

RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB PERFORMANCE AMONG ENGINEERS

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Graphical abstract



Abstract

This study investigated the relationships between organizational citizenship behavior (OCB) dimensions conscientiousness, courtesy, sportsmanship, and civic virtue and job performance. OCB is deemed as it is able to enhance the trait of job performance. Altruism, conscientiousness, courtesy, sportsmanship, and civic virtues as dimensions of OCB have been recognized to influence job performance. This was a correlational study with a cross-sectional design. Based on random sampling, 50 out of 68 engineers from SHAANXI AUTOMOBILE GROUP CO., LTD in People's republic of China were chosen. Data were collected using a questionnaire-based survey. Descriptive statistics, Pearson Coefficient, multiple regressions were used to analyze the data. The results implied that OCB dimensions substantially relates positively with job performance. Based on the study, OCB is positively related to Job Performance. It emphasizes the benefits based on the new perspective of employees with OCBs who needs to be motivated in their work place.

Keywords: Organizational citizenship behavior, job performance

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1.0 INTRODUCTION

In recent years, there have been arguments concerning organizational citizenship behavior (OCB) which is the behavior of individuals at their work place and whether this includes job descriptions and how OCB has influenced job performance. The attribute of employees' assistance directly affect the quality of product and it so much relies on their performance [1]. Besides, OCB can help to improve the intact competence of an organization especially job Performance [2]. Therefore, the quality of service must be expanded with a perceptive deliberation of the employee's capability in order to enhance their performance.

It is very difficult to reach high effectiveness of an organisation with merely basic jobs of the employees

in an effective management system [3]. Thus, OCB is being introduced widely in most management systems to increase organisational performance [4]. That is to say, OCB can help a company to be successful where there is an extra effort of the employees to meet the company needs [5]. In the findings on OCB in the studies of [6] as mentioned. They found that a company could be effective if the employees contribute more than their daily routine by giving a better execution beyond what was expected.

Many have done research on OCB but they only stress on its prospective predictor. Numerous investigations on organizational performance have inspired the scholars to seek latest and relevant organizational viewpoint to enhance the performance of the employees [2]. According to Jex

(2002) who defined that on a very general level, job performance is "all the behaviors employees engage in while at work". Meanwhile, according to [7], a fair amount of the employees' behavior displayed at work is not necessarily related to job specific aspects. More commonly, job performance refers to how well one performs at the workplace. In addition, [8] considered job performance as appreciable because it has many dimensions, and is continuously related to the organization behavior structure. Chinese scholars, [9], pointed out that job performance is an act or an organization which uses innovative ways to complete the task within a limited time.

In another study, [2] mentioned that OCB can help the organization to improve integral efficiency which includes the job performance. The organization will or will not achieve a better performance depending on the efficiency of the people in the organization and how they conduct themselves [10]. Based on the related studies presented above, OCB is the key that will support and drive an organization to achieve its goal, particularly awareness of ethics by the people such as honesty and social responsibility. Therefore, a solid tryout scheme could transpire from the connection. The scheme indicates to a positive association between the OCB and Job performance [11]. The issue occurred when [12] found that many managers view OCB as a responsibility in the job description, such as helping other employees, be active in doing the job beside their own specific job task as well as finding the problem or creating new suggestions and innovating ideas for the organization.

Employees can undergo profound and sturdy alliance between their own individual aims and organizational principle, which could make them see their work not merely a task. As a result, the employees will have a sturdy association with their colleagues will make them commit themselves holistically. As a result of this feeling, , this would make them perform the extra role and adopt behaviors including the acts of OCB [13-14]

Most researchers have proven the positive effect of OCB towards job performance; however, most of them just focus on an observed investigation. Thus, there is need for a current research to identify the relationship between OCB with the five dimensions which include altruism, conscientiousness, courtesy, sportsmanship, and civic virtue.

The following hypotheses were acquired to examine the correlations.

