



THE RELATIONSHIP BETWEEN ORGANIZATIONAL FACTORS AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A CASE STUDY OF B.
GRIMM GROUP THAILAND

By
NADEEM MASOUD KHAN

A Thesis submitted in partial fulfillment
of the requirement for the degree of

Master of Business Administration

Graduate School of Business
Assumption University
Bangkok, Thailand

August 2005

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL FACTORS AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A CASE STUDY OF B.
GRIMM GROUP THAILAND**

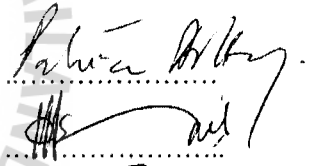
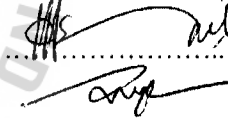
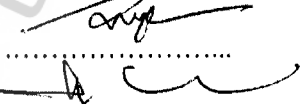
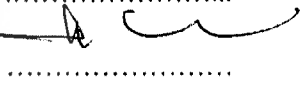
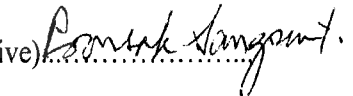
By

NADEEM MASOUD KHAN

A Thesis submitted in partial fulfillment
of the requirement for the degree of

Master of Business Administration

Examination Committee :

1. Dr. Patricia Arttachariya (Advisor) 
2. Dr. Ismail Ali Siad (Member) 
3. Dr. Somprot Sarakosas (Member) 
4. Dr. Theerachote Pongtaveewould (Member) 
5. Assoc.Prof. Poonsak Sangsunt (MOE Representative) 

Examined on : 24 August 2005

Approved for Graduation on :

Graduate School of Business
Assumption University
Bangkok, Thailand
August
2005

ABSTRACT

The study incorporates one of the largest and earliest German companies in Thailand, The B. Grimm Group. The objective of this research was to investigate the relationship between independent variables strategy, structure, work-related perception, motivation, ability, social perception, culture and dependent variable organizational citizenship behavior of B. Grimm Group Thailand. It is anticipated that this study will contribute positively to the research in the field of business management and human resource management in Thailand.

From a population of 800 employees, a sample of 277 employees of B.Grimm Group was drawn for the study. The researcher used non-probability, convenience-sampling method. Descriptive research method was used and hypotheses testing with self-designed, structured questionnaires. To analyze data, descriptive statistics were used to measure the demographic factors, while inferential statistics, specifically Pearson's product moment correlation was used to investigate the relationship between seven organizational factors and organizational citizenship behavior.

A detailed case study of B.Grimm Group employee's perception from the perspective of selected variables of organizational factors and its association with organizational citizenship behavior is presented. The results from the findings indicate that there is significant relationship between all seven organizational factors and organizational citizenship behavior. The research concludes by summarizing the key features of the organizational factors and areas that need more focus and attention to enhance and improve organizational efficiency.

ACKNOWLEDGEMENTS

I would like to express my sincere appreciation to my advisor Dr. Patricia Arttachariya for her generous assistance, constructive criticism and her professional guidance during the research process.

My gratitude goes out to all the members of the committee, Dr Somprot Sarakosas, Dr. Navin Mathur and Dr. Ismail Ali Siad for their invaluable comments and suggestions that helped in streamlining this thesis.

My gratitude extends to Mr. Harald Link, CEO, B. Grimm Group for approving my research. I deeply appreciate the cooperation from Mr. Bryan Littlefield, Mr. Sinart Narkwachara and Mr. Tobias Roder; without their support and persuasion this research wouldn't have been possible.

My heartfelt thanks extend to my family to believe in me and having the patience to bear up with me throughout the duration of my study.

I am also thankful to the respondents of the study the employees of B.Grimm Group and most certainly my deepest gratitude is offered to the Almighty "Allah".

TABLE OF CONTENTS

Content	Page Number
CHAPTER I. GENERALITIES OF THE STUDY	1
1.1 Introduction to the study	1
1.2 Statement of the Problem	8
1.3 Research Objectives	9
1.4 Scope of the Research	10
1.5 Limitations of the Research	11
1.6 Significance of the Research	11
1.7 Definition of Terms	13
CHAPTER II. REVIEW OF RELATED LITERATURE AND STUDEIS	16
2.1 Discussion of Variables	16
2.1.1 Strategy	17
2.1.2 Structure	18
2.1.3 Work-related perception	19
2.1.4 Motivation	19
2.1.5 Ability	20
2.1.6 Social perception	21
2.1.7 Culture	22
2.1.8 Organizational citizenship behavior (OCB)	23
2.2 Theories Related to the Variables	26
2.2.1 McKinsey's 7-S framework	26
2.2.2 The Mars Model	32
2.2.3 Social Exchanges in the Workplace	37
2.2.4 Spillover effects	40
2.2.5 Other determinants of OCB	46
2.3 Empirical Research	52

Content	Page Number
CHAPTER III. RESEARCH FRAMEWORK	58
3.1 Theoretical Framework	58
3.2 Conceptual Framework	59
3.3 Research hypotheses	60
3.4 Operational components of variables	61
CHAPTER IV. RESEARCH METHODOLOGY	64
4.1 Research Methods	64
4.2 Respondents and Sampling Procedure	66
4.2.1 Target Population	66
4.2.2 Sampling Method	66
4.3 Research Instrument	68
4.3.1 Pre Testing	70
4.4 Collection of Data	71
4.5 Statistical Treatment of Data	73
4.5.1 Descriptive Statistics	73
4.5.2 Inferential Statistics	73
CHAPTER V. PRESENTATION OF DATA ANALYSIS	
5.1 The Demographic Profiles of Respondents	78
5.1.1 Gender	79
5.1.2 Age	79
5.1.3 Level of Education	81
5.2 Perception of Organizational Factors	82
5.2.1 Respondents' Perceptions on Strategy	82

Content	Page Number
5.2.2 Respondents' Perceptions on Structure	83
5.2.3 Respondents' Perceptions on Work related perception	84
5.2.4 Respondents' Perceptions on Motivation	85
5.2.5 Respondents' Perceptions on Ability	85
5.2.6 Respondents' Perceptions on Social perception	86
5.2.7 Respondents' Perceptions on Culture	87
5.3 Perception on Organizational Citizenship Behavior	87
5.4 Test of Hypotheses	88

CHAPTER VI. SUMMARY FINDINGS, CONCLUSIONS & RECOMMENDATIONS

6.1 Summary of the Findings	94
6.2 Conclusion	96
6.3 Recommendations	100
6.4 Suggestions for Further Research	104

BIBLIOGRAPHY

APPENDIX A

- Questionnaire English
- Questionnaire Thai

APPENDIX B

- Reliability Analysis Output
- SPSS output

LIST OF TABLES

Table	PageNumber
Table 3.1 Operational definition	61
Table 4.1 Total Number of employees in B. Grimm Group	65
Table 4.2 Theoretical sample size for different sizes of Population and a 95 percent level of certainty	67
Table 4.3 Research Instrument Design	69
Table 4.4 Results of the Reliability test	71
Table 4.5 r-value and interpretation of the strength of association	75
Table 4.6 Summary of Hypothesis and Statistical Design	76
Table 5.1 Gender of respondents	79
Table 5.2 Age of Respondents	79
Table 5.3 Level of education of respondents	81
Table 5.4 Statistical level and Descriptive Rating	82
Table 5.5 Respondents' perceptions on Strategy	82
Table 5.6 Respondents' Perceptions on Structure	83
Table 5.7 Respondents' Perceptions on work related perception	84
Table 5.8 Respondents' Perceptions on Motivation	85
Table 5.9 Respondents' Perceptions on Ability	85
Table 5.10 Respondents' Perceptions on Social perception	86
Table 5.11 Respondents' Perceptions on Culture	87
Table 5.12 Respondents' Perceptions on Organizational Citizenship Behavior	88
Table 5.13 The relationship between strategy and organizational citizenship behavior	89
Table 5.14 The relationship between structure and organizational citizenship behavior	89
Table 5.15 The relationship between work-related perception and organizational citizenship behavior	90

Table		PageNumber
Table 5.16	The relationship between motivation and organizational citizenship behavior	91
Table 5.17	The relationship of ability and organizational citizenship behavior	92
Table 5.18	The relationship of social perception and organizational citizenship behavior	92
Table 5.19	The relationship between culture and organizational citizenship behavior	93
Table 6.1	Summary of hypotheses test results	95

LIST OF FIGURES

Figure		PageNumber
Figure 2.1	Importance of OCB	26
Figure 2.2	Mckinsey's 7-S Framework	27
Figure 2.3	Mars model of individual behavior and performance	33
Figure 2.4	Work-place Social Exchange Network (WSEN)	39
Figure 2.5	Spill over effects	42
Figure 2.6	Power Motive	47
Figure 2.7	Procedural Justice	50
Figure 3.1	Conceptual Framework	56

CHAPTER I

GENERALITIES OF THE STUDY

1.1 Introduction to the Study

We are at an intriguing and crucial point in time with constantly changing technologies, geopolitical and economic situation, diverse workforce and ever changing individual perceptions and values concerning organization and work. It is imperative that contemporary organizations recognize these varied types of forces, analyze their present state of condition and initiate corrective measures to sustain their advantages, realize opportunities as well as cope with the challenges of intense competition.

First of all, it is important to shed some light on organization. An organization is a system of consciously coordinated activities or forces of two or more persons. Four common denominators are present in conscious coordination aspect; coordination of effort, a common goal, division of labor and a hierarchy of authority which is also called structure. Coordination of effort achieved through formulation and enforcement of policies, rules and regulations. Division of labor is achieved when individuals perform separate but related tasks and pursue a common goal whilst hierarchy or chain of command works as a control mechanism ensures that right people are there at appropriate place doing right things at the right time (Kreitner & Kinicki, 2004).

If organizations are to remain competitive, they must move beyond short-term intervention strategies and aggressively remove the barriers that prevent themselves from developing into fully equitable entities that allow employees to achieve their potential. Organizations need to foster new knowledge, skills and resources that extend beyond standard facilitation, communication, organization and behavior modeling abilities, be flexible and willing to go beyond the limitations of traditional boundaries.

Awareness of the needs of the business, industry issues, goals and outcomes are essential as well to raise the effectiveness of the organization.

Considering the challenges that contemporary organizations encounter, the present study used several models to identify seven organizational factors that served as a remarkable apparatus to diagnose an organization's state of condition. Prior theories and researches suggested that there is a correlation between indicators of organizational effectiveness with organizational citizenship behavior (Chien, 2004). Organizational citizenship behavior is a relatively new concept described as behaviors or actions by which employees are willing to go above and beyond their prescribed role requirements (Chien, 2004). For an organization, this kind of behavior is most certainly appreciated as it means employees contribute more than their usual job duties and provide performance that is beyond expectations which can ultimately lead to a greater overall performance and create synergy.

Like most behaviors, OCB are multi-determined; that is, there is no single cause of OCB. Theoretical frameworks for all other classes of organizational behavior, from job performance to turnover to absenteeism, include multiple sources of causation. Likewise, OCB is no exception. Job satisfaction, motivation, procedural justice of organization, job involvement, organizational support perceived by employees and differences in gender are considered to be some of the determinants of organizational citizenship behaviors. These antecedents are discussed in chapter two.

Company Profile

The backdrop for this study is one of the largest and earliest companies carrying the German legacy in Thailand, the B. Grimm Group. From 1878, during the reign of King Chulalongkorn, B. Grimm has played a huge role for the development of Thailand.

B. Grimm was the first German firm to be incorporated in Thailand and is one of the oldest corporate citizens in the Kingdom. Mr Bernhard Grimm, a German pharmacist, together with an Austrian merchant, Mr Erwin Mueller, started with a small chemist shop called Siam Dispensary. Shortly after the dispensary became very successful it was appointed to prescribe medicine to the Royal Household.

In 1890's, B Grimm and Company was established to import goods into the kingdom from Europe. During the period of 1881-1912 the company was commissioned to supply the Royal Siamese Armed Forces with uniforms and swords. The company was also the main importer of colored tiles, which were used to beautify the temple of the Emerald Buddha. In 1903, Mr. Adolf Link was hired to manage Siam Dispensary and subsequently became the Managing Partner. During this period, the company expanded into other industries and became a major contractor to construct radio stations, shoe factories, paper plants and a manufacturing facility to produce gas masks for the Royal Siamese Armed Forces.

After World War II, during the reign of King Bhumibhol Adulyadej, Thailand continued with her development and expansion and B. Grimm became the leading contractor to assist in building major dams, airports, highways and bridges. Its contracting business was highlighted by the successful completion of the Bangkok Planetarium. B Grimm also diversified into air-conditioning System Installation, with commissioned projects with the Royal Palaces. Since then, the company has installed air-conditioning systems in most of the major monumental sites built in Bangkok.

In 1988, the management responsibilities were passed to Mr. Harald Link, son of Dr. Gerhard Link. Mr. Harald Link diversified B. Grimm into other business avenues, such as in the areas of Healthcare, Engineering, Cosmetics Retailing and Real Estate. Different subsidiaries were established leading to the formation of B. Grimm

Group of Companies. B. Grimm became known to the market as the leader in modern engineering technologies and became involved and associated with projects for many reputable sites, such as Thai Wah Tower, Thai Airways International Head Office, The Shangrila Hotel Bangkok, The Dusit Laguna Hotel, Phuket, Siam Commercial Bank Head Quarter, Charn Isara Tower, Thai Farmers Bank Head Quarter to name a few. Today B.Grimm conglomerate has an annual turnover of over 10 billion Baht and is considering investment in its sixth power plant to be located in Amata Nakon Industrial Estate in Chonburi or in Rayong that may cost up to Bt. 3.5 billion. B. Grimm is also planning to invest in energy efficient residential projects and contemplating expanding the production of tuk-tuk car business over the next two years (The Nation, 25.07.05).

For more than 120 years, B. Grimm charter has been to apply technology for a better quality of life in the following domains:

Cooling:

B. Grimm improves comfort and efficiency in homes, offices and industries through world's number one air-conditioners from Carrier distributed through a joint venture with Carrier Corporation, made by B.Grimm factory under license, installed by B. Grimm MultiProducts. The annual revenue generated from sales of air conditioners was about Bt. 3.4 billion (The Nation, 25.07.05).

Construction:

B. Grimm designs, manufactures and installs leakage free, typhoon proof aluminum curtain walls for high rise buildings installed in famous buildings in many parts of the world as diverse as Hong Kong Land's new building in Charter Road close to the Mandarin Hotel or the Sony Headquarter in Israel. B. Grimm also provides turnkey mechanical and electrical installation

for commercial, industrial and infrastructure projects all over Thailand. Since the inception of the State Railway of Thailand, B. Grimm has supplied Thailand's rail transport with modern rolling stock, maintenance and signaling equipment and accomplished projects such as the Bangkok Mass Transit elevated train, the Amata Power Combined Cycle Power Plant, the BMW car assembly plant or the Provincial Electricity Authority's substations etc. All these works are performed by joint ventures with Siemens Limited or B. Grimm Engineering Systems PLC. B. Grimm also distributes and maintains essential parts of systems such as fire and industrial pumps, electrical controls, automated building systems for famous names such as Siemens, Peerless or Siebe. The construction industry has the potential to generate high income for the company over the next five years (The Nation, 25.07.05).

Energy:

B. Grimm is the pioneers, in private power joint venture with Amata Power in which B. Grimm has the biggest share and leads the strategic development, management and operation, provides clean, reliable and inexpensive electricity and steam to the national grid and over fifty large manufacturers of international repute in Thailand and Vietnam. B. Grimm's joint ventures with Siemens in Power Engineering and Hamon B. Grimm Limited, provides superior products and services in the field of cooling systems, heat exchange, chimneys and air pollution control of the Thai Energy sector. The annual revenue generated from energy sales was about Bt. 4 billion (The Nation, 25.07.05).

Healthcare:

B. Grimm continues to be the leading provider of advanced medical equipment in Thailand through B. Grimm Healthcare Co., Ltd. and its joint ventures. B. Grimm Healthcare is an exclusive distributor of modern high technology medical equipment primarily from Germany, Sweden, Austria and the United States.

Aside from being the sole representative of many top-end products, B. Grimm Healthcare also provides consultation and services relating to upgrading, designing, equipment maintenance and construction of a state of the art medical facility. With its long relationship with its partners worldwide, the company is able to keep up to date with all the latest applications, solutions and medical technology. In addition, the employees are regularly trained to enhance their knowledge so that they can meet with any of the clients' intricate and expansive demands. LBG company, started out with one brand, GUERLAIN and represent 8 different brands of luxury cosmetics and fragrances. All brands represent leading cosmetic and fragrance companies like Nina Ricci, Boucheron, Paco Rabanne etc. The revenue generated from health care division was about Bt. 1 billion per year (The Nation, 25.07.05).

Real Estate:

B. Grimm offers the highest quality office space to meet every business needs. The company owns and manages the property of Alma Link Building, a state of the art 20 storey modern office building situated on the corner of Ploenchit and Chidlom Road, with easy access to the Bangkok Expressway and the new Bangkok Sky Train. The company owns and manages the property of Dr. Gerhard Link Building, an 18 storey modern office building on

Krungthepkreetha Road. The company manages and operates in-door warehouse and storage facilities located on Krungthepkreetha Road. Delivery and store management services are also available to clients.

Other Industries:

Among other companies B. Grimm & Co., R.O.P., established in 1878, still operates as a registered ordinary partnership, in which partners accept full personal liability for all obligations of the firm. The company serves as an investment advisor to a number of highly respected international companies. B. Grimm & Co. also acts as the holding company for a number of real estate activities of B. Grimm.

Ueang Fai Limited. serves as the holding company to B. Grimm's non-joint venture activities in the manufacturing, marketing and services of capital goods and healthcare products. B. Grimm Joint Venture Holding Ltd. has been established to serve as the holding company for B. Grimm's joint ventures mainly with international firms. Its mission is to provide in depth knowledge of the Thai business, cultural, social and political environment coupled with the provision of Thai management expertise to its joint ventures. The focus of the joint ventures are sought to be in the manufacturing, marketing and services in the field of capital goods, healthcare and projects for infrastructure development (http://www.bgrimmhealthcare.com/eng/Bgrimm_Group/about/bgrim2day.asp, as on 01.05.05).

Considering the above facts, this study presents a different perspective of organizational evaluation and diagnosis that in turn is expected to assist B. Grimm managers and their employees to raise cooperation and coordination among them, create synergy in teamwork and help sustain and raise organizational productivity. Therefore, it is anticipated that this study will contribute positively to the research in the field of business management and human resources in Thailand.

1.2 Statement of the Problem

Contemporary human resources managers are concerned about issues such as low level of employee commitment, tardiness and high turnover. Such a scenario could become an unrelenting cycle of lowered expectations from supervisors and high resentment that in turn result in low performance and low contribution to the organization.

At present, B. Grimm Group is aware of the fact that it may be necessary to change certain elements in the organization as they require adjusting quite often as shares and companies are acquired and sold when necessary. It is also evident in the recent article of the CEO in the newspaper “The Nation” dated 25th July, 2005, that they are ready to pull off from the market if a particular business is not earning enough revenue, they have already pulled out of their security and cleaning business as it did not match with their business philosophy. To be able to be sustainable in today’s competitive market, organizations need to have high performing, productive and motivated workforce.

For this reason organizational citizenship behavior (OCB) can be a desirable behavior for business organizations like B. Grimm, which is a behavior that is discretionary, not directly or explicitly recognized by the formal reward system. This

behavior is not an enforceable requirement of the role or the job description rather the behavior is a matter of personal choice. Organizations such as B. Grimm not only need to use the full potential of an employee's capacity but also create an environment to harness OCB that can raise overall productivity and competitiveness. Furthermore, citizenship behaviors may be the first to be withdrawn by an individual in response to the treatment he/she has received (Parks & Kidder, 1994) a point that may be worth taking note of. The present study assessed employee perceptions regarding seven elements of organizational factors carefully chosen to test the relationship with OCB. Consequently, this research sought to answer the question of "What is the relationship between organizational factors and organizational citizenship behavior of employees of the B. Grimm Group?"

1.3 Research Objectives

The relationship between organizational factors and organizational citizenship behavior is considered by the researcher to be capable of determining a diagnosis of the contemporary condition of a company.

The purpose of this research was:

- To determine the relationship between organizational factors and organizational citizenship behavior of B. Grimm Group Thailand.

The research questions were as follows:

- Is there a relationship between strategy and organizational citizenship behavior of B. Grimm Group Thailand?
- Is there a relationship between structure and organizational citizenship behavior of B. Grimm Group Thailand?

- Is there a relationship between work-related perception and organizational citizenship behavior of B. Grimm Group Thailand?
- Is there a relationship between motivation and organizational citizenship behavior of B. Grimm Group Thailand?
- Is there a relationship between ability and organizational citizenship behavior of B. Grimm Group Thailand?
- Is there a relationship between social perception and organizational citizenship behavior of B. Grimm Group Thailand?
- Is there a relationship between culture and organizational citizenship behavior of B. Grimm Group Thailand?

1.4 Scope of the Research

In this research the researcher explored the relationship between organizational factors and organizational citizenship behavior. Elements and dimensions of these variables were identified through the literature review and previous studies. The variables considered for organizational factors were strategy, structure, work-related perception, motivation, ability, social perception and culture. A better comprehension of these relationships will give organizations an insight to the requirements and environment necessary to generate desirable behaviors like OCB and thus enabling an organization to raise employee capacity and overall level of performance and productivity.

To be precise, in addition to the test of association of the aforementioned variables, employee perceptions regarding all seven organizational factors in this study along with the variable organizational citizenship behavior was analyzed and interpreted from numerical output to an easy and comprehensible form to the reader.

41867 e 1

The target respondents were employees working in the B. Grimm Group Thailand covering 59 Moo 14, Suwinthawong Rd., Nongchok, 25 Alma Link Building Soi Chidlom, Ploenchit and Dr. Gerhard Link Building, 88, Krungthepkreetha Road, Huamark, office and factory premises.

1.5 Limitations of the Research

The following limitations to the research were envisaged:

1. The current research was limited to the respondents working as employees in B. Grimm Group only.
2. The research was conducted within a specific time period and therefore, its findings cannot be generalized for all times.
3. The present research proposed to examine the relationship between organization factors and organizational citizenship behavior and therefore, its findings cannot be generalized for those variables that have not been included in the research.
4. The expatriate temporary contract staffs were excluded from the study.

1.6 Significance of the Study

This research attempted to investigate the relationship between organizational factors and organizational citizenship behavior of employees working in B.Grimm Group. Organizational citizenship behaviors improve group performance since the hallmark of altruism is helping other individuals. Employees who help each other do not have to ask supervisors for help frequently, leaving the supervisors free to do more important tasks. By helping each other, employees reinforce social ties and build up interpersonal relationships in a manner that contributes to the organization. By assisting

and helping coworkers, they help to ensure high levels of customer satisfaction, which in turn positively reinforce company goals. Hence, an organization would have the potential to improve organizational performance and to add value to the organization (Lambert, 2000). The importance of organizational citizenship behavior intensifies many folds, particularly in service-sector work, given the unpredictability of customer's demand. Employees who are charged with meeting or exceeding customers' expectations often have to adapt their work behavior to cope with the highly individualized nature of client needs and ensure high-quality customer service.

