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# The Advantages of Management and Organizational Citizenship Behavior in the Workplace

CAPSTONE REPORT

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**The Advantages of Management and Organizational Citizenship Behavior**

**in the Workplace**

Heidi Schuck



**Abstract**

This annotated bibliography examines the positive consequences of management and organizational citizenship behavior, demonstrating to executive leadership the value of cultivating these behaviors within the workplace. The author reviews articles written since 2002 to define the behaviors inherent in MCB and OCB and identify how organizations achieve positive benefits from promoting the behaviors and the negative impacts of failing to promote them. Topics include increased employee morale, lower turnover, higher productivity, and citizenship behavior implementation.

*keywords: employee citizenship, organizational citizenship, management citizenship behavior, citizenship behavior, job satisfaction, low morale in the workplace, employee loyalty, employee retention, employee turnover*





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## Introduction

### Problem

Companies struggling with low employee morale and high turnover rates need to assess the environment they are promoting from within their organizations. When accumulated human capital is depleted, workers must be replaced. This situation costs organizations money and starts a period of dynamic adjustment as the best uses of the human capital are discovered and tailored to the needs of the new environment, while also offering rival organizations opportunities to appropriate knowledge (Shaw, Park & Kim, 2013, p. 573). Indirect costs may be even greater because when employees leave an organization, the loss of the relationships developed internally and externally may put the company at risk to potential reductions in revenue and subsequent profitability (Boles, Dudley, Onyemah, Rouzies & Weeks, 2012, p. 131). While an organization may expect some employee turnover, the usual human resources approach is to view high employee retention as an indicator of organizational health (Wright & Huang, 2012, p. 1,189). The relationship between employee retention and an important sense of well-being by an organization's employees has long been recognized in organizational research (Wright & Huang, 2012, p. 1,189). Reducing employee turnover will have substantial and positive economic effects on an organization because turnover costs are high – estimated to be 200 percent of salary (Boles et al., 2012, p. 131).

According to Cascio (2012), reducing high-performing employee turnover benefits an organization as those leaving the company are generally more valuable than their replacements due to their historical knowledge of the company combined with the talent and skillset of the individual, plus the uncertainty about the availability or quality of potential replacements. High turnover or other withdrawal behaviors in an organization have also been documented to have

negative effects on teammates' morale and work motivation (Berry, Lechhook & Clark, 2012, p. 679).

In addition to improving turnover rates and thus increasing morale, organizations can expect high levels of citizenship performance from employees to contribute to organizational effectiveness, as this behavior might enhance coworkers' or supervisors' productivity, help coordinate activities, increase the stability of organizational performance, and help the organization attract and retain employees (Borman, 2004, p. 240). Research has shown that an organization can benefit when their employees are willing to contribute to the organization above and beyond the formal definitions of their job requirements (Sharoni et al., 2012, p.267).

*Organizational Citizenship Behavior* (OCB) is commonly defined as “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 an organization” (Organ, 1988, p.4), and further:

Good citizenship is thought to include a variety of employee behaviors, such as taking on additional assignments, voluntarily assisting other people at work, keeping up with developments in one's field or profession, following company rules even when no one is looking, promoting and protecting the organization, and keeping a positive attitude and tolerating inconveniences at work. (Bolino, Turnley & Averett, 2003, p. 60)

As OCBs have a positive effect on organizational performance, it makes sense to identify the variables increasing these behaviors in organizational settings. “There are conceptual and empirical links between citizenship performance on the part of organization members and those organizations' effectiveness” (Borman, 2004, p. 240). OCBs are noticeably connected to a variety of successful organizational measures, including production quantity, efficiency, profitability, and the reduction of costs (Podsakoff, Whiting, Podsakoff & Blume, 2009, p. 125).

When OCBs such as helping behavior become consistent within groups, they are likely to enhance coworker productivity and improve the performance of that group as well as increase group member interactions, which aids in the dissemination of information, a critical factor related to effective team performance (Nielsen, Hrivnak & Shaw, 2009, p. 559). OCBs may also enhance team spirit, morale, and cohesiveness, thus reducing the time and energy spent on team maintenance and enhancing the organization's ability to attract and retain the best employees (Podsakoff et al., 2009, p.122).

In addition to focusing on employee behavior, emphasis should also be placed on management of an organization, as "leaders who exhibit positive well-being and such strengths of character as industry, gratitude, honesty, courage, and kindness, may through their actions also foster the display of these positive characteristics in their subordinates" (Wright & Huang, 2012, p. 1,191). Citizenship behavior demonstrated and cultivated by executive leadership in an organization can be referred to as *management citizenship behavior*:

*Management citizenship behavior* (MCB) has two components, *relational*—referring to *behaviors* that demonstrate respect for employees and *operational competence*—reflecting employers' *behaviors* that ensure the technical viability of production. It is a concept that builds on and goes beyond the logic informing theories of organizational citizenship behavior (OCB) and turns it on its head. (Rubin & Brody, 2011, p.470)

When MCB is not consistently practiced in an organization, the consequences could result in low employee citizenship and the productivity of the workplace may have a tenuous future (Hodson, 2002, p. 91). In order to effectively foster OCB behaviors and reap the resulting rewards, an organization's leadership must also actively encourage and nurture MCB because strengthening the standards of exchanges and trust between managers and those they manage and enhancing

the legitimacy of management through increased MCB potentially creates an encouraging environment that serves both parties and the organizations in which they are situated (Rubin & Brody, 2011, p. 466).

