Examining the association between job affects and organizational citizenship behavior on a sample of Romanian communication and marketing specialists

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Abstract

The study examines the association between job affects and organizational citizenship behavior on a sample of Romanian Communication and Marketing specialists. We expected that positive affects will strongly correlate with the involvement in organizational citizenship behaviors, especially directed towards the co-workers. The 36-item version of Organizational Citizenship Behavior Checklist (Fox & Spector, 2009) and the 20-item version of Job-related Affective Well-being scale (Van Katwyk, Fox, Spector, & Kelloway, 2000) were applied on 85 Romanian Communication and Marketing specialists (m=35.1, S.D=2.7). Obtained results confirmed the hypothesis, highlighting the importance of fostering a positive organizational climate in view of attaining extra-role performance.

Keywords: organizational citizenship behavior; job affect; positive affects; negative affects; Romanian Communication and Marketing specialists;

1. Introduction

Studies published during the last years underline the researchers’ augmented interest in analyzing the role of emotions in sustaining work processes and organizational behaviors (Ashkanasy, Zerbe, & Hartel, 2002; Fineman, 2000). Also, as Ilies, Scott, & Judge (2006) notice, I/O researchers have begun to concentrate their effort towards investigating the behaviors that exceed traditional measures of work...
performance, but which represent a long term promise for the organizational success (Podsakoff & Mackenzie, 1997; Van Dyne, Graham, & Dienesch, 1994). From this perspective, organizational citizenship behaviors (OCBs) can be defined as job-related behaviors which are discretionary, not formally recognized by the organizational reward systems but, in the aggregate, promote the effective functioning of the organization (Organ, 1988).

The relationship between job affects and citizenship behaviors has been extensively investigated, studies indicating that employees with positive affectivity are likely to be helpful to a greater extent than their more moody counterparts (Carlson, Charlin, & Miller, 1988; Schnake, 1991 cited in Messer & White, 2006). Thus, according to authors like Rosenhan, Salovey, & Hargis (1981), positive affects cause employees to perceive co-workers in a positive light; by improving their perception, employees can be more willing to help their co-workers or support their organization. Also, positive affects can play a central role in predicting organizational citizenship, emotional responses determining the tendency towards action and leading towards civic behaviors (Spector & Fox, 2002).

For instance, Lee & Allen’s (2002) study focused on the relationship between job affects, cognitions and citizenship behaviors. The results indicated that job affects were more strongly associated with citizenship behaviors, directed towards the co-workers, than job cognitions, which strongly correlated with citizenship behaviors targeted towards the organization.

Another study, led by Iliés, Scott, & Judge (2006), investigated the relationship between personality traits (having in view the case of agreeableness and conscientiousness), positive affects and citizenship behaviors. According to the results, personality traits and positive affects correlated with organizational citizenship, positive affects mediating the relationship between agreeability and citizenship and positively correlating with agreeableness in predicting organizational behaviors.

In a different research, Williams & Shiaw (1999) investigated 139 employees belonging to different organizations, positions and professions. After moderating the different features of their organizations, positions and professions, demographical characteristics and positive and negative affects, it has been highlighted that the number of positive affects experienced by the employees strongly influenced their intention to involve in citizenship behaviors. Also, in a recent study, Avey, Wernsing, & Luthans (2008) examine the relationship between psychological capital, emotions, citizenship and counterproductive behaviors of the employees, their organizational commitment and the acceptance of organizational change. Results indicated that high levels of positive affects facilitate the organizational commitment and citizenship, which have the first role in accepting organizational change.