Furthermore, one of the dimensions, civic virtue represented by participating ability of employees contributes positively to the organization. When employees generate ideas, suggestions for innovations and improvements, the consequence can be better policies or procedures that are always good for the organization. In addition, participation allows employees to accept partial responsibility for the success of the business.

It was anticipated that this research will bring to light some very important findings that may help the B. Grimm Group management to understand the importance of the particular elements of organizational factors and its association with OCB as well as which organizational factors require more attention and support, which can be of paramount importance to B. Grimm Groups efficient and effective functioning.

The study findings will also become an addition to the body of literature to diagnose an organization using multiple models like, Mckinsey's 7-S framework, The Mars Model, Spillover effects and WSEN model in Thailand which lacks much needed research work in areas such as this. Therefore, findings of this research are expected to be very important and useful to management of the business organizations as well as of other organizations.

1.7 Definition of Terms

Ability: It includes both the natural aptitudes and learned capabilities required to successfully complete a task (McShane and Glinow, 2003).

Attitude: Attitude is defined as a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object (Brief, 1998).

Job Performance: The quantity and quality of task accomplishment by an individual or group (Schermerhorn Jr. and Chappell, 2000).

Job satisfaction: Self-reported positive emotional state resulting from the appraisal of one's job or from job experiences (Locke, 1976)

Meta Analysis: A **meta-analysis** is a statistical practice of combining the results of a number of studies. It is a collection of systematic techniques for resolving apparent contradictions in research findings. Meta-analysts translate results from different studies to a common metric and statistically explore relations between study characteristics and findings. (www.answers.com, as on 22.05.05)

Needs: Physiological and psychological deficiencies that arouse behavior (Kreitner and Kinicki, 2004).

Organization: An organization has been defined as clearly bounded group/groups of people interacting together to achieve a particular goal/goals in a formally structured and coordinated way (Suchman, 1995; and Daft, 1995).

Organizational Citizenship Behavior: It is considered to be employee behaviors that are beyond the call of duty.

Organizational Support: employees form global beliefs about the extent to which an organization values their contributions and cares about their well being. This set

of beliefs is called Organizational Support (OS). OS can be viewed as a measure of an organization's commitment to its employees (Shore & Tetrick, 1991).

Performance: The desired results of behavior (Ivancevich and Matteson, 1999).

Skill: Specific capacity to manipulate objects (Kreitner and Kinicki, 2004).

Strategy: It is the plans an organization formulates to reach identified goals, and a set of decisions and actions aimed at gaining a sustainable advantage over the competition or course of action leading to the allocation of an organization's finite resources to reach identified goals (Peters & Waterman, 1982).

Structure: Structure is the organizational chart and associated information that shows who reports to whom and how tasks are both divided up and integrated (Peters & Waterman, 1982).

Synergy: The enhanced result of two or more people, groups or organizations working together. In other words, one and one equals three. It comes from the Greek "synergia," which means joint work and cooperative action. The word is used quite often to mean that combining forces produces a better product. (www.answers.com, as on 22.05.05)

System: It is the flow of activities involved in the daily operation of business, including its core processes and its support systems (Peters & Waterman, 1982).

Staff: It is the quality of people to the number and types of personnel within the organization and how companies develop employees and shape basic values.

Style: It is the cultural style of the organization, behavior and activities of managers to achieve the organization's goals (Jones et al., 2000).

Shared values: These are the guiding concepts, fundamental ideas around which a business is built it refers to the underlying attitude of the company; a combination of core values and core purpose (Peters & Waterman, 1982).

White collar employee: Article 1 of Royal Decree-Law No. 1825 of 1924 (Law on private sector employment) defines the white-collar worker as "an employee who performs professional activities, with functions of co-operation with the employer, both at high level and low level, and excluding all purely manual work".

[http://www.eurofound.eu.int/emire/ITALY/WHITECOLLARWORKER-](http://www.eurofound.eu.int/emire/ITALY/WHITECOLLARWORKER-IT.html)

IT.html as on 05. 08.05

Employees who perform tasks that are less "laborious" yet often more highly paid than blue collar workers, who do manual work. They are salaried professionals (such as doctors or lawyers), Managers, office workers, sales personnel, and proprietors are generally included in the category as well as employees in administrative or clerical positions. The name derived from the traditional white, button down shirts worn by workers of such professions. The white shirts are easily soiled and therefore distinguish the workers who "do not get their hands dirty." (<http://www.answers.com/topic/white-collar-worker>, as on 05.08.05)

CHAPTER II

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter consists of three main sections; the first section defines the variables in the study; organizational factors and organizational citizenship behavior, its dimensions and importance are represented while the second section consisting of five parts reviews theories related to the seven organizational factors and organizational citizenship behavior. In the concluding part of this chapter, empirical researches have been discussed which represented previous studies regarding McKinsey's 7-S framework and organizational citizenship behavior.

2.1 Discussion of Variables

In this study organizational citizenship behavior and seven variables of organizational factors were identified for research. The variables have been deduced from several models such as, McKinsey's 7-S Framework (Peters & Waterman, 1982), The Mars Model (McShane and Glinow, 2003), Social Exchanges in the Workplace (Cole, Schaninger Jr. & Harris, 2002) and Spill over effects (Cardona, Lawrence & Bentler, 2004). The organizational factors were considered to be the independent variables while the dependent variable was organizational citizenship behavior. The organizational factors were selected with a view to provide the conglomerate B. Grimm Group a means to assess and diagnose the organization which was a crucial demand from the company.

2.1.1 Strategy

Peters & Waterman (1982) depicted strategy as plans, that an organization formulates to reach identified goals, and a set of decisions and actions aimed at gaining a sustainable advantage over the competition or course of action leading to the allocation of an organization's finite resources to reach identified goals. In a broader sense, strategy is about setting corporate goals, and then defining the steps needed to achieve those goals. (www.1000ventures.com, as on 22.03.2005). An analogy that for personal development a long-range goal is simply a dream with a deadline, and that personal achievement can be mapped by first identifying specific objectives and then outlining the steps needed to achieve these objectives, the same holds true for organizations. The fundamental nature of strategy formulation is coping with competition and that competition in an industry comes not simply from direct competitors, but from the underlying economics of the industry itself. Businesses should search for new, sustainable, competitive advantages. These advantages come from developing a distinctive way of competing. For example, an advantage may generate from either having consistently lower costs than rivals, or by differentiating a product or service from competitors or having process differences from the competitors.

De Geus (1988) views planning as a learning process and considers strategy as the organization's plan of action for moving from present reality toward its vision, is more open to what happens in its outside world and develops in a group process a wide range of options before decisions are taken. The primary focus is not on the finished product, but on the process of aligning and arriving at shared mental models where people are considered to be more important than assets. As new knowledge is acquired, the collective mental model is revised.

2.1.2 Structure

Peters & Waterman (1982) defined structure as the organizational chart and associated information that shows who reports to whom and how tasks are both divided up and integrated. In other words, structures describe the hierarchy of authority and accountability in an organization, the way the organization's units relate to each other: centralized, functional divisions (top-down); decentralized (the trend in larger organizations); matrix, network, holding, etc. These relationships are frequently diagrammed in organizational charts. Most organizations use some mix of structures - pyramidal, matrix or networked ones - to accomplish their goals. However, the structure that works for one company may not work for another organization, so each organization needs to develop its structure that is most appropriate for it (Griffin and Ebert, 2004).

Organizational structure is defined as the specification of the jobs to be done within an organization and the way in which those jobs relate to one another. One of the most important building blocks of organizational structure is specialization or to determine who will do what and the other building block is departmentalization or determining how people performing certain tasks can be best grouped together (Griffin and Ebert, 2004).

Jones, Eli, Roberts, James, Chonko & Lawrence (2000) defined structure as the way the organization is organized. In a learning organization, the organizational structure must be designed for both stability and flexibility. The need for clarity and order is evident, but there must also be a need for spontaneity and responsiveness to unpredictable problems and opportunities. Organizational structure is influenced

mainly by strategy, the size of the organization and diversity. The structure creates a basis for specialization and co-ordination.

2.1.3 Work-related perception

Cardona, Lawrence & Bentler (2004) demonstrated that individuals evaluate their work exchange relationship with the organization primarily through the perceptions of their job's characteristics. When the job is professionally rewarding to the individuals, it develops them intellectually and emotionally; then they view their work exchange with the organization as valuable. Figure 2.5 illustrated that positive perception of the work exchange relationship increases individuals' work attachment to the organization and work attachments raise an individual's propensity to engage in organizational citizenship behavior.

McShane & Glinow (2003) depicted when employees are clear about the specific tasks assigned to them, the relative importance of those tasks, and the preferred behaviors to accomplish those tasks, accurate role perceptions develop. Role perceptions clarify the preferred direction of effort. One strategy is to clearly describe each employee's required responsibilities and relate individual goals with organizations. The other way is to provide frequent and meaningful performance feedback to employees that can clarify role perceptions as they work together over time.

2.1.4 Motivation

The origin of the word motivation is from the Latin word "movere", which means "to move." Motivation is considered to be those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. (Kreitner and Kinicki, 2004)

McShane & Glinow (2003) defined employee motivation as the forces within a person that affect the direction, intensity, and persistence of his or her voluntary behavior.

Griffin and Ebert (2004) depicted motivation as the set of forces that cause people to behave in certain ways. According to classical theory of motivation, workers are motivated only by money but contemporary managers focus on the importance of good human relations in motivating employee performance. Today's employees do not consider money as the only motivator but factors like flexible working hours, daycare center, do motivate employees.

In Human resources model: Theory X and Y; Theory X believe that people are naturally lazy and must be punished or rewarded while Theory Y believe that people are naturally interested in being productive and are likely to have satisfied and motivated employees, as per Maslow's hierarchy model people try to satisfy one or more of five different needs ranging from lower level needs to higher level needs. Expectancy theory suggests that people are motivated to work towards that they have reasonable expectancy of getting while Equity theory focuses on social comparison, that is, people evaluate their contribution relative to the return they receive (Griffin and Ebert, 2004).

2.1.5 Ability

Ability represents a broad and stable characteristic responsible for a person's maximum performance on mental and physical tasks (Kreitner and Kinicki, 2004). Employee's distinct capabilities, competencies can set an organizations staff apart from competitors. Kreitner and Kinicki (2004) depicted seven types of mental ability; verbal

ability, numerical ability, spatial ability (Ability to perceive geometric shapes, space and position) inductive reasoning (Ability to reason from specific to general conclusion), memory and perceptual speed.

McShane & Glinow (2003) showed that Individual behavior and performance is influenced by the person's ability. Ability is considered to include both the natural aptitudes and learned capabilities required to successfully complete a task. Learned capabilities are the skills and knowledge that individuals acquired-including the physical and mental skills possessed, as well as the knowledge acquired and stored for later use (McShane & Glinow, 2003).

Jones et al. (2000) defined skills as the distinctive abilities that set the staff apart from the competition. Individual learning operates at a higher level in learning organizations. Employees are trained to think past simply complying with established policies and procedures. Company training includes honing employees' problem-solving skills.

2.1.6 Social perception

Cardona, Lawrence & Bentler (2004) showed that individuals evaluate their social exchange relationship with the organization primarily through their perceptions of how the organization supports its employees. When individuals perceive their organization as caring about its employees and as equitable and sensitive to employee needs, they view their social exchange with the organization as more valuable. Positive perceptions of the social exchange relationship increase individuals' social attachment to the organization. These social perceptions lead to increased social attachments to the organization. Subsequently, social attachments that result from the social exchange

relationship between the individual and the organization or a portion of the organization ultimately generate OCB. Therefore figure 2.5 represents, the stronger the individuals' social attachments to organization, the higher will be their propensity to engage in OCB.

Cardona, Lawrence & Bentler (2004) further demonstrated that, an individual's positive perceptions of his or her social exchange relationship may spill over to positive perceptions of the economic exchange relationship. Social perception is explained in detail in section 2.2.5

Cole, Schaninger Jr. & Harris (2002) showed in the WSEN model that every employee has social exchanges on three levels: with organization, with the boss, and with the work team as a whole. From the individual's perspective, exchanges at the various levels can be favorable or unfavorable. They can be motivating or demotivating, depending on the perceived equity of the exchange.

2.1.7 Culture

Organizational culture comprises the attitudes, values, beliefs, norms and customs of an organization (www.answers.com, as on 24.07.2005). Evidence of organizational culture can be determined by asking, observing, reading and feeling (Kreitner and Kinicki, 2004).

Core beliefs are considered to be what the organization stands for and what is important (Jones et al., 2000), while values constitute the essence of the organization's culture. Shared values are commonly held beliefs, mindsets, and assumptions that shape how an organization behaves – its corporate culture. Shared values are what engender trust and link an organization together. Values are the identity by which a

company is known throughout its business areas and what it believes in, its central beliefs and attitudes. These values must be explicitly stated as both corporate objectives and individual values. (www.1000ventures.com/business_guide/crosscuttings/shared_values.html), as on 10/04/2005).

Cultural norms and traditions create a context for judging the fairness of social exchanges that shape the individual's perceptions about what is fair and what is unfair (Cole, Schaninger Jr. & Harris, 2002).

2.1.8 Organizational citizenship behavior (OCB)

The dependent variable in this study is the Organizational Citizenship Behavior. Theories and concepts have been explained from the organizational behavior books and from previous studies conducted by many researchers.

Organizational citizenship behavior is a relatively new concept in performance analysis, but it represents a very classical human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. According to Organ (1988), the definition of organizational citizenship behavior is "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 the organization." OCB thus include such organizationally beneficial actions as helping others who have been absent, taking a personal interest in other employees, attendance and punctuality beyond acceptable norms, and adherence to informal rules devised to maintain order.

Kreitner and Kinicki (2004) referred to OCB as consisting employee behaviors that are beyond the call of duty. Gestures such as constructive statements about the department, expression of personal interest in the work of others, suggestions for

improvement, training new people, respect for the spirit, care for organizational property and punctuality as well as attendance well beyond standard or enforceable levels are all considered to be examples of OCB. Kreitner and Kinicki (2004) moreover depicted that managerial behavior, leadership and characteristics of the work environment significantly influences an employees willingness to exhibit citizenship behaviors apart from individual employee personality.

Thus organizational citizenship is performing, extra-role, pro-social organizational behaviors directed at individual, groups or towards an organization. These are helping behaviors not formally prescribed by the organization and for which there are no direct rewards or punishments, excluding the pro-social behaviors that are prescribed by the organization as performance requirements, and dysfunctional or non-compliant behaviors.

Dimensions of OCB

Organ (1988) identified five categories of OCB they are as follows:

- (1) Altruism means that employees help other co-workers; it is helping and assisting an individual co-worker with organizationally relevant tasks. Altruism makes the work system more productive because one worker can utilize his or her slack time to assist another on a more urgent task.
- (2) Courtesy means treating others with respect and alerting them in the organization about changes that may affect their work;
- (3) Conscientiousness means carrying out one's duties well beyond the minimum role requirements of the organization, which is also discretionary behavior, such as making

phone calls to take care of business from home. Conscientious employees, as well as those who avoid personal gain or other negative behaviors, demonstrate compliance with company policies and maintain predictable, consistent work schedules, increasing the reliability of the service. As reliability increases, the costs of rework are reduced, making the unit more efficient (Chien, 2004).

(4) Sportsmanship implies that employees have a positive attitude and are willing to tolerate less than ideal circumstances refraining from complaining about trivial matters.

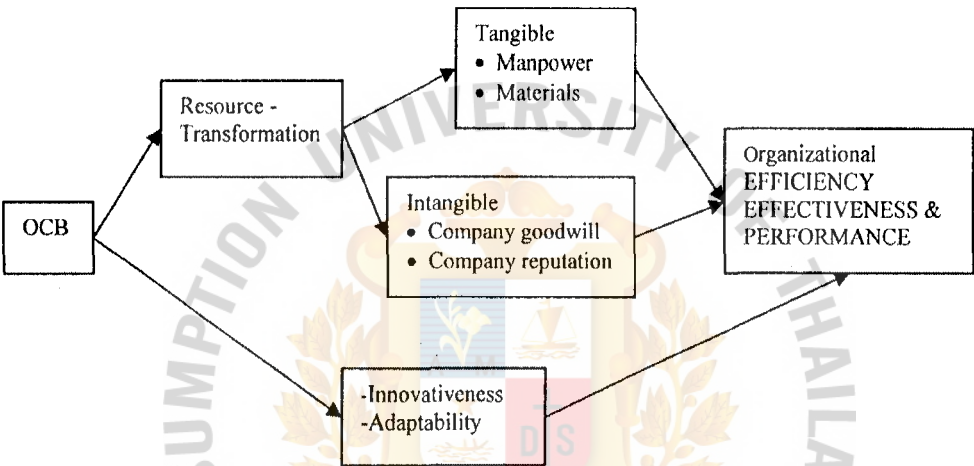
(5) Civic virtue means employees responsibly to participate in the governance of the organization and are concerned about the welfare of the company. Acts of civic virtue may include offering suggestions for cost improvement or other resource-saving ideas, which may directly influencing efficiency.

Importance of OCB

Organ (1988) suggested organizational citizenship behaviors contribute to the efficiency and effectiveness of the organization by contributing to the resource transformation, innovativeness, and adaptability. Organ (1988) suggested that high levels of OCB should lead to a more efficient organization and help bring new resources into the organization. In Organ's explanation, securing needed resources refers not only to the attraction of new members or raw materials, but also to such intangible factors as company good will or the external image and reputation of the organization. Thus, customer perceptions of the organization's products or services could be an external assessment of effectiveness that is influenced by OCB. A few studies have shown that OCB factors are positively related to indicators of individual, unit, and organizational performance (Chien, 2004).

Interest in OCBs is increasing as global competition highlights the importance of global innovation, flexibility, productivity, and responsiveness to changing external conditions (Dyne, Graham, & Dienesch, 1994). OCB can influence organizational performance (Chien, 2004).

Figure 2.1 Importance of OCB



Source: Organ, D. W. (1988). Organizational Citizenship Behavior: The "good soldier" Syndrome. Lexington, Mass: Lexington Books and Chien, M. H. (Sep 2004), An Investigation of the Relationship of Organizational Structure, Employee's Personality and Organizational Citizenship Behaviors; Journal of American Academy of Business. Cambridge, Hollywood. Vol.5

2.2 Theories Related to the Variables

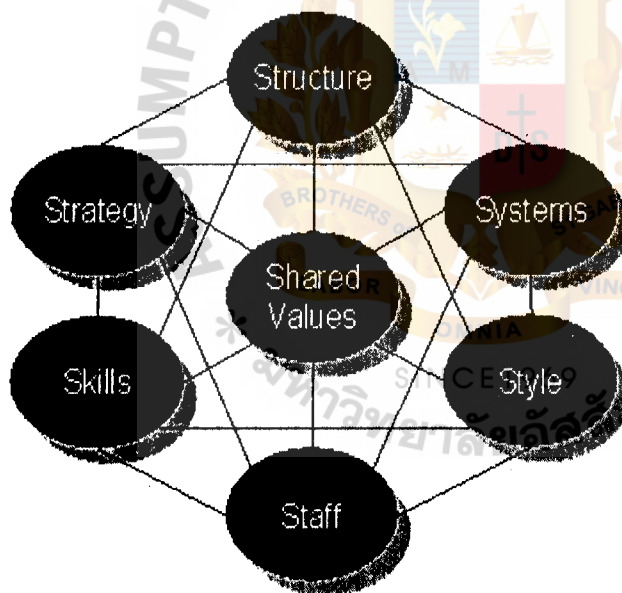
2.2.1 McKinsey's 7-S framework

The McKinsey's 7-S framework or model consists of seven elements: Strategies, Structures, Systems, Staff, Skill, Style and Shared value as represented in Figure 2.2 (Waterman, Peters & Phillips, 1980). While Peters and Waterman, were consultants at McKinsey & Co., the 7-S-Model was published in the article "Structure

Is Not Organization” (1980) and in their books “The Art of Japanese Management” (1981) and “In Search of Excellence” (1982).

These seven elements are distinguished as hard S's and soft S's. The hard elements are easy to identify and found in strategy statements, corporate plans, organizational charts and other documentations. The four soft S's, can have a great impact on the harder elements of the organization. Capabilities, values and elements of corporate culture are continuously developing and changing and the softer elements are highly determined by the people at work in the organization. Therefore it is much more difficult to plan or to influence the characteristics of the soft elements.

Figure 2.2 Mckinsey's 7-S Framework



Source: (www.managingvalue.com/methods_75.html, as on 10/04/2005)

Peters and Waterman (1982) defined the seven elements in the following manner:

Strategy

Strategy are plans an organization formulates to reach identified goals, and a set of decisions and actions aimed at gaining a sustainable advantage over the

competition or course of action leading to the allocation of an organization's finite resources to reach identified goals. In a broader sense, strategy is about setting corporate goals, and then defining the steps needed to achieve those goals.

Structure

In this framework, structure is the organizational chart and associated information that shows who reports to whom and how tasks are both divided up and integrated. In other words, structures describe the hierarchy of authority and accountability in an organization, the way the organization's units relate to each other.

Systems

Systems define the flow of activities involved in the daily operation of business, including its core processes and its support systems. They refer to the formal and informal procedures, processes, how information moves around the organization and routines that are used to manage the organization and support the strategy and structure. Jones, et al. (2000) defined system as the method for moving and reporting information within the organization. Performance measures are balanced and shared among employees. Measures include financial and operational (e.g., internal processes, innovation, and improvement activities) performance.

Staff

Staff refers to the quality of people to the number and types of personnel within the organization and how companies develop employees and shape basic values. Traditionally, staff is often treated in one of two ways. On one hand, there are appraisal systems, pay scales, or formal training. On the other hand, there is employee morale,

attitude, motivation, and behavior. Howard and Phil (1995) described staff as the people who work in the organization and the human resource procedures that support them, including such things as pay scales, training programs, morale, attitude, motivation, behavior, etc.

Jones et al. (2000) defined Staff as characteristics of the people who are members of the organization. The traditional organization focuses on selecting people based on their knowledge and experience, while the learning organization focuses on selecting people based upon their ability to learn.

Skills:

In this framework, skills refer to the dominant distinctive capabilities and competencies of the personnel, key personnel or of the organization as a whole. That is what the company does best, ways of expanding or shifting competency and know-how.

Style

Within this framework, style refers to the cultural style of the organization, how key managers behave in achieving the organization's goals, how managers collectively spend their time and attention, and how they use symbolic behavior. How management acts is more important than what management says. It is also the patterns of actions among organizational participants, this is more than simply the personality of a top-management team or the way that team is Examining. Howard and Phil (1995) defined style as the culture of the organization and the actions of key managers in achieving the organization's goals. This is the ability to manage and act, and to affect change. Jones et al. (2000) defined characterization of how managers function to achieve the

organization's goals. For example, leadership in a learning organization means empowering employees (e.g., salespeople) to act.