### **Purpose**

Researchers have sought to understand how the dimensions of organizational climate are related to a variety of business outcomes such as employee retention, intentions to quit, customer satisfaction, and firm financial performance such as growth, sales, revenue and profitability (Cooil, Aksoy, Keiningham & Maryott, 2009, p. 278). Good management citizenship behavior is demonstrated to have a positive influence in the organizational climate where employee and organizational citizenship are involved (Hodson, 2002, p. 87). Vey and Campbell (2004), after considering previous research concerning the supervisory experience and the propensity to view OCB's as in-role behaviors, predicted that favorable supervisory experiences will positively affect in-role citizenship orientation (p. 122), and also suggested non-supervisors could be motivated to see these citizenship behaviors as mandatory with good leadership (p. 132). Vey and Campbell (2004) define in-role behaviors as "expected parts of the job for which they are paid" and in-role citizenship orientation as "above and beyond job requirements" indicating the behavior exhibits performance above and beyond actions employees are expected and paid to take (p. 125, 126). The behavior of a manager can reinforce or destroy a collaborative relationship with employees and the rewards are substantial when managers stop trying to control subordinates and instead engage, empower and motivate employees to contribute their knowledge and experience (Vlachoutsicos, 2011). Ghitulescu (2013, p. 208) further proposes that managers can enhance employees' immediate work setting by providing individuals with opportunities to engage in adaptive and proactive behaviors.

The purpose of this annotated bibliography is to identify approaches that can be used in defining and developing management citizenship behaviors that promote employee citizenship in the organization. The goal is to identify literature to inform ways to improve an organization, not necessarily only those with low morale or high turnover, with positive behavioral improvements.

### **Research Questions**

**Main question.** What are approaches that can be used to promote management citizenship behavior in an organization?

**Sub-question.** How does management citizenship behavior influence employee citizenship behavior?

### **Description of Audience**

Research shows that managers can positively influence organizational citizenship behaviors. “A supportive and just work environment, group goal setting, and a boss who is a good organizational citizen all appear to contribute to citizenship performance” (Borman, 2004, p. 240). The primary audience for this paper consists of executive leadership and senior managers of organizations who are interested in learning ways to employ management citizenship behaviors that result in the increased retention of high-performing employees and promotion of employee citizenship.

Organizational structures for companies vary, and not all businesses will have Chief Executive Officers (CEO’s), Chief Financial Officers (CFO’s), Chief Operating Officers (COO’s) and Chief Marketing Officers (CMO’s); however, these are the executive level members – along with directors and top-tier managers – targeted for this annotated bibliography. Researchers interested in management citizenship behaviors have suggested that leadership is considered a key determinant of organizational commitment and those leaders who practice

MCB link an organization's mission and goals to collective values and ideologies, as well as emphasize the collective identity of the group or organization and display exemplary behaviors (Strauss, Griffin & Rafferty, 2009, p. 283).

### **Search Report**

**Search strategy.** Organizational and employee citizenship first appeared in the literature in the late 1970s, making this an evolving topic. The search strategy is to focus on full-text, peer-reviewed articles from business, sociology and psychology journals or organizations, as these categories pertain to the financial and human elements of an organization and focus on behaviors and emotions in how those elements relate to the workplace. Articles about these topics are found using the selected key terms listed below and the search is limited to articles found via the UO Library.

**Key terms.** The key search terms for this annotated bibliography are listed below. All articles found via the UO Library are identified by these key terms, which fit the background or context of the problem.

- employee citizenship
- organizational citizenship
- management citizenship behavior
- citizenship behavior
- job satisfaction
- low morale in the workplace
- employee loyalty
- employee retention
- employee turnover



The following databases from the UO Library are used:

- PsycARTICLES
- Wiley Online Library
- UO Libraries
- JSTOR
- JSTOR Arts and Sciences IV
- Business Source Complete
- EBSCOhost Electronic Journals Service
- SAGE Complete
- Academic Search Premier
- Elsevier SD Elsevier

### **Documentation Approach**

This study relies almost exclusively on electronic resources available through the UO Library and the documentation of resources identified is completed by downloading full text copies using portable document format (PDF) of relevant articles and saving those PDFs in a designated folder, saved by author name and article title. A Microsoft Word document is kept as an ongoing documentation journal of resources found, listed alphabetically by author. Content recorded in the journal includes the full citation, published abstract, the keyword search which led to the article, source database information, potential quotes to supplement the research and general observations of the relevance to the study.

As resource articles are identified as supportive to the problem statement and references are included in the problem introduction and annotated bibliography, the saved PDFs are moved to a subfolder and the content is color-coded in the Word document reference journal.

### Reference Evaluation Criteria

The credibility of each reference is evaluated using the key areas of consideration, as outlined by Bell and Frantz (2013): authority of the author and background of the publisher, objectivity of the author, as well as the quality, currency and relevancy of the work. Evaluations of the authority and objectivity of the author are made by examining the author's relevant field or employment experience and analyzing whether the author has been cited in other articles, books or bibliographies (Bell & Frantz, 2013). References, both primary and secondary, found in the UO library search are included if they are from peer-reviewed journals and have been cited by other research indicating the author(s) to be authorities on the topic. Objectivity is assessed by auditing the goals and purpose of the research source, as stated by the author, as well as any stated biases, and evaluating if the argument and conclusions are supported by the evidence and authoritative sources are cited (Bell & Frantz, 2013). The evaluation of the quality of the work involves examining the information and graphics to ensure good organization and that the material is free from grammar or typographical errors (Bell & Frantz, 2013). Currency is established by articles written in the last 12 years, as the relevant studies of current organizational issues in the areas of low morale and high turnover rates appear to begin in the mid to late 1990s. Reference material may extend outside the 12-year time limitation, particularly in the areas of psychology or sociology, if it provides context, exploration or definition in the areas of *management citizenship* or *employee citizenship behavior*. Relevancy is determined by establishing that the source is related to *management citizenship* or *employee citizenship behavior* and offers research on the negative impacts when these behaviors are lacking and/or offers suggestions for organizational environment improvements. This evaluation is made by reading through the material and obtaining a general sense of the information and

reflecting on the overall impression of its depth, credibility and appropriate use of information (Creswell, 2009, p. 185).

### **Introduction to the Annotated Bibliography**

An annotated bibliography provides specific information about each source used, explains the content of the article, and assesses its usefulness (UNC, 2013). The following Annotated Bibliography presents 15 references examining employee turnover, low morale in the workplace, organizational citizenship behavior, management citizenship behavior and employee citizenship behavior. Each annotation includes the complete bibliographic citation, the full published abstract by the author(s) and a summary describing the relevance of the resource to this study and the intended audience. References are presented in two categories identified in the articles: (a) workplace issues addressed by OCB and MCB, and (b) fostering OCB and MCB in the workplace.

