ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN MANUFACTURING ORGANIZATIONS: THE INFLUENCE OF COMMITMENT, LEADERSHIP, AND TEAMWORK ON ALTRUISM

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ABSTRACT: *The purpose of this paper is to understand altruism behavior in manufacturing sector in Malaysia. Data for the survey were collected from Nov 2015 until Jan 2016 using self-administered questionnaires. There were 161 respondents from manufacturing firms participated in this study . The SEM-PLS results indicated that the proposed conceptual model explained about 50.1% of the variance related to the Altruism. Further analyses have shown positive significant effects between Teamwork, Leadership style, and Organisational Commitment towards Altruism behaviour. Generally, the results derived from this study have shown that the proposed model concisely explained the Altruism behaviour within the context of employees in manufacturing sectors in Malaysia. This study adds a new knowledge to the Organisational Citizenship Behaviour (OCB) literature from individual and organizational point of view. This study further reveal the viewpoints of the Malaysian manufacturing employees which can be utilized for the future OCB studies. This study also offers alternative means for organizations that value organizational citizenship behavior to begin to encourage it.*

Keywords: *Organizational citizenship behavior, Altruism, Commitment, Leadership, Teamwork*

1. INTRODUCTION

Research on citizenship behavior is manifestation of the growing interest in extra-role behavior in organizations. Collectively, prior studies pointed out that employees' individual behavior in a formal state of affair is only one facet of the individual behaviors in organizations. This study addresses two questions that are relevant to both researchers and practitioners. First, how does the incidence of citizenship behavior at the individual level influence the outcomes of interest to the organization such individual or departmental performance? Second, what are the relationships between the selected independent variables such as leadership, commitment and teamwork towards altruism - a specific dimension of organizational citizenship behavior?

Research in organizational behavior has traditionally focused on individual behaviors [1, 2, 3, 4], N. and their implications on the productive output of a particular organizations. The emphasis has been on the efficient utilization of available human resources, retention [6] and enhancement of those resources using techniques such as job design, training programs, reward systems and career progression plans. Previous studies have either focused on the improvements in individual skills/ efforts, or on the reduction of organizational costs such as those due to absenteeism [7], and turnover [8]. In contrast, this paper explores another dimension of individual behavior in the workplace, known as organizational citizenship. Citizenship behaviors are those individual behaviors in organizations that are discretionary and supportive of the interests of the organization [9]. Since these behaviors are not mandated by the organization, they are probably not monitored or rewarded [10] by organizational authorities. However, they are likely to have long term effect on the performance of the organization because such behaviors serve to create an enduring social entity from the myriad of interpersonal interactions. These interactions emphasize on social, rather than the technical context of work which is necessary in the performance of work within an organization. In addition, such emphasis is likely to recognize the complex nature of interdependencies among members of an organization hence establishing an important dimension of organizational life.

2. LITERATURE REVIEW

Theoretical Foundation

Katz [11] suggested that organizations, as dynamic social systems, constantly experiencing tensions between the conflicting needs for stability and flexibility. The need for short-run stability and interpersonal coordination require that individual work roles to be clearly specified and evaluated. Meanwhile, the need for long-run adaptation to changes in the environment require the work roles, as specified, to leave some room for changes that may become necessary as the environment changes. As organizations experience changes, it is likely that the individual work behaviors which are deemed as necessary for organizational survival to also change. As the work context changes, even when the original employment contract is quite explicit, the organization will have to depend on individual behaviors that have not formally been contracted for [11]. Kanter [12] extended the argument by suggesting that, in order to be successful in long term, organizational innovation must be generated from within, rather than being imported from outside. Such innovation is best implemented by allowing individual employees opportunities to go beyond the formal requirements of the job. In essence, this argument suggested that individual behavior that goes beyond the formal requirements is not merely desirable from an organizational point of view, in the long term it may be critical for the organization to survive.