Shared values

In this framework “Shared values” are guiding concepts, fundamental ideas around which a business is built, it refers to the underlying attitude of the company; a combination of core values and core purpose. Core values are the essential guiding principles and doctrines that do not require external justification and the values it will uphold in doing so that the company would keep even if business circumstances changed. Core purpose incorporates a firm’s stated business goals, how it will achieve them, and a mission statement.

Peters and Waterman (1982) showed that these seven aspects of an organization need to harmonize with each other and point in the same direction similar to the needles of seven compasses. If each aspect supports the others then the organization can be said to be 'organized'.

Importance and Utility of 7-S framework

Peters and Waterman (1982) depicted that the 7-S model is a tool for managerial analysis and action that provides a structure with which to consider a company as a whole, so that the organization can be diagnosed to identify the current state of health of the organization, its competencies or strength, problems and unrealized opportunities based on that action plans are developed and implemented accordingly. All elements are interrelated, so a change in one has a ripple effect on all the others. It is difficult to make progress on one without making progress on all. For example, a change in HR-systems such as internal career plans and management

training will have an impact on organizational culture (management style) and thus will affect structures, processes, and finally characteristic competences of the organization.

Thus, to initiate improvement in an organization, attention has to be given to all of the seven elements at the same time. The 7-S diagram as shown in Figure 2.2, illustrates the multiplicity interconnectedness of elements that define an organization's ability to change. The theory has helped to change management's way of thinking about how companies could be improved. The 7-S approach is considered important because of its dual emphasis on 'soft' organizational components (style, staff, skills, and shared values) as well as the 'hard' (strategy, structure and systems). It facilitated the translation of academic research into managerial practice, popularizing the notion of organizational culture as the 'normative glue' that holds together the organization, promoting consensus and integration (Hughes, 1996). It is because of this reason that organizations are considered to be independent social systems - whose values, symbols, rituals, myths and stories exert a powerful influence on the behavior of members.

In change processes, many organizations focus their efforts on the hard elements; Strategy, Structure and Systems. An organization cannot afford to give less attention to the soft elements; Skills, Staff, Style and Shared Values. Peters and Waterman (1982) in "In Search of Excellence" commented that most successful companies work hard at these soft factors as it can make or break a successful change process since new structures and strategies are difficult to build upon inappropriate cultures and values.

A Critique on Mckinsey's 7-S

The Mckinsey's 7-S has been criticized, however, as providing a one-sided perspective of organizational culture, focusing solely on the similarities that bind an

organization, ignoring the conflict and opposition that also shape an organization's culture (Martin, 1992; Hughes, 1996). The McKinsey's 7-S framework does not take into account external forces directly that can influence an organization's managerial decisions and operations.

2.2.2 The Mars Model

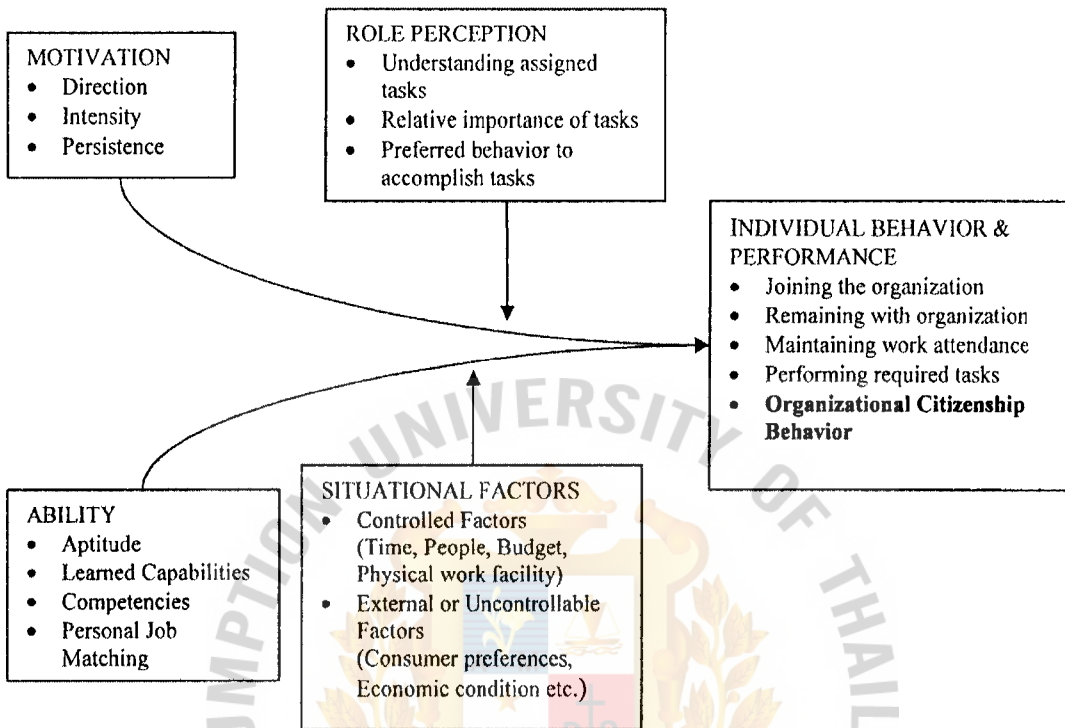
McShane & Glinow (2003) showed in the Mars model of individual behavior and performance that four factors directly influence an employee's voluntary behavior and ultimately the incumbent's performance. The four factors are motivation, ability, role perceptions and situational factors.

These four factors have a combined effect on individual performance and it will decrease if one of the factors deteriorates. For example, without motivation a highly qualified salesperson having clear understanding of job duties with sufficient resources will not perform to market the company's products or services. Companies that excel in customer service and employee performance pay attention to all four factors.

Employee Motivation

Motivation represents the forces within a person that affect the direction, intensity, and persistence of his or her voluntary behavior. Direction refers to the fact that motivation is goal-oriented, not random. People are motivated to arrive at work on time, finish a project a few hours early, or aim for many other targets. Intensity is the amount of effort allocated to the goal. For example, two employees might be motivated to finish their project a few hours early (direction), but only one of them puts forth enough effort (intensity) to achieve this goal. Furthermore, motivation involves persistence, termed as sustaining the effort until attaining the goal, or an employee may give up before reaching the goal. Therefore, persistence can be of varying levels.

Figure 2.3 Mars model of individual behavior and performance



Source: McShane and Glinow (2003). *Organizational Behavior*, 2nd Ed., MacGraw-Hill.

Ability

A second influence on individual behavior and performance is the person's ability. Ability includes both the natural aptitudes and learned capabilities required to successfully complete a task. Aptitudes are the natural talents that help employees learn specific tasks more quickly and perform them better. There are many different physical and mental aptitudes, and our ability to acquire skills is affected by these aptitudes. Learned capabilities are the skills and knowledge that the incumbent actually acquired—including the physical and mental skills possessed, as well as the knowledge acquired and stored for later use.

Competencies are the characteristics of people that lead to superior performance. Competencies include the person's values and personality traits. There are three basic ways to match individuals and their competencies with job requirements. One strategy is to select applicants whose existing competencies best fit the required tasks. This approach includes comparing each applicant's competencies with the requirements of the job or work unit. A second approach is to provide training so that employees develop required skills and knowledge. The third person job matching strategy is to redesign jobs so employees are given only those tasks that are within their capabilities.

Role Perceptions

Employees have accurate role perceptions when they understand the specific tasks assigned to them, the relative importance of those tasks, and the preferred behaviors to accomplish those tasks. Role perceptions clarify the preferred direction of effort. For example, retail salespeople need to remember to stock shelves, not just to serve customers. Otherwise, sales are lost if the product isn't on the shelves. One strategy is to clearly describe each employee's required responsibilities and to show how those goals relate to organizational goals. Second, employees clarify their role perceptions as they work together over time and receive frequent and meaningful performance feedback.

Situational Factors

Situational factors include conditions beyond the employee's immediate control that acts as a constraint to facilitate his or her behavior and performance. Some factors such as time, people, budget, and physical work facilities-are controlled by others in the organization. Corporate leaders need to carefully arrange these conditions so that employees can achieve their performance potential. Other situational characteristics-

such as consumer preferences and economic conditions-originate from the external environment and, consequently, are beyond the employee's and organization's control. A sales representative may have more difficulty selling the product or service when the economy enters a recession or if the demographics of the sales area indicate fewer people would purchase the item. Rather than create a defeatist attitude, some companies encourage employees to focus on things they can control rather than on the external situational factors.

Work-related behavior-Joining the Organization

Attracting and retaining talented employees is one of the top 5 (from a list of 39) non financial factors used by Wall Street's decision makers to pick stocks. The importance of hiring qualified people is obvious when we consider the consequences of staff shortages.

Work-related behavior-Remaining with the Organization

When employees become dissatisfied with their employment relationship, it forces them to search for and join another organization with better conditions. Job dissatisfaction, which "pushes" employees out of their current jobs, has a greater effect on turnover than incentives that "pull" them into new jobs. In other words, the main cause of high turnover isn't that other firms lure away good employees. The main problem is that their current jobs don't motivate good employees to stay.

Work-related behavior-Maintaining Work Attendance

Along with attracting and retaining employees, organizations need everyone to show up for work at scheduled times. Situational factors-such as a car breakdown, family illness, or natural calamities are often major causes of absenteeism. On the

contrary, motivation plays a part in influencing absenteeism. Employees wishing to temporarily withdraw from stressful or dissatisfying working conditions are more often absent or late for work.

Work-related behavior-Performing Required Tasks

People are hired to perform tasks above a minimum standard. Task performance refers to goal-directed activities that are under the individual's control. These include physical behaviors as well as mental processes leading to behaviors. For example, foreign exchange traders make decisions and take actions to exchange currencies. These traders have certain performance standards; that is, their behaviors and the outcomes of those behaviors must exceed minimum acceptable levels.

Work-related behavior-Exhibiting Organizational Citizenship

Organizational citizenship as mentioned earlier refers to behaviors that extend beyond the employee's normal job duties. They include avoiding unnecessary conflicts, helping others without selfish intent, gracefully tolerating occasional impositions, being involved in organizational activities, and performing tasks that extend beyond normal role requirements. Good organizational citizens work cooperatively with co-workers and share resources. They forgive others for mistakes and help co-workers with their problems.

However, research has identified two conditions that are essential for organizational citizenship. One of these is the perceived fairness of the company's treatment of employees. Organizations encourage organizational citizenship by correcting perceptions of injustice in the workplace. Employees feel a higher sense of obligation to go the extra mile when organizations distribute rewards fairly and have a

process in place to correct problems when employees feel unfairly treated. One way to improve organizational citizenship through perceived fairness is to involve employees in decisions that affect them.

The second condition contributing to organizational citizenship is the degree to which employees hold strong ethical values, particularly a sense of social responsibility. Social responsibility refers to a person's or an organization's moral obligation toward others who are affected by his or her actions. People with a strong social responsibility norm are more motivated to assist others, whether or not this assistance will ever be repaid, and to avoid behaviors that interfere with others' goals. It is a value learned through lifelong socialization, so organizations might try to hire people with this value.

2.2.3 Social Exchanges in the Workplace

Cole, Schaninger Jr. & Harris (2002) showed that social relationships are complex, alive, and dynamic. A team of researchers from Auburn University recently proposed the instructive model as illustrated in Figure 2.4 called Work-place Social Exchange Network (WSEN) since it captures multilevel social exchanges within organizations, along with the complex network of variables affecting those exchanges.

The Exchange of Currencies

The economic notion of exchange is at the heart of WSEN model. In starkest economic terms, people exchange their time and labor for money when they take a job. But as this model realistically shows, there is much more at stake than just the exchange of time and labor for money. Individuals, organizations, and teams have many "currencies" they can grant or withhold. Notably, the only social exchange

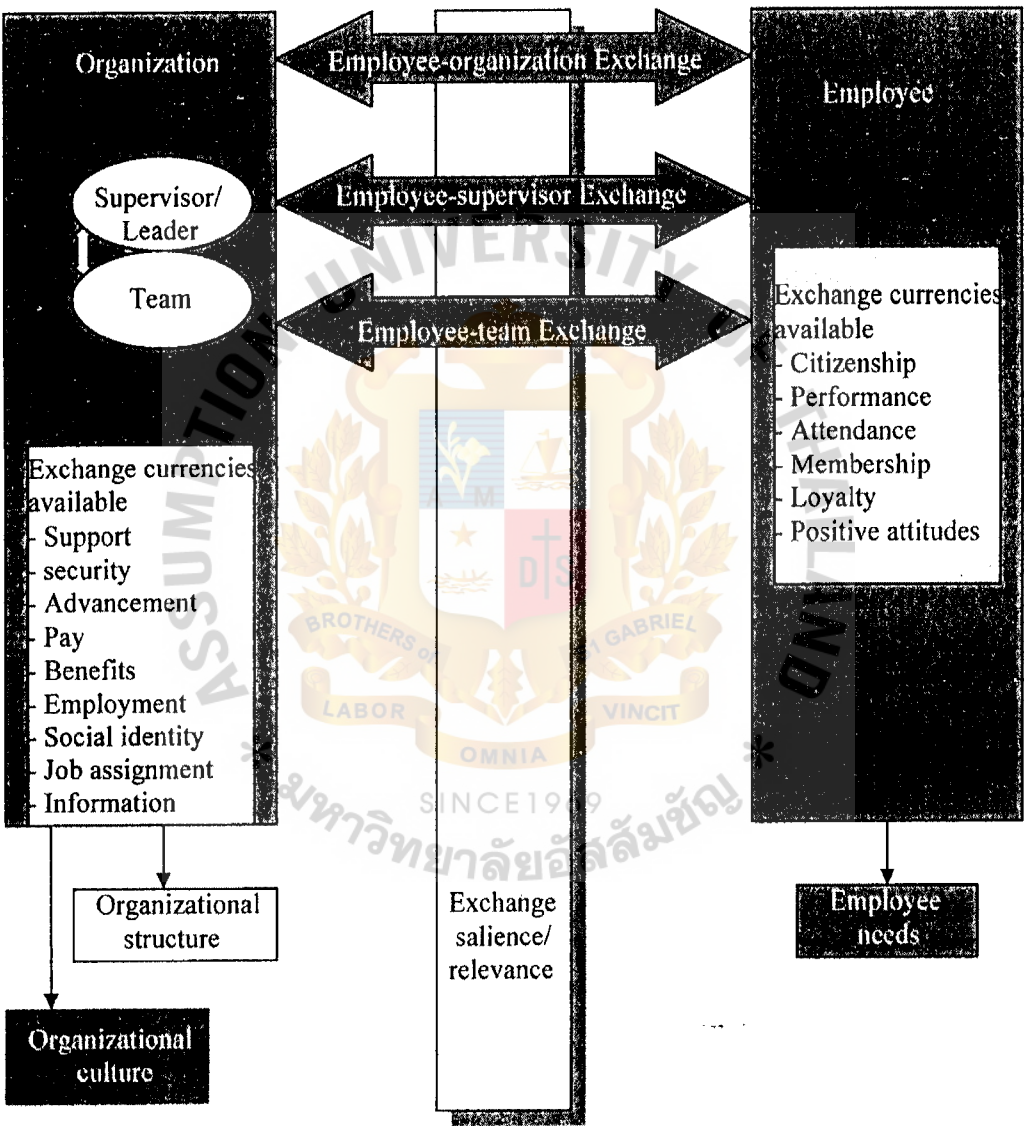
currency that is not self-explanatory is “citizenship” organizational citizenship involves going above and beyond what is expected.

According to the WSEN model, every employee has social exchanges on three levels: with organization, with the boss, and with the work team as a whole. From the individual’s perspective, exchanges at the various levels can be favorable or unfavorable. They can be motivating or de-motivating, depending on the perceived equity of the exchange. For example, someone may have high-quality exchanges with his or her supervisor and work team, and thus want to be around them, be motivated to work hard for them, and be loyal to them. However, because the organization has a reputation for massive layoffs, the employee – organization exchange would be perceived unfavorably, thus fostering dissatisfaction and possibly poor performance and turnover.

The WSEN model includes three intervening factors: organizational structure, organizational culture, and employee needs. Structure in the form of reporting relationships, policies, and work rules shape the individual’s expectations about what is fair and what is unfair. So, too, cultural norms and traditions create a context for judging the fairness of social exchanges. People are motivated when they have a realistic chance of having their needs satisfied.

Finally, at the bottom center of the WSEN model is the individual’s perceptual filter. An exchange between the employee and his or her organization, leader, or team needs to be salient if it is to influence behavior. For example if a marketing assistant is indifferent to her teammates on a special project, that particular exchange would not be salient or relevant for her. Overall, the WSEN model does a good job of building a conceptual bridge between motivation theories and group dynamics. It also realistically indicates the multilevel nature of social relationships within organizations.

Figure 2.4 Work-place Social Exchange Network (WSEN)



Source: Adapted from Cole, Schaninger Jr & Harris (2002), The Workplace Social Exchange Network, conceptual examination, Group and Organizational Management, March 2002.

2.2.4 Spillover effects

Cardona, Lawrence & Bentler (2004), proposed that individuals experience all three exchange relationships simultaneously showed that spillover effects produce a positive association among exchange relationships. For example, individuals' positive perceptions of economic rewards primarily affect their economic exchange relationship with the organization; these perceptions also influence social and economic exchanges. Individuals are likely to interpret these positive perceptions as an implicit signal that the organization values their job. As a result, the jobs perceived importance increases with individuals' increasing positive perceptions of their economic exchange relationship, even though no explicit or contractual adjustments have been made to the job's definition. Thus, when individuals hold positive perceptions of their economic exchange relationship with the organization, positive spillover affects their work exchange relationship.

Likewise, an individual's positive perceptions of his or her social exchange relationship may spill over to positive perceptions of the economic exchange relationship. When individuals perceive that the organization values them through the support, encouragement, and help they receive, they develop positive perceptions of the social exchange relationship. As positive perception of this relationship increases, the comparative value that individuals place on internal social rewards against external economic rewards increases. As a result, incumbents are more likely to accept somewhat lower economic rewards as being fair than they would otherwise

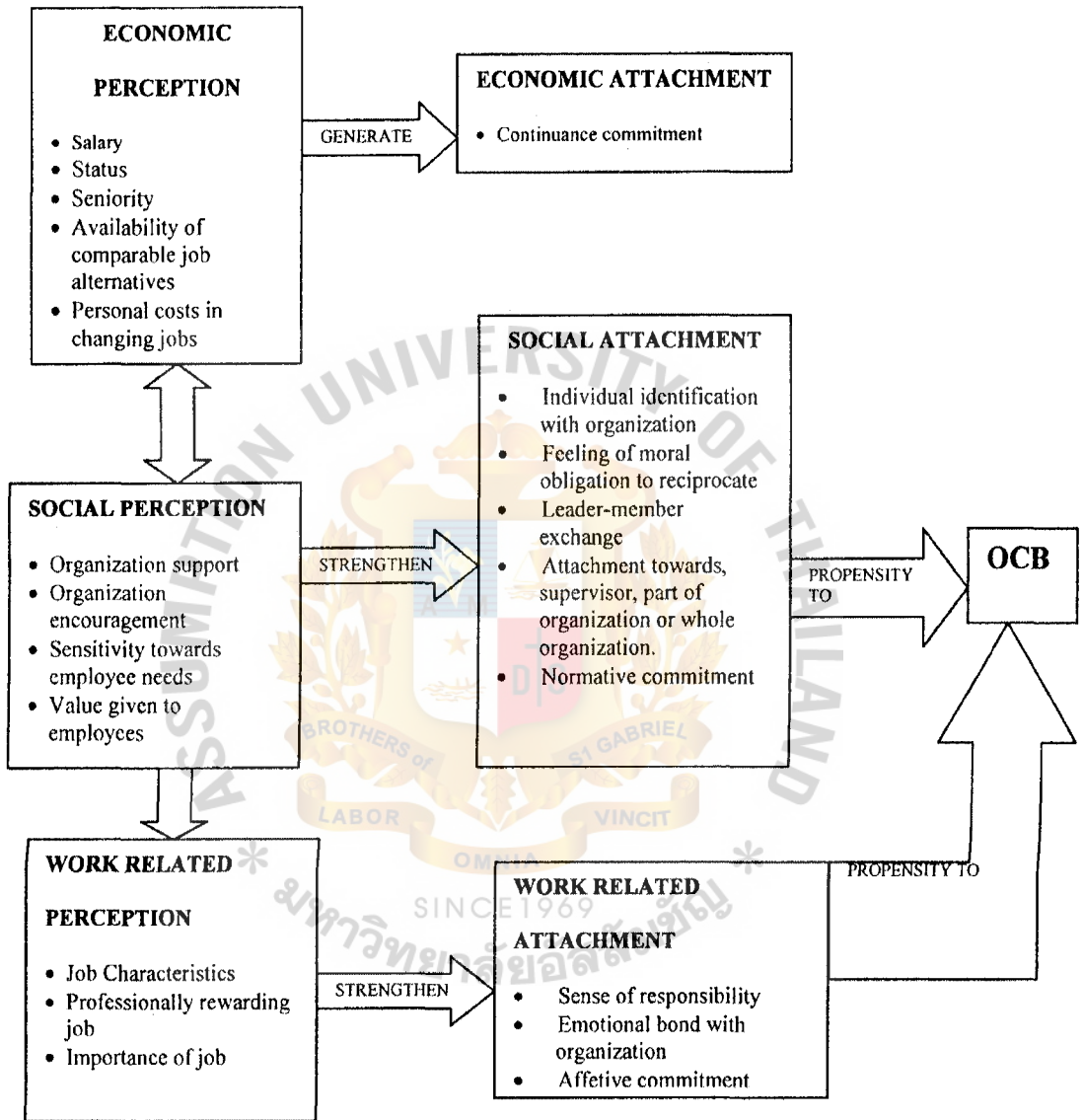
This type of positive association has been indirectly tested at the individual-to-individual level, between employees and their leaders. Farh et al. (1990) examined the economic, work, and social dimensions of the individual-to-leader exchange relationship. They found that the three types of leader fairness perceptions were strongly and positively correlated (equal to or greater than .60). Cardona, Lawrence & Bentler (2004) showed that the same type of spillover effects occur at the individual-to-organization level.

Attachments as OCB mediators

Meyer, Allen, and Smith (1993) studied the relationship between different types of organizational commitment and OCB. They found a significant relationship between OCB and attachments such as affective and normative organizational commitment (NOC) and a non significant relationship between OCB and the attachment represented by continuance organizational commitment. Thus, individuals can bond to the organization through more than one type of attachment (Mowday, Porter, & Steers, 1982), and these different attachments exert specific effects on OCB (Meyer & Allen, 1997).

