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ORGANIZATION CITIZENSHIP BEHAVIOUR: IT'S RELATION WITH MANAGEMENT STYLE AND ITS ANTECEDENTS

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ABSTRACT

This study is designed to measure the relationship between Organization citizenship behavior (OCB) and management style and identified the antecedent of OCB. OCB is a one antecedent of organizational performance. This study explores the definition of OCB and its relation with management style. However the antecedents of OCB are not properly investigated. Based on the discussion on the dimensions of OCB a number of antecedents were identified. When the relation of management style and OCB are clear, and the antecedents of OCB are known, managers would be able to promote OCB among their employees and result will be better performance.

KEYWORDS

Organizational Citizenship Behavior, Management style, job satisfaction and Organizational Commitment, Personality Characteristics, leadership behavior, Employee age and motivational theories.

INTRODUCTION

For the last two decades, OCB has been a major construct in the fields of psychology and management, so it has a great deal of attention in the literature (Batman & Organ 1983; Niehoff & Moorman, 1993; Organ and Ryan 1995; Podsakoff, 2000). OCB is referred as set of discretionary workplace behaviors that exceed one's basic job requirement. They are often described as behaviors that go beyond the job requirement.

Organ (1988) says OCB is held to be vital role for the better performance of the organization. Organ further explained that OCB can maximize the efficiency and productivity of both employees and the organization that ultimately contribute to effective functioning of the organization.

In this study we try to investigate the relationship between management style and organization citizenship behavior and explore antecedents of OCB. Management styles are also linked with organization citizenship behavior. According to Ehrhart (2004) there is positive association between leadership behavior and organization citizenship behavior. In organization historically it is believe that OCB is positive for organization and benefit for organization as well as all stake holders. OCB create an environment where people try to help each other and shows modern trend in management where managers and workers cooperate each other, avoid lengthy and non-important procedures and focus to increase performance of organization

The purpose of this study to identified and measure the impact of different antecedents with organization citizenship behavior, how outcome is use to increase the performance of organization and high lighten the factors that influence organization citizenship behavior. OCB is an important factor that can contribute for the better performance of an organization therefore it is difficult to understand the variables that significantly and positively aid in creating this positive behavior within the Organization. Researchers (Batman & Organ 1983; Organ 1983; 1990; 1997; Organ & Lingel, 1995; Organ & Moorman, 1993) have found that employee satisfaction, Organizational commitment, career development, organizational commitment, age, tenure, personality, motivation, leadership and leadership behavior all impact and affect OCB within the organization. Today world has changed in to global village and it is very difficult to sustain in market due to intense competition. So to take competitive advantage all organization has to required extra ordinary behavior from their staff member at all levels.

THE CONCEPT OF OCB

Organization citizenship behavior is define as an extra work or duties perform my employees of an organization that are not a part of their job description and these activities cannot measure to evaluate the performance of individual in organization formal evaluation system. Employees go beyond their core job or task role in organization, all these are voluntary act of individual that can't be enforced and their absence can't be penalized. According to Katz (1964), organization effectiveness is dependent on the voluntary efforts of workers that helps coworkers, subordinates, giving suggestion and protect the organization. According to (Jung & Hong, 2008), High level of OCB in organization gives a sign of employee's willingness to practice and adopt changes for implementing new management styles and new methodologies.

Organizational citizenship behaviors (OCB) are defined by Organ (1988), "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".

Dennis Organ is generally considered as a father of OCB includes three aspects in this definition. 1st OCB's are thought of as discretionary behavior. 2nd OCB's goes above and beyond that which is enforceable requirement of the job description. 3rd OCB's contribute positively to overall organization effectiveness.

OCB is linked with organizational level and as well as individual outcomes. Many researchers concluded that when more and more employees show OCB practices on workplace the firm performance tend to increase and organization start growing (Neihoff & Yen, 2004). OCB is much similar to contextual performance, POB and Extra Roll Behavior because they all linked with maximizes the organization and individual outcome. As Organ says "OCB may at same point encourage some sort of reward but these Reward would be Indirect and uncertain". So we can compare OCB with others in terms of indirect and uncertain reward.