- (H1) Altruism is positively related to job performance.
- (H2) Conscientiousness is positively related to job performance.
- (H3) Courtesy is positively related to job performance.
- (H4) Sportsmanship is positively related to job performance.
- (H5) Civic virtue is positively related to job performance.

2.0 METHODOLOGY

2.1 Methods

This study used a quantitative methodology that is a descriptive correlational survey to examine the correlation between five aspects of OCB with job performance. A questionnaire was used for collecting data in this cross-sectional study.

2.2 Population and Sampling

The sample used in the study was a targeted population who are registered engineers working at Shaanxi Automobile Group Co., Ltd. in China which has around 80 employees. The sample was taken randomly to collect data from the total population.

2.3 Data Collection

The questionnaires were distributed to all the participants. The expected sample size of employees should be 68 to reach the Degree of 95% and border of error of 5% according to Morgan table. In Sept 2014, 68 questionnaires were distributed among employees, of which 50 were returned. The response rate was high (73.5%) and the questionnaires were entirely completed and then accessed statistically.

2.4 Measurements

The measurements of the questionnaire on OCB have adapted the studies of [6], that is, five-dimensional scale with 22 item of measurement. The report shows that there is a Cronbach's alpha value range from 0.70 to 0.85 on constancy of the OCB implement with these five measurements.

Job performance is a fair amount of the employees' behavior displayed at work and is not necessarily related to job specific aspects. More commonly, job performance refers to how well someone performs at work. This part of the questionnaire has 12 items as measurement of job performance proposed by [15]. They reported that the reliability of the measured items has a Cronbach's alpha value ranging from 0.86 to 0.92.

2.5 Data Analysis

Total of the facts were examined employing the Statistical Package of Social Sciences (SPSS) software version 19 (SPSS, Inc, Chicago, II USA). Narrative indicators were employed to examine demographic variables coupled with other variables. The relationship between independent and dependent variables was tested through Pearson's correlation analysis. To examine the relationship between OCB five dimensions and job performance, multiple regression analyses were conducted (n= 50).

2.6 Validity and Reliability

In this study, CFA for evaluating the validity of the elements of OCBs showed a decent **Convulsion for all the measurements**. Cronbach's alpha coefficient was employed to test the consistency. The Cronbach's alpha figure for the OCB measure ranges from 0.617 to 0.958, with an overall value of 0.942(5 items). Specifically, the Cronbach's alpha values of the OCB dimensions are: altruism is 0.914, conscientiousness is 0.617, courtesy is 0.958, sportsmanship is 0.760, and civic virtue is 0.701. Besides that, the Cronbach's alpha value for Job Performance is 0.887. All the other reliabilities are within the approval level without the consciousness which was below 0.5 [16].

3.0 RESULTS

3.1 Demographic Characteristics

Highest population of the participants were males (64.0%), and 32.0% the participants' age ranges between 20-29 years. 44% has an education level of having a Bachelor degree with working experience of at least 4 years. The income of most of these participants is in the salary range 2001-3000 Yuan. The demographics are displayed in Table 1.

Table 1 Demographic Characteristics

Respondents demographic (n=50)	
Characteristic of employees'	n (%)
Gender	
Female	18 (36.0)
Male	32 (64.0)
Age	
Less than 19	5 (10.0)
20-29	16 (32.0)
30-39	8 (16.0)
40-49	14 (28.0)
50 and above	7 (14.0)
Education Level	
PHD	6 (12.0)
Master	17 (34.0)
Degree	22 (44.0)
Diploma	5 (10.0)
Duration of Service	
1 years or below	1 (2.0)
1-2 years	8 (16.0)
2-3 years	11 (22.0)
3-4 years	13 (26.0)
4 years and above	17 (34.0)
Income per month	
1 years or below	3 (6.0)
1-2 years	5 (10.0)
2-3 years	26 (52.0)
3-4 years	6 (12.0)
4 years and above	10 (20.0)