Although relationships between perceptions and attachments may be reciprocal (Fiske & Taylor, 1991; Mackie & Hamilton, 1993), previous OCB studies suggest that the primary direction of causality proceeds from perceptions to attachments to behavior (Van Dyne et al., 1994). Thus, it is expected that individuals' positive perceptions of exchange relationships generate attachments that in turn influence OCB as shown in figure 2.5

Figure 2.5 Spill over effects



Source: Cardona P., Lawrence B.S., Bentler P. M., (April 2004), The Influence of Social and Work Exchange Relationships on Organizational Citizenship Behavior; Group & Organization Management. Thousand Oaks: Vol. 29, Iss. 2

Economic exchange relationship

Individuals evaluate their economic exchange relationship with the organization primarily through their perceptions of the economic rewards they receive, such as salary, status, and seniority perks. When individuals perceive these economic rewards as positive compared to their job demands and opportunities in other organizations, they view their economic exchange with the organization as valuable. Positive perceptions of the economic exchange relationship increase individuals' economic attachment to the organization as represented in figure 2.5

Positive perceptions of the economic exchange relationship depend not only on the organizational reward system but also on the availability of comparable job alternatives outside the organization and the personal cost involved in changing jobs (Allen & Meyer, 1990). For instance, older employees frequently remain with companies because their salaries are not easily replicable elsewhere and the cost of moving established families is high. This type of economically based attachment is sometimes characterized as continuance commitment (Allen & Meyer, 1990). Thus, when individuals perceive the economic rewards they receive from the organization as positive given the possible choices, they are more economically attached to the organization.

By definition, OCBs are not formally rewarded by organizations. As a result, attachments produced by positive perceptions of economic rewards do not increase an individual's propensity to engage in OCB as illustrated in figure 2.5. Consistent with this, Meyer et al. (1993) found no relationship between continuance commitment and OCB. Shore and Wayne (1993) found a negative relationship between continuance commitment and OCB.

Work exchange relationship

Individuals evaluate their work exchange relationship with the organization primarily through their perceptions of their job's characteristics. When individuals perceive their job as professionally rewarding, for instance when they feel that their job helps them learn, satisfies their curiosity, is appreciated by the organization, or develops them intellectually and emotionally; they view their work exchange with the organization as more valuable. Figure 2.5 illustrates positive perceptions of the work exchange relationship increase individuals' work attachment to the organization.

Research on employee involvement finds that positive job perceptions increase people's sense of responsibility to and strengthen their emotional bonds with their organization (Hackman & Oldham, 1976; Lawler, 1992). This suggests that individuals' perceptions of job characteristics influence their work attachment to the organization (Dyne et al., 1994).

Pearce & Gregersen (1991) found that work attachments, such as the heightened sense of responsibility that results from positively perceived job characteristics (PJC), generate OCB. Farh et al. (1990) found that PJC have a direct positive effect on OCB; however, their study does not include attachments. Van Dyne et al. (1994) showed that when attachments are included, they mediate the relationship between PJC and OCB. Thus, figure 2.5 illustrates, attachments produced by job characteristics are likely to increase an individual's propensity to engage in OCB.

Social exchange relationship

Individuals evaluate their social exchange relationship with the organization primarily through their perceptions of how the organization supports its employees.

When individuals perceive their organization as caring about its employees and as equitable and sensitive to employee needs, they view their social exchange with the organization as more valuable. Positive perceptions of the social exchange relationship increase individuals' social attachment to the organization. These perceptions of organizational support increase the individual's identification with the organization (Kramer, 1991) and generate feelings of moral obligation to reciprocate with behaviors that benefit the organization (Schwartz, 1977). Perceptions of organizational support increase individuals' attachment to their organization (Allen & Meyer, 1990), to a specific part of the organization, or to specific associates or superiors (Organ, 1990).

For example, Settoon et al. (1996) found that individuals' perceptions about organizational support to employees increase the attachment between those individuals and their supervisors. Individuals' perceptions of organizational support also exert a positive influence on the quality of the individual's relationship with and commitment to the organization. Therefore, Cardona, Lawrence & Bentler (2004) proposed that individuals' positive perceptions of organizational support strengthen their social attachment to the organization.

Organ (1990) suggested that attachments that result from the social exchange relationship between the individual and the organization or a portion of the organization are likely to produce OCB. Settoon et al.'s (1996) study provides support for this theory, finding that social attachments such as leader-member exchange exert a direct and positive effect on OCB. Therefore figure 2.5 represents, the stronger are individuals' social attachments to the organization, the higher will be their propensity to engage in OCB.

2.2.5 Other determinants of OCB

Job satisfaction

Smith (1983), Bateman and Organ (1983) conducted the first research on the antecedents of organizational citizenship behavior, finding job satisfaction to be the best predictor. OCB is likely when workers are satisfied. There are just as many questions regarding the antecedents of job satisfaction as there are questions about the antecedents of organizational citizenship behaviors. Chien (2004), however claimed job satisfaction is only one reason for the accurate prediction of OCB.

Motivation as a reason for OCB

Motivation is another observation for understating OCB. Three motive paradigms are often researched. By viewing OCB as caused by multiple motives, one can see that different personality traits could predict OCB, depending on the citizen's motive. There are indirect outcomes of OCB that are related to the employees' motives. (Chien, 2004)

♦ Achievement motive

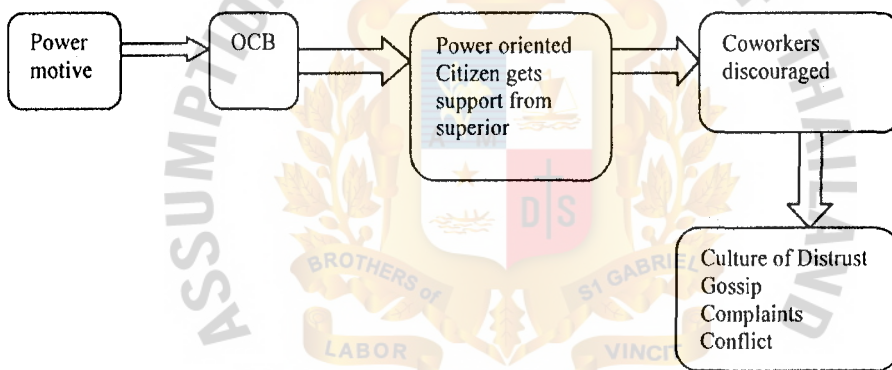
Employees gain intrinsic reward of achievement when they help others with organizationally relevant tasks. Achievement can also be observed when altruism makes the work system more productive since an employee utilizes his or her slack time to assist another on a more urgent task.

♦ Power Motive

If OCB are exhibited for power motives, supervisors may reinforce such behaviors with extrinsic rewards, promotions, or more visible assignments. Supervisors may be oblivious to such motives, seeing only the observable

behaviors. Coworkers, on the other hand, may see the behaviors from a different, more political, viewpoint. As the power-oriented citizen gains support for such behaviors from above, other employees can become discouraged and disengaged, not wanting to "play politics" to get ahead. The resulting outcome may be a culture of distrust, gossip, complaints, or subtle conflict, eroding cohesion and team-building in the unit.

Figure 2.6 Power Motive



Source: Chien M. H. (Sep 2004), An Investigation of the Relationship of Organizational Structure, Employee's Personality and Organizational Citizenship Behaviors; Journal of American Academy of Business. Cambridge, Hollywood.Vol.5

◆ Affiliation Motive

Finally, the affiliation-oriented citizen may perform OCB to such a degree that the employee-employer relationship becomes dysfunctional. Similar to the concept of codependence in personal relationships, the dysfunctional relationship may cause more harm than good for the work environment.

Motive-based theories of behavior suffer from lack of research methodologies that can validly measure the constructs. It may be necessary to approach research from an attribution point of view. That is, instead of asking subjects about their own motives, seek the opinions and perceptions of coworkers as to the motives of the target person. Such a research strategy may also begin to reveal the indirect effects of motive-based OCB.

Procedural Justice of organization

Muhammad (2004) claimed that procedural justice refers to justice of the processes that lead to decision outcome. Muhammad (2004) also depicted two criteria for procedural justice focusing on dispute reactions to legal procedures: (1) the ability to voice one's views and arguments during a procedure (process control), and (2) the ability to influence the actual outcome itself (decision control) as illustrated in figure 2.7

Early studies within the practice of performance appraisals have demonstrated that giving employees the opportunity to express their views and feelings (process control) was strongly related to perceived fairness of their performance appraisal procedures (Greenberg 1990). Organizational justice research has consistently shown that voice effect (process control) enhances individual's evaluations of procedural fairness (Greenberg, 1990; Lind, Kanfer, & Barley, 1990; Organ & Moorman, 1993). Dulebohn & Ferris (1999) found a positive association between the use of supervisor-focused tactics (voice effect) and procedural justice evaluations. Vera Park et al. (1993) in line with these findings, found the opportunity to present information to the authority to be one of the most influential factors generating procedural justice. It is reasonable therefore to suggest, as Lind et al. (1990) did, that to the extent that greater

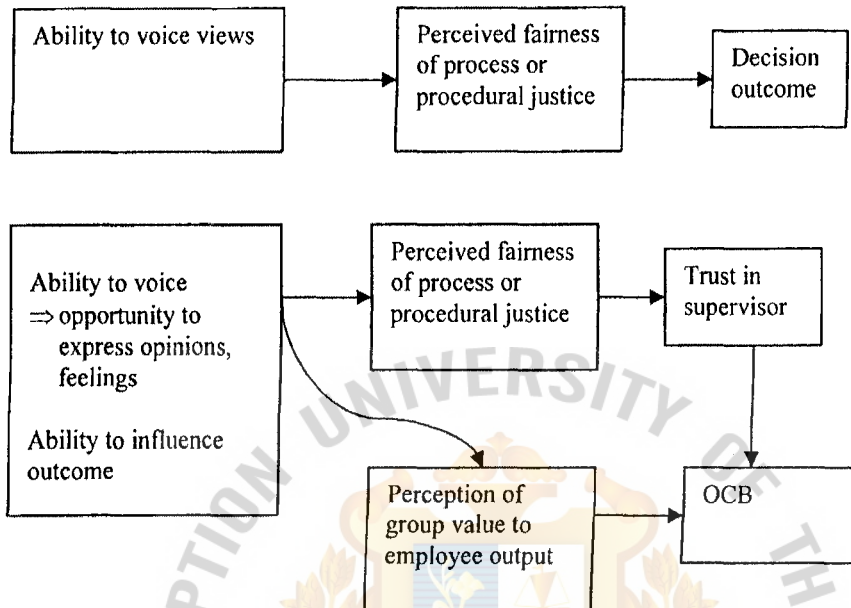
participation in decision-making allows employees greater input (voice) into procedures, perceptions of the fairness of those procedures should increase.

Lind and Barley (1991) suggested that independent relationship between procedural justice and OCB can be explained using group value model of procedural justice (Lind & Tyler, 1988). The group value model suggests that an employee sees procedures as fair to the extent that they communicate that the employee is respected and valued member of a work group. Allowing employees greater input (voice) into procedures increases perceptions of the fairness of those procedures not only because employees' are having voice may influence the fairness of the distribution of rewards, but also because their having the opportunity to express their opinions and feelings demonstrates that the group considers their output is of value as shown in figure 2.7

Lind and Barley (1991) suggested that OCB occurs in organizations when there is a strong emphasis on group concerns and cognitions. Such an emphasis often motivates employees to maximize group rather than individual rewards. Employees may therefore use OCB to support and maintain the group and seek ways to improve its health and welfare.

Studying the indirect relationship between procedural justice and OCB, Konovsky and Pugh (1994) found that procedural justice increases employee's trust in supervisor which prompts employees to reciprocate with increased OCB as shown in figure 2.7. Along the same line, Moorman, Blakely, and Niehoff (1998) found that procedural justice was an antecedent of perceived organizational support which in turn fully mediated its relationship to OCB. Recently, Robinson & Morrison (2002) have reported that when employees felt that their employer had failed to fulfill employment obligations (fairness), they were less likely to engage in civic behavior.

Figure 2.7 Procedural Justice



Source: Muhammad A., (2004), Procedural Justice as mediator between participation in decision-making and organizational citizenship behavior; International Journal of Commerce & Management, Indiana: Vol.14, Iss. 3/4; pg. 58

Job involvement or participation in decision making/perceived fairness:

People can be encouraged and enabled to contribute to achieving organizational goals and continually improving the organization. Employee involvement strategies can range from simple sharing of information to self-directed activities such as setting goals, solving problems and making decisions.

Opportunity to participate in decision-making contributes to the enhancement of employees' perceptions of fairness of the procedures (Thibaut & Waker, 1975). This perception of fairness leads to employee citizenship behavior because social exchange relationships develop between employees and their supervisors (Organ, 1988).

(Muhammad, 2004) stated that based on the norm of reciprocity when employees perceive that their supervisors are treating them fairly, social exchange relationship influence employees to reciprocate and Organ (1988) suggests that OCB is one likely avenue for employee reciprocation.

In examining the relationship between participation in decision-making and organizational citizenship behavior, Van Yperen, den Berg, and Willering (1999) found that participation in decision-making promotes employees' sense of supervisory support to them, which made employees more likely to reciprocate by exhibiting OCB

Perceived Organizational Support (POS)

Lambert (2000) drew on developments in social exchange theory and empirically showed that a relationship exists between workers' experiences with a work-life package and OCB, mediated by POS. Social exchange theory indicates that people feel obligated to reciprocate when they benefit from some entity's actions. OCB is the employees' currency of reciprocity.

Eisenberger et al. (1986) presented a social exchange view of commitment that focuses on employees' perceptions of the organization's commitment to them, i.e. POS. POS is a belief in the organization's willingness to reward their efforts, a belief that the organization values their contribution, and a belief that the organization is concerned about their well-being (Eisenberger et al., 1986). A perception of support from the organization is reciprocated with both commitment and behaviors valuable to the organization. Positive discretionary activities by the organization, which benefit the employee, are taken as cues that the organization cares about employees' well-being. Researchers have shown that benefits can enhance workers' perceptions of organizational support (Lambert, 2000).

Differences in Gender

Employees may perceive and value the same benefit system differently, subsequently sensing different obligations to the organization. Traditionally men are considered to exhibit aggression, competitiveness, assertiveness, individualism, task-orientation and a focus on material success. On the other hand, women are considered to exhibit nurturance, kindness, loquaciousness, warmth, an emotion-orientation, and a concern for the quality of life (Gefen and Straub, 1997). Women are more likely than men to appreciate what the firm does for them. Employee populations are highly diverse, with varying needs that stem from differences in income levels, gender and other characteristics (Pruter, 2000).

Russ and McNeilly (1995) indicated that women place greater importance on social relationships. They found that satisfaction with work more strongly impacts on the organizational commitment of female sales representatives than the male representatives.

2.3 Empirical Research

Hardaker, Glenn, Ahmed and Pervaiz (1995) studied international approaches to computer-integrated manufacturing: perspectives from Europe and Japan. The research into the adoption of integrated technology in manufacturing organizations used the McKinsey's 7-S model which is premised on the fact that organizational change can be managed only by recognizing the full array of factors that make up a working, functioning organization. The population frame used for the investigation of CIM comprised world-leading manufacturing organizations. The surveyed companies were large manufacturing organizations in Europe (Spain, France, Germany and the UK), the USA and Japan. In selecting the sample for the investigation a number of pertinent

factors had to be considered in order to define a sample frame. Five manufacturing industry sectors were chosen: electrical components, motor vehicles, chemicals, pharmaceuticals and engineering. The sample selection scheme chosen was a quota sample based on a stratified sampling procedure. The research requirement that all the companies be publicly quoted and be within the industry bound as defined by the strata and SIC classification led to the emergence of a quota sample of 602 firms. The questionnaire was first designed in English and then translated into Spanish, German, French and Japanese by qualified professionals in each respective field.

The survey results provide an international overview of managerial issues related to CIM implementation and sustained development. The discussion and analysis which follow are confined only to European and Japanese firms. This study provides a comparative analysis of CIM by setting the findings of the survey within the McKinsey 7S framework. The elements of the 7S McKinsey model (namely: strategy, systems, structure, staff; skills, style and shared values) are used to analyze and discuss the findings of the survey.

The findings provide a comparative analysis that highlights similarities as well as differences in approach between European and Japanese firms implementing CIM. It is apparent that possession of relatively higher percentages of CIM systems, as evidenced by the European companies, does not in itself lead to competitive advantages in the marketplace. What is required is effort and time to build CIM systems that actually work, that actually deliver the goods of efficiency and flexibility. Investment into CIM only offers a promise of a new platform of competitiveness; unless investment is accompanied by will and vision to combine with advanced technology

with managerial integration, CIM-based advantages will remain but a promise as to what could be.

Cardona, Lawrence and Bentler (2004) studied the influence of social and work exchange relationships on organizational citizenship behavior. In this study independent variables were the following; Positive perceptions of the economic exchange relationship was represented by Perceived Economic Rewards (PER). Economic attachments represented by Choice Organizational Commitment (COC). Positive perception of the work exchange relationship was represented by PJC (Perceived Job Characteristics). Work attachments were represented by Growth Organizational Commitment (GOC). Individuals perceive their work experiences and effort as a positive exchange with the organization because they see their work as an opportunity for personal and professional growth. Positive perceptions of the social exchange relationship were represented by Perceived Organizational Support (POS). Another variable that could be used for this component is Leader-Member Exchange (Settoon et al., 1996), but this variable only examines social exchange between an employee and his or her leader. Social attachments were represented by Normative Organizational Commitment (NOC). This variable was defined as an individual's attachment to the organization that results from a personal sense of duty and obligation toward the organization.

Dependent variable in this research was Organizational Citizenship Behavior. In this study emphasis was given on antecedents of OCB and the relationships between them rather than the OCB subscales, therefore the researcher treated all the OCB items

as one factor. OCB was measured with four self-report items adapted from Smith et al. (1983).

The finding of this research suggested that work exchanges play a significant and independent role as an OCB antecedent. The results also support the presence of spillover effects, in which positive perceptions of one exchange relationship are related to positive perceptions of the others. This contrasts with previous theory in which positive perceptions of exchange relationships exhibit zero-sum characteristics (Organ, 1990). The results also support the mediating role of organizational attachments in explaining OCB. Individuals' work and social exchange relationships with the organization increase their organizational attachments, and these attachments increase individuals' propensity to engage in OCB. Even though individuals' positive perceptions of economic exchange relationships influence economic attachment, this attachment does not exert an important impact on OCB. Finally, the theory tested in this study explains a relatively substantial portion of the variance of OCB when compared with previous studies.

Min-Hui Chien (2004) investigated the relationship of organizational structure, employee's personality and organizational citizenship behaviors. The research examined relationships between OCB and factors that affect organizational effectiveness. It also discussed the implications of OCB and tried to find out how to improve it. In this research, data were gathered from different types of companies in Taiwan. At each company, approximately twenty employees were randomly selected from an employee list provided by the human resource department. A total of three hundred employees were selected as participants in the study. The sample of employees was split between males (65 percent) and females (35 percent); 80 percent of the

employees were between the ages of twenty-five and thirty-nine; 45 percent were married. For the study, no data were gathered directly from the employees. The research measure assessed five dimensions of OCB, including altruism, conscientiousness, civic virtue (identification with the company), interpersonal harmony, and protecting company resources. Responses to all items were on a five-point scale ranging from (1) strongly disagree to (5) strongly agree.

The research identified that collectivism has a positive relationship with subsequent organizational citizenship. Self-esteem towards organization leads to organizational citizenship. Individual differences can also significantly influence organizational citizenship. Individuals with high collectivism and propensity to trust are more likely to believe they can be a valued part of the organization, to value this role and, because of this belief employees tend to create a difference in the organization by reciprocating with OCB. A variety of motives were examined as potential reasons why employees might exhibit OCB. Achievement, affiliation, and power motives application to the study of OCB provided a new lens through which to view OCB. To be precise, in order to reach that goal, management must fulfill employees' job satisfaction, understand their motivation and create suitable work environments.

Muhammad (2004) studied procedural justice as mediator between participation in decision-making and organizational citizenship behavior. The research examined the relationship among participation in decision-making, employee's perceptions of procedural justice and employee citizenship behavior. To increase external validity, data were gathered from subordinates and their supervisors of 12 Kuwaiti companies and three industries (e.g. financial services, investment, and real estate). 500

employees were contacted and 292 returned completed questionnaires for a response rate of 58%. At the same time, the supervisors of the 500 subordinates were asked to rate the later on the measure of organizational citizenship behavior. Of the 292 surveys returned, matching supervisory surveys (a supervisor rated a subordinate who had also turned in a survey) were returned for 266. Since most of the respondents did not have a good command of English, the questionnaire was administered in Arabic.

Results offer support for the role of procedural justice as mediator of the relationship between participation in decision-making and one of the two types of OCB. Evidence indicates that the more employees feel that they participate in decision-making, the more they perceive their work procedures to be fair, which in turn prompt them to reciprocate with organizational citizenship behaviors that directly benefit specific individuals (OCBI). The relationship between procedural justice and organizational citizenship behavior that benefit the organization in general (OCBO) was found to be insignificant. This study has a valuable practical implication. Managers who desire to create an organizational atmosphere that foster citizenship behavior must make sure the procedures used to allocate organizational rewards are perceived as fair. Managers can do so by giving the employees the opportunity to participate in decision-making. Another important implication of this study is a theoretical one.

CHAPTER III

RESEARCH FRAMEWORK

This chapter depicts the theoretical framework, conceptual framework, and hypotheses posed in this study. Theoretical framework refers to the theories and concepts being used as a source or reference drawn from the literature review. A concept is defined as generalized idea about a class of objectives, attributes, occurrence or process (Zikmund, 1997). A conceptual framework is a model where relationships among the several variables or factors that have been considered and identified as significant to the research issue, are theorized. Based on the literature review, a conceptual framework was developed for this study. Finally, after developing theoretical and conceptual framework, research hypotheses pertaining to this study were set by the researcher.

3.1 Theoretical Framework

This research was aimed at finding the relationship between organizational citizenship behavior and organizational factors, in which seven elements were considered subject to the demands of the company, B.Grimm Group.

The Mckinsey's 7-S Model discussed in chapter two, serves as a valuable tool to initiate change processes and give direction to organization. It has seven elements as well; strategy, structure, system, staff, skill, style and shared values (Peters and Waterman, 1982). The model helps to determine the current state of each element and to compare this with the ideal state. Based on that, it is possible to develop action plans to attain the intended state.

It has been shown in the Mars model, that four factors directly influence an employee's voluntary behavior and ultimately the incumbents' performance. The four factors are; motivation, ability, role perceptions and situational factors (McShane & Glinow, 2003).

As discussed earlier in chapter two, the study by Cardona, Lawrence and Bentler (2004) showed is "Spillover effects" that people hold all three exchange relationships simultaneously and that the impact of exchange relationships on OCB is mediated by individuals' exchange-related attachments to their organization. Thus, individuals' positive perceptions of social and work exchanges increase their social and work-related attachments to the organization, and ultimately these attachments influence OCB.