According to (Baker, 2005) there is negative correlation between OCB and Counterproductive work behavior (CWB). So it show when person show high OCB practices than he is not engage in negative performance of organization. Recently it is observe that management intentionally or unintentionally gives importance to OCB practices while evaluating performance of workers.

DIMENSION OF OCB

Organizational citizenship behavior was described by organ and his colleague smith in 1983 as having two basic dimensions 1st altruism and 2nd is generalized compliance.

Altruism identifies the behavior directed at specific individuals. When individual have specific problem, altruistic people go the extra mile in assisting them. The other class of OCB is generalized compliance, which is more impersonal conscientiousness: doing things right and proper for their own sake rather than for any specific person.

Organ (1988) highlights five specific categories of discretionary behavior and explains how each helps to improve efficiency in the organization.

- Sportsmanship
- Civic Virtue
- Courtesy
- Conscientiousness
- Altruism

Sportsmanship is a behavior of filling up petty grievances and refraining from complaining about trivial matters. Normally people think good sportsman is a person who does not complain for inconvenienced face by others. But be positive when other people are not following his suggestions and willing to sacrifice his personal interest for the wellbeing of work group and don't take it personal. Civic Virtue is keeping up with matters that affect the organization like participation in decision making, attending meetings, participation in the political life of the organization activities and engaged in organization activities that can help to improve organization and take a part in governance of organization. Courtesy refer such actions like consulting with others before decision have been taken, issuing reminder to other person, transmit information as well as giving advance notices or we can say that in organization altering others about change which cause affect on their work.

Conscientiousness shows impersonal behavior compliance with norms defining a good worker, it states workers go beyond minimal requirements of their specific tasks. Altruism refers discretionary behavior to help someone in face to face situations in problem or task that is relevant to organization. In simple words we can say that help coworkers individually in their task.

Research on the dimensions of OCB has generated somewhat conflict result. A few researchers have been successful in identifying four categories of OCB (Moorman & Blakely, 1995). But the weight of factor analytic evidence suggests a two-factor structure. Williams (1988) also found a two-dimensional definition of OCB:

1st benefits to the organization in general (OCBO) and benefits directed at individual within the organization (OCBI). Skarlicki and Latham (1995) examined OCB in university setting; their data also supported a two-factor model could be refers as an OCB.

Discussions on dimensions of OCB are carried further for a through conceptualization of OCB by analyzing the various antecedents of OCB.

MANAGEMENT STYLES

Managers are performing various roles in an organization and choose their style of management according to situation. Thus management style is a method of leadership adopt by managers. It also show the way of decision making and making relations with subordinates. There are different types of management styles. There is not a single best management style. In business situations are continuously changing and also the behavior of employees change too. So choose management style while considering all these factors. OCB is also affected by the applied management style.

Management or leadership style can be categories into two approaches

- Old management approaches
- Modern management approaches

Organization Citizenship Behavior Relationship with old Management Approaches

- Autocratic
- Paternalistic
- Democratic
- Laissez-faire

AUTOCRATIC

In this type of management style the manager takes decision unilaterally without the concern of subordinate. So this type of style represents the confidence of manager and also shows the opinion and personal characteristic of manager. Subordinates are fully depended on manager and they need more supervision. According to (Van Vugt, Jepson, Hart & De Cremer, 2004) autocratic management style negatively influence group effectiveness and stability, (Bass, 1990) said this type of style negatively affect group climate, feeling and happy. By the use of autocratic management style it is difficult to influence self-sacrificial behaviors like organization citizenship behavior (De Cremer, 2006). It is found that directive leadership can be use to get desire behavior in case of extra ordinary situation. For example some unbounded problem occurs and the employees are not trained and prepare to handle it than autocratic style of management is effective than compare to other style of management. Furthermore this approach is also useful when manager has to work with inexperience workers or team.