The summaries introduce the relevance of the article to this study, and the references selected are aimed to help management and leadership understand the key influences that can lead to low morale and high turnover in an organization and identify factors for improving these behaviors. The intent is to help the management and leadership in organizations realize the value and benefits in promoting organizational, management and employee citizenship behavior in the workplace.

### Annotated Bibliography

#### Category A: Workplace Issues Addressed by OCB and MCB

Berry, C., Lelchook, A., & Clark, M. (2012). A meta-analysis of the interrelationships between employee lateness, absenteeism, and turnover: Implications for models of withdrawal behavior. *Journal of Organizational Behavior*, 33(5), 678-699. doi: 10.1002/job.778

**Abstract.** We meta-analyzed the correlations between voluntary employee lateness, absenteeism, and turnover to (i) provide the most comprehensive estimates to date of the interrelationships between these withdrawal behaviors; (ii) test the viability of a withdrawal construct; and (iii) evaluate the evidence for competing models of the relationships between withdrawal behaviors (i.e., alternate forms, compensatory forms, independent forms, progression of withdrawal, and spillover model). Corrected correlations were .26 between lateness and absenteeism, .25 between absenteeism and turnover, and .01 between lateness and turnover. These correlations were even smaller in recent studies that had been carried out since the previous meta-analyses of these relationships 15–20 years ago. The small-to-moderate intercorrelations are not supportive of a withdrawal construct that includes lateness, absenteeism, and turnover. These intercorrelations also rule out many of the competing models of the relationships between withdrawal behaviors, as many of the models assume all relationships will be positive, null, or negative. On the basis of path analyses using meta-analytic data, the progression of withdrawal model garnered the most support. This suggests that lateness may moderately predict absenteeism and absenteeism may moderately predict turnover.

**Summary.** This article is referenced to provide background information on high turnover and employee withdrawal behaviors in organizations and the high costs to businesses in

both a loss of productivity and revenue, estimated to cost US businesses more than \$3bn annually, as well as 50 to 200 percent of the departing employee's salary in replacement costs. One of the perspectives taken in the study demonstrates that voluntary lateness, absenteeism and turnover are ways in which employees withdraw from the workplace in response to unfavorable work attitudes like job dissatisfaction and lack of organizational or management commitment. The second perspective is that employees may withdraw simply because activities outside of work are more enjoyable than completing the tasks to which they are assigned. Ultimately, the study did not support the hypothesis that there was a strong relationship between employee lateness or absenteeism and turnover, which indicates that employees who demonstrate these behaviors are not leaving organizations and increasing current turnover rates. However, the study does prove that for those organizations that experience an increase in lateness and absenteeism, these behaviors can be damaging to the reputations of the organizations as well as their overall profitability and market growth.

Boles, J., Dudley, G., Onyemah, V., Rouzies, D., & Weeks, W. (2012). Sales force turnover and retention: A research agenda. *Journal of Personal Selling & Sales Management*, 32(1), 131-140. doi: 10.2753/PSS0885-3134320111

**Abstract.** Identifying, acquiring, and retaining top sales talent remains a priority in many sales organizations because salesperson turnover remains such an intractable management problem. This paper seeks to encourage and enrich continued research on sales turnover by introducing recent methodological and theoretical advances in psychological, economic, and organizational theory. First, we suggest an examination of sales turnover guided by social network theory. Second, we propose the simultaneous

consideration of the interplay between variables within a comprehensive, integrated multilevel framework. Third, in keeping with the shift in research designs initiated in management, our model includes the concept of "shocks"-jarring events that could drive turnover decisions. Finally, we propose to examine sales turnover within an international context. The conceptual framework we present outlines how sales organizations might effectively address sales force turnover and, as a consequence, improve productivity. We conclude by suggesting some specific research questions intended to provide direction for researchers interested in identifying and investigating under researched linkages.

**Summary.** This article is referenced to demonstrate the history of research in the area of employee turnover and potential reasons for human resources voluntarily leaving an organization. The research is performed in the area of sales and salespeople, which is an appropriate organizational sample for the purpose of this study as the top line growth that is the focus of the target audience is driven primarily by sales teams, and should therefore be relevant for many of the organizations and members of the intended audience for this study. The research considers both internal and external relationships with management as well environment, possible politics, teams, training, budgets and compensation. The authors also explore turnover as a reaction to a shock, such as company layoffs or multiple employees leaving voluntarily, and how these types of situations affect turnover rates, which could also be considered a factor of low morale.

Cascio, W. (2012, April). Risks of employee turnover. *HR Magazine*, 57(4), 40-41.

**Abstract.** The article focuses on employee turnover risks. It states a survey of chief human resource officers found that 75 percent reported their employers voluntarily lost some of their most high-performing employees in 2011-2012 and mentions a 2008 study

concerning an increased chance in voluntary turnover in companies that lay off 10 percent of their workforce in the previous year. It comments on the effects of employee turnover, including turnover costs, and the value of employees and new employees.

**Summary.** This article analyzes the strategic risks of employee turnover by acknowledging that most organizations want to minimize turnover whenever possible, and outlines additional studies that demonstrate that spikes in voluntary or involuntary turnover leads to up to 50 percent turnover in the 12 months following the spike. The author has written comprehensively about turnover, downsizing and restructuring and offers good insight into the value of employee retention using examples of Boeing and McDonalds to demonstrate the kinds of employees an organization would be at risk to lose following a spike in turnover and the costs to replace them. This article supports this study in stating that turnover costs can be high and reducing turnover will save those costs, as well as the desirability of keeping valued employees within the organization, as replacing them with lesser talents will hurt the company.