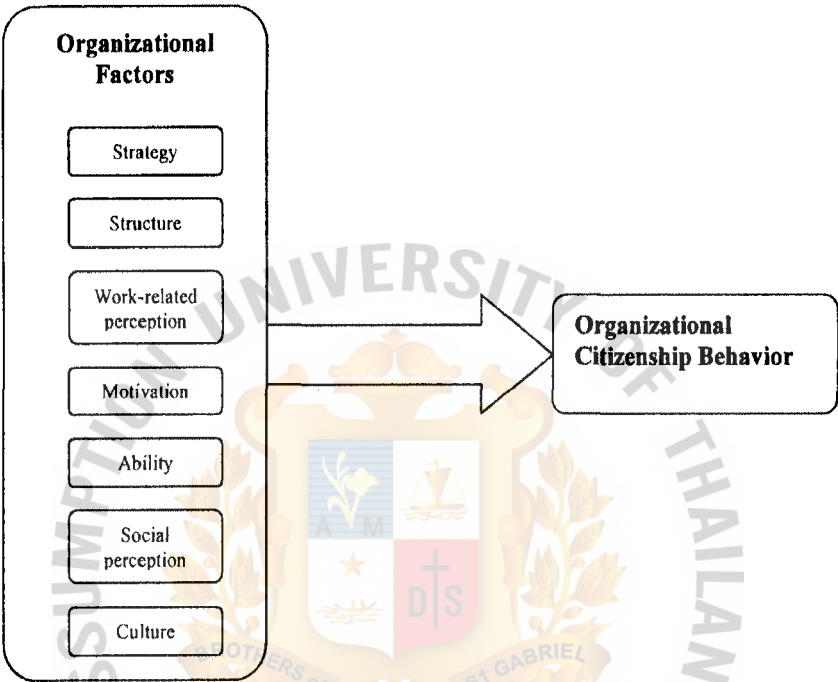
Cole, Schaninger Jr & Harris (2002) in Work-place Social Exchange Network theory has shown that it takes into account multilevel social exchanges within organizations, along with the complex network of variables affecting those exchanges.

Therefore, a conceptual framework is constructed from the review of the literatures of Peters & Waterman (1982), McShane & Glinow (2003), Cardona, Lawrence and Bentler (2004) and Cole, Schaninger Jr & Harris (2002).

3.2 Conceptual Framework

In this study, the dependent variable is shown in the model as Organizational Citizenship Behavior and independent variables are organizational factors; strategy, structure, work-related perception, motivation, ability, social perception and culture, as illustrated in figure 3.1.

Figure 3.1 Conceptual Framework



3.3 Research hypotheses

The research framework presented above led to the following hypotheses for this research study:-

- Ho1:** There is no relationship between strategy and organizational citizenship behavior.
- Ha1:** There is a relationship between strategy and organizational citizenship behavior.
- Ho2:** There is no relationship between structure and organizational citizenship behavior.
- Ha2:** There is a relationship between structure and organizational citizenship behavior.

- Ho3:** There is no relationship between work-related perception and organizational citizenship behavior.
- Ha3:** There is a relationship between work-related perception and organizational citizenship behavior.
- Ho4:** There is no relationship between motivation and organizational citizenship behavior.
- Ha4:** There is a relationship between motivation and organizational citizenship behavior.
- Ho5:** There is no relationship between ability and organizational citizenship behavior.
- Ha5:** There is a relationship between ability and organizational citizenship behavior.
- Ho6:** There is no relationship between social perception and organizational citizenship behavior.
- Ha6:** There is a relationship between social perception and organizational citizenship behavior.
- Ho7:** There is no relationship between culture and organizational citizenship behavior.
- Ha7:** There is a relationship between culture and organizational citizenship behavior.

3.4 Operational components of variables

Table 3.1: Operational definition

Concept	Conceptual Definition	Operational Components	Type of scale
Strategy	The plans, decisions, actions to reach identified goals so as to gain competitive advantage.	<ul style="list-style-type: none"> ▪ Vision or long term plan. ▪ Linkage of individual work objective to the company objective. ▪ Clear Decisions and action plans extended ▪ Clarity of the business mission. ▪ Well defined steps to attain company objectives 	Interval scale

Structure	The hierarchy, reporting relationship, policy, work rules, division of tasks, accountability and relationship of units.	<ul style="list-style-type: none"> Awareness of the hierarchy of the company. Reporting relationship Company policy & work rules. Distribution of tasks. Clarity of roles and responsibilities Clarity of accountability. Inter Departmental relation. 	Interval scale
Work related perception	Perception of job characteristics type and importance of job.	<ul style="list-style-type: none"> Clarity of procedures. Well-designed process. Efficiency measurement. Timely Flow of Information. Intellectual development. 	Interval scale
Motivation	The forces within a person that affect the direction, intensity, and persistence of his or her voluntary behavior.	<ul style="list-style-type: none"> Employee, organization fit. Level of motivational intensity. Role perception. Importance of team work. Motivational persistence. 	Interval scale
Ability	The natural aptitudes and learned capabilities required to successfully complete a task.	<ul style="list-style-type: none"> Aptitude level. Employee confidence level. Employee competence. Staffs learning capability. Training and development programs. 	Interval scale
Social perception	Perception of the leadership and cultural style, acts of management and patterns of actions among organizational participants.	<ul style="list-style-type: none"> The organizational culture. Management sensitivity towards staff. Organizational support and value to employees. Employees follow similar style of leadership. The level of trust. 	Interval scale
Culture	The core value, purpose, principles, guiding concepts, fundamental ideas that create a context for judging the fairness of social exchanges.	<ul style="list-style-type: none"> Core values. Organizations principles and direction extended. Belief in company ideology. Influence of corporate culture. Inspiration of vision and mission. 	Interval scale
Organizational Citizenship Behavior	Employee behaviors that are beyond the call of duty.	<ul style="list-style-type: none"> Altruism Courtesy Conscientiousness Sportsmanship Civic virtue 	Interval scale
Organizational Citizenship Behavior - Altruism	Employees help or assist a coworker with organizationally relevant tasks during slack time eventually making the work system more productive.	<ul style="list-style-type: none"> Altruism 	Interval scale

Organizational Citizenship Behavior - Courtesy	Treating others with respect and alerting them in the organization about changes that may affect their work.	▪ Courtesy	Interval scale
Organizational Citizenship Behavior - Conscientiousness	Carrying out one's duties well beyond the minimum role requirements of the organization, which is a discretionary behavior.	▪ Conscientiousness	Interval scale
Organizational Citizenship Behavior - Sportsmanship	Employees having a positive attitude, willing to tolerate less than ideal circumstances and refraining from complaining about trivial matters	▪ Sportsmanship	Interval scale
Organizational Citizenship Behavior - Civic virtue	Employees responsibly to participate in the governance of the organization, concern about the welfare of the company.	▪ Civic virtue	Interval scale



CHAPTER IV

RESEARCH METHODOLOGY

This chapter focuses on the discussion of research methodology employed to analyze the data so as to meet the research questions set in this study. The first section presents the research methods applied. The second section outlines the respondents and sampling procedure. The third section discusses the research instrument/questionnaire and pre test results. The fourth section depicts the procedure of data collection and the final section details a description of the statistical treatment to be employed for the analysis of data.

4.1 Research Methods

The research design is descriptive through hypothesis testing. Research design is the framework for a study that specifies methods and procedures for collecting, analyzing data and provides guidance to the researchers in their pursuit to solve problems under study. Furthermore, the sources of information, design technique, the sampling methodology, schedule and cost of research are determined (Zikmund, 2003).

In this study, the survey was considered to be an appropriate technique. Survey is considered to be a research technique that provides a quick, inexpensive, efficient and accurate means of evaluating information through questionnaires, interviews with the respondents either by mail, over the telephone or face-to-face (Zikmund, 2003).

Table 4.1 Total Number of employees in B. Grimm Group

SL	Industry and Companies	Number of Employees
	Cooling	
1	Link Manufacturing Co. Ltd.	135
	Construction	
2	B. Grimm Multi Product Co. Ltd.	4
3	B. Grimm MBM Metalworks Co. Ltd.	131
4	Metalworks service Co. Ltd.	13
	Energy	
5	Amata Power Ltd.	40
6	Hamon B. Grimm Co. Ltd.	4
7	B. Grimm Trading Co. Ltd.	66
	Health Care	
8	B. Grimm Healthcare Co. Ltd.	93
9	URGO Healthcare Product Co. Ltd.	76
10	LBG Co. Ltd.	72
11	Bio Monde Co. Ltd.	3
	Real Estate	
12	Link Real Estate Co. Ltd.	6
13	Pattanasinthal Co. Ltd.	8
14	Ueng Faa Mui Ltd.	6
15	B. Grimm International	18
	Other	
16	B. Grimm and Co. R.O.P.	5
17	Ueng Fai Ltd.	10
18	B. Grimm Joint Venture Holding Co. Ltd.	4
19	British Fashions Co. Ltd.	20
20	Provence Co Ltd.	43
21	TUV (Thailand) Limited	5
22	Monika Motors	38
	Total	800

Source: Department of Human Resources, B. Grimm Group, May, 2005

4.2 Respondents and Sampling Procedure

The research examined the relationship between organizational factors and organizational citizenship behavior of employees working in B. Grimm Group. Sampling is a procedure using a small number of units of a given population as a basis for drawing conclusions about the whole population (Churchill, 1996). Therefore, a sample represents the characteristics of the population (Zikmund, 2003).

4.2.1 Target Population

Davis (1996) defined population as the complete set of units of analysis that are under investigation. Sekaran (1992) defined it as the entire group of people, events or things of interest that the researcher desires to investigate. The 800 employees of B.Grimm group were the target population as represented by table 4.1. All departments were included so as to examine the entire company in this study.

4.2.2 Sampling Method

The researcher used non-probability, convenience-sampling method. From a population of 800 employees, a sample of 277 employees of B.Grimm Group was drawn for the study. Non-probability sampling is a technique in which units of the sample are selected on the basis of personal judgment to obtain a large number of completed questionnaires quickly and economically (Zikmund, 2003).

The sample size was estimated considering the table of Anderson (1996) based on 95 percent level of certainty and 5 percent sampling error. The criterion for selecting sample was that employees had to represent all companies of the B. Grimm group. The sample was selected under the guidance of Strategic Developer, B. Grimm Group and Human Resource Supervisor of Amata Power.

Table 4.2 Theoretical sample size for different sizes of population and a 95 percent level of certainty

Population/ (Sampling Frame)	Required Sample for Tolerable Error			
	5%	4%	3%	2%
100	79	85	91	96
500	217	272	340	413
1,000	277	375	516	705
5,000	356	535	897	1,622
50,000	381	593	1,044	2,290
100,000	382	596	1,055	2,344
1,000,000	384	599	1,065	2,344
25,000,000	384	600	1,067	2,400

Source: Anderson, G. (1996). Fundamentals of Educational Research p.202

Table 4.1 illustrates that the total number of population of B. Grimm Group was 800. Comparing the size of the population with Table 4:2 the number of sample respondents for this study was determined to be 277 at 5 percent sampling error. Therefore, a study was undertaken of 277 employees of B. Grimm Group.

4.3 Research Instrument

The researcher adapted from Peters & Waterman (1982) and Organ (1988) a self-designed, structured questionnaire to obtain the primary data. Questionnaire is an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest (Sekaran, 2000). Self-administered questionnaires were used in this research to collect information from samples. Self-administered questionnaire is a questionnaire that is filled out by the respondents rather than by the interviewer (Zikmund, 1997).

The main advantages of questionnaires are that it can be collected in a completed form within a short period of time, and it can be obtained from the target respondents after immediate completion. Moreover, questionnaires are less-biased in interpretation and analysis. The questions are close-ended which help respondents to quickly choose an option from several alternatives.

For this study the questionnaire was prepared in English and Thai versions to facilitate those who are not able to understand English. Respondents were inquired to rank their opinion regarding each question on a five-point Likert interval scale. Each ranking was then given a numerical value from one to five. Thus a total numerical value was calculated from all the responses. The numerical values assigned for each interval of scale was as follows:

5 = Strongly Agree

4 = Agree

3 = Neutral

2 = Disagree

1 = Strongly Disagree

The questionnaire comprised of three parts:

- Part 1

:

Organizational Factors – Interval scale was used for seven variables; strategy, structure, work-related perception, motivation, ability, social perception and culture.
- Part 2

:

Organizational Citizenship Behavior – Interval scale was used to assess the five dimensions of OCB.
- Part 3

:

Demographics factors - Multiple choice formats.

Table 4.3 Research Instrument Design

Hypothesis Statement	Question No.
Ho1: There is no relationship between strategy and organizational citizenship behavior. Ha1: There is a relationship between strategy and organizational citizenship behavior.	Question 1-6 (Part 1) & Question 37-41 (Part 2)
Ho2: There is no relationship between structure and organizational citizenship behavior. Ha2: There is a relationship between structure and organizational citizenship behavior.	Question 7- 11 (Part 1) & Question 37-41 (Part 2)
Ho3: There is no relationship between work-related perception and organizational citizenship behavior. Ha3: There is a relationship between work-related perception and organizational citizenship behavior.	Question 12-16 (Part 1) & Question 37-41 (Part 2)

Ho4: There is no relationship between motivation and organizational citizenship behavior. Ha4: There is a relationship between motivation and organizational citizenship behavior.	Questions 17 –21 (Part 1) & Question 37-41 (Part 2)
Ho5: There is no relationship between ability and organizational citizenship behavior. Ha5: There is a relationship between ability and organizational citizenship behavior.	Questions 22-26 (Part 1) & Question 37-41 (Part 2)
Ho6: There is no relationship between social perception and organizational citizenship behavior. Ha6: There is a relationship between social perception and organizational citizenship behavior.	Questions 27 – 31 (Part 1) & Question 37-41 (Part 2)
Ho7: There is no relationship between culture and organizational citizenship behavior. Ha7: There is a relationship between culture and organizational citizenship behavior.	Questions 32 – 36 (Part 1) & Question 37-41 (Part 2)

4.3.1 Pre Testing

The pre-testing process allows the researcher to determine if the respondents have any difficulty understanding the questionnaire and whether there are any questions vague or biased (Zikmund, 2003). This allows researcher to avoid the respondents misunderstanding or misinterpretation of questionnaire. The questionnaire was pre tested with 30 respondents.

The researcher conducted the pretest to examine the reliability of the questionnaire, which is to check whether the questions expressed the same idea and understanding to all respondents. Thirty questionnaires in Thai and English were distributed among ABAC MBA students, who were currently employed by different firms. The researcher tested the dependability by using Cronbach’s coefficient alpha scales. If the Cronbach’s alpha is near to 1, internal consistency and reliability is considered to be higher (Zikmund, 2003). With a Cronbach’s alpha of at least 0.6, reliability was obtained. The result of the reliability test is summarized in table 4.4

Table 4.4 Results of the Reliability test.

Variables	Reliability Score
Organizational Factors	0.9128
▪ Strategy	0.9124
▪ Structure	0.9136
▪ Work-related perception	0.9133
▪ Motivation	0.9131
▪ Ability	0.9123
▪ Social perception	0.9123
▪ Culture	0.9128
Organizational Citizenship Behavior	0.9241

4.4 Collection of Data

The researcher collected data from the target respondents of the employees of the B.Grimm group. The steps in collecting data were as follows:

- I. Obtained a letter from Graduate School Office addressed to the organization to be surveyed for sample.
- II. Discussed and explained in detail to the management of B.Grimm group about the intended research and its benefits to the company on 9th May 2005.

- III. Obtained verbal permission from the management of the organization to conduct the research survey in May 2005.
- IV. The researcher applied for a written authorization for research from B. Grimm Group on 27th June 2005.
- V. Started distribution of questionnaires on July 4th 2005 to Amata Power, B. Grimm Trading company and Health Care.
- VI. Secured written authorization from the CEO of B. Grimm Group on 12th July 2005.
- VII. Held meeting in July, 2005 in Head Office with Mr. Bryan Littlefield, Strategic Developer, B. Grimm and Sinart Nakwachara, HR Supervisor, Amata Power to plan and coordinate the questionnaire distribution, criteria of distribution and collection process.
- VIII. The researcher contacted MD and HR Manager of Link Manufacturing, Secretaries to the MD of MBM, LBG, British Fashions, Provence, MS Pinya Satamparat, Asst. Dept. Manager of Corporate HR Office and Rahul, Export Manager and Mr. Puriphum, Asst. Marketing Manager of Monika Motors for coordination of distribution and collection of questionnaires.
- IX. Mr. Sinart ensured questionnaire collection of Amata Power, Ms. Pinya collected questionnaires from some of the smaller companies, Mr Bryan ensured collection from Health Care and Trading, while MBM, Link Manufacturing, LBG, British Fashions and Provence sent it directly to head office.
- X. The researcher collected all 277 filled out questionnaires from Mr. Bryan, Mr. Sinart, Mr. Puriphum and Ms Pinya by July 20th 2005.

4.5 Statistical Treatment of Data

As soon as the data was collected, it was analyzed with the software, the statistical package for social science (SPSS, Version 11.5). The scale used in this research was interval scale of association to measure the variables. Following commonly accepted research norms, the data was manipulated into a readable and understandable information layout. This mainly consisted of 2 parts: the descriptive statistics and the inferential statistics.

4.5.1 Descriptive Statistics

The descriptive statistics is defined as the statistics that is used to describe or summarize information about a population or sample (Zikmund, 2003). The researcher used descriptive statistics to measure the frequency and percentages and summarized the information pertaining to respondents which consisted of gender, age and education.

4.5.2 Inferential Statistics

Inferential statistics is used to make inferences or judgment about a population on the basis of sample (Zikmund, 2003). Pearson's correlation was considered to be appropriate for this study in view of the fact that, this research was undertaken to ascertain the relationship between the organizational citizenship behavior and organizational factors. The other reason for using Pearson's was that interval scale was used in this study and the study is considered to be parametric.

Pearson's product moment correlation coefficient

The correlation between two variables reflects the degree to which the variables are related. Pearson's correlation is designated by the Greek letter rho (ρ) when measured in population on the contrary when it is measure in a sample it is designated by (r) (Hussey, 1997). Since the researcher drew a sample in this study hence Pearson's (r) was used. Pearson's correlation coefficient varies over a range of +1 or perfect positive correlation to through 0 to -1 or perfect negative correlation. Zikmund (2003) stated the formula for calculating the Pearson's correlation coefficient (r) for two variables X and Y is:

$$r_{xy} = r_{yx} = \frac{\sum (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum (X_i - \bar{X})^2 \sum (Y_i - \bar{Y})^2}}$$

Where, the symbol X bar and Y bar represent the sample means of X and Y respectively. Here, X represented independent variables organizational factors; Y represented dependent variable organizational citizenship behavior. When the value of the same correlation coefficient is equal to zero, it indicates no linear relationship between X and Y and value of r near zero indicates a weak linear relationship. Correlation analysis makes certain assumption about data to test hypotheses about the coefficient. The first requirement for r is linearity and the second assumption is that the data are from a random sample of a population where the two variables are normally distributed in a joint manner or correlation is a bivariate normal distribution.

Decision rule for Interpretation

H_0 will be rejected if:

- a) The significant level (P value) is less than 0.05 and
- b) The value of the correlation coefficient r is not equal to zero (0).

Table 4.5 r -value and interpretation of the strength of association

Correlation (r)	Interpretation
1	Perfect positive linear association
0	No linear association
-1	Perfect negative linear association
0.90 to 0.99	Very high positive correlation
0.70 to 0.89	High positive correlation
0.4 to 0.69	Medium positive correlation
0 to 0.39	Low positive correlation
0 to -0.39	Low negative correlation
-0.40 to -0.69	Medium negative correlation
-0.70 to -0.89	High negative correlation
-0.90 to -0.99	Very high negative correlation

Source: Hussey (1997), Business Research: A Practical guide for undergraduate and postgraduate students.

Table 4.6 Summary of Hypothesis and Statistical Design

Hypothesis Statement	Statistic Used
Ho1: There is no relationship between strategy and organizational citizenship behavior. Ha1: There is a relationship between strategy and organizational citizenship behavior.	Pearson's correlation(r)
Ho2: There is no relationship between structure and organizational citizenship behavior. Ha2: There is a relationship between structure and organizational citizenship behavior.	Pearson's correlation(r)
Ho3: There is no relationship between work-related perception and organizational citizenship behavior. Ha3: There is a relationship between work-related perception and organizational citizenship behavior.	Pearson's correlation(r)
Ho4: There is no relationship between motivation and organizational citizenship behavior. Ha4: There is a relationship between motivation and organizational citizenship behavior.	Pearson's correlation(r)
Ho5: There is no relationship between ability and organizational citizenship behavior. Ha5: There is a relationship between ability and organizational citizenship behavior.	Pearson's correlation(r)

<p>Ho6: There is no relationship between social perception and organizational citizenship behavior.</p> <p>Ha6: There is a relationship between social perception and organizational citizenship behavior.</p>	<p>Pearson's correlation(r)</p>
<p>Ho7: There is no relationship between culture and organizational citizenship behavior.</p> <p>Ha7: There is a relationship between culture and organizational citizenship behavior.</p>	<p>Pearson's correlation(r)</p>



CHAPTER V

PRESENTATION OF DATA ANALYSIS

This chapter is predominantly concerned with the results of the investigation. The researcher collected data from the 277 employees randomly from all 22 companies under the B. Grimm Group, which was representative of the total population. However, four questionnaires were unusable because two of the questionnaires had ranked employee education of primary school or below that level and two were unfinished. Therefore, 273 questionnaires were considered to be valid for the study.

The data analysis, interpretation and presentation of data from a sample of 273 employees of B.Grimm Group are discussed in four sections. The first section discusses the demographic profile of respondents, the second section depicts perception of organizational factors and third section illustrates organizational citizenship behavior. The last section portrays Hypotheses Testing – to measure the relationship between organizational factors, and organizational citizenship behavior through seven hypotheses testing using Pearson's coefficient correlation.

5.1 The Demographic Profiles of Respondents

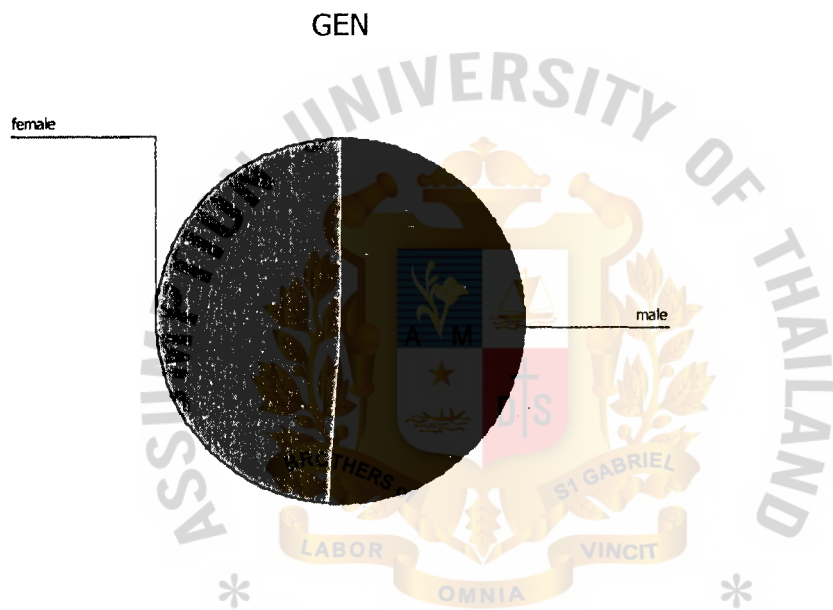
Descriptive analysis refers to the transformation of raw data into a form that will make it easier to be understood and interpreted. The data in this section are presented in the form of frequency tables and percentage distributions. The following tables and bar charts present the demographic profile of respondents based on age, gender and education.