Organizations that recognize the importance of innovation are frequently confronted with challenges in their efforts to nurture it as a culture. Extra-role behavior cannot be mandated by the organization. However, the organization can create conditions that are likely to encourage such behaviors. Kanter [12] refers to this condition as the "paradox of participation". Smith, Organ and Near [13] made a similar argument by pointing out that "much of what we call citizenship behavior is not easily governed by individual incentive schemes, because such behavior is often subtle, difficult to measure, may contribute more to other's

performance than one's own, and may even have the effect of sacrificing some portion of one's immediate individual output." In fact, citizenship behavior is of interest to organizations because they cannot entirely be explained by the same motivational approach that govern the performance of assigned roles within it, and yet are critical for the long term survival of the organization.

Organizational Citizenship Behavior: Altruism

For the purpose of this study, there are two general definitions of altruism: (1) Devotion to the welfare of others, regard for others, as a principle of action: as opposed to egoism or selfishness. It has also been defined as (2) Uncalculated consideration of, regard for, or devotion to others' interests sometimes in accordance with an ethical principle [14].

Both definitions have "devotion to others" as a common factor. Both meanings strongly imply that the actor, the altruist, is conscious of his/her act. The deed — the act of altruism — is a physical act which distinguishes it from sympathy and empathy. There have been disagreements whether the act must be principled in order to be classified as altruism, but in both definitions there are agreements that the act must be uncalculated. Thus, prudent considerations must not play a role in motivating the actor's behavior. According to what can be termed as the "standard definition of altruism," altruism is principled. Calculation of selfish goals (i.e., prudent considerations) does not play a determining role in the altruistic act. Thus the standard definition of altruism then, contains the following elements:

(1) Giving: This may be considered as a thermodynamic concept involving sacrifice of time, calories, or property (all interconvertible to some degree). The sacrifice involved may range from minimal to maximal.
(2) Empathy: This is related to 'consciousness'. How can one be empathic without being aware both of Ego and Alter? Ego must not merely be aware of, but also must care about others.
(3) No motive of reward: If one receives reward, the altruistic nature of the act is not nullified. However, the motivational inspiration for giving must have been "pure" and uncalculated—i.e. without consideration of prudence and reciprocity.
(4) Acting on principle: The elements of 'empathy' and 'no motive of reward ' in (2) and (3) above imply that the actor is conscious of his act. Unconscious acts cannot be altruistic. If an individual is conscious of his/her act, and does not have an egoistic reason for performing the act, that individual must be acting on some other (non-egoistic) principle, and/or acting irrationally (spontaneously).

Determinants of Altruism
Commitment

The notion of organizational commitment has become a popular term in organizational psychology literature. Prior studies portrayed this dimension as a single dimension which focused on the individual's attitudinal perspective, contribution and loyalty [15]. Attitudinal perspective depicts the psychological perception developed internally in employees' mind as a consequence to his attachment to the

organization [16]. Graham [17] contended that organizational commitment, being a measure of the individual's identification with and investment in the organization, would be positively related to the organizational citizenship. Previous studies have shown that organizational commitment was measured using the Organizational Commitment Questionnaire (OCQ) to test the criteria such as job satisfaction, performance and commitment [18]. The results have shown significant relationships for those predictions. These results indicated that employees with high levels of commitment to the organization may likely to favor more active forms of citizenship over rule obedience. Based on the evidence, therefore:

H1: There is a relationship between organizational commitment and altruistic behaviors of employees in manufacturing organizations.

Leadership

One of the important keys to the success of organizations is leadership. Leadership refers to the leaders' use of their influence on members' so that they help others in their work group [19]. Other studies have examined simple influence strategies that induce members' compliance or resistance [19]. It is also argued that there is a directional relationship between simple influence strategies and members' helping behavior that can improve the relationship between leaders and members.

Previous researchers have argued for the relationship between leadership and altruism [20]. However, there is a concern whether leaders who help others are truly altruistic or they only want to satisfy their personal needs by gaining pleasure from their service. Whatever the case, this highlights the benefits of altruistic behavior [21]. Altruistic employees put the welfare of others before their own, go beyond the requirement of duties and associate with ethical achievements [22]. In general, available empirical results support the theory that leadership style is a part of social exchange relationship between the supervisor and the subordinate, and that organizational citizenship behavior may be a means of reciprocating good leadership, or fair supervisory methods [13]. Leader supportiveness measured by Avolio and Edwin [23] scale was found to have a positive effect on compliance behaviors. In the case of altruism, the relationship was a positive and indirect, acting through job satisfaction with correlations to the order of .20.