Cooil, B., Aksoy, L., Keiningham, T., & Maryott, K. (2009). The relationship of employee perceptions of organizational climate to business-unit outcomes. *Journal of Service Research, 11*(3), 277-294. doi: 10.1177/1094670508328984

**Abstract.** There has been an extensive exploration of how organizational climate is related to various business outcomes, but these studies have generally examined outcomes separately or developed unvaried measures that combine outcomes. These approaches fail to (a) accommodate the multivariate character of important business results and (b) facilitate the firm's need to achieve success on several dimensions. This research proposes a methodological approach new to the service domain to address these

issues. Using data from a large, multinational retail grocery superstore based in continental Western Europe, this study illustrates how multivariate partial least squares (MPLS) models can be used. MPLS provides three interpretable factors of climate—Overall Organizational Climate, Self-Efficacy Versus Leader's Efficacy, and Personal Empowerment Versus Management Facilitation—that are important predictors of three business outcomes: employee retention, customer satisfaction, and scaled revenue. The use of the MPLS approach in other services domains is also explored.

**Summary.** This article looks at the importance of examining the organizational climate within a company and assessing the impact on employees and productivity. While there is no specific mention of management citizenship or organizational citizenship behaviors, the defined foundations of these behaviors are a part of this study in looking at the employee relationships and how employees' perceptions of the organizational climate in the workplace may positively or negatively impact employee retention. This article also examines the relationship of organizational climate to customer satisfaction and the financial performance of the company, both of which have data to support positive outcomes for citizenship behaviors. To complete this research the authors developed a multivariate partial least squares (MPLS) model to accommodate the fact that multiple variables (Overall Organizational Climate, Self-Efficacy Versus Leader's Efficacy and Personal Empowerment Versus Management Facilitation) affect the business outcomes of employee retention, customer satisfaction, and scaled revenue, both individually and in combination. Additionally, the authors explored factors of Self-Efficacy Versus Leader's Efficacy by examining how the employee interacts with management and the perceived quality of management.



Nielsen, T., Hrivnak, G. & Shaw, M. (2009). Organizational citizenship behavior and performance: A meta-analysis of group-level research. *Small Group Research*, 40(5), 555-577. doi: 10.1177/1046496409339630

**Abstract.** Most of the research on the relationship between organizational citizenship behavior (OCB) and performance has been conducted at the individual level. During the past 10 years, however, group-level research on that relationship has begun to appear. This article meta-analytically reviews 38 independent samples ( $N = 3,097$ ) in which the relationship between OCB and performance was studied at the group level. The analyses in this study suggest a positive overall relationship between OCB and performance ( $\rho = .29$ ), as well as the presence of several moderating variables. The theoretical implications of these findings are discussed, and some suggestions for future research are offered.

**Summary.** This article steps outside the individual focus of OCB and analyzes the relationship of a team-dynamic and OCB. Group-level OCB is distinct from individual-level OCB as it regulates social interaction and influences social identity, from which management and leadership within an organization can benefit by acknowledging the value of promoting an interactive team environment. When OCBs become the consistent team behavior within groups, they are likely to enhance coworker productivity and improve the performance of that group as well as increase group member interactions, which aids the dissemination of information, a critical factor related to effective team performance. The study in this article supports the concept that a relationship between overall group OCB and performance was both positive and significant, including OCB behaviors in organizational leadership.

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology, 94*(1), 122-141. doi:10.1037/a0013079

**Abstract.** Although one of the main reasons for the interest in organizational citizenship behaviors (OCBs) is the potential consequences of these behaviors, no study has been reported that summarizes the research regarding the relationships between OCBs and their outcomes. Therefore, the purpose of this study is to provide a meta-analytic examination of the relationships between OCBs and a variety of individual- and organizational-level outcomes. Results, based on 168 independent samples ( $N = 51,235$  individuals), indicated that OCBs are related to a number of individual-level outcomes, including managerial ratings of employee performance, reward allocation decisions, and a variety of withdrawal-related criteria (e.g., employee turnover intentions, actual turnover, and absenteeism). In addition, OCBs were found to be related ( $k = 38; N = 3,611$  units) to a number of organizational-level outcomes (e.g., productivity, efficiency, reduced costs, customer satisfaction, and unit-level turnover). Of interest, somewhat stronger relationships were observed between OCBs and unit-level performance measures in longitudinal studies than in cross-sectional studies, providing some evidence that OCBs are causally related to these criteria. The implications of these findings for both researchers and practitioners are discussed.

**Summary.** This article is critical in tying organizational citizenship behaviors and the consequences related to both the presence and lack of OCB. This research covers the relationship between a lack of OCB and how this absence connects to low morale, absenteeism and high turnover, as well as the rewards of an environment that fosters

OCB, including higher productivity and positive outcomes for both the individual and the organization. Overall this article most closely ties the problem statement and research questions with the intended audience.

One of the most beneficial pieces of information that can be passed on to the intended audience for this study is the proven result of the authors' *Hypothesis 6*, which states that OCBs will be positively related to a variety of unit and/or organizational effectiveness measures, including unit productivity, efficiency, profitability and the reduction of costs. Senior leaders within most organizations are primarily focused on promoting optimal performance against these measures and how they related to top and bottom line growth, so understanding how OCB positively affects unit-level performance and results-driven goals will be beneficial in demonstrating the value of OCB within an organization.

Rubin, B., & Brody, C. (2011). Operationalizing management citizenship behavior and testing its impact on employee commitment, satisfaction, and mental health. *Work and Occupations*, 38(4), 465-499. doi: 10.1177/0730888410397924

**Abstract.** How can employers create conditions that foster satisfied, psychologically healthy, and committed employees? To answer that, the authors build on Hodson's concept of management citizenship behavior (MCB). The authors incorporate managers' ethical and family-supportive behaviors as essential components of MCB. The authors operationalize these constructs using data from the National Survey of the Changing Workforce. The study results demonstrate strong positive effects of MCB on employees' commitment, job satisfaction, and mental health and support the inclusion of the additional components. This research contributes to the literature on worker attitudes and

behaviors has clear implications for managers concerned with these enhancing the workplace.