5.1.1 Gender

Table 5.1: Gender of respondents

Gender	Frequency	Percent
Male	139	50.90
Female	134	49.10
Total	273	100

Figure 5.1: Gender of the respondents.



The gender of the respondents principally comprised of male employees at 139 male respondents, representative of 50.90% of the population while 49.10% of the total sample were female employees standing at 134 respondents.

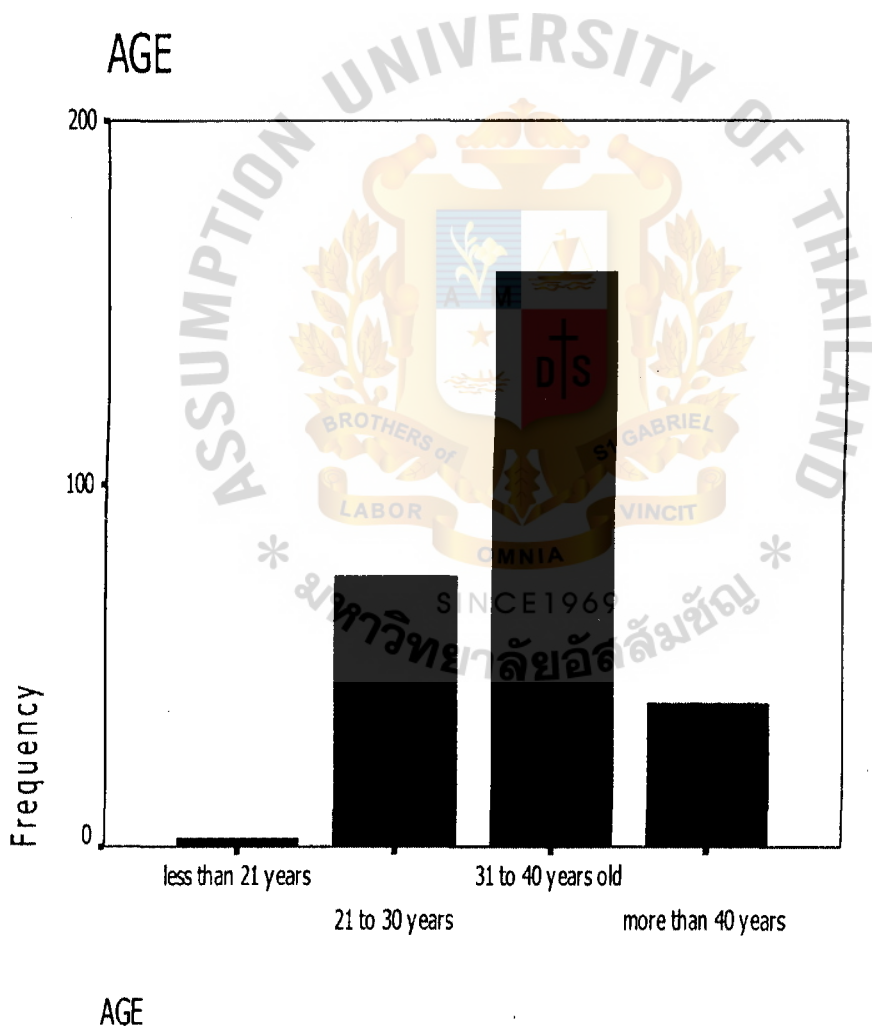
5.1.2 Age

Table 5.2: Age of Respondents

Age	Frequency	Percent
Less than 21 years old	2	0.70
Between 21 to 30 years old	74	27.10
Between 31 to 40 years old	158	57.90
More than 40 years old	39	14.30
Total	273	100

Figure 5.2 shows that the majority of the respondents, 57.90 % equivalent to 158 respondents were within the age group of 31 – 40 years old; 27.10 % were within the age range of 21-30 years old and 14.30 %, equivalent to 39 respondents, belonged to the age group of more than 40 years old. While the minority group of 02 respondents were under the age group of less than 21 years old, representing only 7.0 % of the total sample.

Figure 5.2: Respondents' Age



5.1.3 Level of Education

Table 5.3: Level of education of respondents

Highest Level of Education	Frequency	Percent
Primary school or below	0	0.00
Diploma or High school	84	30.80
Bachelor's Degree	159	58.20
Master's Degree	30	11.00
Total	273	100

Figure 5.3 shows that majority of the respondents stood at 58.20%, consisting of 154 respondents with a Bachelor’s Degree. 84 respondents had either High school or Diploma level education, representing 30.80 %. A total of 30 respondents, representing 11.00% indicated holding a Master’s Degree level of education, while there were no respondents with Primary school or lower level of education.

Figure 5.3: Level of Education

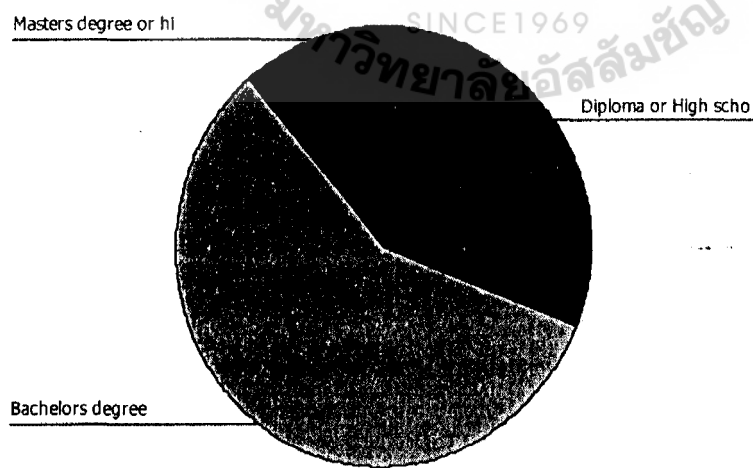


Figure 5.3 shows the education level of B. Grimm employees

5.2 Perception of Organizational Factors

In this section of the chapter, descriptive statistics were used. Calculation for setting statistical level was done in the following manner: Number of class: 5, Range: 5-1= 4, Width of interval: $4 \div 5 = 0.8$

The statistical level used in stating the rating of respondents’ perceptions toward strategy, structure work-related perception, motivation, ability, social perception, culture and Organizational citizenship behavior, are as follows:

Table 5.4: Statistical level and Descriptive Rating

Statistical Level	Descriptive Rating
4.30 – 5.00	Strongly Agree (SA)
3.50 – 4.20	Agree (A)
2.70 – 3.40	Neutral (N)
1.90 – 2.60	Disagree (D)
1.00 – 1.80	Strongly Disagree (DA)

5.2.1 Respondents’ Perceptions on Strategy

Table 5.5: Respondents’ perceptions on Strategy

SL	Item	Mean	SD
1.	I am aware of company vision or long term plan.	3.28	0.99
2.	I am always able to link my work objective to the overall company objective.	3.57	0.88
3.	Action plans to attain task objectives are always clearly understood.	3.34	0.96
4.	Steps needed to attain company objectives are well defined.	3.30	1.03
5.	Action plans to obtain company objectives assist in sustaining advantage over competitors.	3.60	0.93
	Strategy	3.42	0.74

The strategy variable of organizational factors shows an average mean of 3.42, therefore, the variable falls under “Neutral level”. The variables’ overall standard

deviation 0.74 which indicates that the average ratings of 273 respondents for the variable “strategy” in this study ranged from 1.94 to 4.90 at 95% confidence level or standard deviation of 2. A mean of 3.28 for the question “I am aware of company vision or long term plan” is the lowest in this organizational factor. “I am always able to link my work objective to the overall company objective.” represented a mean of 3.57. The next item “Action plans to attain task objectives are always clearly understood.” had a mean of 3.34, followed by 3.60 average mean for “Steps needed to attain company objectives are well defined”, while a mean of 3.60 was found to be the highest in this organizational factor for the item “Action plans to obtain company objectives assist in sustaining advantage over competitors”.

5.2.2 Respondents’ Perceptions on Structure

Table 5.6: Respondents’ Perceptions on Structure

SL	Item	Mean	SD
1	I am aware of the hierarchy of authority of the company.	3.47	0.95
2	My accountability to the organization is not vague.	3.50	0.96
3	Company policies are considered to be fair.	3.26	0.99
4	Distribution of tasks is considered to be appropriate.	3.23	0.96
5	Departmental coordination mechanisms are clear to all concerned.	3.36	1.05
	Structure	3.36	0.68

Since the average mean were valued at 3.36, the overall perceptions on structure of respondents fell under the “Neutral level” rating. The standard deviation 0.68 indicates the average ratings of 273 respondents for the variable “structure” in this study ranged from 2.00 to 4.72. at 95% confidence level or two standard deviation. The highest mean was 3.50 in regard to the item “My accountability to the organization is not vague”, followed by 3.47 for item “I am aware of the hierarchy of authority of

the company”. A mean of 3.26 was in the case of the item “Company policies are considered to be fair”. The lowest mean of 3.23 was in the case of the item “Distribution of tasks is considered to be appropriate”. Finally, a mean of 3.36 was evidenced for item, “Departmental coordination mechanisms are clear to all concerned”.

5.2.3 Respondents’ Perceptions on Work related perception

Table 5.7: Respondents’ Perceptions on work related perception

SL	Item	Mean	SD
1	Formal procedures to attain task objective is clear to the incumbent.	3.37	0.84
2	The organizations process to accomplish objectives is well designed.	3.24	0.91
3	Routines used to manage and support strategy and structure is considered to be efficient.	3.34	0.85
4	Information flows to all levels of employee on time.	3.08	1.04
5	The job aids intellectual development of employees.	3.72	0.91
	Work-related perception	3.35	0.64

The average mean and standard deviation of work-related perception was found to be 3.35 and 0.64 respectively. That is the average ratings of 273 respondents for the variable “Work-related perception” in this study ranged from 2.07 to 4.63 at 95% confidence level or standard deviation of 2. It is apparent from the table 5.7 that most of the items had a mean closer to being neutral except the last item which had a mean of 3.72 ranked in “Agree level”. “Formal procedures to attain task objective is clear to the incumbent” had the rating in “Neutral level”. The next perception stated “The organizations process to accomplish objectives is well designed” had a mean of 3.24. “Routines used to manage and support strategy and structure is considered to be efficient” had 3.34 as mean and the item “Information flows to all levels of employee on time” had a mean of 3.08.

5.2.4 Respondents’ Perceptions on Motivation

Table 5.8: Respondents’ Perceptions on Motivation

SL	Item	Mean	SD
1	New recruits fit with the organization very easily	3.48	0.82
2	Employee motivational intensity is high.	3.26	0.90
3	Employees have accurate idea of roles and responsibilities.	3.39	0.93
4	The relationship with other teammates is considered to be important.	3.91	0.93
5	Employee motivational persistence is high	3.22	0.90
	Motivation	3.44	0.57

The average mean of motivation was found to be 3.44, therefore fell in “Neutral level”. The overall standard deviation was 0.57 indicating the average ratings of 273 respondents for the variable “Motivation” in this study ranged from 2.30 to 4.58 at 95% confidence level or a standard deviation of 2. The first and fourth item is in the agree level while the rest are in neutral level; the lowest mean was in item five.

5.2.5 Respondents’ Perceptions on Ability

Table 5.9: Respondents’ Perceptions on Ability

SL	Item	Mean	SD
1	Aptitude of incumbents is adequate for the company.	3.42	0.90
2	Employee confidence level is commendable.	3.48	0.83
3	There are more competent employees in the company than the competitor companies.	3.31	0.84
4	Company staffs learning capability is high.	3.50	0.85
5	The company provides ample opportunities for training and development programs.	3.30	1.04
	Ability	3.40	0.60

The average mean and standard deviation of attitude was found to be 3.40 and 0.60, respectively. That is the average ratings of 273 respondents for the variable

“Ability” in this study ranged from 2.20 to 4.60 at 95% confidence level or a standard deviation of 2. Items one, two and four was in the agree level while item three and five was in the neutral level. The lowest mean of 3.30 was in “The company provides ample opportunities for training and development programs” while the highest mean of 3.50 in the “Company staffs learning capability is high”.

5.2.6 Respondents’ Perceptions on Social perception

Table 5.10: Respondents’ Perceptions on Social perception

SL	Item	Mean	SD
1	The organization culture is conducive to the company.	3.42	0.98
2	Management is sensitive to employee needs.	3.16	1.00
3	Organization support and value its employees.	3.29	0.98
4	Employees of the organization follow similar style of leadership.	3.11	0.83
5	The level of faith and trust in supervisor or management is high.	3.37	0.96
	Social perception	3.27	0.70

The average mean and standard deviation of social perception was found to be 3.27 and 0.70, respectively. That is the average ratings of 273 respondents for the variable “Social perception” in this study ranged from 1.87 to 4.67 at 95% confidence level or a standard deviation of 2. All items in social perception were found to be in “Neutral” rating. The first item “The organization culture is conducive to the company” with a mean of 3.42 had the highest mean while the lowest mean was in item four.

5.2.7 Respondents’ Perceptions on Culture

Table 5.11: Respondents’ Perceptions on Culture

SL	Item	Mean	SD
1	Core values and principles are clear to the employees.	3.31	0.90
2	Company principles and direction encourage incumbents to be motivated.	3.33	0.96
3	Employees believe in company ideology.	3.34	0.93
4	Employee attitude and behavior is shaped by the company culture.	3.39	0.93
5	Clear company vision and mission inspire employees to perform better.	3.49	0.96
	Culture	3.37	0.64

In this organizational factor the average mean and standard deviation of culture was found to be 3.37 and 0.64, respectively. Standard deviation 0.64 indicates that the average ratings of 273 respondents for the variable “Social perception” in this study ranged from 2.09 to 4.65 at 95% confidence level or a standard deviation of 2. The lowest mean of culture was 3.31 in the first item “Core values and principles are clear to the employees” while the highest was in the item “Clear company vision and mission inspire employees to perform better”.

5.3 Perception on Organizational Citizenship Behavior

The organizational citizenship behavior had an average mean of 3.64 indicating an overall “agree level” rating. The standard deviation for OCB was 0.59 that is the average ratings of 273 respondents for the variable “Organizational citizenship behavior” in this study ranged from 2.46 to 4.82 at 95% confidence level or a standard deviation of 2. The first item “I assist coworkers when I have spare time” had an average mean of 3.83. Whereas, “Fellow employees warn me of probable changes in the company that can affect my work” registered the lowest mean at 3.56.

Table 5.12: Respondents' Perceptions on Organizational Citizenship Behavior

SL	Item	Mean	SD
1	I assist coworkers when I have spare time.	3.83	0.87
2	Fellow employees warn me of probable changes in the company that can affect my work.	3.56	0.80
3	I often work more than the job-role requirements.	3.60	0.85
4	Employees are tolerant when work environment is slightly unfavorable.	3.61	0.95
5	I actively provide suggestions for improvement of the company.	3.62	0.98
	Organizational Citizenship Behavior	3.64	0.59

5.4 Test of Hypotheses

In this part, Pearson's correlation coefficient was used to test the relationship between variables, for proving hypothesis statement 1 through hypothesis statement 7, set to find out the relationship between organizational factors in terms of strategy, structure, work related perception, motivation, abilities, social perception and culture and organizational citizenship behavior.

As the significance level of this study was set at 0.05 (α), the null hypothesis would be rejected when Sig. (2-tailed) or p-value is less than or equal to α .

The correlation results acquired from the test were interpreted according to Correlation Coefficient Ranges as shown in table 4.5.

Hypothesis 1

- H₀₁: There is no relationship between strategy and organizational citizenship behavior.
- H_{a1}: There is a relationship between strategy and organizational citizenship behavior.

Table 5.13: The relationship between strategy and organizational citizenship behavior

Correlations

		SGY	OCB
SGY	Pearson Correlation	1	.328(**)
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.328(**)	1
	Sig. (2-tailed)	.000	.
	N	273	273

** Correlation is significant at the 0.01 level (2-tailed).

Table 5.13 shows the correlation coefficient of organizational factor in terms of strategy. The p-value (Two-tailed significance) displayed in the table was equal to 0.000, which was less than the level of significance of 0.05. Therefore, correlation was significant under 2-tailed test, which indicated a low positive relationship of 0.328 between strategy and organizational citizenship behavior.

Thus, the null hypothesis (Ho1) was rejected. Therefore, there is a relationship between strategy and organizational citizenship behavior.

Hypothesis 2

Ho2: There is no relationship between structure and organizational citizenship behavior.

Ha2: There is a relationship between structure and organizational citizenship behavior.

Table 5.14: The relationship between structure and organizational citizenship behavior

Correlations

		STR	OCB
STR	Pearson Correlation	1	.351(**)
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.351(**)	1
	Sig. (2-tailed)	.000	.
	N	273	273

** Correlation is significant at the 0.01 level (2-tailed).

Table 5.14 shows the p-value (Sig.) displayed in the table were equivalent to 0.000, which is less than the level of significance of 0.05. At $r = 0.351$ the sign (**) shows the correlation is significant at the 0.05 level under 2-tailed test, which indicated a low positive relationship. Thus, the null hypothesis (Ho2) was rejected, and therefore, there is a relationship between structure and organizational citizenship behavior.

Hypothesis 3

- Ho3: There is no relationship between work-related perception and organizational citizenship behavior.
- Ha3: There is a relationship between work-related perception and organizational citizenship behavior.

Table 5.15: The relationship between work-related perception and organizational citizenship behavior

Correlations		WRP	OCB
WRP	Pearson Correlation	1	.317(**)
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.317(**)	1
	Sig. (2-tailed)	.000	.
	N	273	273

** Correlation is significant at the 0.01 level (2-tailed).

Table 5.15 shows the p-value (Sig.) displayed in the table were equivalent to 0.000, which is less than the level of significance of 0.05. At $r = 0.317$, the sign (**) showed that the correlation is significant at the 0.05 level under 2-tailed test, which indicated a weak positive relationship. Thus, the null hypothesis (Ho2) was rejected, and therefore, there is a relationship between work-related perception and organizational citizenship behavior.

Hypothesis 4

- Ho4: There is no relationship between motivation and organizational citizenship behavior.
- Ha4: There is a relationship between motivation and organizational citizenship behavior.

Table 5.16: The relationship between motivation and organizational citizenship behavior

Correlations		MOT	OCB
MOT	Pearson Correlation	1	.397(**)
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.397(**)	1
	Sig. (2-tailed)	.000	.
	N	273	273

** Correlation is significant at the 0.01 level (2-tailed).

Table 5.16 shows the correlation coefficient of individual attributes in terms of needs. The p-value (Sig.) displayed in the table was equal to 0.000, which is less than the level of significance of 0.05. The sign (**) shows the correlation was significant at the 0.01 level under 2-tailed test, which indicates a weak positive relationship between motivation and organizational citizenship behavior.

Thus, the null hypothesis (Ho4) was rejected. Therefore, there is a relationship between motivation and organizational citizenship behavior.

Hypothesis 5

- Ho5: There is no relationship between ability and organizational citizenship behavior.
- Ha5: There is a relationship between ability and organizational citizenship behavior.

Table 5.17: The relationship of ability and organizational citizenship behavior

Correlations			
		ABTY	OCB
ABTY	Pearson Correlation	1	.360(**)
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.360(**)	1
	Sig. (2-tailed)	.000	.
	N	273	273

** Correlation is significant at the 0.01 level (2-tailed).

Table 5.17 shows the p-value (Sig.) displayed in the table were equivalent to 0.000, which is less than the level of significance of 0.05. At $r = 0.36$, the sign (**) shows the correlation is significant at the 0.05 level under 2-tailed test, which indicated a weak positive relationship. Thus, the null hypothesis (H_0) was rejected, and therefore, there is a relationship between ability and organizational citizenship behavior.

Hypothesis 6

- Ho6: There is no relationship between social perception and organizational citizenship behavior.
- Ha6: There is a relationship between social perception and organizational citizenship behavior.

Table 5.18: The relationship of social perception and organizational citizenship behavior

Correlations			
		SP	OCB
SP	Pearson Correlation	1	.216(**)
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.216(**)	1
	Sig. (2-tailed)	.000	.
	N	273	273

** Correlation is significant at the 0.01 level (2-tailed).

Table 5.18 shows that the p-value (Sig.) displayed in the table were equivalent to 0.000, which was less than the level of significance of 0.01. The sign (**) showed that the correlation was significant at the 0.01 level under 2-tailed test. At $r = 0.216$, which indicated a weak positive relationship. Thus, the null hypothesis (Ho6) was rejected, and therefore, there is a relationship between social perception and organizational citizenship behavior.

Hypothesis 7

- Ho7:

There is no relationship between culture and organizational citizenship behavior.
- Ha7:

There is a relationship between culture and organizational citizenship behavior.

Table 5.19: The relationship between culture and organizational citizenship behavior

Correlations		CUL	OCB
CUL	Pearson Correlation	1	.401(**)
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.401(**)	1
	Sig. (2-tailed)	.000	.
	N	273	273

** Correlation is significant at the 0.01 level (2-tailed).

Table 5.19 shows that the correlation coefficient; organizational factor in terms of culture as having a significant relationship with organizational citizenship at $r = 0.401$ which means a moderate positive relationship as per the correlation level. The p-value (Sig.) displayed in the table was equal to 0.000, which is less than the level of significance of 0.05. The sign (**) showed that the correlation was significant at the 0.01 level under 2-tailed test.

Thus, the null hypothesis (Ho7) was rejected. Therefore, there is a relationship between culture and organizational citizenship behavior.

CHAPTER VI

SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter consists of three sections. The first section is a summary of the results and hypotheses testing. The second section is the conclusion and the last section contains recommendations and suggestions for further research. A summary of the findings is contained in the following section:

6.1 Summary of the Findings

This research studied the relationship between organizational factors and organizational citizenship behavior. The subjects in this study were the employees of B. Grimm Group, Thailand. Self administered questionnaires were distributed to 277 employees of B. Grimm to collect information on perceptions of employees regarding the seven independent variables; strategy, structure, work-related perception, motivation, ability, social perception and culture and dependent variable organizational citizenship behavior. Four questionnaires were considered invalid; hence the data analysis was performed on 273 respondents. The data collected were analyzed using descriptive and inferential statistics on the computer using SPSS version 11.5.