There are two types of autocratic leaders:

- Directive Autocrat takes decisions unilaterally and supervises subordinates closely
- Permissive Autocrat takes decisions unilaterally and gives subordinates freedom in carrying out their work

PATERNALISTIC

These type of managers also show dictatorial behavior but takes decision while considering the interest of employees and also business. Decisions are taken at upper level but employee feedback encourages increasing morale, decreasing employee turnover, increasing motivation and creating connection of loyalty between manager and workers. But this type of management style leads toward dependency on manger by employees. According to (Cheng 2004) Paternalistic leadership has significant impact on organization citizenship behavior and its direction will change with the types of paternalistic leadership. It is noted when leader adopted benevolent and moral leadership means taking care of his subordinates, it give positive effect on OCB and their subordinates show more organization citizenship behavior and when leader adopted authoritarian leadership style than sub ordinates shows less organization citizenship behavior.

DEMOCRATIC

The manager involves employees in decision-making process things are done by the concern of majority. It shows two way communication leaders to employees and employees to leader. This style provide large number of ideas and useful when to take complex decision and range number of specialist skills required. According to (Jayasingam, 2009) Many employees like the trust receive from democratic leaders and respond with high morale, cooperation and team spirit. So it is clear democratic management style and organization citizenship behavior has important impact on organization and individual relationships. For example, The upper level management of an organization decide to change from manual system to automatic system to get efficiency , effectiveness but having limited knowledge in this field, so management participate employees in decision making process.

LAISSEZ-FAIRE

Under this management style, the manger role is peripheral and employees manage their own functions. Manager avoids their duties and normally it shows horizontal style of communication which means occurs in equal and in both direction. Managers provide as much freedom as possible to his employees with little or no direction. It is more liberal form of management style among all styles of management. Using this type of style leader fails to provide standards and goals for followers and refuses to clarify expectations for the followers (Rowold, & Heinitz, 2007). This type of management style is best for highly professional group of people. It's doesn't always effective due to not deliberate and leads to poor management and also create bad image of organization. This approach has negative impact in creation of organization citizenship behavior specially organization deals in technical work.

ORGANIZATION CITIZENSHIP BEHAVIOR RELATIONSHIP WITH MODERN MANAGEMENT APPROACHES

Old or traditional management style doesn't apply in current days. It better to say "Command and conquer" management style. Managers doesn't care about the well-being of their employees, respect, fails to touch the heart and to get employees sympathy. Just force employees to obey and provide desire results. There is just fear factor that force employees to produce desire results. So what will be happened after doing all this, if you will get unreliable, inefficient, unmotivated and undependable employees? Someone not earn trust overnight. That's why modern management style comes in consideration.

As Jaime Menor 2002 say:

"By providing a simple gesture to an employee like saying "thank you" and encouraging him/her with an actions and made them think that you believe in her/his skills and ability will make your organization successful."

Following are some modern management style approaches:

- Transformational Leadership
- Transactional Leadership
- MBWA

TRANSFORMATIONAL LEADERSHIP

According to (Organ, Podsakoff, and MacKenzie, 2006), these type of leaders get followers to perform above and beyond expectations by providing individualized support, articulating a vision, providing an appropriate role model, intellectual stimulation, fostering the acceptance of group goals and expressing high performance expectations.

According to Shamir, House, and Arthur (1993) Transformational leaders motivate followers in three important ways:

- (1) By linking the organization's work values to follower values
- (2) By increasing follower self-efficacy
- (3) By facilitating followers social identification with their group or organization

According to (Podsakoff et al., 1990) Positive association between transformational leadership and OCB is expected and has been empirically supported. One variable which enhances transformational leadership is the show of self-sacrificial behaviors by the leader (Choi, & Mai-Dalton, 1999; De Cremer, & van Knippenberg, 2002, 2004; van Knippenberg, De Cremer, & Hogg, 2004; Yorges, Weiss, & Strickland, 1999).

