, Universität Konstanz, 93 Quellen im Literaturverzeichnis, Sprache: Deutsch, Abstract: The aim of this diploma thesis was the construction of a scale suitable for measuring the ethical leadership behaviour of executives towards their members of staff (EF) as well as the subsequent evaluation of the EF and the investigation into its effect on the staff behaviour in German leadership practice. As there is no scale for measuring the EF in the topical research as yet an operationalisation of the construct EF and the development of an EF scale was conducted on the basis of the existing literature. A total of 234 German leading executives participated in the written questioning, which was carried out with the help of a mailed questionnaire. In order to be able to check the effects of an EF on the staff behaviour the questionnaire contained two scales already checked and proven in research for the constructs Organisational Citizenship Behaviour (OCB) as well as Leader-Member-Exchange (LMX) beside the self-constructed scale. The results of the study point to a very pronounced EF of the German leading executives, with the younger leaders seeming to lead their members of staff less ethically compared to the older ones. Furthermore a significantly positive context between the EF of a leader and the OCB of their followers was noted.

Organizational Citizenship Behavior (OCB) und Mitarbeiterpartizipation bezeichnen Formen freiwilligen Arbeitsverhaltens. Mitarbeiter zeigen damit Engagement zum Vorteil des Unternehmens, das über die normale Arbeitsleistung hinausgeht. Arbeitgeber wünschen sich engagierte Mitarbeiter statt Beschäftigte, die Dienst nach Vorschrift machen. Damit stellt sich die Frage, wie können Arbeitgeber dieses Verhalten forcieren? Um hier praxistaugliche