

A STUDY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EXECUTIVES AND
OFFICIALS STAFFS IN LOCAL ADMINISTRATIVE ORGANIZATION IN KHAMTAKLA
DISTRICT, SAKON NAKHON PROVINCE

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ABSTRACT

The main purpose of the study was to compare level of organizational citizenship behavior with personal characteristic of executives and officials staff Local Administrative Organization in Khamtakla District, Sakon Nakhon Province. The number of questionnaires returned to the authors was 120 questionnaires. The findings indicate that there is a difference significantly between organizational citizenship behavior (sportsmanship, civic virtue, conscientious, courtesy and altruism) and personal characteristic of executives and officials staffs at the level of 0.05.

Keywords: Organizational Citizenship Behavior

INTRODUCTION

In the knowledge base society, public and private organizations in Thailand must adapt their organization strategy, organizational structure, organizational development, and organizational cooperation for responsiveness their turbulent environment. One of the most significant factors was extra-role behaviors (organizational citizenship behaviors) of organizational staffs, which encouraged organizational performance. Therefore, successful organizations need staffs that will do more than their usual job duties and provide performance that was beyond expectations. Organ (1988) defined organization citizenship behaviors (OCBs) in that they were discretionary, implicitly recognized by the formal reward system, and that in the aggregate promotes the effectiveness functioning in organization. He also pointed out in order for OCBs to affect performance; the organization staffs' contribution must be aggregated throughout the organization.

As a result, the current study intends to compare level of organizational citizenship behaviors of executives and officials Staffs in local administrative organization in Khamtakla District, Sakon Nakhon Province.

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

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Bateman and Organ (1983) defined organizational citizenship behaviors (OCBs) as those extra work-related behaviors which went above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations. Turnipseed and Rassuli (2005) described these efforts including cooperation with peers, performing extra duties without complaint, punctuality, volunteering and helping others, using time efficiently, conserving resource, sharing ideas and positively representing the organization.

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

Statement of the Problem

This study aimed to understand level of organizational citizenship behaviors of executives and officials Staffs in local administrative organization in Khamtakla District, Sakon Nakhon Province. The main components studied were:

1. How are executive and official staffs perception towards the level of organizational citizenship behaviors of in local administrative organization in Khamtakla District, Sakon Nakhon Province?
2. Are there any significant differently between the level of organizational citizenship behaviors of executives and officials Staffs in local administrative organization in Khamtakla District, Sakon Nakhon Province and personal characteristics (gender, aged, marry status, educational level and working experience and type of personnel)

MATERIAL AND METHODS

Research Model and Hypotheses

A study of Organizational Citizenship Behavior of Executives and Officials Staffs in Local Administrative Organization in Khamtakla District, Sakon Nakhon Province was developed for this study (Figure. 1).

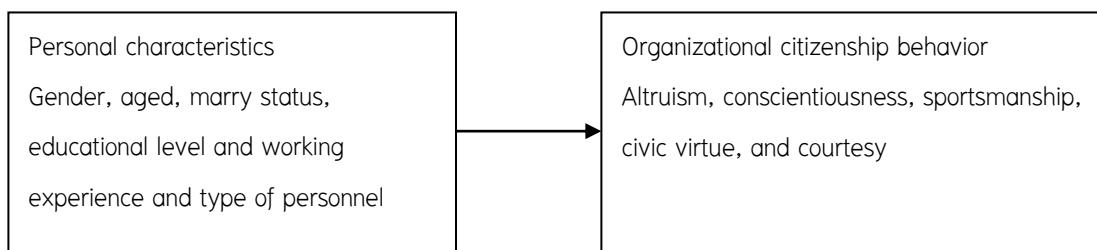


Figure 1 Research model

This model consists of two variables: one personal characteristics and another one organizational citizenship behavior in Local Administrative Organization in Khamtakla District, Sakon Nakhon Province. Based on the model, the following hypothesis was generated.

H1: There are significant differently between organizational citizenship behavior and personal characteristics (gender, aged, marry status, educational level and working experience and type of personnel).