**Summary.** This article offers one of the strongest foundations for the arguments made for organizational and management citizenship behavior in this study. The in-depth research and history offered in the article provide insight into the positive effects of MCB in the workplace and in the increased morale and job satisfaction of employees that ensue when MCB is practiced. The article demonstrates the concepts of reciprocity and trust between management and subordinates as well as supporting the concept of building a strong reputation for management through increased MCB. Further, this article expands on the role of managers' ethical behaviors and how important business ethics are both internally and externally to the organization. Additionally, the article explores the impact when organizations provide assistance to help employees reach a steady work-family balance, arguing that employers should treat employees with respect when employees are dealing with dual demands of work and family. This article combines MCB into four components: relational behaviors, operational competence, ethical behavior and work-family balance support. Understanding these components can assist leaders who are interested in promoting MCB in their organizations to create a culture with increased reciprocity and trust between managers and those managed, as well as improved loyalty to create a positive environment that serves all employees and the organization as a whole.

Sharoni, G., Tziner, A., Fein, E. C., Shultz, T., Shaul, K., & Zilberman, L. (2012).

Organizational citizenship behavior and turnover intentions: Do organizational culture

and justice moderate their relationship?. *Journal of Applied Social Psychology*, 42(S1), E267-E294. doi: 10.1111/j.1559-1816.2012.01015.x

**Abstract.** The hypothesized moderating effects of the dimensions of organizational justice and organizational culture on the relationship of organizational citizenship behavior (OCB) and turnover intentions were examined. Results from a sample of 102 employees revealed support for the interactive effects of the dimensions of organizational justice and organizational culture and OCB in relation to turnover intentions. Moreover—and contrary to expectations—in addition to their interactive (moderating) effects, organizational justice as well as 2 of the organizational culture dimensions emerged as independent variables linked to turnover intentions. The theoretical implications of the results and directions for future research are discussed.

**Summary.** This article acknowledges the importance of organizational citizenship behavior as a highly valuable contribution to the effective functioning of an organization and pursues the idea that employees performing extra-role behaviors have a lower turnover rate in an organization. The article states the cost of turnover is particularly crucial among high OCB employees whose extra-role behaviors support peers and the entire organization under difficult circumstances. The overall argument presented by the authors is that when an organization's environment indicates to high OCB employees that their behavior is reciprocated by management and valued, this environment will lead to employee retention. The article outlines how organizational justice and organizational culture promote OCB in environments with an emphasis on highlighting supportiveness, teamwork and growth orientation. The results of the study cited in this article indicate that high OCB is negatively associated to turnover intentions by employees in

organizations that are highly supportive, team-oriented and detail-oriented, as well as demonstrating there are high turnover intentions in organizational cultures with low OCB.

### **Category B: Fostering OCB and MCB in the Workplace**

Bolino, M., Turnley, W., & Averett, T. (2003). Going the extra mile: Cultivating and managing employee citizenship behavior [and executive commentary]. *The Academy of Management Executive (1993-2005)*, 17(3), 60-73. doi: 10.5465/AME.2003.10954754

**Abstract.** An organization's ability to elicit employee behavior that goes above and beyond the call of duty can be a key asset and one that is difficult for competitors to imitate. Researchers have given a label to the superior efforts that employees make on behalf of their organizations-organizational citizenship behavior. Given the value of citizenship behavior, it is important to gain a better understanding of what organizations can do to cultivate a workforce of good organizational citizens. This article provides an overview of the factors that are responsible for producing citizenship behaviors. Based on these factors, we explain how organizations can develop practices that foster and sustain employee citizenship. Finally, the article describes how citizenship behaviors must be monitored and properly managed in order for such behaviors to have enhancing rather than deleterious effects on organizational and employee performance.

**Summary.** This article offers a definition of employee citizenship, provides an overview of the factors that are responsible for producing citizenship behaviors and explains how organizations can develop practices that foster and sustain employee citizenship.

Recommendations for how an organization can develop these practices are to establish human resource management (HRM) systems that encourage employee citizenship, with

a focus on recruitment and selections, employee training and development, performance appraisals, and compensations and benefits. Further, the article describes how citizenship behaviors must be monitored and properly managed in order for such behaviors to have enhancing rather than deleterious effects on organizational and employee performance.

This article is one of the primary supporting pieces for this study which has proved to be invaluable in content, resources and suggestions. There are many helpful and descriptive examples and a clear outline of positive and negative factors of employee citizenship.

Borman, W. (2004). The concept of organizational citizenship. *Current Directions in Psychological Science*, 13(6), 238-241. doi: 10.1111/j.0963-7214.2004.00316.x

**Abstract.** This article describes the construct of citizenship performance and summarizes some of the industrial organizational psychology research on organizational citizenship. Citizenship performance is defined as behaviors that go beyond task performance and technical proficiency, instead supporting the organizational, social, and psychological context that serves as the critical catalyst for tasks to be accomplished. The research reviewed addresses these topics: (a) the weights supervisors place on task and citizenship performance when making judgments about organization members' overall performance; (b) whether personality predicts citizenship performance better than task performance; (c) links between citizenship performance and organizational effectiveness; and (d) relations between organizational characteristics such as justice in the workplace and citizenship performance. Citizenship on the part of organization members is important in contemporary organizations. Because of current trends, such as increased global competition, greater use of teams, continuing downsizing initiatives, and more emphasis

on customer service, citizenship performance is likely to be important in the foreseeable future, as well.

**Summary.** This article describes the general components of citizenship performance and summarizes some of the industrial psychology research on organizational citizenship. The author defines citizenship performance and provides the psychological context for organizational citizenship. Several portions of this article proved to be helpful in fleshing out the scope of this research. One historical origin of the concept was explored and a conceptual model of citizenship performance was outlined. The author also discusses the role that the personalities of the individual employees play in achieving organizational citizenship behaviors, the role of supervisors/managers in promoting the employee citizenship-type behaviors and finally, the role of the overall organization and how it contributes to the influence of employee citizenship.