Based on the descriptive analysis, the study showed that about 51 % were male and 49 % were female respondents of the total sample. About 58 % fell under the 31 to 40 year group, followed by 27 % in 21 to 30 year group while 14 % fell under more than 40 plus group and only 0.7 % was in less than 21 year group. About 58 % of the employees possess bachelors and 11 % master's degree while the rest of the

respondents have a diploma or high school certificates. The significance level of this study was set at 0.05 (α), the null hypothesis was rejected when Significance (2-tailed) or p-value was less than or equal to α . The findings indicated that the Null hypotheses 1 through 7 were rejected; the results are illustrated in table 6.1.

Table 6.1: Summary of hypotheses test results

Hypotheses	Test Statistic	Level of Significance	Results
Ho1: There is no relationship between strategy and organizational citizenship behavior.	Pearson's Correlation(r)	0	Reject Ho1
Ho2: There is no relationship between structure and organizational citizenship behavior.	Pearson's Correlation(r)	0	Reject Ho2
Ho3: There is no relationship between work-related perception and organizational citizenship behavior.	Pearson's Correlation(r)	0	Reject Ho3
Ho4: There is no relationship between motivation and organizational citizenship behavior.	Pearson's Correlation(r)	0	Reject Ho4
Ho5: There is no relationship between ability and organizational citizenship behavior.	Pearson's Correlation(r)	0	Reject Ho5
Ho6: There is no relationship between social perception and organizational citizenship behavior.	Pearson's Correlation(r)	0	Reject Ho6
Ho7: There is no relationship between culture and organizational citizenship behavior.	Pearson's Correlation(r)	0	Reject Ho7

6.2 Conclusion

The objective of the research was to identify the relationship between organizational factors and organizational citizenship behavior. The findings in this research indicated that organizational citizenship behavior was indeed related to all seven elements or variables of organizational factors. Therefore, organizational citizenship behavior has positive relation of 0.328 with Strategy, 0.351 with structure, 0.317 with work related perception, 0.397 with motivation, 0.360 with ability, 0.216 with social perception and 0.401 with culture.

The findings show that all seven variables of organizational factors had rather low average mean with the highest average mean 3.44 attained in the variable motivation while the lowest average mean 3.27 attained in the variable social perception. All variables of organizational factors fall under the “Neutral level”, though B. Grimm employee perceptions regarding variables strategy, motivation and ability had slightly higher average mean than other variables of organizational factors. The low average mean implied that improvements can be made in these elements of organization. The study indicated that organizational factors such as structure, work related perception, social perception and culture needs more attention to be effective and generate desirable behaviors such as OCB.

Focusing in the order of importance, the term social perception had the lowest average mean score 3.27 for all variables with a standard deviation of 0.70 which fell under “Neutral level” rating. The organizational factor also had weakest positive relationship with OCB. The positive correlation however was consistent with the previous studies (Cardona, Lawrence and Bentler, 2004). The findings of this research regarding organizational factor “social perception” can imply that employees of

B.Grimm follow different style than the leaders, the staff were indifferent whether management is sensitive towards employee needs and whether management provide enough support and value to its employees since the means are very close to 3.00 for all these issues. The level of faith and trust in supervisor or management also needs attention.

On focusing attention on the next lowest average mean 3.35 and standard deviation of 0.64 attained by “work-related perception”, it is noted that it fell under the “Neutral” rating. The organizational factor had a weak positive relationship with OCB as null hypothesis three was rejected. The finding was consistent with the previous studies (Cardona, Lawrence and Bentler, 2004). It is apparent that B.Grimm employees were uncertain whether the flow of information is timely, doubtful about the procedures and process to accomplish objectives and its effectiveness in B. Grimm Group. The only positive point of this organizational factor is that the jobs are considered to help intellectual development of the employee.

Turning the attention to structure; it had an average mean of 3.36 and standard deviation of 0.68, with a “Low positive” relationship between organizational citizenship behaviors of B. Grimm employees since the null hypothesis two was rejected. The finding was consistent with previous studies. (Cole, Schaninger Jr. and Harris, 2002). Structure therefore, affected the organizational citizenship behavior of employees positively but showed a weak relationship. The overall perception of B.Grimm employees regarding structure fell under the “Neutral” rating, a possible indication that there were doubts regarding distribution of tasks, fairness of policies and departmental coordination. However, there is room for improvements in the area of building awareness of the company hierarchy and role accountability as well.

Null hypothesis seven was rejected, a “low positive relationship” was found between culture and organizational citizenship behavior. Organizational citizenship behavior showed a weak positive relationship with culture of the B. Grimm Group. The culture factor of organization showed a low average mean of 3.37 and a standard deviation of 0.64. Four items pertaining to the perception of respondents regarding culture were marked “Neutral”. It can be interpreted that, the B. Grimm employee perception is rather ambiguous towards the core values, principles, direction, beliefs and corporate culture.

The variable strategy can imply that, the employees have vague ideas about the company vision; action plans and steps needed to attain objectives. However, the employees are able to link their work objectives with company objectives but the contradictory findings is that, employees consider the action plans aid in sustaining competitive advantage.

Null hypothesis one was rejected, with a “low positive relationship” found between strategy and organizational citizenship behavior. Organizational citizenship behavior varied positively but weakly with the strategy of the B. Grimm Group. The organizational factor strategy showed a low mean of 3.42 and a standard deviation of 0.74. Three items about perceptions of respondents regarding strategy were marked “Neutral”.

Null hypothesis four was rejected, a “low positive relationship” was found between motivation and organizational citizenship behavior. Organizational citizenship behavior varied positively but weakly with the motivation of the employees of B. Grimm Group. The finding was consistent with the Mars model (Mcshane and Glinow, 2003). The motivation factor of organization showed an average mean of 3.44 and a

standard deviation of 0.57. Three items about perceptions of respondents regarding motivation were marked “Neutral”. However, new recruits do fit in easily and relationship with teammates was considered to be important.

From the findings of the variable ability, null hypothesis five was rejected and a “low positive relationship” was found between ability and organizational citizenship behavior. The finding was consistent with the Mars model (Mcshane and Glinow, 2003). Organizational citizenship behavior varied positively but weakly with the ability factor of the B. Grimm Group employees. The ability factor of organization showed a low mean of 3.40 and a standard deviation of 0.60. It is apparent that, confidence and learning capacity of the employees are considered to be moderate as the means are in the “Agree” rating. The study findings indicated that employees are uncertain about the aptitude level of the staff, whether B. Grimm had more competent employees than its competitors and about training and development opportunities in the company. Three items about perceptions of respondents regarding strategy were marked “Neutral”.

In this study, organizational citizenship behaviors average mean was 3.64 which indicated its evidence in B.Grimm. All the dimensions of OCB rating were ranked under the “Agree” rating. Altruism had the highest mean 3.83 while courtesy had the lowest mean 3.56 followed by conscientiousness, sportsmanship and civic virtue. As mentioned earlier, in the importance of organizational citizenship behavior in chapter two, the presence of OCB can contribute to the efficiency and effectiveness of an organization (Organ, 1988). Therefore, organizational citizenship behavior should be considered a significant phenomenon that an organization such as B. Grimm Group should seriously mull over. The results of this study are in congruence with the

conclusions of earlier researches that organizational factors have positive relationship with OCB.

6.3 Recommendations

The findings of this research provide a thorough comprehension of the relationships of seven elements of organizational factors selected for this study and organizational citizenship behavior. Implicit in the literature is the idea that insight to the requirements and environment needed in an organization can generate OCB which in turn can raise employee capacity and ultimately organizational performance and productivity (Organ, 1988).

It was apparent from the findings that social perception had the lowest average mean score 3.27 among all organizational factors. If we consider the Spill-Over Effects theory (Cardona, Lawrence and Bentler, 2004) discussed in chapter two, it implied that economic perception of the employees had a spill over effect on social perception. Therefore, B.Grimm Group management need to reassess the salary structure of their organization, compare job positions and its salaries with other comparable organization to assess the market salary range and rearrange the salary structure according to the market information, if need be.

B. Grimm Group needs to identify core employees of the organization and try to retain them. The level of leader member exchange can be improved by improved communications, support and by offering sensitivity towards employee needs and requirements as perceptions of organizational support increase the individual's

identification with the organization (Kramer, 1991) and generate feelings of moral obligation to reciprocate with behaviors that benefit the organization (Schwartz, 1977).

Focusing on work related perception it appeared that B.Grimm employees were uncertain whether the flow of information is timely, they are doubtful about the procedures and process to accomplish objectives and its effectiveness in B. Grimm Group. These issues can be tackled by developing a strong human resource management base. It may be necessary to create new job descriptions or update previous job descriptions as required. Once the job descriptions are updated or created, that will provide employees the guidelines required to carry out their tasks, roles, responsibilities as well as reporting relations, authority, hierarchy and job specification etc. This will also serve as the basis for evaluating employee performances.

The structure variable refers to the boxes on the organizational chart and one of the most powerful forces in organizational life. Changes in this area send loud messages about whom and what is important. The top management of B. Grimm Group has to think seriously whether existing structures need to be supported with additional resources or a change is required. Development of human resource management can aid in developing fair and justified policies and departmental coordination while, proper job descriptions will help improve awareness of the company hierarchy, reporting relationships and role accountability.

It can be interpreted that, the B. Grimm employee perception is rather ambiguous towards the core values, principles, direction, beliefs and corporate culture. Corporate culture in terms of beliefs, values and norms subtly guide employee action and attitudes. Therefore, B.Grimm Group can re-examine these corporate values and culture if they desire to transform themselves to quality organization. This variable can

be a powerful lever for creating change, because it can bridge the gaps between espoused organizational values and behavior. Nevertheless, clarifying organizational values requires the investment of time and resources. In addition, top management must make a commitment to ensure that values related to the organization are clearly understood by all employees. There is no point having laudable espoused values that are clearly understood by only a few top level managers. The goal should be to have every employee agree with the leadership so that there is alignment.

From the study it was found that organizational citizenship behavior varied positively but weakly with the strategy of the B. Grimm Group. The strategy factor of organization showed a low mean of 3.42. From the findings it is clear that employees are doubtful about the company's long term plans, action plans and steps needed to attain company objectives. Human resource management can again play a big role for this organizational factor. B.Grimm Groups top management has to take initiative and make the managers aware for the necessity to communicate clearly to all levels of employees so as to provide proper direction.

The findings indicated that, the level of motivation was not too high and perception about roles and responsibilities was not totally accurate. The consequent low motivation among the employees could be attributed to poor communication between senior management and employees, unclear job descriptions, lack of human resource development and training programs. The employees working for the various companies in B.Grimm Group needs more training and development programs which can be vital element in keeping a motivated and productive work force.

The study findings indicated that employees are uncertain about the aptitude level of the staff, whether B. Grimm had more competent employees than its

competitors and about training and development opportunities in the company. Therefore, management of B. Grimm Group should consider human capital as important as the allocation of business capital. Organization must view their employees as appreciating assets and treating them just as they would treat other important assets within the company. This organizational factor represents the talents and abilities of the workforce that is capable of giving an organization its distinct competitive advantage. Recruitment, training, staffing, appraisal, promotion and succession plans can affect and enhance this ability factor to an optimum level.

The findings in this research indicated that organizational citizenship behavior had weak positive relation with six variables and a moderate positive correlation of organizational factors. The highest correlation with OCB, $r = 0.401$ was found to be with “culture” while the lowest $r = 0.216$ was with “social perception”.

Even with low average mean the OCB average mean was higher than all organizational factors’ average means. Therefore, it can be concluded that if these factors are taken into consideration and improved then the level of OCB can be raised as well. Therefore, it is imperative that the organization need to harness and channel behaviors like OCB to meet the standard and expectations and generate an edge over its competitors because the motto of B. Grimm is to complete tasks before time and to go beyond the expectations of the customers. The slogan used in the website of B. Grimm is as follows: “In all endeavors we strive to complete our tasks before time and beyond expectations”. After all citizenship behaviors may be the first to be withdrawn by an individual in response to the treatment he/she has received (Parks & Kidder, 1994).

6.4 Suggestions for Further Research

This research provides interesting implications for future study of organizational factors and organizational citizenship behavior that deserve further examination. First, the study was covered by quantitative analysis only. Therefore, a qualitative research by conducting focus group discussions and in-depth interviews with the employees would help establish factors and reasons more vividly.

The present research was conducted taking OCB as a mean of its five dimensions. It would be insightful to see if a study can be conducted by taking into account these five dimensions separately where each dimension can be investigated with these organizational factors.

It would be interesting to consider other organizational factors for this study, or other models could also be employed.

The research has arrived at the understanding that there is low average mean for all the organizational factors. It would be also useful if comparative studies can be conducted on employees in other similar organizations using the model employed in this research.

REFERENCES

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology, 63, 1-18.
- Anderson, G. (1996). Fundamentals of Educational Research, pp.202.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". Academy of Management Journal, 26,587-595.
- Brief, A. P. (1998). Attitudes in and around Organizations. Thousand Oaks, CA: Sage Publications
- Cardona, P., Lawrence, B. S., & Bentler, P. M. (April 2004). The Influence of Social and Work Exchange Relationships on Organizational Citizenship Behavior. Group & Organization Management. United States: Thousand Oaks, Vol. 29, Iss. 2; pp. 219.
- Chien, M. H. (Sep 2004). An Investigation of the Relationship of Organizational Structure, Employee's Personality and Organizational Citizenship Behaviors. Journal of American Academy of Business. Cambridge, Hollywood:Vol.5, iss ½, pp. 428.
- Churchill, G. A. (1996). Basic marketing research. 3rd Ed., Fort Worth: Dryden Press.
- Cole, Schaninger Jr. & Harris (March 2002). The Workplace Social Exchange Network, conceptual examination. Group and Organizational Management. fig 1, in Kreitner and Kinicki (2004) Organizational Behavior. 6th Ed., MacGraw-Hill.
- Davis, D. (4Ed.). (1996). Business Research for Decision Making. USA; Duxbury Press.
- De Geus A. P (Jul/Aug 1998). Why some companies live to tell about change. The Journal for Quality and Participation. Cincinnati: Vol.21, Iss. 4; pp. 17.

Drucker, P. F. (1999). Managing Oneself. Harvard, 77(2): 65-74.

Dulebohn, J. H., & Ferris, G. R. (1999). The role of influence tactics in perceptions of evaluations' fairness. Academy of Management Journal, 3, 288-303.

Dyne, V. L., Graham, J. W., & Dienesch R. M.(1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. Academy of Management Journal.

Eisenberger R., Huthison S., Sowa, D., & Huntington, R. (Aug 1986). Perceived Organizational Support. Journal of Applied Psychology. Washington: Vol.71, Iss. 3; pp. 500.

Farh, J. L., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. Journal of Management, 16, 705-721

Fiske, S. T., & Taylor, S. E. (1991). Social cognition. New York: McGraw-Hill.

Gefen D., Straub, D. W. (Dec 1997). Gender differences in the perception and use of E-mail: An extension to the technology acceptance model. MIS Quarterly. Minneapolis: Vol. 21, Iss. 4; pp. 389.

Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. Journal of Management, 16, 399-432.

Griffin, R. W., & Ebert, R. J. (7Ed.) (2004). Business. Pearson Prentice Hall.

Gouldner, A. (1960). The norm of reciprocity: A preliminary statement. America Sociological Review, 25, 161-178.

Hackman, J. R., & Oldham, G. R. (1976): Motivation through the design of work: Test of a theory. Organizational Behavior and Human Performance, 16, 250-279.

Hardaker, Glenn, Ahmed, & Pervaiz K. (1995). International approaches to computer-integrated manufacturing: Perspectives from Europe and Japan. European Business Review. Bradford: Vol.95, Iss. 2; pp. 28.

Howard, P. (Sep 1995). Rightsizing decisions: Are they technology or business driven? Capacity Management Review. Naples: Vol.23, Iss. 9; pp. 1.

Hussey, J., & Hussey, R. (1997). Business Research: A Practical guide for undergraduate and postgraduate students. MACMILLAN Business

Ivancevich, J. M. & Matteson, M. T. (5Ed.) (1999). Organizational Behavior and Management. pp.113, MacGraw-Hill.

Jones E., Roberts J. A, Chonko L. B., (Spring 2000). Motivating sales entrepreneur to change: A conceptual framework of factors leading to successful change management initiatives in sales organizations. Journal of Marketing Theory and Practice. Statesboro: Vol.8, Iss. 2; pp. 37.

Kinicki, A. & Kreitner, R. (6Ed.) (2004). Organizational Behavior. McGraw Hill.

Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. Academy of Management Journal, 37, 656-669.

Kramer, R. M. (1991). Intergroup relations and organizational dilemmas: The role of categorization processes. In B. M. Staw & L. L. Cummings (Eds.). Research in organizational behavior (Vol. 13, pp. 191-227). Greenwich, CT: JAI.

Lambert, S. J. (Oct 2000). Added benefits: The link between work-life benefits and organizational citizenship behavior. Academy of Management Journal. Briarcliff Manor: Vol.43, Iss. 5; pp. 801.

Lawler, E. E. (1992). The ultimate advantage: Creating the high involvement organization. San Francisco: Jossey-Bass

Lind, E., Kulik, C., Ambrose, M., & Vera Park, M. (1993). Individual and corporate dispute resolution: Using procedural fairness as a decision heuristic. Administrative Science Quarterly, 38, 224-251.

Lind, E., & Barley, P. (1991). Some thoughts on self and group interests: A parallel-processor model. Paper presented at the annual meeting of the Academy of Management. Miami:

Lind, E., Kanfer, R., & Barley, P. (1990). Voice, control, and procedural justice: Instrumental and non instrumental concerns in fairness judgment. Journal of personality and Social Psychology, 59, 952-959

Lind, E., & Tyler, T. (1988). The Social Psychology of Procedural Justice. New York: Plenum.

Locke, E. (1976). The Nature and causes of Job Satisfaction. In Dunnette, editor, Handbook of Industrial and Organizational Psychology.

Mackie, D. M., & Hamilton D. L. (1993). Affect, cognition, and stereotyping: Interactive process in group perception. San Diego, CA: Academic Press.

McShane, S.L., Glinow, M.A.V. (2003). Organizational Behavior, 2nd Ed., MacGraw-Hill.

Meyer, J. P., & Allen, N. J. (1997). Commitment in the workplace. Thousand Oaks, CA: Sage.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. Journal of Applied Psychology, 78, 538-551.

Moorman, R. H., Blakely, & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior. Academy of Management Journal, 41, 351-357

- Moorman, R. H., Niehoff, B. P., & Organ, D. W. (1993). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. Employee Responsibilities and Rights Journal, 6, 209-225.
- Mowday, R., Porter, L., & Steers, R. (1982). Organizational linkages: The psychology of commitment, absenteeism, and turnover. New York: Academic Press.
- Muhammad, A. (2004). Procedural Justice as mediator between participation in decision-making and organizational citizenship behavior. International Journal of Commerce & Management. Indiana: Vol.14, Iss. 3/4; pp. 58.
- Organ, D. W. (1988). Organizational Citizenship Behavior. The "good soldier" Syndrome. Lexington, Mass: Lexington Books.
- Organ, D. W., & Konovski, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. Journal of Applied Psychology, 74, 157-164
- Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. In B. M. Staw & L. L. Cummings (Eds.). Research in organizational behavior (Vol. 12, pp. 43-72). Greenwich, CT: JA
- Organ, D. W., & Ryan K. (Winter 1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. Personnel Psychology. Durham: Vol.48, Iss. 4; pp. 775.
- Parks, J. M. and Kidder, D. L. (1994), "Till Death Us Do Part..." Changing Work Relationships in the 1990s. Journal of Organizational Behavior (1986-1998)
- Pearce, J. L., & Gregersen, H. B. (1991). Task interdependence and extrarole behavior: A test of the mediating effects of felt responsibility. Journal of Applied Psychology, 76, 838-844
- Peters, T. J., & Waterman, R. H. (1982). In Search of Excellence. Lessons from America's Best-Run Companies. London: Harper and Row.

Pruter, R. (May 2000). Broad and diverse work forces demand customized financial planning. Employee Benefit Plan Review. New York: Vol.54, Iss. 11; pp. 44.

Robinson, S. L., & Morrison, E. W. (2002). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. Journal of Organizational Behavior, 16, 289-298.

Russ, F. A., & Mcneilly, K. M. (Sep 1995). Links among satisfaction, commitment, and turnover intentions: The moderating effect of experience, gender, and performance. Journal of Business Research. New York: Vol.34, Iss. 1; pp. 57.

Sekaran, U. (3Ed.) (2000). Research Methods for Business: A Skill Building Approach. New York: John Wiley and Sons, Inc.

Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. Journal of Applied Psychology, 81, 219-227

Schermerhorn, Jr., J.R., & Chappell, D.S. (2000). Introducing Management. The Wiley/Wall Street Journal Series. John Wiley & Sons, Inc.

Schwartz, S. H. (1977). Normative influences on altruism. In L. Berkowitz (Ed.), Advances in experimental social psychology (Vol.10). New York: Academic Press.

Shore, L., & Tetrik, L.E. (1991). A construct validity study of the survey of perceived organizational support. Journal of Applied Psychology, Vol.76.

Shore, L. M., & Wayne, S. J. (1993). Commitment and employee behavior: Comparison of affective commitment and continuance commitment with perceived organizational support. Journal of Applied Psychology, 78, 774-780.

Smith, C. A., Organ, D. W. & J. P. Near. (1983). Organizational Citizenship Behavior: Its nature and antecedents. Journal of Applied Psychology, 68, 653-63.

Suchman, M.C. (July 1995). Managing legitimacy: Strategic and Institutional Approaches. Academy of Management Review.

Thibaut, J., & Walker, L. (1975). Procedural Justice: A Psychological Analysis. Hillsdale, NJ: Erlbaum.

Waterman, R.H., Peters T. J., & Phillips J.R. (Jun 1980). Structure Is Not Organization. Business Horizons. Greenwich: Vol.23, Iss. 3; pp. 14.

Ypreren V., N. W., den Berg, A. E., & Willering B. M. (1999). Towards a better understanding of the link between participation in decision-making and organizational citizenship behavior: A multilevel analysis. Journal of Occupational and Organizational Psychology, 72, 377-392.

Zikmund, W.G. (5Ed.) (1997). Business Research Methods. Florida: Harcourt, Inc.

Zikmund, W.G. (6Ed.) (2000). Business Research Methods. New York: The Dryden Press.

Zikmund, W.G. (7Ed.) (2003). Business Research Methods. Mason OH: The Dryden Press.

WEB SITES

www.answers.com as on 22.05.05

www.managingvalue.com/methods_75.html, as on 10/04/2005

www.1000ventures.com, as on 22.03.2005

(www.1000ventures.com/business_guide/crosscuttings/shared_values.html, as on 10/04/2005)

(http://www.bgrimmhealthcare.com/eng/Bgrimm_Group/about/bgrim2day.asp, as on 01.05.05).



APPENDIX A
QUESTIONNAIRE



Questionnaire

Dear Sir/Madam

This academic research is being conducted as partial requirement for the completion of my Masters degree in Business Administration in Assumption University, Thailand.

This questionnaire has been designed to study the relationship between Organizational Factors and Organizational Citizenship Behavior of employees.

Your responses are of utmost importance to this research.

