

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN MILITARY ORGANIZATION Raluca RUSU, Alexandru BABOȘ

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Abstract: *This paper is intended to be, first of all a review of theoretical literature on Organizational Citizenship Behavior (OCB) and for that, we tried to define the concept and to separate it from other similar concepts, and to analyze the dimensions of this type of behavior. Secondly, we identified the dimensions of Organizational Citizenship Behavior in military organizations, in order to see how OCB could influence the organizational performance.*

Keywords: task performance, contextual performance, organizational citizenship behavior, dimensions

1. Introduction

The organizations want more from their employees, not only to retain membership for as long as possible and do not miss unmotivated, but also seeks performance and involvement in organizational activities. The specialized literature distinguishes between two aspects of organizational performance. One relates to meeting the obligations of the job description, which directly contributes to the efficiency of the organization, called either: intra-role performance (Meyer and Allen, 1997), non discretionary behavior (Meyer and Herscovitch, 2001), task performance (Borman and Motowidlo, 1997), and the other which refers to behaviors that are not included in role prescriptions but which supports, explicit or implicit, the yield of organizations: discretionary (Meyer and Herscovitch, 2001), extra-role behavior (Katz, 1964 Abram cited Cooper, 2008), organizational citizenship behavior (Organ, 1997), contextual performance (Borman and Motowidlo, 1997), devoted soldier syndrome (Organ, 1997) [1]

In this paper we shall consider the second organizational performance category, namely the contextual one, which helps to "maintain and intensify the organizational contextual framework, social and psychological, which supports the task performance" [2]. Among the behaviors identified in the specialized literature as having a significant impact on task performance, the organizational citizenship behavior is the one used in recent year's studies, probably due to the improved theoretical and empirical approach of the related concepts specified above.

2. The organizational citizenship behavior concept

The aim of our work is to show the importance of studying the organizational civic behavior, from the perspective of its influence on organizational performance.. Starting from this, we will follow the organizational civic behavior definition and its dimensions identification, including the military environment one. Deepening topics linked to behaviors related to „qualitative” performance at work.

Organ (1988) defines for the first time the organizational citizenship behavior as being “benevolent individual behavior, without being directly or explicitly rewarded by the formal reward system, which supports the efficient functioning of the organization”. Being benevolent, we must bear in mind that this behavior is not an express requirement of the job requirements, such as very specific conditions of the contract employee with the organization are; this behavior is more a matter of personal choice and therefore its absence is not generally considered to be suitable for punishment. [3]

Therefore, the organizational citizenship behavior (CCO) is not an express requirement of the job description; the person who does not choose to manifest it may not be punished. Although there is not specified any kind of reward for this behaviour, by choosing it, a person can have some advantages given the favorable impression it leaves, resulting in obtaining rewards.

So far, this way of conceptualizing remained practically unchanged: for example Van Dyne, D., Vandewalle, D. Kostova, T., Latham, ME and Cummings; LL (2000) see the organizational citizenship behavior as an behavior which is not formally rewarded.[4]. Also, Falvo, Hichy, Capozza și De Carlo (2002) refers to as „the pro-social behavior, spontaneously, as an act of cooperation and altruism in the relationship with colleagues and supervisors that goes beyond individual role requirements and can be described as extra-role behaviors” [5].

3. The organizational citizenship behavior dimensions

In the last 20 years, the interest for the organizational citizenship behavior has increased, aspect which determined a series of difficulties in operationalising the concept. Throughout the time, many other dimensions of the construct were identified, but still the Organ’s taxonomy (1988) remained the most used empirical and

theoretical model. In the future, other ways of interpretation of the organizational citizenship behavior appeared, but they were all derivatives from the above model (Van Dyne, 1994; Morrison 1994; Motowidlo și Van Scotter, 1996). By analyzing all organizational citizenship behavior known forms, Organ and his collaborators provided a synthesis of their own, by making a comparison on the seven identified dimensions (as shown in Table 1) [6]

It is found that each theme corresponds to certain dimensions of CCO, but no author covers all seven dimensions. In addition to that, the dimensions might be similar or even different, depending of the author.

The main organizational citizenship behavior dimensions, identified by Organ (1988) are:

Altruism – Is a behavior that involves the voluntary aid granted by colleagues in work task related areas. On the other hand, Van Scotter și Motowidlo (1996), came with another approach, a moral one, by adding to the spontaneously aid granted some interpersonal relations, meant to improve moral and encourage cooperation. This interpersonal facilitation is a way of maintaining the organization social health, which is important for organizational efficiency. [7]

Fair-play - It is the tendency to tolerate the inevitable inconveniences and restrictions determined by work without complain. [8] The Fair-play brings into question the behavior that involves maintaining the optimism even in extreme situations.

Loyalty - aimed at promoting the organization's image in the external environment. Representative behaviors include: defense against various threats to the organization's reputation but also its promotion within society, in order to get some advantages [8]

Conscientiousness – It is close in meaning to widespread compliance (Smith et al, 1983) and organizational conformism (Podsakoff et al, 2000). For this reason, the

inclusion of conscientiousness as an independent dimension was marked by controversy.

