

At the First Glance of Organizational Citizenship Behaviors and Organizational Effectiveness: A Study of City and Town Municipality in Thailand

Jitti Kittilertpaisan*, Charkit Chanchiprecha, Chainaron Phoonkasem

Faculty of Management Science, Sakonnakorn Rajabhat University, Sakon Nakorn, Thailand

*Corresponding Author: jitti1998@hotmail.com

Copyright © 2014 Horizon Research Publishing All rights reserved.

Abstract The main purpose of the study was to examine the relationship between organizational citizenship behaviors and organizational effectiveness. The number of questionnaires returned to the author was 836 questionnaires; the final response rate is 71.2%. The findings indicate that there is a significant relationship between organizational citizenship behavior and its sub variables such as sportsmanship, civic virtue, conscientious, courtesy and altruism with organizational.

Keywords Organizational Citizenship Behaviors (OCB; Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue), Organizational Effectiveness

1. Introduction

Currently, the municipality consists of 1,156 municipalities and 55,000 municipal officers, incorporated into provide large urban areas with limited self-government. Established by the Municipal Act of B.E. 2496, municipalities are divided into three classes on the basis of their population, revenue capabilities, and ability to provide services (see Table 1 below). They are (1) the city municipality (Nakorn); (2) the town (Muang) municipality; and (3) the township municipality (Tambon).

Table 1. Classification and Type of Thai Municipality

| | City (Nakorn) | Town (Muang) | Township (Tambon) |
|------------|---------------|--------------|-------------------|
| Population | > 50,000 | >10,000 | >7,000 |
| Density | 3,000 | 3,000 | n/a |
| Revenues | n/a | n/a | >7 million baht |

Source: Chayabutr (1996: 143-145)

Each municipality is in the process of improving its operational management and is bringing about the new administration approach, especially the Balance Scorecard

approach. The success of this approach depends on the cooperation between leaders and subordinates. Consequently, subordinates are the most important persons to push and pull their municipality to reach organizational effectiveness.

The organizational effectiveness needs to a valuable of subordinates more and more. These subordinates undoubtedly are distinction between effectiveness and non effectiveness. Subordinates can decide whether they want to perform OCB and to what degree. Therefore, this study intends to investigate the relationships between organizational citizenship behaviors and organizational effectiveness: a study of city and town municipality in Thailand.

2. Objectives

This objective is generally to understand the relationship between organizational citizenship behaviors and organizational effectiveness. The objective of the study is trying:

- To gain knowledge organizational citizenship behaviors of city and town municipality in Thailand
- To identify relationship between organizational citizenship behaviors and organizational effectiveness: a study of city and town municipality in Thailand

3. Literature Review

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior is relatively infant field of study. The first concept was introduced in the mid 1980s by Dennis Organ.

Sangmook (2006) defined organizational citizenship behaviors (OCB) are viewed widely as contributing to an organization's overall effectiveness. OCB refers to "those organizationally beneficial behaviors and gestures that can neither be enforced on the basis of formal role obligations

nor elicited by contractual guarantee of recompense.” Dhitiporn and Brooklynm (2004) summarized OCB in part of an informal psychological contract in which the employee hopes that such extra effort may be perceived and then rewarded by the boss and the organization.

Organ (1998) concluded five distinct elements of organizational citizenship behaviors which are (1) Altruism is a type of discretionary behavior consisting of behaviors that help a specific other person and motivate employees to assist other employees to deal with their problems of works (Podsakoff et al. (2000). (2) Conscientiousness indicates the discretionary extra-role behaviors that exceed the requirements of the task, job, as well as work ethics (McCrae & Costa, 1987). (3) Sportsmanship can be defined as any behavior demonstrating tolerance of less than ideal circumstances without complaining. (4) Civic virtue is one kind of behavior of the employees to participate in organizational practices with the concern of the life of the company (Deluga, 1998). Civic virtue concentrates on a macro-level interest in or commitment to the whole organization. (5) Courtesy means behaviors of prevention problems and taking the necessary step so as to lessen the effects of the problem in the future (Podsakoff et al., 2000).

Organizational Effectiveness (OE)

Organizational effectiveness has been one of the most extensively researched issues since the early development of organizational theory (Rojas, 2000: 97-104). March and Sutton (1997: 253) sated that organizational effectiveness has multiple dimensions such as goals, processes, and

resources. In recent years performance management has attracted growing attention since it bridges the gap that organizational effectiveness developed in the field of organizational theory. Further, March and Sutton (1997: 688-706) note that the term performance and effectiveness are used interchangeably since problems related to their definition measurement and explanation are virtually identical.