2. Purpose of the study

Starting from these theoretical considerations, the present research proposes an analysis of the association between job affects and civic behaviors, having in view the case of the Romanian Marketing and Communication specialists. Thus, the main hypothesis of the research is that strong correlations between job affects and the frequency to involve in OCBs will be identified. We expect that positive affects will strongly correlate with the frequency of involvement in citizenship behaviors directed towards the co-workers and moderately with the tendency to get involved in citizenship behaviors directed towards the organizations, while negative affects will strongly negatively correlate with the civic behavior directed towards the organization and moderately with citizenship directed towards co-workers.
3. Methodology

3.1. Participants

The research was conducted on 85 Romanian Marketing and Communication specialists with ages ranging from 24 to 45 years (\(m=35.1, S.D=2.7\)). Out of the 85 participants (22 men and 63 women), 49 were specialists in average and large Communication and Marketing agencies (Public Relations, Marketing and Sales, Organizational Communication or Political and Cultural Marketing specialists), whereas 36 were from internal departments of national and multinational Romanian companies (Marketing, Brand, Internal, Corporate Communication or CSR specialists). The requirements for the participants’ selection were a minimum of two years of professional experience and a minimum of a one year stage in the current organization. The participants had a mean of 5 years experience in the field and of around 2 years in the current organizations. No managerial positions or employees from public institutions were included into the current research.

3.2. Instruments

In view of measuring citizenship behavior, the 36 item version of Organizational Citizenship Behavior Checklist (OCB-C) was used. The original OCB-C was a 42 item instrument, being refined and shortened first to a 36 items and then to a 20 item scale (Fox, Spector, Goh, Bruursema, & Kessler, 2009). OCB-C assesses the frequency of organizational citizenship behaviors performed by employees, the included items reflecting acts directed towards the organization, as well as people in the organization, such as co-workers. Separate subscale scores, that reflect the frequency of acts directed towards the organization that benefit the organization (OCBO) and acts directed towards co-workers that help with work-related issues (OCBP), can be computed. Internal consistency reliability (coefficient alpha) for the 42-item version was found to be .78 for the total scale, .72 for OCBO and .81 for OCBP.

In view of measuring job affects, Job-related Affective Well-being scale (JAWS), constructed by Van Katwyk, Fox, Spector, & Kelloway (2000), was used. JAWS consists of 30 items (the long version) or 20 items (the short version) and it assesses the employees’ emotional reactions towards their work. The scale includes a wide variety of emotional experiences, both negative and positive, that can be placed into four categories (subscals) that fall along two dimensions: pleasurableness and arousal (intensity). Internal consistency reliability estimates (coefficient alpha) were found to be .81 for negative emotion scale, .85 for the positive emotion scale, .83 for the high pleasurable-high arousal (HPHA) subscale, .81 for the high pleasurable-low arousal (HPLA) subscale and .80 for the low pleasurable-high arousal (LPHA) and low pleasurable-low arousal (LPLA) subscales.

4. Results

After the data have been collected, their analysis was performed using the Statistical Package for the Social Sciences, SPSS 16.0, at first the descriptive statistics for the two variables being calculated.

The mean of global OCB score (\(m=124.1, S.D=2.7\)) indicates the fact that for the current sample, the Romanian Communication and Marketing specialists tend to frequently involve in civic behaviors, high values being obtained for OCBP (\(m=35.5; S.D=3.1\)), as for OCBO (\(m=65; S.D=2.4\)). In what concerns job affects, it can be observed that the mean of negative emotions (\(m=21; S.D=1.7\)) is lower than the mean of positive emotions (\(m=28.2; S.D=2.5\)), the mean of high pleasurable-high arousal emotions (\(m=13.5; S.D=2.3\)) being lower in comparison with the one obtained for high pleasurable-low arousal emotions.
After reporting the descriptive statistic indicators, in view of testing the research hypotheses, Pearson correlation coefficients were calculated. Thus, strong positive correlations have been identified between positive affects and OCB (r=.61, p<0.05, 95%CI: .55-.69), moderate correlations being obtained between positive affects and OCBO (r=.37, p<0.05, 95%CI: .31-.48) and strong positive correlations between positive affects and OCBP (r=.67, p<0.05, 95%CI: .61-.75).