TRANSACTIONAL LEADERSHIP

According to (Bass, 2008) Transactional leadership helps followers identify what must be done to accomplish organizations' desired goals and objectives. There is some considerations, (Bass, Avolio, Jung, & Berson, 2003) states, the transactional leaders might not be successful when they will unable to control the punishments or reward, or when the employees do not want the reward or act out of fear to avoid punishment. Researchers have studied that there is significant relationship exists between transactional leadership/contingent reward and OCB (Rubin, Bommer, & Bachrach, 2010; Walumbwa, Wu, & Orwa, 2008).

MBWA

Proactive listeners used management by walking around style. These managers try to get more and more information that are needed to solve problems. These managers carefully listens their subordinates, guide and support them to overcome in critical situations. By using MBWA style manager know the level of morale in firm and help to motivate their employees. In MBWA style the manager role is not as director but as coach and counselor and response time should be fast as much as possible. So time due to this style manager loose is authority and position power and employees feel that they will able to run business. Current evidence has shown performance monitoring have positive influence on subordinate performance and managerial effectiveness (Komaki, 19886, Desselles, & Bowman, 1989; Larson & Callahan, 1990). The effective functioning of an organization, however, depends not only on subordinates in role behaviors, but also on their extra-role or citizenship behavior (Organ, 1988a). David Packard, co-founder of Hewlett-Packard, developed this style and believes the office interaction with employees not helps manager, but also makes the employee feel cared for and connected with organization, which helps to motivate employees as a result productivity and employees loyalty increases. Now the question arises, does frequent monitoring of employees discourage employees in their performance, decrease helping behavior and also decrease organization citizenship behavior. So it is prove that MBWA leadership style both negatively and positively affect organization citizenship behavior.

ANTECEDENTS OF OCB

The search for a host of reliable predictors of OCB has been increasing during the last two decades. A wide range of employees, task, organizational and leader characteristics are consistently found to predict different types of OCB across a range of occupations (Podsakoff 2000).

During this last two decades the researchers tried to figure out various enabling factors of OCB, with varying degrees of predictive merit: personality (Organ, 1990) ; Organ, 1994 ; Organ & Lingl, 1995; Penner, 1997) , procedural justice (Moorman, 1991[8];Aquino, 1995; Skarlicki & Latham, 1995; Farh, Earley, & Lin, 1997; Schappe, 1998)

Leadership characteristics (Deluga, 1995; Podsakoff, Mackenzie, & Bommer, 1996), motivational theories (Kemery, Bedeian, & Zacur, 1996;Tang & Ibrahim, 1998), and interview styles (Skarlicki & Latham 1995). Most of these studies provided more questions than answers, with low correlations and little variance accounted for in the data (Barbuto 2001).

Smith, (1983) and Bateman and Organ (1983) conducted the first research on the antecedents of OCB, finding job satisfaction to be the best predictor. After two decades of research, job satisfaction is still the leading predictor of OCB (Organ, 1997).This is problematic because, descriptively, job satisfaction is in and of itself a challenging outcome sought by organizational managers? The resulting implications are restricted to suffice that OCB is likely when worker are satisfied. Many scholars believe job satisfaction is too broad a construct for the accurate prediction of OCB (Deluga, 1995; Penner, Midili, & Kegelmeyer, 1997). This section considers the various individual and organizational variables commonly found to affect an employee's willingness and organization performance.

JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

One of the most intuitive antecedents of OCB is job satisfaction. Organ and Rayn 1995 conducted a meta-analysis of 28 studies and found a modest relationship between OCB and job satisfaction. This relationship was stronger than the relationship between In-role performance and job satisfaction. Job satisfaction has been found to have a positive relation with job performance and OCB. Which is turn has a significant influence on employees' absenteeism, turn over and psychological distress (Davis 1992). Workers with high level job satisfaction are more likely to engage in OCB (Brown1993).

