

FACTORS INFLUENCING ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF GOVERNMENT OFFICIALS: A CONCEPTUAL FRAMEWORK

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ABSTRACT

As the “Organizational Citizenship Behavior (OCB)” is considered a critical factor affecting the operational performance and efficiency of an organization, the objectives of this research are to review the concept and synthesize the researches related to the factors influencing the OCB of government officials. The goal is to develop the hypotheses and construct a research conceptual framework for future case studies. According to the literature review, it was found that the factors influencing OCB include happy workplace administration (HWA), job satisfaction (JS), perceived organizational justice (POJ), and organizational commitment (OC). These factors do not only have a direct impact on OCB, HWA, JS and POJ but they also indirectly influence OCB through OC as well.

Keywords: Organizational Citizenship Behavior, Happy Workplace Administration, Job Satisfaction, Perceived Organizational Justice, Organization Commitment

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INTRODUCTION

In an organization, “people” are the individuals responsible for the organization’s activities and tasks. The actions or behaviors of people thus serve as indicators of an organization’s operational performance, efficiency, and achievement (Watthanabut, 2017; Singhapol, 2022). Achieving work objectives efficiently is one of the primary goals of any organization. Therefore, every organization places great importance on its personnel (Moongvicha, 2018; Sukphon, 2022). The current perspective emphasizes viewing individuals as a vital asset of the organization. This means that individuals are fundamental to the organization’s operations. Effective human resource management has long-term implications for an organization’s stability and future (Boonbumrung, Sripunvoraskul & Panthong, 2014; Suwannapirom & Pranee, 2023).

Given the changing societal, economic, political, and cultural conditions, as well as technological advancements, the nature of work and job characteristics have also evolved. In this context, individuals working within organizations must rely more on various skills, knowledge, abilities, and continuous learning. This has led organizations to seek individuals with high skills, knowledge, and abilities in their work (Khan, Guangsheng, Chughtai & Cristofaro, 2023; Mehmood, Jabeen, Khan, Khan, Gavurova & Olah, 2023). Organizations are composed of diverse individuals working altogether to achieve both organizational and individual objectives. Therefore, individual behavior within the organization is a critical factor that enhances organizational efficiency and effectiveness in achieving its goals (Simbine & Tukamushaba, 2020). Schnake and Dumler (1997) pointed out “Organizational Citizenship Behavior” is vital for an organization’s operations. It is a behavior that significantly contributes to efficiently managing an organization’s internal resources, enhancing its ability to attract and retain personnel for the long term.

For Thailand, it is not only private sector organizations that need to pay attention to these concerns. Even public sector organizations, although they may not have profit-driven objectives, they aim to serve the public with maximum satisfaction through efficient, transparent, and sustainable management (Premchuen, 2016). However, publicly available empirical data over time has highlighted inefficiencies and various problems within the system (Chaikot, 2017; Khumkong, 2021; Wisuttho & Kosonkittiumporn, 2021). This necessitates a process of reform and improvement (Prachachat, 2019; Thairath, 2021; Isranews, 2022), which has been ongoing (Akaraborworn & Akaraborworn, 2015; Pengsuwan, 2016; Wongburanavart, 2017). Questions arise regarding human resource management, particularly what factors lead to the development of organizational citizenship behavior among the government officials. The objectives of this research are to review and synthesize concepts related to develop a research framework for future case studies.

REGARDING “ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)”

The academicians in recent years have conducted extensive researches on OCB and its related factors widely. It can be observed from the number of documents and researches on the behaviors of being a good member of the organization and other related factors which include researches into the causal factors of good organizational member behaviors, such as leadership behavioral factors, personnel factors, organizational characteristics factors and job characteristics factors, etc. This includes researches into the factors that result from the behavior of being a good member of the organization, such as the impact on performance evaluations and management decisions, the effects on organizational performance and achievement, etc. These have been published in various journals and books from 1983 to the present. There is a greater number and tends to increase

continuously (Podsakoff, MacKenzie, Paine & Bachrach, 2000). It is a good reflection on the interest in organizational citizenship behavior.

From a review of the literature related to this, it was found that academicians have identified various behaviors of individuals within organizations that go beyond their job descriptions. These behaviors have been given different names, such as extra-role behaviors, organizational citizenship behavior (e.g., Organ, 1988), prosocial behavior in organizations, voluntary behaviors, and situational performance (e.g., Motowidlo, 1997; Motowidlo & Van Scotter, 1994), etc. However, the most widely used term for these behaviors is organizational citizenship behavior (OCB) (Van Dyne, Graham & Dienesch, 1994).

Organ (1988) defines organizational citizenship behavior (OCB) as personal behaviors that are demonstrated voluntarily and without specific requirements or explicit incentives within an organization. These behaviors support the overall effectiveness of the organization and are not explicitly stipulated in job descriptions or employment contracts. Therefore, OCB involves behaviors that individuals choose to engage in of their own volition. Moreover, even if they do not engage in these behaviors, they are not penalized under the organization's disciplinary system.

Meanwhile, Spector (2003) defined the organizational citizenship behavior as the behavior that goes beyond the job requirements and creates benefits for the organization, such as being punctual, helping colleagues, volunteering to perform work without being asked, providing advice for development in various areas of the organization and not wasting time in performing tasks, etc. These are important behaviors in supporting the effectiveness of the overall organization's operations.

Hellriegel and Slocum, Jr. (2004) defined organizational citizenship behavior as the behavior that goes beyond the job requirements but it is the behavior that is necessary for the survival of the organization or is important to the image and acceptance of the organization.

