



UNIVERSITI PUTRA MALAYSIA

**ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR
OF HUMAN RESOURCE MANAGERS IN THE PUBLIC SECTOR**

ALI ASGARI

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**DOCTOR OF PHILOSOPHY
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2009



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HUMAN RESOURCE MANAGERS IN THE PUBLIC SECTOR**

By

ALI ASGARI

**Thesis Submitted to the School of Graduate Studies, Universiti Putra
Malaysia, in Fulfilment of the Requirements for the Degree of Doctor of
Philosophy**

May 2009





DEDICATION

THIS WORK IS ENTIRELY DEDICATED TO MY LOVED BROTHER,

DARIUSH



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in
fulfilment of the requirement for the Degree of Doctor of Philosophy

**ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF
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May 2009

Chairman: Professor Abu Daud Silong, PhD

Faculty: Educational Studies

The main purpose of this research was to determine the antecedents of organizational citizenship behavior of human resource managers in the public sector. This study tested the direct and mediated models consisting of organizational citizenship behavior as the dependent variable. The independent variables included transformational leadership, transactional leadership, distributive justice, procedural justice, interactional justice, organizational tenure, organizational inflexibility, organizational formalization, task characteristic, individualistic behavior, collective behavior, and power distance. Leader-member exchange, perceived organizational support, and trust in the manager were as the mediators. Two hundred and twenty staff from Iran and one-

hundred sixty two staff from Malaysia participated in this study. All the staff members were in the public sector.

Results of the direct and mediated models revealed that there was a positive relationship between transformational and transactional leadership behavior; leader-member exchange, perceived organizational support, trust in the manager, task characteristics and organizational citizenship behavior among staff (managers and employees) in Iran and Malaysia. Leader-member exchange mediated the relationships between a) transformational leadership behavior, b) transactional leadership behavior, c) interactional justice and organizational citizenship behavior in Iran. However, in Malaysia, leader-member exchange was not a mediator.

Perceived organizational support mediated the relationships between a) distributive justice, b) procedural justice, c) interactional justice, d) organizational tenure and organizational citizenship behavior. Trust in the manager mediated the relationships between a) transformational leadership behavior, b) distributive justice, c) procedural justice, d) interactional justice, e) organizational inflexibility, f) organizational formalization and organizational citizenship behavior in both countries. There were positive relationships between leader-member exchange and perceived organizational support, and between perceived organizational support and trust in the manager in Iran and Malaysia.

There was no relationship between individualistic behavior and organizational citizenship behavior in Iran and Malaysia. There was a positive relationship between collective behavior and organizational citizenship behavior in Iran.

However, there was no significant relationship between collective behavior and organizational citizenship behavior in Malaysia. In addition, there was no significant relationship between power distance and organizational citizenship behavior in Iran, but there was a positive relationship between power distance and organizational citizenship behavior in Malaysia.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**PENYEBAB TINGKAH LAKU KEWARGAAN ORGANISASI PENGURUS-
PENGURUS SUMBER MANUSIA DI PERKHIDMATAN AWAM**

Oleh

ALI ASGARI

May 2009

Pengerusi: Profesor Abu Daud Silong, PhD

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Tujuan utama penyelidikan ini ialah untuk menentukan penyebab bagi tingkah laku kewargaan organisasi pengurus-pengurus sumber manusia dalam sektor awam. Kajian ini menguji model langsung dan mediasi (mediated model) yang terdiri daripada tingkah laku kewargaan organisasi sebagai pembolehubah bersandar. Sementara kepimpinan transformasi, kepimpinan transaksional, keadilan teragih, keadilan bertatacara, keadilan interaksi, tempoh berkhidmat di organisasi, keanjalan organisasi, formalisasi organisasi, ciri tugas, individualisma, kolektivisma, dan jarak kuasa ialah sebagai pembolehubah bebas. Pertukaran pemimpin-anggota, persepsi sokongan organisasi, dan kepercayaan terhadap pengurus pula sebagai mediator. Seramai 220 kakitangan dari Iran dan 162 kakitangan dari Malaysia terlibat dalam kajian ini. Semua kakitangan adalah dalam sektor awam.