Strong negative correlations have been identified between negative affects and OCB (r=-.64, p<0.05, 95%CI: .60-.72) and between negative affects and OCBO (r=-.60, p<0.05, 95%CI: .55-.67), while negative correlations related to OCBP were moderate (r=-.43, p<0.05, 95%CI: .36-.49).

High pleasurable-high arousal affects correlated moderately positively with OCB and OCBO (r=.47, p<0.05, 95%CI: .42-.53; r=.39, p<0.05, 95%CI: .34-.47), but strongly positively with OCBP (r=.59, p<0.05, 95%CI: .50-.67).

Also, it can be observed that high pleasurable-low arousal affects correlate strongly with OCB and OCBO (r=.55, p<0.05, 95%CI: .51-.68; r=.65, p<0.05, 95%CI: .56-.73), but moderately with OCBP (r=.38, p<0.05, 95%CI: .31-.47). In what concerns negative affects, it can be observed that low pleasurable-high arousal affects negatively strongly correlate with OCB and OCBO (r=.58, p<0.05, 95%CI: .52-.66; r=.61, p<0.05, 95%CI: .55-.69), but negatively moderately with OCBP (r=.45, p<0.05, 95%CI: .40-.54). In addition, low pleasurable-low arousal affects negatively moderately correlate with OCB and OCBO (r=.41, p<0.05, 95%CI: .34-.49; r=.39, p<0.05, 95%CI: .33-.45) and strongly negatively correlate with OCBO (r=.57, p<0.05, 95%CI: .53-.64).

The obtained results confirm the research hypotheses, indicating that positive affects are associated with OCBs, whereas negative affects associate with non-helping behaviors, being able to diminish organizational involvement and commitment. As long as intense positive affects (as excitement or enthusiasm) are strongly correlated with the frequency of involvement in OCBs directed towards the co-workers, low arousal positive affects (as calm or content) are associated with the offering of support towards the organization. We can also remark that negative high arousal affects (like anger or anxiety), but also low arousal negative affects (like boredom) are strongly negatively associated with citizen behaviors targeted towards the organization, being able to reduce task and contextual performance.

5. Discussions

The present research proposed an analysis of the association between job affects and civic behaviors, having in view a sample composed of Romanian Communication and Marketing specialists. Thus, the main hypothesis of the research was that strong correlations between job affects and the frequency to involve in OCBs will be identified when investigating Communication and Marketing specialists from Romania. Having in view the obtained findings, the importance of affects at the workplace is highlighted, positive job affects sustaining citizenship behaviors, strongly enhancing a benevolent involvement in the relationship with colleagues, but a moderate one towards the organization. Interesting to observe is that strong positive emotions, as enthusiasm, for example, do not strongly correlate with OCBs directed towards the organization, in comparison with positive low arousal affects as content. Also, intense negative emotions, as anger, as well as low-arousal negative emotions strongly negatively correlate only with citizenship behaviors oriented towards the organization, being able to reduce task and contextual performance.

A series of research limits can be identified, consisting in the reduced number of participants, the specificity of the cultures of the organizations investigated, the influence of personality traits of the
Marketing and Communication specialists (usually, openness, extraversion, consciousness, proactivity), as well as the specificity of this domain (Marketing and Communication specialists being in permanent interaction with others - clients, partners, media, working predominantly in teams and experiencing strong positive and negative affects due to the challenging and sometimes unpredictable tasks). Considering the practical implications of this research, its findings highlight the importance of fostering a positive working climate in Communication and Marketing departments, dedicated workshops, targeted on managing negative affects and sustaining organizational well-being, becoming possible to implement.

New directions of investigation can be identified by the examination of the relationship between OCBs and job affects experienced at the workplace in other professional domains, the study of the relationship between equity, emotions and organizational citizenship or emotions, personality traits and citizenship in other Romanian organizations.

References