The balanced scorecard approach is a conceptual framework of organizational effectiveness, which allows a public and private organization in clarifying their vision and strategy, thus effectively translating them into concrete actions and metrics (Kaplan and Norton, 2004). A composite of measurement tied to organizational effectiveness requirements represents a clear basis for aligning all activities with the organization’s goals.

The Office of Public Sector Development (OPDC) applies the Balance Scorecard to Thai Bureaucracy system at the end of fiscal year B.E. 2547. The Office of Public Sector Development (OPDC) has employed the Thailand Rating and Information Service (TRIST) to set up an evaluation system for all public organizations. TRIST has developed an evaluation system in the last of 2004. TRIST applied the concept of a Balance Scorecard (BSC) to evaluate the public organizational performance. The concept of BSC in the view of TRIST is divided into four perspectives, which is similarly to that of the BSC of Robert S. Kaplan and David P. Norton.

However, TRIST applied the four perspectives of a Balance Scorecard, as shown in the Table 2, as follows:

Table 2. Comparisons of the Balance Scorecard of Kaplan and Norton; and TRIST

| Balance Scorecard (Kaplan and Norton) | Balance Scorecard (TRIST) |
|--|--|
| Customer Perspective | Quality Service Perspective |
| Internal Process Perspective | The Operational Efficiency Perspective |
| Employee Learning and Growth Perspective | The Organizational Development |
| Financial Perspective | The Mission Effectiveness |

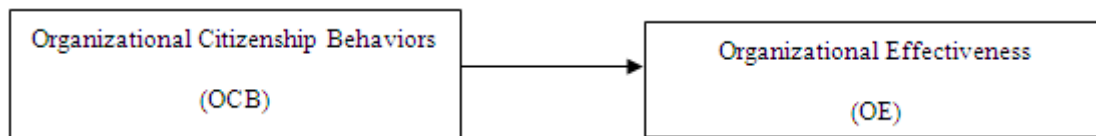


Figure 1. Conceptual Framework of This Study

4. Conceptual Framework

Figure 1 presents the relationship between organizational citizenship behaviors (sportsmanship, civic virtue, conscientious, courtesy and altruism) and organizational effectiveness: a study of city and town municipality in Thailand. The organizational citizenship behaviors (sportsmanship, civic virtue, conscientious, courtesy and altruism) are independent variable and organizational effectiveness as dependent variable.

5. Research Design

This research is a descriptive study and a non-experimental research. The study uses the questionnaire as a survey instrument for collection of data and information. The survey aims at the micro level of the municipality as the unit of analysis. The city and town municipality in this study were classified on their population, revenue capabilities, and ability to provide services. The number of city and town municipalities in Thailand is 134. Each municipality gets 10 questionnaires for specific respondents. However, 94 municipalities returned their questionnaires with valid information, for a response rate of 71.2 percent with a total of 836 questionnaires.

This study uses the five dimensions of OCB proposed by Organ (1988) as researchers have acknowledged the dimensions as the most widely used in organizational related studies (Gonzalez & Garazo, 2006). Twenty items were used to determine the level of citizenship behaviors among subordinates based on five main dimensions. Likert-scale was used to measure the OCB elements, which used the anchors of 1 (Strongly Disagree) to 7 (Strongly Agree). The first section asked the respondents' demographic data. The next section asked on the respondents' views on the organizational citizenship behaviors (sportsmanship, civic virtue, conscientious and altruism). The last section asked on the respondents' views on organizational effectiveness, which used Likert-scale with 5 anchors of 1(Extremely low) to 5(extremely high).

Reliability analysis was conducted to check stability and consistency of measurement and the Cronbach's alpha were

calculated. As Table 3 below Cronbach's alpha exceed 0.70 (Malhotra, 2004). From the reliability analysis shown in Table 3, the reliability analysis of organizational citizenship behaviors (sportsmanship, civic virtue, conscientious, courtesy and altruism) is above 0.7, which is acceptable as the minimum level of 0.6 for further analysis. Thus, we can conclude that all the items that used to measure the five constructs are stable.

Table 3. Reliability Analysis of Organizational Citizenship Behaviors

| Items | Constructs | Alpha Coefficient |
|-------|---------------|-------------------|
| 1 | Sportsmanship | 0.786 |
| 2 | Civic virtue | 0.851 |
| 3 | Conscientious | 0.765 |
| 4 | Altruism | 0.875 |
| 5 | Courtesy | 0.825 |

6. Results

The questionnaires are collected from city and town municipalities. Most respondents are male; while most educational background of respondents finishes bachelor and higher bachelor degree. A half of them hold position in deputy mayor and head of functional office.

Further, the descriptive data of three independent variables and one dependent variable was shown in table 4 as followed.