Graham [17] measured leader behaviors using a short version of the Multifactor Leadership Questionnaire (Bass, 1985) and found that transformational leadership (individual consideration and encourages self-development) was correlated with organizational citizenship with correlations ranging from .21 to .15. Based on the above, this study hypothesizes that:

H2: There is a relationship between leadership and altruistic behaviors of employees in manufacturing organizations.

Teamwork

Teamwork is defined for purposes of this study as a structural characteristic of work, rather than as interdependence initiated by preferences of the particular individuals holding those jobs (Kiggundu, 1981). It therefore reflects the pattern of interactions among members of the work unit that is

considered necessary to achieve acceptable levels of group performance.

Teamwork makes the contribution of each member of the work unit more critical towards the achievement of group outcomes, and is likely to lead to increased emphasis on coordination and, therefore, on personal industry. It also increases the levels on interaction and communication among members of the work unit and provides opportunities for learning from the skills and experiences of others. It may therefore offers avenues for personal industry that are not available on relatively independent jobs. The group may respond to increases in interdependence with introduction and enforcement of informal norms emphasizing both individual compliance and performance. This study therefore proposes that:

H3: There is a relationship between teamwork and altruistic behaviours of employees in manufacturing organizations.

3. METHODOLOGY
Research Instrument and sampling
A self-reporting questionnaire containing twenty (20) items covering the following variables of concern was developed and administered using drop and pick method to 200 randomly chosen respondents at all levels in 20 manufacturing organizations in the state of Melaka, Malaysia. Since, the research team was able to obtain the cooperation from participating organizations, a high response rate of 80 percent was achieved. In order to ensure the validity and reliability of the instrument, it was essential to define the variables accurately and clearly .

Altruism
In this study, the four-item scale measuring Altruism was adapted from Yu et al. (2010). The items were measured on a five-point scale (1 = strongly disagree to 5 = strongly agree). The sample item is "Willing to help and to assist new employees to adapt with a work environment." The composite reliability found in this study was 0.82.

Commitment
A three-item scale measured on a 5-point Likert scale designed by Neininger, Willenbrock, Kauffeld, & Henschel (2010) was employed to measure commitment. The sample item is "I am willing to contribute more than required to achieve successfulness of the organization". The composite reliability for this construct is .78.

Leadership
Leadership was assessed using a 6-item scale adapted from by Liu, (2007). All items are measured using a 5-point Likert scale with values ranging from 1 = "strongly disagree" to 5 = "strongly agree". The sample item is "Team leader use an appropriate way to manage the team". The composite reliability in this study is .81.

Teamwork
To measure teamwork, we used the scale developed by Aronson et al. (2006) which comprised of 3 items. Respondents rated their perception toward teamwork with a scale from 1 (strongly disagree) to 5 (strongly agree). The entire composite reliability was .86.

4. DATA ANALYSIS AND RESULT
The proposed research framework was tested using Partial Least Square 2.0 programme to measure the strength of hypothesized relationships. Convergent and discriminant validity were also used to test construct validity and reliability .

Convergence validity
To ensure the validity and reliability of the measurement model, convergence validity and discriminant validity were examined. The convergent validity of the items for each construct should be supported by item reliability, composite reliability and the average variance extracted (AVE) [24]. In this study, the CFA results demonstrated that the loadings of all items were significant (p<.01) and were greater than .5 (Refer to Table 1), indicating good item reliability [25]. Table 1 demonstrates satisfactory convergent and discriminant validity of the measures. The average variance extracted (AVE) for all constructs is more than .50. The composite reliability of each construct is above the threshold of .7; with AVEs above the threshold of .5 [25]. Thus, satisfactory convergence validity of the constructs examined in the study.

Discriminant validity
Discriminant validity measures the extent to which constructs differ from one another. It is assessed by comparing the square root of a given construct's AVE with the correlations between that construct and all others [25]. Table 1 shows that the estimates for all constructs are more strongly correlated with their own measures than with any of the other constructs. Diagonal elements are the square root of the variance shared between the constructs and their measurements (AVE). Off-diagonal elements are the correlations among constructs. Diagonal elements should be larger than off-diagonal elements in order to achieve discriminant validity. The findings revealed a high level of discriminant validity. Having achieved convergent validity and discriminant validity, the constructs in the proposed model are deemed adequate.