Along with job satisfaction, affective organization commitment is also an antecedent of OCB. Affective commitment is conceptualized as a strong belief in, and acceptance of, an organizations goals and a strong desire to maintain membership in the organization (Van Dyne 1995). It would seem logical that affective commitment drives those behaviors that do not depend primarily on reinforcement or formal rewards.

PERSONALITY CHARACTERISTICS

In terms of personality characteristics, conscientiousness, agreeableness, and positive and negatively affectivity garner the most support as antecedent of OCB (Podsakof, MacKenzie, Paine, & Bachrach, 2000). Conscientiousness, in particular, has been found to have a strong relationship with the general compliance component of OCB (Organ 2006). However it has also been reported that personality measures are weaker predictors of OCB when compared to attitudinal predictors (Organ & Ryan, 1995).

LEADERSHIP BEHAVIOR AND LEADER-MEMBER EXCHANGE

Leadership has a strong influence on an employee's willingness to engage in OCB. However, rather than being associated with a particular leadership style, research finds that it is the quality if an employee relationship with his or her leader that counts (podsakoff 2000). The quality of relationship between member and leader is often called leader-member exchange (LMX). Another leadership variable positively related to OCB is the leaders contingent reward behavior, such as expressing satisfaction or appreciation for good performance (podsakoff 2000). Leadership behaviors may also influence OCB indirectly via employee perceptions of fairness or justice in the workplace.