Table 1: Synthesis of organizational citizenship behavior dimensions

Authors	Mutual aid behavior	Fair-play	Loyalty	Compliance	Individual initiative	Personal development
Organ (1988)	Altruism, courtesy, conciliation, encouragement	Fair-play			Civic virtue	
Graham (1989), Moorman, Blakely (1995)	Interpersonal aid		Loyalty support		Individual initiative	
Graham (1991), Van Dyne, Dienesch (1994)			Organizational loyalty	Organizational obedience	Organizational participation	
George, Brief (1992), Gorge and Jones (1997)	Colleagues mutual aid		Encouraging manifestation of good intentions		Constructive suggestions	Personal development
Borman, Motowidlo (1993, 1997)	Mutual aid and cooperation with others		Organization's objectives approval, support and defense	Compliance with the rules and procedures of the organization	Voluntarism in making suggestions for improvement	
Motowidlo, Van Scotter (1996)	Interpersonal relations facilitation			Devotion to the job		
Van Dyne, LePine (1998)	Mutual aid				Majority opinion	
Podsakoff, Mackenzi, Paine, Bachrach (2000)	Altruism	Fair-play	Organizational loyalty		Individual initiative	Personal development
Farh, Zhong, Organ (2004)	Colleagues mutual aid, harmony	Keeping order and cleanliness at the workplace	Promoting company image		Majority opinion	Self-development

Adaptation after Organ, Podsakoff and Scott (2005) [6]

This requires compliance with rules and regulations of the organization, which

should happen naturally. It was however appreciated as a form of civic behavior because there are a series of employees who are subject to such and influence the others to have a formal behavior. This dimension has as representative behaviors punctuality, rules and personnel policies, tasks, careful use of resources. Borman și Motowildo (1993) adds to them the respect for authority and hierarchy and the consideration for the organization's values and policies.[9]

Individual initiative – this dimension is dependent on the creative side of employees in order to bring improvements to the organization. The innovative actions of some employees are based on a strong inner motivation, driven by an increased level of commitment to the organization and work. All these behaviors have in common that they extend beyond job requirements.

Civic virtue (civism) – designate first of all the active and constructive involvement in most organizational processes. These behaviors reflect the feeling of being part of a whole, in the same way as citizens are part of a country and assume the responsibilities that derive from there.

The last dimension refers to *personal development* - this includes voluntary employee behaviors directed towards enriching their knowledge and training of new skills and abilities.[10]

Similarly, Coleman and Borman (2000) classifies a range of extra-role behaviors in the following taxonomy: civic behavior towards the individual (include altruism and courtesy), civic behavior towards the organization (include fair-play, and civic virtue conscientiousness) and civic behavior towards tasks (by individual additional effort at work)[11].

4. The organizational citizenship behavior within the military environment

In an attempt to identify the seven dimensions of the organizational behavior among officers, we used in a personal manner the Organ and Konowsky OCB measurement model. (1989). This tool is based on 44 statements distributed on seven dimensions: altruism, fair play, loyalty, conformity, individual initiative, civic and personal development and was applied on 50 officers from different military units, including Land Forces „Nicolae Bălcescu” from Sibiu.

The study results shows us that altruism is ranked first, in a percentage of 19.27%, fair-play is ranked second, in a percentage of 18.52%, and conformism third, 15.34%. Next place is occupied by civism, in a percentage of 13.44%, closely followed by personal development with 13.18%, loyalty on sixth, with 11.48%, and individual initiative on last place, with a percentage of 8.66% (figure 1).

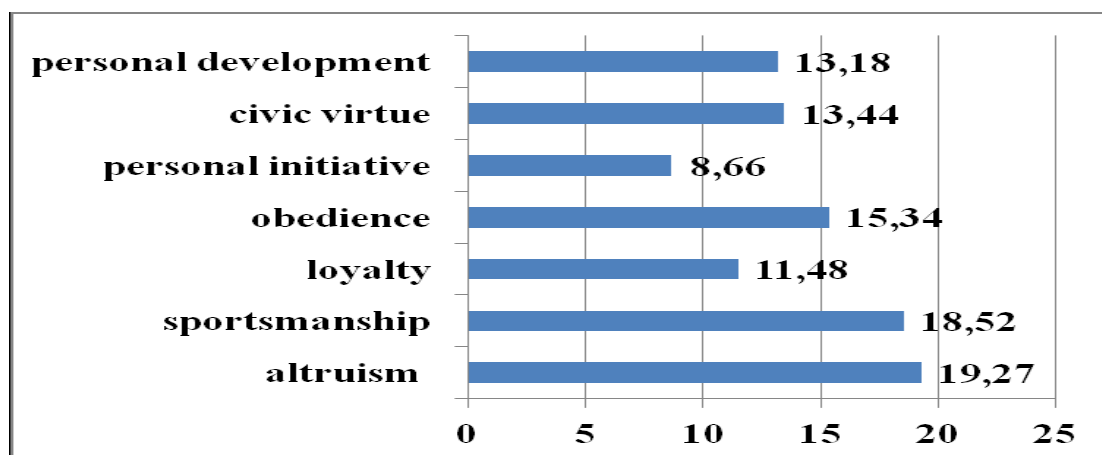


Figure 1: Dimensions of organizational citizenship behavior

Certainly the results of such studies provide a basis for building organizational strategies aimed at increasing task performance by capitalizing extra-role behaviors of employees, circumscribed to the OCB concept.

The work quality cannot be reduced only by complying with the work task requirements. Many details necessary for increasing the work effort and contextual mutual aid at work highlight the organizational citizenship behavior

5. Conclusions

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