From table 4, most respondents evaluate altruism (Mean=5.77, S.D=0.83) in the most important factor of organizational citizenship behaviors, followed by courtesy (Mean=5.70, S.D.=0.81), conscientious (M=5.53, S.D.=0.81), sportsmanship (M=5.13, S.D.=0.68) and finally civic virtue (M=4.97, S.D.=0.77).

Further, Correlation analysis is a statistical summarizing the strength of association between two metric variables (Malhotra, 2004). It indicates the strength and direction of linear association between two variables.

Table 4. Summary of Descriptive Data

| Measurement Items | Mean | S.D. |
|--|------|------|
| Sportsmanship | 5.13 | 0.68 |
| Complaining trivial matters | 5.10 | 0.61 |
| Finding fault with what municipality is doing | 5.13 | 0.62 |
| Expressing resentment with any changes in municipality | 5.25 | 0.71 |
| Not complaining about work assignment | 5.05 | 0.64 |
| Civic virtue | 4.97 | 0.77 |
| Willing to stand up to the protect the reputation of municipality | 4.95 | 0.75 |
| Attendant municipality meeting actively | 5.15 | 0.68 |
| Making constructive suggestion to improve the municipality operation | 4.80 | 0.82 |
| Conscientious | 5.53 | 0.81 |
| Willing to coordinate and communicate with colleagues | 5.35 | 0.62 |
| Taking one’s job or duty with seriously and rarely making mistakes | 5.50 | 0.75 |
| Arriving early and starting to work immediately | 5.83 | 0.83 |
| Complying on regulation of municipality | 5.40 | 0.60 |
| Altruism | 5.77 | 0.83 |
| Willing to assist new colleagues to adjust to work environment | 5.96 | 1.02 |
| Willing to help colleagues solving work-related problems | 5.65 | 0.82 |
| Willing to cover work assignment for colleagues when needed | 5.70 | 0.90 |
| Courtesy | 5.70 | 0.81 |
| Informing before taking any important actions | 5.60 | 0.75 |
| Consulting with me or others who might be affected by actions | 5.80 | 0.65 |
| Overall Organizational Citizenship Behaviors (OCB) | 5.42 | 0.68 |

7-point Likert scale; 1 = strongly disagree, 5 = strongly agree

Table 5. Correlation Analysis

| | OE | S | CV | CO | A | CU |
|----|--------|--------|--------|--------|--------|------|
| OE | 1.000 | | | | | |
| S | 0.375* | 1.00 | | | | |
| CV | 0.437* | 0.324* | 1.00 | | | |
| CO | 0.612* | 0.512* | 0.553* | 1.00 | | |
| A | 0.501* | 0.575* | 0.640* | 0.660* | 1.00 | |
| CU | 0.542* | 0.580* | 0.534* | 0.610* | 0.660* | 1.00 |

* Correlation is significant at the 0.01 level

Table 6. Result of Multiple Regression Analysis

| Model | Unstandardized Coefficient | | Standardized Coefficient | t | Sig. | Collinearity Statistics | |
|-------------------------|----------------------------|-------|--------------------------|-------|--------|-------------------------|-------|
| | β | SE | β | | | Tolerance | VIF |
| Constant | 0.857 | 1.217 | | 0.635 | | | |
| CO | 0.469 | 0.053 | 0.367 | 3.285 | 0.000* | 0.517 | 1.534 |
| A | 0.320 | 0.061 | 0.231 | 4.478 | 0.000* | 0.611 | 1.657 |
| CU | 0.327 | 0.069 | 0.224 | 5.731 | 0.000* | 0.558 | 1.594 |
| CV | 0.287 | 0.047 | 0.185 | 3.105 | 0.000* | 0.458 | 1.674 |
| S | 0.189 | 0.058 | 0.155 | 2.05 | 0.000* | 0.470 | 1.510 |
| Adjusted R ² | | | | | 0.510 | | |
| Sig F. | | | | | 0.000 | | |
| F-Value | | | | | 80.108 | | |

Note: p<0.01* dependent variable: Purchase Intention

Table 5 revealed the significant positive correlation between independent variables and dependent variable. According to Hair *et al.* (2006), multicollinearity occurs if the r-value between each pair of independent variable in Pearson's correlation exceed 0.90. Thus, there is no multicollinearity problem in this study.

The outcome of correlation analysis indicates that all independent variables significantly influencing organizational effectiveness. Further examination to determine the most significant factor influencing organizational effectiveness was then conducted through multiple linear regression tests. Table 6 shows the result of multiple regression analysis.