Hodson, R. (2002). Management citizenship behavior and its consequences. *Work and Occupations*, 29(1), 64-96. doi: 10.1177/0730888402029001004

**Abstract.** The current article develops the concept of management citizenship behavior (MCB) as a complement to the widely used concept of organizational citizenship behavior. The concept of MCB facilitates an analysis of the behavior of managers as contributors to organizational viability. The author uses data coded from the population of organizational ethnographies ( $N = 108$ ) to evaluate the determinants and consequences of MCB. Unstable product markets result in lower levels of MCB. Product market competition, however, appears to encourage MCB. In turn, MCB exerts a strong positive effect on organizational citizenship behavior and also reduces conflict between employees and managers and infighting among employees. MCB thus functions both as a



mediator of organizational effects and as a strong independent influence. Increased attention to the causes and consequences of management citizenship behavior may assist in the identification of optimal conditions for organizational success and for meaningful work.

**Summary.** This article provides strong support for the need for management citizenship behaviors in an organization and demonstrates the positive impact of MCB in the workplace and the negative consequences of a lack of MCB. This article provides a definition for MCB, expands on its relationship to employee citizenship behavior (ECB) and demonstrates the possibilities of how combining and enhancing both MCB and ECB in an organization can establish new positive opportunities for organizational citizenship behavior. The author describes how an organization can establish MCB by fostering (a) trust, (b) legitimacy, (c) reciprocity, (d) organizational justice, and (e) workplace norms. This study also looks at the causes of and influences on MCB from both market and organizational factors, which generate pressures and opportunities that encourage or discourage MCB, including (a) market factors, (b) organizational factors, (c) labor market factors, and (d) occupational characteristics. Finally, both the positive and negative consequences of MCB are evaluated and include (a) employee citizenship behavior, (b) employee-management conflict, and (c) work group infighting. This article provides overall support for MCB and positive outcomes for it in the workplace.

Strauss, K., Griffin, M., & Rafferty, A. (2009). Proactivity directed toward the team and organization: The role of leadership, commitment and role-breadth self-efficacy. *British Journal of Management*, 20(3), 279-291. doi: 10.1111/j.1467-8551.2008.00590.x

**Abstract.** Employees' proactive behaviour is increasingly important for organizations seeking to adapt in uncertain economic environments. This study examined the link between leadership and proactive behaviour. We differentiated between organizational leadership and team leadership and proposed that transformational leadership by team leaders would enhance commitment to the team, which would predict team member proactivity. In contrast, transformational leadership by leaders of the organization would enhance commitment to the organization, which we expected to predict organization member proactivity. Transformational leadership on both levels was expected to increase employees' role-breadth self-efficacy, the confidence necessary to engage in proactive behaviour. Our results demonstrate the importance of leadership as an antecedent of proactive work behaviour and suggest that leadership at different levels influences proactivity via different mediators. Transformational team leaders seem to facilitate proactivity by increasing employees' confidence to initiate change. Transformational organizational leaders on the other hand increase proactivity by enhancing employees' commitment to the organization.

**Summary.** This article focuses on the connection between proactive work behaviors from employees and the leadership of an organization, and provides information about the reasons employees engage in proactive behaviors and the way leaders support them in doing so. The study referenced in this article distinguishes between proactivity and other forms of work performance, as well as identifying the distinction between behaviors directed toward the team as well as the organization. The study results suggest management and leadership within an organization have an important role in developing positive employee feelings for and attachment to an organization, and demonstrates the

process is especially important in engaging employees in proactive behaviors that are directed toward changing the broader organizational context rather than changing just one team or department. Additionally, this study identifies a relationship between organizational commitment and proactivity, indicating that employees who feel a strong attachment to the organization are more likely to be loyal and have strong positive feelings about a company. The study demonstrates how team leaders can enhance the commitment of the individual team members by exhibiting strong citizenship behaviors, which in turn can increase proactivity and productivity; the study also shows how positive leadership from executive management positions develops affirmative employee commitment to the organization. Finally, the results of the study demonstrate that role-breadth self-efficacy is a mechanism through which management can increase behaviors that are important to the organization's performance.

Vey, M., & Campbell, J. (2004). In-role or extra-role organizational citizenship behavior: Which are we measuring?. *Human Performance*, 17(1), 119-135. doi: 10.1207/S15327043HUP1701\_6

**Abstract.** This study examined the extra-role nature of behavioral items from a popular measure of Organizational Citizenship Behavior (OCB). Presented with a list of both OCB items and items reflecting in-role behaviors, a majority of participants (85% or more: N = 248) categorized 17 of 30 OCBs as in-role work behaviors. Items tapping OCBs in the conscientiousness and courtesy dimension were considered in-role more frequently than items in other OCB dimensions. Altruism and civic virtue items were more frequently considered extra-role than items in other OCB dimensions. Negative relationships between supervisory experience and the propensity to view altruism,

courtesy, and sportsmanship OCBs as in-role were found. Implications for future research and recommendations for OCB scale use are discussed.

**Summary.** This article examines the difference between management and a subordinate's expectations of what defines organizational citizenship behaviors as either "in-role" or "extra-role" items, meaning the difference between behaviors that are considered a part of the job versus behaviors that go above and beyond the expectations. As employee or organizational citizenship is considered to be the behaviors of employees to go above and beyond the roles and responsibilities of their job requirements, it is relevant to explore the perception of what defines above and beyond. The findings of the study show that younger workers in organizations have more behaviors they feel are expected to be a part of the job than do older workers, which can set the stage for disparity or confusion in the workplace where management is traditionally made up of an older demographic. This disparity in age ranges and expectations can create tension, with younger workers having the perception they are working harder than their managers, which will challenge the relational aspect of management citizenship behavior as subordinates may feel disrespected by leadership. These findings support the study, demonstrating unselfish behaviors and civic virtue characteristics are now considered more in-role as opposed to extra-role than in previous OCB research.

Vlachoutsicos, C. (2011). How to cultivate engaged employees. *Harvard Business Review*, 89(9), 123-126.