Dapatan daripada model langsung dan mediasi menunjukkan terdapat hubungan positif antara tingkah laku kepimpinan transformasi dan transaksional; pertukaran pemimpin-anggota, tanggapan sokongan organisasi, kepercayaan terhadap pengurus, ciri-ciri tugas dan tingkah laku kewargaan organisasi dalam kalangan kakitangan (pengurus-pengurus dan pekerja) di Iran dan Malaysia dengan tingkah laku kewargaan organisasi. Pertukaran pemimpin-anggota merupakan mediator kepada hubungan antara a) tingkah laku kepimpinan transformasi b) tingkah laku kepimpinan transaksional c) keadilan interaksi dan tingkah laku kewargaan organisasi di Iran. Walau bagaimanapun di Malaysia, pertukaran pemimpin-anggota tidak berperanan sebagai mediator.

Persepsi sokongan organisasi merupakan mediator kepada hubungan antara a) keadilan teragih b) keadilan bertatacara c) keadilan interaksi d) tempoh berkhidmat di organisasi dan tingkah laku kewargaan organisasi. Kepercayaan kepada pengurus merupakan mediator kepada hubungan antara a) tingkah laku kepimpinan transformasi b) keadilan teragih c) keadilan bertatacara d) keadilan interaksi e) ketidakanjalan organisasi f) formalisasi organisasi dan tingkah laku kewargaan organisasi di kedua-dua buah negara. Terdapat perkaitan positif antara pertukaran pemimpin-anggota dan persepsi sokongan organisasi, dan antara persepsi sokongan organisasi dan kepercayaan terhadap pengurus di Iran dan Malaysia. Walau bagaimanapun tidak terdapat hubungan antara tingkah laku individual dan tingkah laku kewargaan organisasi di Iran dan Malaysia. Terdapat hubungan positif antara tingkah laku kolektif dan tingkah laku kewargaan organisasi di Iran. Bagaimanapun, tiada perkaitan yang

signifikan antara tingkah laku kolektifis dan tingkah laku kewargaan organisasi di Malaysia. Juga tiada perkaitan yang signifikan antara jarak kuasa dengan tingkah laku kewargaan organisasi di Iran, sebaliknya terdapat perkaitan positif antara jarak kuasa dan tingkah laku kewargaan organisasi di Malaysia.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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DECLARATION

I declare that the thesis is my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently, submitted for any other degree at Universiti Putra Malaysia or at any other institution.



ALI ASGARI

Date: 20. 8. 2009

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Vigoda-Gadot and Cohen (2004) believed that, citizenship is a political concept that has the special meaning for organizations in general and for bureaucracies and public administration in particular. In the organizational context, citizenship behavior and orientations generally describe an extra effort exhibited by individuals for the sake of other fellow workers or for the organization as a whole. It means doing more and better for the organizational community, becoming involved in various activities that promote collective wealth, prosperity and success of the organization, its members, its clients and its other stakeholders.

Dennis Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ, & Near, 1983) over the last two decade, invented the new term "Organizational Citizenship Behavior" (OCB). Organ (1988) defined organizational citizenship behavior Based on Chester Barnyards' concept (Barnard, 1938) of the "willingness to co-operate" and Daniel Katz's (Katz, 1964) distinction among dependable role performance and "innovative and spontaneous behaviors". Organ (1988) defined organizational citizenship behavior as "individual behavior that is discretionary, not directly or implicitly recognized by the formal reward system, and that in the total promotes the effective functioning of the



organization" (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Absorption in citizenship behaviors has been increased in recent years, which were expanded from the fields of organizational behavior to a variety of different domains and disciplines, presented in Table 1.1.

Table 1.1 Fields of Organizational Behavior and Citizenship Behavior

Field	Researcher	Year
Community Psychology	Blatt	2008
	Joe & Lin	2008
Economics	Allyn, Yun, & Radosevich	2006
Hospital and Health Administration	Koberg, Boss, Goodman, Boss, & Monsen	2005
Human Resource Management	Cho & Johanson	2008
Industrial and Labor Law	Cappelli & Neumark	2001
International Management	Euwema, Wendt, & Emmerik	2007
Leadership	Dunlop, & Lee	2004
	Feather, & Rauter	2004
	Ferguson, & Lavalette	2004
	Hodson	2002
	Krishnan & Arora	2008
	Lee, & Allen	2002
	Podsakoff, Ahearne, & MacKenzie	1997
Military Psychology	Tayyab	2005
	Jordan, Schraeder, Hubert, Field, & Armenakis	2007
Strategic Management	Cope III, Cope, & Root	2007

Chien Min-Huei (2004) ascertained that the vast majority of OCB research has focused on the effects of such behavior on individual and organizational performance. There is consensus in the field that organizational citizenship



behaviors are important behaviors for organizational enterprises. Successful managers need employees who will do more than their usual job duties and provide performance that is beyond expectations. Organizational citizenship behaviors describe actions in which employees are willing to go above and beyond their prescribed role requirements.

