

## **Determinants Analysis of Organizational Citizenship Behaviors**

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Doi: 10.19044/esj.2018.v14n2p234 [URL:http://dx.doi.org/10.19044/esj.2018.v14n2p234](http://dx.doi.org/10.19044/esj.2018.v14n2p234)

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### **Abstract**

The purpose of this work is to identify the most representative components and dimensions of the Organizational Citizenship Behaviors within the Moroccan context.

The first phase of this paper lies on a theoretical framework defining the individual performance concept, and then we will emphasize the different Organizational Citizenship Behaviors' theories.

The method involves an exploratory qualitative inquiry based on directive interviews with executives working in the private companies located in the region of Rabat.

The present study reassessed the finding of the existing theories in a purposive sample and in a different context.

By identifying the different components of the contextual performance within the Moroccan context we can link several organizational behaviors in the same model, which will pave the way to a confirmatory study.

This will allow for more organizationnal consideration of contextual performance and may direct future research on performance management.

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**Keywords:** Contextual performance, individual performance, Organizational Citizenship Behaviors, commitment, conformity, altruism, citizen performance.

### **Introduction:**

According to many researchers, individual performance at work is a concept at the crossroads of a number of equally important disciplines. These include Organizational Behavior, human resources management, industrial psychology, management, etc.

However, the interest in this notion will only be significant after the 1990s, notably thanks to the work of: Campbell (1990); Sager (1992); Borman

& Motowildo(1993); Viswesvaran(1993); Gasser & Oswald (1996) Organ (1997); Coleman and Borman (2000); Pulakos et al. (2000); Sackett (2002); Motowidlo (2003); Charles-Pauvers et al. (2007), etc.

These papers have gradually overcome the lack of studies on this subject, focusing in particular on the identification of indicators and dimensions relating to the measure of individual performance at work, taking into account all the constraints that come into play in this regard.

Thus, particular attention will be given to all dimensions relating to the individual and which constitute factors facilitating more or less the achievement of performance, such as psychological well-being, motivation, satisfaction with the material conditions of work, the general business environment, organizational justice, and so on.

## **1. Theoretical framework**

When it comes to contextual performance or citizenship behaviors, one of the most recognized definitions is the one made by Motowildo (2003), who estimates that performance at work corresponds to a "total value expected by organizing the episodes of discrete behavior that an individual exercises during a given period of time" (Motowildo,2003,p.39).

Many researchers are unanimous in considering that performance must be understood in several dimensions corresponding to the various behaviors, which can affect the achievement of the company's goals and, consequently, the performance targeted by the company.

### **1.1 Individual performance:**

While Campbell (Charles-Pauvers et al., 2006) is a researcher in the area of individual performance, it is obvious that he is a pioneer not only in terms of modeling individual performance, but also and especially when it comes to various factors which are likely to be taken into account in this respect.

Indeed, the main interest of the model of Campbell lies precisely in the fact that it is multi-factor model, which means, it allows the highlighting and evaluation of a series of determinants related to behaviors and attitudes leading to individual performance.

These determinants were divided into eight different factors. These factors, as Charles-Pauvers et al. (2007) point out, are distinguished by three main characteristics:

- Generics : They are adaptable to any type of organization whatever the nature of the jobs, internal organization and market constraints;
- Universal : They are observable in any type of organization;
- Independent : One or more factors may relate to a particular job; thus, they are all necessarily used for both a position or a function where one

will be satisfied with only a few. But all these factors will have to be used for all jobs within the same company.

It is precisely because of these three main characteristics that the Campbell model is considered, by many researchers like Charles-Pauvers and al. (2006), to be the most flexible and practical for efficient implementation of a number of procedures to measure individual employee performance especially if we take into account the wide range of jobs and responsibilities.

It is certainly for this reason that the model of Campbell (1990), called multifactorial, constitute a reference model for many work papers on the modeling of individual performance throughout the years 1990 and 2000. It should also be noted that this model has inspired the work of many researchers such as Borman and Motowildo (1993) who, in turn, have studied the same issue of modeling individual performance at work.

Thus, they believe that in order to be able to apprehend individual performance in a more relevant and operational way, the researcher must subdivide it into two parts:

- Performance in the task;
- Contextual performance

According to Borman and Motowildo (1993), Motowidlo and Van Scotter, (1994) and Borman and Motowidlo (1997), these two components have since been adopted by most managers throughout the world to evaluate the performance of their various employees and collaborators, in companies of different natures, sizes and sectors.