**Abstract.** Everybody knows that an empowered team enhances everyone's performance, including the manager's. Vlachoutsicos, of the Athens University of Economics and Business, argues that the vital, particular ingredient in buoying employees is fostering a

sense of mutual dependence, or "mutuality," every time you interact with subordinates. He offers six lessons in achieving mutuality: 1. Be modest. Specifically, avoid talking about your track record and instead focus on your people's present needs. 2. Listen seriously--and show it. Don't assume that folks recognize how attentive you are. Make sure the outward signs reflect it. 3. Invite disagreement. But deliver the invitation artfully so that people really do pipe up. 4. Focus the agenda. Don't let discussion run amok in the name of openness. Streamline it so that the progress is palpable to all participants. 5. Don't try to have all the answers. See yourself more as a catalyst for problem solving than as a problem solver per se. 6. Don't insist that a decision must be made. Give the decision-making process time to breathe, even if that sometimes means delaying a conclusion. The author richly illustrates each of these lessons with a compelling story from his lifelong experience.

**Summary.** This article is written by a highly respected and multiple-award recipient business management expert who has spent his career working as an organizational consultant as well as teaching MBA courses on management and policy issues. The article discusses the author's experiences during his history of consulting organizations on how to cultivate employee citizenship and engagement, and highlights specific examples of changes management can make to promote engagement amongst employees. Key recommendations include the concept that to be successful managers must see themselves more as catalysts for problem solving rather than the actual problem solvers, as well as suggesting managers view every interaction with subordinates as a chance to tap their expertise and encourage them to express what they really think, as opposed to managers viewing subordinate interactions as formal one-on-one meetings. The

experiences shared are described as familiar and common issues the author has seen throughout his career, and provides examples of managers intending to behave in the best manner, but instead, unfortunately damaging the relationship between manager and subordinate, resulting in low morale and poor employee citizenship. The article offers guidance for how managers can engage, empower and motivate employees to be loyal, satisfied with leadership and contribute their knowledge and experience to the organization.

Wright, T. A. & Huang, C.-C. (2012). The many benefits of employee well-being in organizational research. *Journal Organizational Behavior*, 33, 1188–1192.  
doi: 10.1002/job.1828

**Abstract.** We undertake three objectives in this *Incubator*. We begin with a discussion of how well-being has been considered in organizational research. Second, we provide an overview of the relationship between employee well-being and such workplace outcomes as job performance, employee retention, and cardiovascular health. Third, we introduce exciting research directions.

**Summary.** This article provides insight to the factors of a workplace lacking in environmental well-being, where poor job performance and high turnover are a result. While health, happiness or “well-being” are generally focused outside the workplace, when viewed within an organization the negative side effects of an unhappy or unhealthy work environment are significantly related to a number of work outcomes and can result in low morale, poor productivity, increased sick days or absenteeism, workplace accidents, and diminished engagement, all which can have a negative impact on the profitability or productivity of a company. This article also suggests that management

and leadership within an organization exhibiting positive well-being and strengths of character such as industry, gratitude, honesty, courage, and kindness may through their actions also foster the display of these positive characteristics in their subordinates, which highlights the relational and operational competence highlighted in the definition of management citizenship behavior.

### **Conclusion**

This annotated bibliography presents and summarizes 15 articles that discuss and define organizational, employee and management citizenship behavior, and demonstrate how the behaviors, when embraced by an organization, have positive consequences such as reduced turnover, increased employee morale and higher productivity. The study further establishes the negative consequences of a lack of these citizenship behaviors, which can be demonstrated with an increase in employee turnover, tardiness and absenteeism, which result in decreased productivity and lower morale.

Specifically, this annotated bibliography identifies the impacts of these behaviors in the workplace, highlighting the high financial costs due to employee turnover and replacement, as well as decreased productivity, which ultimately can damage the organization's reputation and budgetary or financial goals while further negatively impacting the morale of existing employees. High levels of management citizenship behavior (MCB) and organizational citizenship behaviors (OCB) have been proven to diminish the negative consequences and positively increase organizational performance and morale.

One of the main reasons OCBs and MCBs are desirable is they are anticipated to positively relate to processes of organizational effectiveness (Podsakoff et al., 2009, p. 122). While the concept of management citizenship behavior is not new, the research on specific means for organizations to promote MCBs in their employees is not as well developed as the research devoted to the promotion of OCBs. Nevertheless, the research provided in the annotated bibliography provides the characteristics that organizations should foster in their managers if they wish them to embody MCBs, and also demonstrates how management citizenship behavior positively and negatively influences employee citizenship behavior.



### **Approaches to Promote Management Citizenship Behavior in an Organization**

Corporate culture describes the norms, beliefs, and values of an organization; thus, an organization that fosters a culture where managers behave in a manner that emphasizes going the extra mile for the company, its customer or other employees is likely to develop a workforce comprised of good citizens (Bolino, Turnley & Averett, 2003, p. 67). According to Bolino, Turnley and Averett (2003, p. 66), organizations that wish to establish and reward citizenship behaviors should focus on the extent to which employees engage in such behaviors, rather than the extent to which employees possess positive personality traits when evaluating the performance. While recruitment and selection of employees exhibiting organizational citizenship behaviors is important, organizations that wish to promote citizenship behaviors should also set the expectation with their managers that such behaviors are important and institute the appropriate rewards system so managers have a means to incent their employees to engage in citizenship behaviors.

Hodson (2002) identifies trust, legitimacy, reciprocity, organizational justice, and workplace norms as necessary foundations for the establishment of MCBs. Hodson (2002) surmises that trust can be established by managers and employees having regular interactions rooted in honesty to build trusting and collaborative relationships and form the foundation for how the relationships will build in the future (p. 66). Hodson (2002) also cites Whitener et al. (1998) in outlining five aspects of management behavior as crucial to the establishment of trustworthiness: (a) consistency, (b) integrity, (c) sharing and delegation of control, (d) communication, and (e) demonstration of concern (p. 66). Hodson (2002) identifies the need for organizations to outline the exact behaviors expected from managers in each of these aspects,

along with the challenges in accomplishing the behaviors in abstract aspects such as consistency and integrity (p.66).