Table 1: Convergent and Discriminant Validity Coefficients

	AVE	CR	1	2	3	4
1. OCM (Altruism)	.61	.82	**.78**			
2. Commitment	.65	.79	.55	**.81**		
3. Leadership	.68	.82	.49	.32	**.82**	
4. Team Work	.75	.86	.62	.55	.39	**.87**

AVE: Average Variance Extracted.
CR: Composite Reliability

RESULT
Figure 2 depicts the PLS results for the hypothesized relationships. As shown, the factor loadings for the reflective-indicator constructs of all variables were all greater than .70 and reached statistical significance (p < .01). The results showed that leadership, organizational commitment and teamwork were positively associated with Altruism. Thus, Hypotheses 1, 2 and 3 were supported .

Of all the independent variables, the total effect of Teamwork on Altruism is the strongest (β=.372), followed by Organizational Commitment (β=.261) and Leadership

style (β=.259). Furthermore, the R^2 value of Altruism is 0.501, indicating that leadership, teamwork and commitment, explained 50 percent of the variance in Altruism.
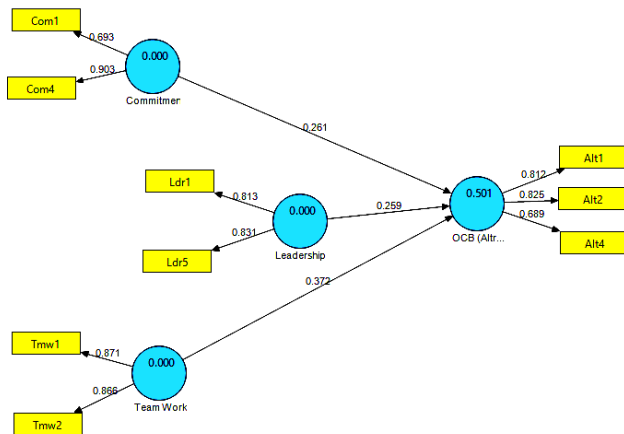

Figure 2. **Results of testing the OCB model**

5. CONCLUSION

The study makes a contribution to existing research on organizational citizenship behavior by providing empirical evidence on the research questions, and offering avenues for interesting research in the future. These findings offer new insight into the dimensionality of organizational citizenship behavior namely altruism and its relationship with selected independent variables. In addition, the study explores the relationships between a set of contextual and individual predictors toward altruism (one dimension of organizational citizenship behavior). Some previous research has suggested that the best means of ensuring altruism may be to control entry into organizations by using specific criteria of individual [1] and organizational factors [26] that are associated with altruism. The results of this study show that factors in the leadership, organizational commitment and teamwork, have an impact on the nature and frequency of organizational citizenship behavior (altruism). These factors, then, offer alternative means for organizations that value organizational citizenship behavior to begin to encourage it.

This finding suggests that future research should move in the direction of establishing separate models for each form of citizenship behavior, rather than assuming that the predictors and their effects are identical across all forms of citizenship behavior. Each dimension of organizational citizenship behavior is different in terms of the target of the behavior and may also be different in terms of the eliciting stimuli. Organizations interested in encouraging citizenship behavior may have to address the issue of relative priority of each dimension and the conditions favorable to it, rather than attempting to create a work setting conducive to organizational citizenship in general.

Limitations of the Study

The survey was conducted in randomly chosen manufacturing organizations. Therefore the results are likely to be representative of manufacturing context only and have limited generalizability to other non-manufacturing setups.

The findings of the study must be viewed in the light of the limitations of the sample and design. Those limitations are likely to have some influence on the validity of the results and the generalizability of the findings. The interpretation of these results must include a comparison with other studies that used alternative methodologies or instruments to study similar questions. The use of a cross-sectional design limits our ability to make any causal assertions concerning the relationships that were found. In the absence of time lagged data, we are unable to determine causal direction.

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