3.2 Relationships Between Five Dimensions of OCB and Job Performance

Results from the Pearson's correlation analysis achieved in this research revealed resulting: (H1a) there was a substantial correlation of the definite effect of profound effort on the employees' job performance ($r = 0.320, p < 0.001$). (H1b) there was a substantial correlation of the definite effect of profound effort on the employees' job performance ($r = 0.967, p < 0.001$). H1c) there was a substantial correlation of the definite effect of profound effort on the employees' job performance ($r = 0.984, p < 0.001$). H1d) there was a substantial correlation of the definite effect of profound effort on the employees' job performance ($r = 0.894, p < 0.001$). H1e) there was a substantial correlation of the definite effect of profound effort on the employees' job performance ($r = 0.896, p < 0.001$). H1f) there was a substantial correlation of the definite effect of profound effort on the employees' job performance ($r = 0.911, p < 0.001$).

In addition, there was a substantial relation of the definite influence between OCB and job performance. It means that OCB dimensions have independently influenced employees' job performance. (Table 2)

To examine the correlation of the OCB five facets and job performance with reference to the objective of the study, the facets were simultaneously examined using manifold-revised analysis. The outcome of this investigation is displayed in Table 3. Five independent variables were included in the revised framework of OCB dimensions that is 82.6% in the variance on Job performance at the same time. The result implies a significant correlation between OCB dimensions and job performance (Table 3).

In addition, the strength of OCB dimension influence on job performance was also calculated and Table 3 displays the results in a constant table. The variable with largest value affects highly on the dependant variable in the analysis of scale constants [17] As shown in Table 3, the highest β value was 0.958 for civic virtue.

Table 2 Pearson correlation for OCBs five dimensions with job performance

Pearson correlation for OCBs five dimensions with job performance					
	Altruism	Conscientiousness	Courtesy	Sportsmanship	Civic Virtue
Altruism	1				
Conscientiousness	0.320	1			
Courtesy	0.967	0.360	1		
Sportsmanship	0.894	0.564	0.937	1	
Civic Virtue	0.896	0.675	0.919	0.970	1
Job Performance	0.911	0.569	0.934	0.937	0.958

Correlation is substantial at the 0.01 level (2-tailed).

Table 3 Results of manifold reversion of OCB elements on job performance

Results of manifold reversion of OCB elements on job performance					
R	R ²	Adjusted R	Std error of the estimate	F	Significance
0.958	0.919	0.917	0.09310	541.378	0.000

Model	Unstandardized		Standardized coefficients		
	B	Std. Error	β	t	Significance
Altruism	0.706	0.046	0.911	15.276	0.000
C-ness	0.612	0.128	0.569	4.797	0.000
Courtesy	0.674	0.037	0.934	18.054	0.000
S-ship	0.823	0.044	0.937	18.555	0.000
CV	0.965	0.041	0.958	23.268	0.000

C-ness Conscientiousness, S-ship Sportsmanship, CV Civic Virtue

3.3 Discussion

The objective of the study was to examine the influence of five facets of OCBs which are altruism, conscientiousness, courtesy, sportsmanship and civic virtue on employees' job performance. Besides that, it was also targeted to search the connection between OCB and job performance. The research model as shown under as Figure 1 depicts the relationship between the two constructs. The finding of this study has corroborated previous studies [13, 18–19] on the importance of OCB in a company; it also delivered one of the most effective elements of OCB simultaneously.