Organ (1988) classified organizational citizenship behavior into 5 elements as follows:

- 1) Altruism: It involves voluntary acts of helping and supporting colleagues in various ways to solve work-related problems. This may include providing guidance to new colleagues, assisting colleagues with their tasks promptly, and offering equipment or resources when needed. It also encompasses peacemaking which involves preventing, resolving, or reducing conflicts that do not contribute constructively to the organization, and cheerleading, which involves providing verbal and practical encouragement to colleagues to ensure their success and professional development.
- 2) Courtesy: It refers to voluntary behaviors that demonstrate consideration and goodwill towards colleagues. It involves acts of thoughtfulness that help prevent problems, such as considering others' needs before taking actions, providing guidance on work processes, offering advice to those affected by one's actions, and respecting colleagues' rights in sharing various resources within the organization.
- 3) Sportsmanship: It involves demonstrating resilience and patience in encountering the difficulty, disappointment, stress, and discomfort that may arise in the workplace. It means facing these challenges with a positive attitude, without complaining or showing dissatisfaction.
- 4) Conscientiousness: It involves adhering to organizational rules, policies, and procedures with respect and integrity. It also implies honesty in work performance, time management, maintaining cleanliness, and resource conservation within the organization. It encompasses responsible handling of organizational assets, efficient use of time and resources, and any actions related to preserving and maintaining the organization internally.
- 5) Civic Virtue: It represents taking responsibility and participating in various organizational processes that is not limited to expressing opinions at the right times and in appropriate forms. It

also includes following internal news and updates, attending meetings, safeguarding the organization from various impacts, and contributing to developments in various organizational aspects.

In summary, Organizational Citizenship Behavior refers to actions that go beyond official duties and are initiated voluntarily by employees who are willing to go above and beyond their job responsibilities. These behaviors enhance organizational effectiveness and efficiency. It consists of 5 components; sportsmanship, conscientiousness, civic virtue, courtesy, and altruism.

REGARDING “FACTORS INFLUENCING THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR”

Review of relevant literature from databases both domestic and abroad, including ScienceDirect, ThaiJo, and GoogleScholar which are 20 case studies from various countries around the world from 2010 to 2023. Apart from showing that there are at least 4 factors that have a direct influence on organizational citizenship behavior (OCB) including happy workplace administration (HWA), job satisfaction (JS), perceived organizational justice (POJ), organization commitment (OC), HWA, JS, and POJ also have an indirect influence on OCB through OC as well. The details appear in Table 1.

Table 1 Synthesis of literature related to “Factors influencing the Organizational Citizenship Behavior”

	HWA	JS	POJ	HWA	JS	POJ	OC
	--> OC			--> OCB			
Zhao & Pan (2019)	X			X			
Agustina, Permanar, Nurhayati, Ahman & Febrian (2020)				X			
Akçakanat (2020)				X			
Wimalanga & Kaluarachchige (2020)				X			
Kittinorarat (2022)				X			
Al-shami, Al-mamun, Rashid & Cheong (2023)				X			
Kamalan & Sutha (2017)				X	X		
Sangperm (2018)		X	X		X	X	X
Tantitumrongwut, Piriyaikul & Jinandej (2016)					X	X	X
Nadiri & Tanova (2010)					X	X	
Shimamura, Fukutake, Namba & Ogino (2021)					X	X	
Na-nan, Kanthong & Joungrakul (2021)					X		X
Sananuamengthaisong (2022)					X		X
Jantasang (2023)					X		X
Zeinabadi (2010)		X			X		X
Rahman & Karim (2022)		X			X		X
Tharikh, Ying, Saad & Sukumaran (2016)					X		X
Nakro & Iamsupasit (2020)			X			X	X
Essien & Ogunola (2020)			X			X	X
Teresa, Yasmina & Sangwon (2020)						X	X

CONCLUSION

The review of literature related to the factors influencing the Organizational Citizenship Behavior of the government officials above can be summarized as a preliminary hypotheses as follows:

- 1) happy workplace administration (HWA), job satisfaction (JS), perceived organizational justice (POJ) and organization commitment (OC) are the factors directly influence organizational citizenship behavior (OCB)
 - 2) Moreover, HWA, JS and POJ are the factors indirectly influence OCB through OC as well.
- Eventually, various factors and hypotheses can be used in creating the research conceptual framework to be used in future researches and case studies as shown in Figure 1.

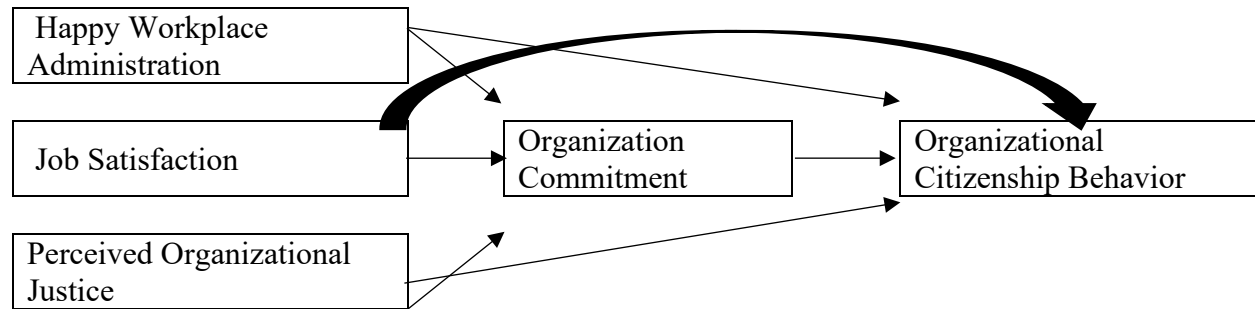


Figure 1 Conceptual Framework

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