Hodson (2002) cites Heckscher (1994) when defining the “concept of consultative legitimacy to describe forms of legitimacy based on shared voice rather than on managerial fiat or bureaucratic rules” (p. 67). An organization can ensure that a manager’s power is seen as legitimate by ensuring that managers and workers are held to the same set of norms for behavior (Hodson, 2002, p. 67). A manager can encourage the ideal of reciprocity by developing and maintaining a productive organizational culture and respecting workers’ rights; in return, the worker’s role is to give extra mental and physical effort (Hodson, 2002, p. 67). Hodson (2002) cites a number of sources when outlining ways that managers can establish reciprocity: providing training opportunities (Leana & Van Buren, 1999), job security (MacDuffie & Kochan, 1995; Uzzi & Barsness, 1998), internal labor markets for promotions (Tsui et al., 1997), and respect for workers’ rights (Kelly & Dobbin, 1999). While an individual manager can provide the above components as a means of inspiring a sense of reciprocity with workers, the organization itself must provide the resources, support and organizational culture in order for managers to do so.

Hodson (2002) states that organizational justice is “frequently identified as a central precursor for employee citizenship behaviors” (p. 67) and expands in stating the “measurement strategy for identifying organizational justice highlights subjective experiences of justice but leaves the specifics of actual management practices unexamined” (p. 68). Finally, Hodson (2002) cites Barnard (1950) and Drucker (1986) in asserting “management norms involve at least two areas of activity: (a) ensuring the technical viability of production and (b) developing organizational social capital and respecting workers and their rights” (p. 68). Organizations that

wish to promote MCBs need to recognize, encourage and reward the behaviors and characteristics that managers who engage in MCBs embody.

Rubin and Brody (2011) build upon Hodson's (2002) concept of management citizenship behavior by introducing specific attributes and actions that managers who practice MCB embody. Like Hodson (2002), Rubin and Brody (2012) identify trust, reciprocity and legitimacy as factors that reinforce MCB and that are also at the core of behaviors that are also commonly understood as ethical, which is important as ethical behavior is a key component to operational competence (p. 475). The authors distill MCB into four components: relational behaviors, operational competence, ethical behavior and work-family balance support. The relational behaviors required of a manager who wishes to demonstrate MCBs include the norms of reciprocity, a mechanism by which management behaviors such as earning trust and respect and building social support produces positive employee outcomes (Rubin & Brody, 2011, p.472). Operational competence refers to the norm that managers provide a workable technical system of production, informing employees of job related tasks and providing the equipment, budget and people necessary to be successful (Rubin & Brody, 2011, p.479). Finally, Rubin and Brody (2011) recommend that managers endeavor to provide work/life balance for their employees, making the argument that "managers' behavior toward work-family balance should also be included in the construct of management citizenship" (p. 476). Like Hodson (2002), the message that organizations who wish to promote MCBs can glean from Rubin and Brody (2011) is the need to hire managers who exhibit the behaviors that promote MCBs and to consciously encourage and reward these behaviors.

Wright and Huang (2012) do not explicitly refer to the concept of management organizational behavior, but do describe the positive outcomes that occur when managers display

positive characteristics such as industry, gratitude, honesty, courage, and kindness (p. 1191). Wright and Huang (2012) make the point that managers who display these behaviors are exhibiting positive well-being and strengths of character, and thus will encourage these same characteristics in their employees (p. 1191). Organizations that value these behaviors should therefore consciously recognize and reward the managers who exhibit them.

### **Management Citizenship Behaviors' Influence on Employee Citizenship Behavior**

According to Hodson (2002), MCB is one of the strongest predictors of employee citizenship behavior (ECB), which suggests MCB has a powerful role in the determination of important workplace outcomes which have significant positive and negative consequences for the overall organizational success and for the well-being of employees (p. 89). Management citizenship behavior "is expected to encourage employee citizenship and to reduce both vertical and horizontal conflict in the workplace because of the establishment of reciprocity in the pursuit of agreed upon goals" (Hodson, 2002, p. 73). Employees who work for managers demonstrating MCB are more "frequently motivated to go above and beyond the call of duty for the benefit of the organization" (Bolino, Turnley & Averett, 2003, p. 62). According to Rubin and Brody (2011), the positive impacts of MCB speak to how employees develop work orientations, commitment, job satisfaction, and motivation, as well as subjective mental health issues related to employees' well-being (p. 489).

Sharoni et al. (2012) state that "since MCB has such a beneficial impact, researchers have investigated its relationship to a full range of organizational outcomes, such as performance evaluation and withdrawal behaviors" (p. 268) and have found a connection between unhappy employees who do not embody OCBs or ECBs and turnover intentions. According to Strauss, Griffin and Rafferty (2009), organizational leadership and organizational commitment are

directly related and result in proactive behaviors from team members within the organization (p. 287). Similarly, team leadership is “positively related to role-breadth self-efficacy, which in turn positively relates to team member proactivity” (Strauss, Griffin & Rafferty, 2009, p. 287).

According to Strauss, Griffin and Rafferty (2009), leaders at both the executive leadership and managerial level have a significant role in developing the proactivity of employees, indicating that MCB on behalf of leadership will have a particularly important role in cultivating ECB in the workplace and impacting employees’ confidence in suggesting and implementing new ideas (p. 288). “Leadership at different levels are likely to enhance commitment at corresponding organizational levels, as distant senior leaders might still enhance employees’ commitment to their work group and immediate supervisors can influence followers’ organizational commitment” (Strauss, Griffin & Rafferty, 2009, p. 283). Executive leadership can positively impact the level of employees’ commitment to the overall organization by demonstrating MCB, and direct managers exemplifying MCB can positively affect employees’ commitment to their departments or teams (Strauss, Griffin & Rafferty, 2009, p. 283). Executive leadership will benefit greatly from understanding that demonstrating MCB in the workplace can create the greatest opportunity to impact OCB and ECB within an organization, thus influencing an environment related to employee loyalty and commitment rather than a specific focus on individual productivity or effectiveness. Loyalty and commitment are important in encouraging those proactive behaviors from employees that are directed toward positively changing the broader organizational context rather than a separate department or team (Strauss, Griffin & Rafferty, 2009, p. 288).

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