However the main interest of such a model, as many studies confirm, such as those of Motowidlo and Van Scotter (1994); Borman, White and Dorsey (1995); Or McKenzie, Van Scotter and Motowidlo (1996), is the fact that empirical results have confirmed the relevance and appropriateness of subdividing performance into contextual performance and task performance.

Our study will emphasizes the contextual performance or as some researchers name it “Organizational Citizenship Behaviors”

### **1.2 Contextual performance :**

The contextual performance corresponds, according to Borman and Motowildo (1993); (1997) to the considerations that go beyond the task or the activity carried out by the employee and which concern more precisely a certain number of behaviors favoring any form of organizational effectiveness via their bearing in particular on the psychological, social and organizational contexts of work .

Also, Borman and Motowidlo (1997) add that in view of changes in the world of work, especially regarding the managerial procedures (teamwork, project management, customer-oriented management, empowerment, etc.),

Contextual performance tends more and more to impose itself and to acquire its titles of nobility.

Moreover, researchers such as Walz and Niehoff (1996) or Podsakoff et al. (1997) point out that this is all the more true given that contextual performance indicators fit perfectly with a number of indicators of organizational effectiveness such as organizational flexibility or productivity.

Concerning the dimensions of contextual performance, Borman and Motowidlo (1993, 1997) delineate them in five dimensions:

- 1- To persist enthusiastically and to make efforts to accomplish its tasks successfully;
- 2- Voluntarily engage in tasks and activities that do not form part of his work;
- 3- Helping and cooperating with others;
- 4- Follow organizational rules and procedures;
- 5- Genuinely endorse, defend and support organizational objectives.

Borman and Motowidlo (2000) proposed an integrating model of contextual three-dimensional performance:

- 1- Interpersonal citizen performance: it corresponds to behaviors that affect colleagues at work, in a positive way. This is mainly the behavior of helping colleagues within the company (Altruism) as well as behaviors favoring professional efficiency (Interpersonal Consciousness).

Such behaviors have an undeniable positive impact on the social and organizational context of work. They contribute to the improvement of interpersonal communication, cooperation, coordination. And this is how individual performance becomes an effective lever of collective performance.

- 2- Organizational citizen performance: it refers to behaviors related to the employee's loyalty to his company and his commitment to achieving the company's objectives, not to mention its submission to organizational standards and procedures.

Organizational citizen performance has an impact on the psychosociological context of work in that they develop behaviors valued by the organization.

- 3- The conscientious mind towards the task / work: it corresponds to the behaviors which are prioritized outside the precise role relating to each function and / or responsibility, but which the employee agrees to make on a voluntary basis. Thus having a conscientious mind in the task is for the employee to perform tasks that are not part of his job or to make efforts to optimize his performance.

### **1.3 Citizen performance:**

Coleman and Borman (2000) also addressed the same issue of contextual performance that they called citizen performance.

Thus, these two researchers relate the so-called citizen performance to a whole series of behaviors that are not included in the contractual documents linking employees to employers (contract of employment, collective agreement, etc.) or in job references, and that workers are Likely to adopt in the course of their duties.

Coleman and Borman distinguish 27 contextual performance behaviors that they consider to be citizen performance. These behaviors were highlighted by these two researchers using different models of organizational citizenship: Graham (1986); Organ (1990); Smith et al., 1983); Pro-social organizational behaviors: Brief and Motowidlo (1986) and contextual work: Motowidlo and Van Scotter (1994); Borman and Motowidlo (1993) (1997).

Moreover, it should be pointed out that the concept of organizational citizenship cannot be approached without evoking the theories of social exchange, such as Coyle-Shapiro, Shore, Taylor and Tetrick (2004) have developed them; Which implies that organizational citizenship behaviors imply a relationship of exchange between the employee and his or her company and that these behaviors are implemented by the employees in order to achieve the objectives of the company.

It should be noted, however, that behaviors relating to organizational citizenship as behaviors that do not form part of the formal reward system have recently been challenged by a comparison with Borman and Motowidlo's (1993) Contextual performance; in this sense they can be imposed and / or objectified by the company.

Moorman (1991) agrees that organizational citizenship behavior must be integrated with work performance as its voluntary (spontaneous) and innovative behavior contributes to organizational effectiveness.