Adjusted R² statistic shows 51.0 percent of the total variance for the estimation of organizational citizenship behaviors (sportsmanship, civic virtue, conscientious, courtesy and altruism). The influence of five independent variables significantly predicts organizational effectiveness. These findings indicate that the most important variable in determining organizational effectiveness is conscientious. Conscientiousness is a discretionary behavior of subordinates that exceed the minimum role requirements in municipality. The result highlighted that if subordinates are satisfied by communication in organization they will reply to the organization by exceeding their minimum role requirements. The second important independent variable in determining organizational effectiveness is altruism. Altruism is a discretionary behavior of helping others in organization due to sense of belonging to the group. The next crucial factor is civic virtue. Civic virtue means participate responsibly in, or concern about the life of the organization. The final important factor is sportsmanship. Sportsmanship refers to the willingness of subordinates to tolerant less ideal circumstances without complaining.

7. Discussion and Conclusions

Organizational citizenship behaviors have been a significant concept and lead to organizational effectiveness. OCB helps administrators should focus what kind of organizational environment to provide their subordinates, and also what motivates and satisfies them. Administrators need subordinates who will do more than their usual job duties and provide performance that is beyond expectations. In order to reach organizational effectiveness, understanding motivation and creating suitable work environments is most important thing in organizational management. Also, administrators should amplify subordinates' participation in OCB. Positive attitudes will motivate employees to engage in OCB (Koys, 2001; Bolino, 1999).

Overall, the findings of this study would provide valuable insight for administrators to adopt various and effective tools in their workplace. To achieve missions and objectives of municipality, administrators should clearly job duties and responsibility of their subordinates. Further, type of motivation can be explored to create potential subordinates'

participation in OCB. However, motivation cannot be influenced easily, but administrators should try to synthesize what factors could influence their subordinates' motivation in order to receive higher levels of OCB and lead to organizational effectiveness.

Although the study has successfully provided some interesting findings and made important contributions regarding the relationship between organizational citizenship behaviors and organizational effectiveness, it also has some shortcomings. The data was collected from city and town municipality in Thailand, which may limit the generalization to the other public organization. Further, the present study focuses purely quantitative in nature. Research may supplement the present study with qualitative studies that use focus groups and observations for comprehension the organizational citizenship behaviors and organizational effectiveness. Finally, limitation in this study is the generalization of the finding because the data for this study is collected from city and town municipality, and this sample may not be representative of other public organizations.

Acknowledgements

The authors gratefully acknowledge the financial support from Faculty of Management Science, Sakon Nakhon Rajabht University.

REFERENCES

- [1] Bolino, M. C., & Turnley, W. H. (2003). Going the extra mile: Cultivating and managing employee citizenship behavior. *Academy of Management Executive*, 17(3), 60-71.
- [2] Deluga, R. J. (1998). Leader-Member exchange quality and effectiveness ratings: The role of subordinate-supervisor conscientiousness similarity. *Group and Organizational Management*, 23, 189-216.
- [3] Dhitiporn, C. and Brooklyn, C. D. (2004) "The effects of internal career orientations on organizational citizenship behavior in Thailand," *Career Development International*, vol. 9, pp. 406-423.
- [4] Gonzalez, J.V., and Garazo, T.G., (2006), "Structural relationships between organizational service orientation, contact employee job satisfaction and citizenship behaviour", *International Journal of Service Industry Management*, Vol. 17 No. 1, pp. 23-50.
- [5] Hair, J. F, Babin, W. C., W. C., Anderson, W. C, and Tatham, R. L. (2006). *Multivariate data analysis*. 6th ed. New Jersey: Prentice Hall.
- [6] Izhar, O. (2009) "Organizational citizenship behavior in teaching: The consequences for teachers, pupils, and the school," *International Journal of Educational*, vol. 23, pp. 375-389.
- [7] Kaplan, R.S., Norton, D.P. (2008). *Strategy Maps*,

- Converting Intangible Assets into Tangible Outcomes.* Boston: Harvard Business School Press.
- [8] Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: a unit-level, longitudinal study. *Personnel Psychology*, 54(1), 101-114.
- [9] Malhotra, N.K. (2004) *Marketing Research: An Applied Orientation.* (4th edn). New Jersey: Pearson Education, Inc.
- [10] Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 3, 513-563.
- [11] March, J.G. and Sutton, R.I. (1997). Organizational Performance as a Dependent Variable. *Organization Science*, 8 (June): 688-706.
- [12] McCrae, R. R. & Costa, P. T. Jr. (1987). Validation of the five-factor model of personality across instruments and observers. *Journal of Personality and Social Psychology*, 52, 81-90.
- [13] Sangmook, K. (2006). "Public service motivation and organizational citizenship behavior in Korea," *International Journal of Manpower*, vol. 27, pp. 722-740.
- [14] The Act on Official Information. (1997). *Royal Thai Government Gazette*. 52 (2 September 1997): 1-12. (In Thai).