Demographics

Demographics refer to parental characteristics which influence purchasing decisions of cloth dolls; gender, income, education, and occupation (Eakarat et al. 2012; Onanong, 2001). In this study, the conceptualized demographic influencing factors were gender, age, marital status, education, occupation, and income. In addition, Lindsay (2008) studied the behaviors influencing mothers' consumption of educational toys. The results confirmed that budget was one of factors influencing these purchasing decisions.

H1: There is a positive relationship between demographics and purchasing decisions.

Data Gathering Instrument

Each administrative organization in Khamtakla District, Sakon Nakhon Province got 40 questionnaires per administrative organization, totally of 120 questionnaires and 100 per cent of returned their questionnaires with valid information.

Instrument

This study used five elements of OCBs proposed by Organ (1998) as most researchers had acknowledged the elements as the most widely used in organizational related studies (Kittilertpaisan & et al, 20014; Gonzalez & Garazo, 2006). Twenty items were used to determine the level of citizenship behaviours among subordinates based on five main elements. Likert-scale was used to measure the OCBs elements, which used the anchors of 1 (Strongly Disagree) to 7 (Strongly Agree). The first section asked the respondents' demographic data. The next section asked on the respondents' views on organizational citizenship behaviours (altruism, conscientiousness, sportsmanship, civic virtue, and courtesy).

Reliability of measurement instrument

Reliability analysis was conducted to check stability and consistency of measurement and the Cronbach's alpha were calculated and exceeded 0.70 (Malhotra, 2004). From the reliability analysis in (Table: 1),

Table 1: Reliability Analysis of Organizational Citizenship Behaviors

Items	Constructs	Alpha Coefficient
1	Sportsmanship	0.726
2	Civic virtue	0.811
3	Conscientious	0.705
4	Altruism	0.855
5	Courtesy	0.725

The reliability analysis of organizational citizenship behaviours (altruism, conscientiousness, sportsmanship, civic virtue, and courtesy) was above 0.7, which is acceptable: as the minimum level of 0.6 for further analysis.

RESULTS AND DISCUSSION

The questionnaires are collected from three administrative organizations in Khamtakla District, Sakon Nakhon Province. Most respondents are male; while most educational background of respondents finishes bachelor and higher bachelor degree.

According to table 2, most respondents evaluate altruism (Mean=5.75, S.D=0.81) the most important factor of organizational citizenship behaviors, followed by courtesy (Mean=5.70, S.D=0.79), conscientious (M=5.51, S.D=0.81), sportsmanship (M=5.23, S.D=0.69) and finally civic virtue (M=5.01, S.D=0.77).

Table 2: Summary of Overall Organizational Citizenship Behaviors (OCBs)

Measurement Items	Mean	S.D.
Sportsmanship*	5.13	0.68
Civic virtue*	4.97	0.77
Conscientious*	5.51	0.81
Altruism *	5.75	0.83
Courtesy *	5.70	0.81
Overall Organizational Citizenship Behaviors (OCB)*	5.42	0.68

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

Table 3 research hypothesis testing, differences in gender, aged, marry status, educational level, and working experience did not affect organizational citizenship behaviors, while type of personnel did affect organizational citizenship behaviors differently at the level of 0.05. However, employee including permanent and temporary (subcontract employees) employees had different significantly in terms of conscientious and courtesy at the level of 0.05.

Table: 3 Comparison Organizational Citizenship Behaviors on Type of personnel

OCBs	Executive	Governing Officer	Employee	Sig.
Sportsmanship	5.58	5.42	5.53	0.239
Civic virtue	5.70	5.61	5.64	0.691
Conscientious	5.74	4.55	4.46	0.035*
Altruism	5.76	5.61	5.63	0.305
Courtesy	5.77	4.62	4.56	0.010*
Overall	5.74	5.56	5.57	0.091

CONCLUSIONS

Sub district administrative organizations want and need staffs (permanent and temporary employees) that would do those things that aren't in any job description. OCBs were usually perceived as exerting exceptionally good behaviors for the sake of the organization and informally supporting its members. OCBs represented a powerful element of free-will conduct, which highlight valued of voluntary personal actions especially among organizational staffs. Consequently, executive and governing officer must pay attention on how to level up conscientious and courtesy of employee (permanent and temporary employee).

Therefore, public and private organizations needed organizational staffs that would do more than their usual job duties and provide performance that was beyond expectations.

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