And this is just what other studies tend to show more and more. Thus, Van Scotter and Motowidlo (1996) or Conway (1999) are unanimous in considering that behaviors relating to contextual performance positively impact the overall performance of firms much more than would performance in the task.

Furthermore, to be more efficient, the new organizational configurations are now oriented much more towards interpersonal cooperation, initiative and interconnection between organizational objectives, as confirmed by Borman, Motowidlo and Schmit (1997).

## 2. Methods

The exploratory method was chosen as a methodological approach in order to study these organizational practices in the Moroccan managerial context and to understand the contextual performance representations.

We choose the private sector and even more managers from private companies in the Rabat-Salé region as practical cases to carry out our exploratory survey, for the reasons of accessibility and also to reach a representative population.

We have interviewed 16 managers working in different sectors, based on an interview guide, which allowed us to reiterate the different dimensions influencing contextual performance at work.

We limited ourselves to conducting 16 interviews, as we achieve the threshold of saturation.

More generally, this survey consisted of asking questions related to the conceptual framework of organizational citizenship behaviors at work to professionals from different organizations in order to draw conclusions confirming the assertions of the various authors quoted throughout our theoretical part drew up above.

That said, this exploratory phase will pave the way for a future confirmatory survey.

### Study sample

The saturation threshold was reached after conducting 16 interviews with individuals working in different companies and sectors of activity.

The sample we targeted is composed of executives between the ages of 30 and 45.

All interviewees have more than 5 years of experience in the same company.

*Sample*

<b>Activity sector</b>	<b>Number of companies</b>	<b>Number of interviewed</b>
<b>CONSULTING</b>	<b>2</b>	<b>4</b>
<b>INDUSTRIALS</b>	<b>2</b>	<b>3</b>
<b>TECHNOLOGY</b>	<b>2</b>	<b>5</b>
<b>BANKING</b>	<b>2</b>	<b>4</b>
<b>TOTAL</b>	<b>8</b>	<b>16</b>

## 3. Results and discussion

Questioning several interviewees allowed us to identify many variables appropriate to the Moroccan context, among these variables we distinguish a few that have already been mentioned in the theoretical part.

Considering the components of organizational Citizenship Behaviors of the managers interviewed, the qualitative study that we carried out with the

selected sample (16 employees), allowed us to confirm the theoretical models mentioned above.

The managers interviewed emphasized the dimensions composing the organizational citizenship behaviors; among these behaviors we distinguish the following.

### **3.1 Altruism behaviors**

The different altruist behaviors mentioned by the interviewees:

- To help other employees
- To replace colleagues who are unable to do their job during difficult times
- To comfort employees who have personal problems

Interviewees felt that altruism remains one of the most important factors that define their contextual performance at work. Many interviewees mentioned that altruistic behaviors expressed in the workplace, such as helping other employees to solve their problems at work and supporting them in difficult moments, demonstrate their organizational citizenship.

Altruism represents an important factor of Interpersonal citizen performance dimension (Coleman et Bormann, 2000).

Some interviewees said that altruism contributes to organizational effectiveness, which refers to Moorman (1991) theory.

### **3.2 The commitment behaviors**

The different loyalty behaviors mentioned by the interviewees:

- To give a good image of the company to external people
  - To defend the strategy and direction of the company
- Employees' commitment to the organization and loyalty to the company where they work are also key factors mentioned by the interviewees as organizational citizenship behaviors.

According to Coleman and Borman (2000) commitment and loyalty represent an essential part of Organizational Citizen Performance and one of the contextual performance dimensions.

### **3.3 Conformity behaviors**

The different behaviors mentioned by the interviewees:

- To respect working hours
- To respect the internal regulation
- To respect the different procedures within the company

Respect for company rules and internal laws are also part of the elements that, according to some interviewees, "explains the positive behavior of the employee within the organization" which has a strong impact on the smooth running of the work within the company.

Organizational conformity represents a part of Organizational Citizen Performance which is one of contextual performance dimensions, Coleman and Borman (2000).

### **Conclusion**

In conclusion, we must recognize that the contextual performance contains several variables among which altruism, conformity and commitment represent important dimensions.

Our empirical study helped us to confirm that there is a confirmed relation between existing theories (mentioned above) and organizational practices (highlighted by several interviewees) in the Moroccan context.

Therefore, the Moroccan context responds positively to the theories already developed by many researchers in different contexts and backgrounds.

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