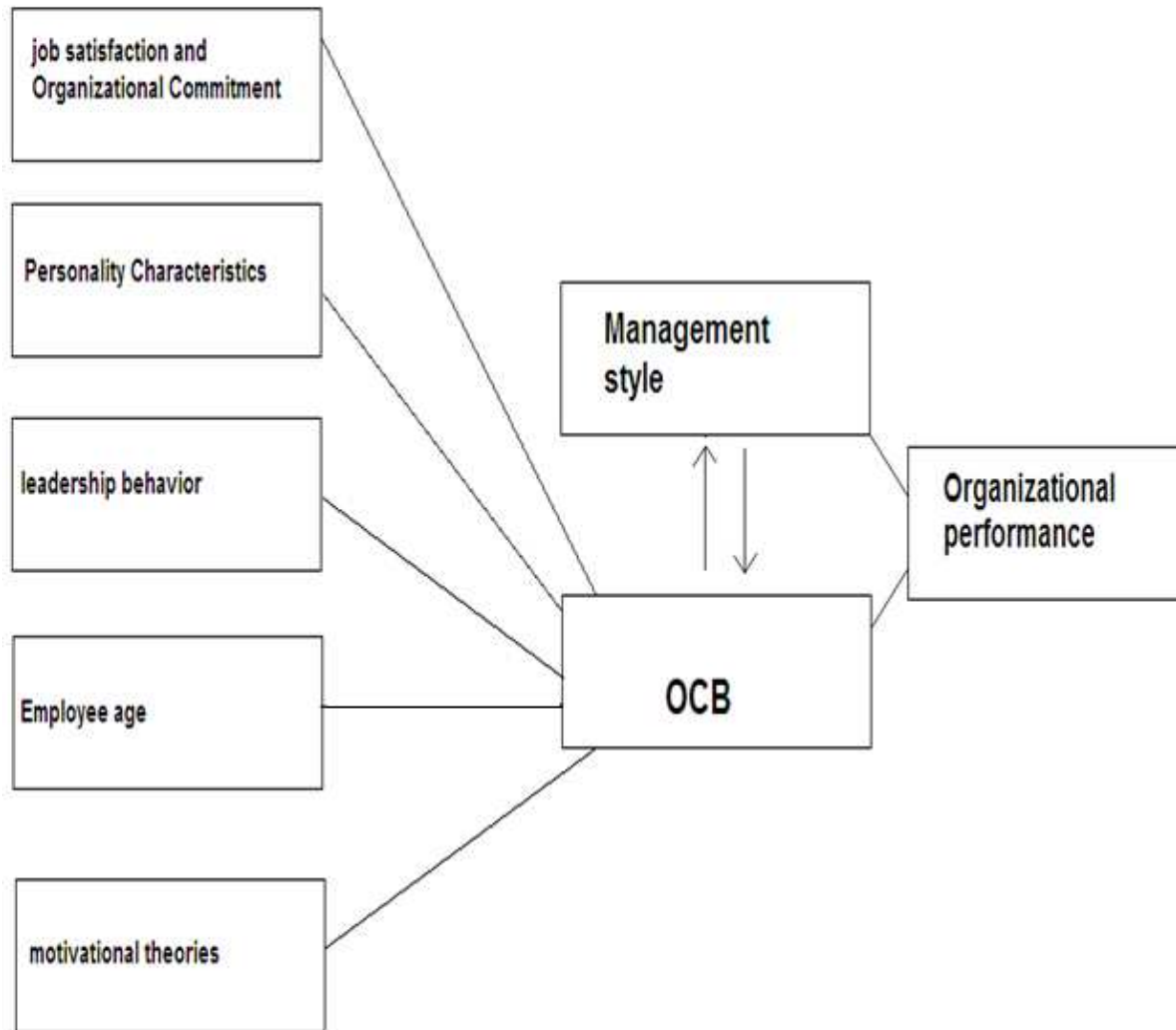
EMPLOYEE AGE

The proposition that younger and older worker may view work and self in fundamentally different ways is not new. Wagner and Rush (2000) pointed out that early years (20-34) are the years of establishment; later years (35-55) are strong sense of self and location. The authors argued that younger's employees coordinate their needs with the organizational needs. The older employees tend to be stricter in adjusting their needs with organizational needs. Therefore, younger and older employees may differ in their orientations towards self, others, and work, these differences may lead to different salient motives for OCB among older and younger employees.

MOTIVATIONAL THEORIES

Recent research using motivation measure an individual disposition has renewed interest in examining Organ's (1990) model proposing that an individual's motives may relate to his or her organizational citizenship behaviors (Kemery, et al., 1996); (Tang & Ibrahim, 1998). Penner, et al. (1997) explored the impact of personality and motivation on OCB. Since no previous research had used motivation to predict OCB, they develop their propositions from the volunteerism research. The researchers proposed five sources of motivation measured include intrinsic process, instrumental, self-concept-external, self-concept internal, and goal internalization. (Barbuto, 2001) argued that though the motivational theories work as antecedents for OCB. But the researchers cautioned that an individual's sources of motivation could have an impact on his level of OCB. As individual performance is going upward, motivational theories tend to be less applicable as antecedent.

FIGURE 1: ANTECEDENT OF OCB AND ITS RELATION WITH MANAGEMENT STYLE LEAD TOWARD BETTER PERFORMANCE OF ORGANIZATION



STUDY METHODOLOGY

According to Katz (1964), organization effectiveness is dependent on the voluntary efforts of workers that helps coworkers, subordinates, giving suggestion and protect the organization. According to Jung & Hong, (2008), High level of OCB in organization gives a sign of employee's willingness to practice and adopt changes for implementing new management styles and new methodologies. OCB is a one antecedent of organizational performance. This study explores the definition of OCB and its dimensions and relation with management style. Based on the discussion on the dimensions of OCB a number of antecedents were identified. When the relation of management style and OCB are clear, and the antecedents of OCB are known, managers would be able to promote OCB among their employees and result will be better performance.

For this study researchers used secondary data. Mostly data collect from detailed study of different research papers and also include different views of some experts. All the secondary data is used in this research obtain from article, newspaper, Journals, research papers.