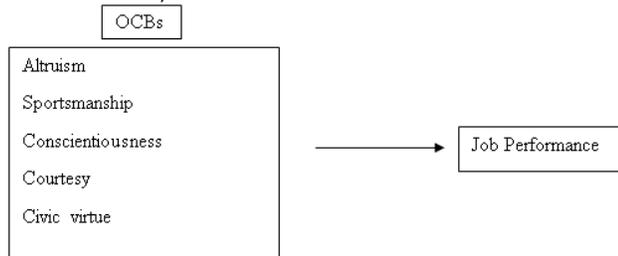


Figure 1 Relationship between OCBs and Job Performance

Based on the literature reviewed and empirical study conducted, the five dimensions of OCB are connected to job performance. The finding of this research has supported these hypotheses with the empirical proof to verify whether OCB improves employees' performance [20-22]. The results of the study show that the employees who participated in the study, have frequently performed the OCB-like behaviors resulting in a good job performance that benefits their co-workers.

The research findings have shown that OCB improved the employees' performance. [23] stated that over time and being with people, citizenship

behaviors in OCB become important because they would facilitate the accomplishments of organizational goals, and thus enhances organizational performance. [21] then reiterated that OCB is vital to the survival of an organization, as it can maximize efficiency and promote effective functioning of an organization.

According to [13-24] an employee's work behavior would be more participatory in an organization rather than functioning with the normal roles, indicating that OCB has a relationship with job performance and organizational efficiency. Moreover, in other studies [9, 25-26] it was found that OCB is the special behavior that affected positively on the effectiveness of an organization and personal operations. These findings contribute to the understanding of the extent of OCB influence towards positive organizational outcomes of job performance between employees.

One of the results in this research showed that there is more integrity between the OCB and job performance. Job performance plays an important role in the industrial and even organizational consciousness areas, it is very important to a company [27] Therefore, success of a company much relies on the employees' performance. In other words, a company can be successful when there is a good job performance of employees. Besides, job performance can be identified as ascendable actions, conduct and effect that employees participate in or are being connected to contribute to the goal of a company [28]. There are three dimensions of job performance which include task performance, organizational citizenship behavior (OCB) and counterproductive work behavior (CWB) [29-31]. This study will concentrate OCB and CWB due to their high impact on a company.

4.0 CONCLUSION

4.1 Limitations of the Study

There are following limitations stated though it is a comprehensive study. First, this study cannot represent all companies in other countries as it employed stratified random sampling technique from a government organisation in a country.

Secondly, this research employed a single self-report survey instrument to investigate organizational citizenship behavior. This was adopted because some researches have revealed that a questionnaire method could examine OCB within supervisors of the employees. This self-report survey is being selected because there are proliferation of employees who are mustered by a supervisor and the supervisors have no ample time for answering all the questions regarding every employee.

Finally, One's behaviors and positive behaviors need to be pondered as they might alter gradually as mentioned above. In this study, the result cannot be

employed to prove causality due to cross-sectional data collection.

4.2 Conclusion and Recommendations

This research can broaden with regards to how OCB can bring positive influence on job performance among employees. The findings present that altruism, conscientiousness, courtesy, sportsmanship, and civic virtue as dimensions of OCB are related to employee job performance in this paper. Moreover, the relationship between OCB and job performance has been proven to be an arbitrating influence which is affecting organizational dedication.

To be successful, an organization should pay attention to the OCB (altruism, conscientiousness, courtesy, sportsmanship, and civic virtue of its employees) because this can affect the performance and productivity of employees. The employees' OCBs are strongly associated with the employees' job performance and the results of this study have illustrated that there are specific actions that an organization can take to motivate its employees. Ultimately, improved OCBs among employees will lead to better job performance.

4.3 Implications

This study has illustrated that there are potential benefits from the positive influences of the OCB five dimensions on job performance. Company managers should consider OCB and their definite effect on employees' result to enhance their functioning and duties. The findings of this study could be used to assist managers on how to apply OCB for the employees that would enhance their job performance. Based on the positive outcomes of the five dimensions of OCBs, it is beneficial that the administrator in an organization recognizes the importance and required personality improvement strategy must include OCB. To achieve the ultimate efficiency within an organization, this consideration is important as OCB is associated with the changing economic environment as empowerment ability is the key for an organization to be competitive in the future.

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