Smith, Organ, and Near's (1983) original conceptualization of OCB delineated a two dimension framework including altruism (behavior targeted specifically at helping individuals) and generalized compliance (behavior reflecting compliance with general rules, norms, and expectations). Organ (1988) subsequently proposed an expanded 5-dimension model of OCB consisted of altruism (more narrowly defined than by Smith et al., 1983), courtesy, conscientiousness, civic virtue, and sportsmanship.

In 1990, Podsakoff, MacKenzie, Moorman, and Fetter expanded the work of Organ (1988) by developing a measure of OCB that consisted of subscales for each of the five dimensions proposed. The OCB scale (developed by Podsakoff et al., 1990) is the most widely used in the OCB literature. Yet, as noted above, the suitability of Organ's five-dimension conceptualization of the OCB construct has been the subject of a considerable amount of attention. Other researchers in their research (Allen & Rush, 1998; Deckop, Mangel & Cirka, 1999) have used overall OCB measure. Generously, these accumulate OCB applications have taken items from the Smith et al. (1983) or Podsakoff et al. (1990) measures and computed a total score across OCB responses.

DiPaola, Tarter, and Hoy (2004) noted that where the pioneering conceptualizations of organizational citizenship behaviors stress the employee organizational citizenship behavior, when aggregated over time and across people, it influences organizational effectiveness (Bolino & Turnley, 2003; Organ, 1997). Altruism and generalized compliance were the initial dimensions of organizational citizenship (Smith et al., 1983). Altruism is not simply doing good works; this it is voluntarily helping people in need of assistance. When individuals have the specific problems or seek help, altruistic people go the extra mile in aiding them; they give it willingly. Another basic dimension of citizenship behavior is generalized compliance, which is doing the “right thing” to help the organization. Conscientiousness, using time wisely for organizational purposes, is yet another characteristic of organizational citizenship behavior. Citizenship behavior surpasses any enforceable minimum standards; workers willingly go beyond stated expectations in performing their roles.

Organ (1988) elaborates on five specific categories of discretionary behavior and the contribution of each of them to efficiency as: 1. Altruism is directed toward other individuals, but contributes to group efficiency by enhancing individuals' performance; participants help new colleagues and allocate his time to their affairs generously. 2. Conscientiousness is the thoughtful use of time to enhance the efficiency of both individuals and the group; participants give more time to the organization and exert effort beyond the formal requirements. 3. Sportsmanship increases the amount of time spent on organizational works; participant decrease time spent on whining, complaining, and faultfinding. 4. Courtesy prevents



problems and simplifies constructive use of time; participants give advance notices, timely reminders, and appropriate information. 5. Civic virtue promotes the interests of the organization broadly; participants voluntarily serve on committees and attend functions.

1.2 Statement of Problem

The last two decades of job performance research, researchers have seen a noticeable increase in empirical studies investigating work-related behavior outside the field of traditional task statements and formal organizational reward systems (frequently called discretionary work performance). In an organization, competition from international economies, and increased employees' autonomy and responsibility, the performance of discretionary work behaviors has been estimated essential to effective organizational functioning (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). In a discretionary work performance, organizational citizenship behavior has received the superiority of research attention (Organ & Ryan, 1995; Podsakoff, MacKenzie, & Bommer 1996a; Podsakoff et al., 2000).

The problem in line with the objectives of the current study is the fact that although OCB is a new construct, its conceptualization has seen multiple repetitions over the past 20 years. For example, Smith et al., (1983) proposed a 2-factor model and Organ (1988) outlined a five-factor model, still others have operational OCB as a construct (Allen & Rush, 1998). In addition, while OCB as discretionary work performance is clearly conceptually distinguished from required work performance (i.e., task performance), the empirical discrimination