PROPOSED CONCEPTUAL FRAME WORK AND RESEARCH QUESTIONS FOR FURTHER RESEARCH

To give direction to further researchers on OCB, the current authors develop a framework on the basis of literature review. This study tells the clear relation of management style and OCB, which are not previously focused in research. According to (Cheng et al, 2004) Paternalistic leadership has significant impact on organization citizenship behavior and its direction will change with the types of paternalistic leadership. So it's clearly stated it has much impact into OCB. So researchers can take into consideration. Second part of research antecedents of OCB. During this last two decades the researchers tried to figure out various enabling factors of OCB, with varying degrees of predictive merit: personality (Organ, 1990) ; Organ, 1994 ; Organ & Lingl, 1995; Penner, 1997) , procedural justice (Moorman, 1991[8];Aquino, 1995; Skarlicki & Latham, 1995; Farh, Earley, & Lin, 1997; Schappe, 1998). In addition different antecedents are identified on the basis of literature view. In this study, it was revealed that a number of antecedents trigger OCB. To develop the framework, a model is described which

clearly describe the main objective of research, if management style supported the employees and the employees are participated in decision making so it will cause to increase OCB and overall result to increase organization efficiency. The current authors applied the antecedents as a mean of understanding why employees need to increase overall performance of the organization.

Different questions rise from this research. The research about Relationship with management style and OCB are very rare. While according to researchers they have strong relationship. So it's new area of research which many researchers can take into consideration while it has positive relation or negatively related?

Second about antecedents of OCB, no doubt a huge work done by pervious researchers on describing antecedents of OCB but also require a lot of work because antecedents of OCB varies from location. For example in Pakistan people are emotionally attached with one another so emotion is also one of the antecedents of OCB. So in Pakistan context there is needed to do more work in this context. So there is need to do more work on antecedents of OCB.

LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

There are several limitations for this study but this study will give much new area of research. First the research about Relationship with management style and OCB are very rare. While according to researchers they have strong relationship. According to (Cheng et al, 2004) Paternalistic leadership has significant impact on organization citizenship behavior and its direction will change with the types of paternalistic leadership. So it's clearly stated it has much impact into OCB. So it is new area of research. If management style supported the employees and the employees are participated in decision making so it will cause to increase OCB and overall result to increase organization efficiency. So it's new area of research which many researchers can take into consideration while it has positive relation or negatively related? So a lot work need to done.

In Pakistan context peoples of Pakistan are emotionally attached with one another so emotion is also one of the antecedents of OCB. So in Pakistan context there is needed to do more work in this context. , no doubt a huge work done by pervious researchers on describing antecedents of OCB but also require a lot of work because antecedents of OCB varies from location. So in Pakistan context there is needed to do more work in this context. So there is need to do more work on antecedents of OCB.

CONCLUSION

After taking the study of recent literature on OCB has distinguished between various dimensions of OCB and has examined the relationship between management style and OCB. After identified the antecedent of OCB and examined its relation with management style, study shows its lead toward better performance of the organization and, managers would be able to promote OCB among their employees for better performance. If management style supported the employees and the employees are participated in decision making so it will cause to increase OCB and overall result to increase organization efficiency.

Research on management style and OCB are very rare. While according to researchers they have strong relationship. According to (Cheng et al, 2004) Paternalistic leadership has significant impact on organization citizenship behavior and its direction will change with the types of paternalistic leadership. So it's clearly stated it has much impact into OCB. Antecedents of OCB are the factors that increase the level of employee performance in the organization. It is revealed from the various studies that there is a positive relationship between organization performance and OCB (cardona, Lawrence, & Bentler, 2004 and Hodson, 2002). If management style supported the employees and the employees are participated in decision making so it will cause to increase OCB. The main implication of this study helps managers to increase their overall productivity of the organization. If he will support his employees in decision making and antecedents of OCB are clear it will become cause to get the effectiveness of the organization.

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