Nadeem M. Khan

Part 1 – Organizational Factors

The statements below represent variables of Organizational Factors; please read each statement carefully and indicate the best answer suitable to you by tick marking (✓) in the space provided next to the statement.

5 = Strongly Agree

4 = Agree

3 = Neutral

2 = Disagree

1 = Strongly Disagree

No.	<u>Strategy</u>	1	2	3	4	5
1.	I am aware of company vision or long term plan.					
2.	I am always able to link my work objective to the overall company objective.					
3.	Action plans to attain task objectives are always clearly understood.					
4.	Steps needed to attain company objectives are well defined.					
5.	Action plans to obtain company objectives assist in sustaining advantage over competitors.					
	<u>Structure</u>	1	2	3	4	5
6.	I am aware of the hierarchy of authority of the company.					
7.	My accountability to the organization is not vague.					
8.	Company policies are considered to be fair.					
9.	Distribution of tasks is considered to be appropriate.					
10.	Departmental coordination mechanisms are clear to all concerned.					



	<u>Work related perception</u>	1	2	3	4	5
11.	Formal procedures to attain task objective is clear to the incumbent.					
12.	The organizations process to accomplish objectives is well designed.					
13.	Routines used to manage and support strategy and structure is considered to be efficient.					
14.	Information flows to all levels of employee on time.					
15.	The job aids intellectual development of employees.					
	<u>Motivation</u>	1	2	3	4	5
16.	New recruits fit with the organization very easily					
17.	Employee motivational intensity is high.					
18.	Employees have accurate idea of roles and responsibilities.					
19.	The relationship with other teammates is considered to be important.					
20.	Employee motivational persistence is high.					
	<u>Ability</u>	1	2	3	4	5
21.	Aptitude of incumbents is adequate for the company.					
22.	Employee confidence level is commendable.					
23.	There are more competent employees in the company than the competitor companies.					
24.	Company staffs learning capability is high.					
25.	The company provides ample opportunities for training and development programs.					
	<u>Social perception</u>	1	2	3	4	5
26.	The organization culture is conducive to the company.					
27.	Management is sensitive to employee needs.					
28.	Organization support and value its employees.					
29.	Employees of the organization follow similar style of leadership.					
30.	The level of faith and trust in supervisor or management is high.					
	<u>Culture</u>	1	2	3	4	5
31.	Core values and principles are clear to the employees.					
32.	Company principles and direction encourage incumbents to be motivated.					
33.	Employees believe in company ideology.					
34.	Employee attitude and behavior is shaped by the company culture.					
35.	Clear company vision and mission inspire employees to perform better.					

Part 2 – Organizational Citizenship Behavior

The statements below pertain to Organizational Citizenship Behavior; please read each statement carefully and indicate the best answer suitable to you by tick marking (✓) in the space provided next to the statement.

- 5 = Strongly Agree
- 4 = Agree
- 3 = Neutral
- 2 = Disagree
- 1 = Strongly Disagree

	<u>OCB</u>	1	2	3	4	5
36.	I assist coworkers when I have spare time.					
37.	Fellow employees warn me of probable changes in the company that can affect my work.					
38.	I often work more than the job-role requirements.					
39.	Employees are tolerant when work environment is slightly unfavorable.					
40.	I actively provide suggestions for improvement of the company.					

Part 3 - Demographic information of the respondent.

Instruction: Please indicate the choice that meets your answer.

1. Gender

- ☐ Male
- ☐ Female

2. Age

- ☐ Less than 21 years old.
- ☐ Between 21 to 30 years old.
- ☐ Between 31 to 40 years old.
- ☐ More than 40 years old.

3. Highest Level of Education

- ☐ Primary school or below.
- ☐ High school diploma.
- ☐ Bachelor’s Degree.
- ☐ Master’s Degree or higher.

Thank you for your time and effort in filling out the questionnaire.



แบบสอบถาม

เรียน ท่านผู้ตอบแบบสอบถาม

การวิจัยทางวิชาการนี้จัดทำขึ้น โดยเป็นส่วนหนึ่งของวิทยานิพนธ์ ปริญญาโทสาขาการบริหารธุรกิจ มหาวิทยาลัยอัสสัมชัญแห่งประเทศไทย

แบบสอบถามนี้จัดทำขึ้นเพื่อศึกษาความสัมพันธ์ระหว่างการดำเนินงานขององค์กรกับพฤติกรรมการทำงานของพนักงานในองค์กร ผลตอบแบบสอบถามและข้อมูลของท่านเป็นประโยชน์อย่างยิ่งสำหรับงานวิจัยนี้

ส่วนที่ 1 - การดำเนินงานขององค์กร

ข้อความด้านล่างแสดงถึงตัวแปรในการดำเนินงานขององค์กร กรุณาอ่านข้อความแต่ละข้อ อย่างถี่ถ้วน และเลือกคำตอบที่คิดว่าตรงกับความคิดเห็นของท่านที่สุด โดยกาเครื่องหมาย (✓) ในช่องว่างที่กำหนดไว้หลังข้อความ

- 5 = เห็นด้วย มากที่สุด
- 4 = เห็นด้วย
- 3 = เฉยๆ
- 2 = ไม่เห็นด้วย
- 1 = ไม่เห็นด้วย มากที่สุด

ลำดับที่	กลยุทธ์	1	2	3	4	5
1.	ข้าพเจ้าทราบถึงวิสัยทัศน์ หรือแผนงานระยะยาวขององค์กร					
2.	ข้าพเจ้าสามารถเชื่อมโยงวัตถุประสงค์ในการทำงานของข้าพเจ้าเข้ากับวัตถุประสงค์โดยรวมขององค์กรอยู่เสมอ					
3.	การวางแผนการดำเนินงานเพื่อบรรลุวัตถุประสงค์ในการทำงาน มีความชัดเจนและมีความเข้าใจอย่างต้องแท้					
4.	ขั้นตอนและกระบวนการต่างๆที่จำเป็นต่อการบรรลุวัตถุประสงค์ขององค์กรได้ถูกกำหนดหรือให้ความหมายอย่างแน่ชัด					
5.	แผนการดำเนินงานเพื่อให้บรรลุวัตถุประสงค์ขององค์กรมีส่วนในการสนับสนุนให้เกิดความได้เปรียบเหนือคู่แข่ง					
	โครงสร้าง	1	2	3	4	5
6.	ข้าพเจ้าทราบเกี่ยวกับลำดับขั้นของอำนาจในองค์กร					
7.	ความรับผิดชอบของข้าพเจ้าได้ถูกกำหนดไว้อย่างชัดเจน และมีขอบข่ายในการทำงานไม่มีความคลุมเครือ					
8.	นโยบายขององค์กร และข้อกำหนดต่างๆ ในการดำเนินงาน ได้ถูกกำหนดไว้อย่างและเหมาะสมและเป็นธรรม					
9.	การกระจายงานให้กับส่วนต่างๆ ได้ถูกกำหนดไว้อย่างเหมาะสม					
10.	ความสัมพันธ์ของแผนกต่างๆ และการประสานงาน ได้รับความไว้วางใจและเชื่อถือซึ่งกันและกัน					



	มุมมองด้านการปฏิบัติงาน	1	2	3	4	5
11.	กระบวนการอย่างเป็นทางการในการบรรลุวัตถุประสงค์ในการดำเนินงานมีความชัดเจนต่อผู้ที่ดำรงตำแหน่ง					
12.	มีการวางแผนการดำเนินงาน ที่ดีขององค์กรซึ่งได้รับการออกแบบมาเป็นอย่างดีเพื่อบรรลุวัตถุประสงค์					
13.	วิธีการประจำต่างๆ ถูกนำมาใช้ในการจัดการและให้การสนับสนุนกลยุทธ์และโครงสร้างให้เกิดประสิทธิภาพ					
14.	มีการกระจายข้อมูลอย่างรวดเร็วและตรงเวลาแก่พนักงานทุกระดับ					
15.	การปฏิบัติงานทำให้เกิดการพัฒนาความรู้ความสามารถในอาชีพ					
	แรงจูงใจ	1	2	3	4	5
16.	พนักงานใหม่ สามารถปรับตัวเข้ากับองค์กรได้ง่ายและรวดเร็ว					
17.	พนักงานมีแรงจูงใจสูงในการทำงาน					
18.	พนักงานมีความเข้าใจในบทบาทและความรับผิดชอบของตน อย่างชัดเจน					
19.	พนักงานเห็นความสำคัญของความสัมพันธ์ที่ดีกับเพื่อนร่วมงาน					
20.	พนักงานได้รับแรงจูงใจระดับสูงในการอยู่ร่วมกับองค์กร					
	ความสามารถ	1	2	3	4	5
21.	ความถนัดของผู้ดำรงตำแหน่งมีความเหมาะสมกับองค์กร					
22.	ความเชื่อมั่นในตนเองของพนักงาน อยู่ในระดับที่เหมาะสม และน่าไว้วางใจ					
23.	มีจำนวนพนักงานที่มีความสามารถเป็นจำนวนมากกว่าพนักงานในองค์กรของคู่แข่ง					
24.	พนักงานในองค์กรมีความรู้ความสามารถในการเรียนรู้สูง					
25.	องค์กรให้โอกาสกับพนักงานโดยการจัดการฝึกอบรมและพัฒนา					
	มุมมองด้านสังคม	1	2	3	4	5
26.	วัฒนธรรมขององค์กรมีส่วนช่วยในการดำเนินงานขององค์กร					
27.	ฝ่ายบริหารให้ความสำคัญต่อความต้องการของพนักงานในองค์กร					
28.	องค์กรสนับสนุนและเห็นคุณค่าของพนักงานในองค์กร					
29.	พนักงานขององค์กรมีวิธีการปฏิบัติงานตามรูปแบบที่คล้ายคลึงกันกับฝ่ายบริหาร					
30.	มีระดับความศรัทธาและความเชื่อถือสูง ในตัวหัวหน้าหรือฝ่ายบริหาร					
	วัฒนธรรม	1	2	3	4	5
31.	คุณค่าหลัก และหลักการ ทางธุรกิจมีความชัดเจนต่อพนักงาน					
32.	หลักการและทิศทางขององค์กรช่วยส่งเสริมขวัญกำลังใจให้เกิดแรงจูงใจในการทำงาน					
33.	พนักงานมีความเชื่อมั่นในอุดมการณ์ขององค์กร					
34.	ทัศนคติและพฤติกรรมของพนักงานถูกกำหนดโดยวัฒนธรรมขององค์กร					
35.	วิสัยทัศน์ และแผนงานทางธุรกิจที่ชัดเจนขององค์กร มีส่วนช่วยในการเสริมสร้างการปฏิบัติงานของพนักงานให้ดียิ่งขึ้น					



ส่วนที่ 2 - พฤติกรรมการทำงานของพนักงานในองค์กร

ข้อความด้านล่างมีส่วนเกี่ยวข้องกับพฤติกรรมการทำงานของพนักงานในองค์กร กรุณาอ่านข้อความแต่ละข้ออย่างถี่ถ้วน และเลือกคำตอบที่คิดว่าตรงกับความคิดเห็นของท่านมากที่สุด โดยกาเครื่องหมาย (✓) ในช่องว่างที่กำหนดไว้หลังข้อความ

5 = เห็นด้วย มากที่สุด

4 = เห็นด้วย

3 = เฉยๆ

2 = ไม่เห็นด้วย

1 = ไม่เห็นด้วย มากที่สุด

	พฤติกรรมการทำงานของพนักงานในองค์กร	1	2	3	4	5
36.	ข้าพเจ้ามักจะช่วยเหลือเพื่อนร่วมงาน หากข้าพเจ้ามีเวลาเหลือจากการทำงาน					
37.	เพื่อนร่วมงานในระดับเดียวกัน มักจะบอกให้ข้าพเจ้าทราบถึงแนวโน้มและความเปลี่ยนแปลงที่เป็นไปได้ในองค์กร ซึ่งจะส่งผลกระทบต่อการทำงานของข้าพเจ้า					
38.	ข้าพเจ้ามักจะทำงานสูงกว่าบทบาทหน้าที่ที่กำหนด					
39.	พนักงานมักจะอดทนหากสิ่งแวดล้อมในการทำงานไม่เอื้อต่อการทำงาน					
40.	ข้าพเจ้ามีความกระตือรือร้นที่จะเสนอแนะความคิดเห็นเพื่อปรับปรุงการดำเนินงานขององค์กร					

ส่วนที่ 3 - ข้อมูลเกี่ยวกับผู้ตอบแบบสอบถาม

คำแนะนำ: กรุณาเลือกคำตอบที่ตรงกับท่าน

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ น้อยกว่า 21 ปี

☐ ระหว่าง 21 – 30 ปี

☐ ระหว่าง 31 – 40 ปี

☐ มากกว่า 40 ปี

3. ระดับการศึกษา

☐ ระดับประถมศึกษา หรือ ต่ำกว่า

☐ ระดับมัธยมศึกษา

☐ ระดับปริญญาตรี

☐ ปริญญาโท หรือ สูงกว่า

ขอขอบพระคุณที่สละเวลาและกรุณาตอบแบบสอบถาม

The background of the page features a large, faint watermark of the Assumption University of Thailand logo. The logo is circular, with the text "ASSUMPTION UNIVERSITY OF THAILAND" around the top and "มหาวิทยาลัยอัสสัมชัญ" (Mahavithayalai Assumption) around the bottom. In the center is a shield with a crown on top, flanked by two lions. The shield is divided into four quadrants: top-left is blue with a white star, top-right is white with a blue cross, bottom-left is white with a blue cross, and bottom-right is red with a white cross. Below the shield is a banner with the text "LABOR OMNIA VINCIT".

APPENDIX B

- **RELIABILITY TEST RESULTS**
- **SPSS OUTPUT**

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	135.2000	328.5103	18.1249	41

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
SGY1	131.5667	310.6678	.5711	.9130
SGY2	131.7333	306.2023	.6272	.9121
SGY3	131.8000	312.0276	.5840	.9130
SGY4	131.4333	300.7368	.7400	.9105
SGY5	131.6667	311.8851	.5513	.9132
SGY6	131.6000	308.6621	.5794	.9127

Alpha for Strategy= 0.9124

STR1	132.0000	315.8621	.3431	.9155
STR2	131.8000	309.2000	.4999	.9136
STR3	131.8667	314.5333	.4208	.9145
STR4	132.2667	309.9264	.5560	.9130
STR5	132.0000	306.2759	.6911	.9116

Alpha for Structure=0.9136

WRP1	132.0000	318.6897	.4336	.9147
WRP2	131.8667	311.2920	.5029	.9136
WRP3	131.8667	314.3264	.5063	.9138
WRP4	131.9333	307.3057	.5670	.9127
WRP5	132.2000	302.5793	.6573	.9115

Alpha for Work-related perception=0.9133

MOT1	131.9667	311.3437	.4732	.9139
MOT2	131.6000	306.1793	.6579	.9118
MOT3	132.3667	317.4816	.3477	.9153
MOT4	131.4333	306.1851	.6554	.9118
MOT5	131.6333	308.7230	.5754	.9128

Alpha for Motivation=0.9131

ABT1	131.8000	302.5103	.8099	.9102
ABT2	131.7667	308.1161	.7773	.9114
ABT3	131.8667	314.5333	.3683	.9152
ABT4	131.8333	303.0402	.7033	.9111
ABT5	131.9333	307.9264	.5119	.9134

Alpha for Ability =0.9123

SP1	131.6667	307.8161	.6026	.9124
SP2	131.6667	309.7471	.5951	.9127
SP3	131.8000	313.5448	.5633	.9133
SP4	131.8333	311.9368	.6328	.9127
SP5	131.7333	301.3057	.7772	.9102

Alpha for Social perception=0.9123

CUL1	131.8000	304.3034	.7176	.9111
CUL2	131.8667	313.9816	.4185	.9146
CUL3	132.0000	309.3103	.5640	.9129
CUL4	132.0333	316.1023	.4186	.9146
CUL5	131.8000	304.7862	.7340	.9110

Alpha for Culture=0.9128

OCB1	132.4333	349.0816	-.5740	.9262
OCB2	132.0333	334.3092	-.2328	.9204
OCB3	132.6667	347.7471	-.4843	.9267
OCB4	132.4667	336.2575	-.2160	.9233
OCB5	132.4000	340.3172	-.3385	.9238

Alpha for OCB=0.9241

RELIABILITY ANALYSIS - SCALE (ALPHA)

Reliability Coefficients

N of Cases = 30.0

N of Items = 41

Alpha = .9162

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SGY1	273	1	5	3.28	.987
SGY2	273	1	5	3.57	.880
SGY3	273	1	5	3.34	.958
SGY4	273	1	5	3.30	1.031
SGY5	273	1	5	3.60	.934
STR1	273	1	5	3.47	.947
STR2	273	1	5	3.50	.955
STR3	273	1	5	3.26	.996
STR4	273	1	5	3.23	.962
STR5	273	1	5	3.36	1.049
WRP1	273	1	5	3.37	.840
WRP2	273	1	5	3.24	.911
WRP3	273	1	5	3.34	.847
WRP4	273	1	5	3.08	1.044
WRP5	273	1	5	3.72	.913
MOT1	273	1	5	3.48	.818
MOT2	273	1	5	3.26	.895
MOT3	273	1	5	3.39	.926
MOT4	273	1	5	3.91	.933
MOT5	273	1	5	3.22	.896
ABT1	273	1	5	3.42	.897
ABT2	273	1	5	3.48	.827
ABT3	273	1	5	3.31	.836
ABT4	273	1	5	3.50	.849
ABT5	273	1	5	3.30	1.035
SP1	273	1	5	3.42	.983
SP2	273	1	5	3.16	1.004
SP3	273	1	5	3.29	.979
SP4	273	1	5	3.11	.830
SP5	273	1	5	3.37	.962
CUL1	273	1	5	3.31	.900
CUL2	273	1	5	3.33	.959
CUL3	273	1	5	3.34	.926
CUL4	273	1	5	3.39	.926
CUL5	273	1	5	3.49	.963
OCB1	273	1	5	3.83	.871
OCB2	273	1	5	3.56	.803
OCB3	273	1	5	3.60	.847
OCB4	273	1	5	3.61	.949
OCB5	273	1	5	3.62	.983
Valid N (listwise)	273				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SGY	273	1.20	5.00	3.4183	.73672
STR	273	1.60	5.00	3.3626	.68401
WRP	273	1.00	5.00	3.3502	.63698
MOT	273	1.20	5.00	3.4498	.57408
ABTY	273	1.20	5.00	3.4029	.60366
SP	273	1.20	5.00	3.2725	.70347
CUL	273	1.40	4.80	3.3714	.63633
OCB	273	2.40	5.00	3.6432	.59486
Valid N (listwise)	273				



Frequencies

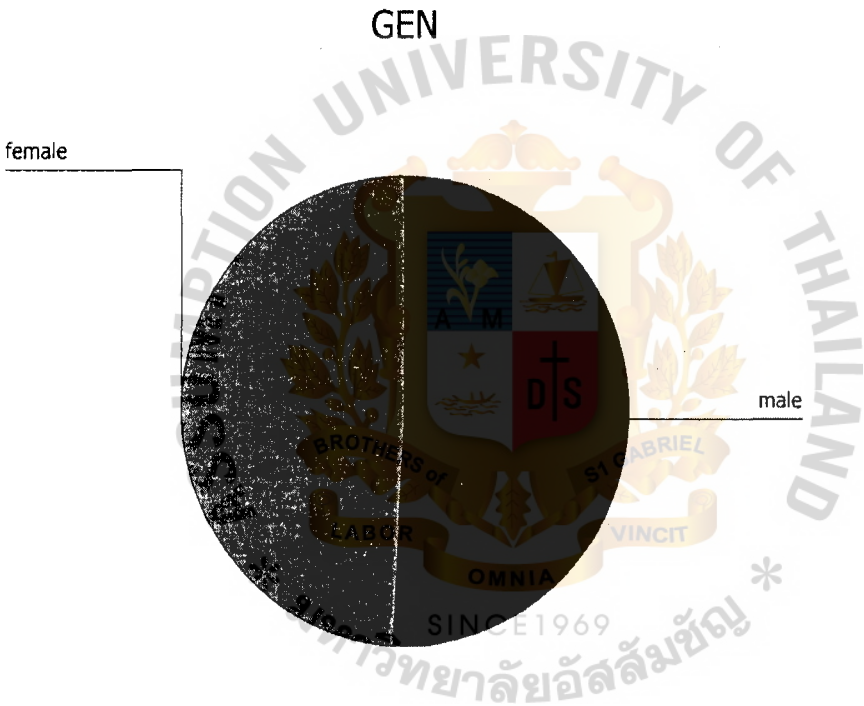
Statistics

GEN

N	Valid	273
	Missing	0

GEN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	139	50.9	50.9	50.9
	female	134	49.1	49.1	100.0
	Total	273	100.0	100.0	



Frequencies

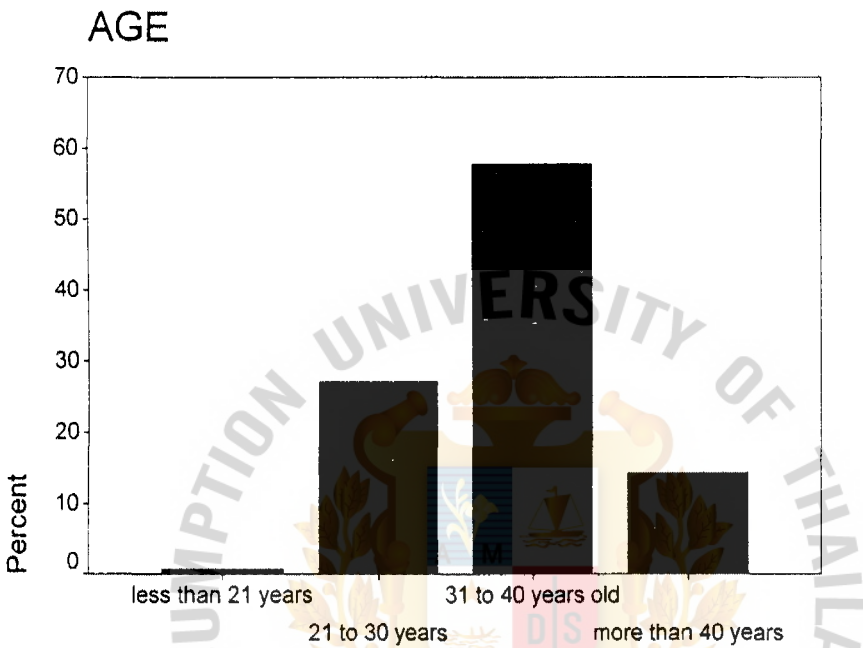
Statistics

AGE

N	Valid	273
	Missing	0

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 21 years	2	.7	.7	.7
	21 to 30 years	74	27.1	27.1	27.8
	31 to 40 years old	158	57.9	57.9	85.7
	more than 40 years	39	14.3	14.3	100.0
	Total	273	100.0	100.0	



AGE

Frequencies

Statistics

EDU

N	Valid	273
	Missing	0

EDU

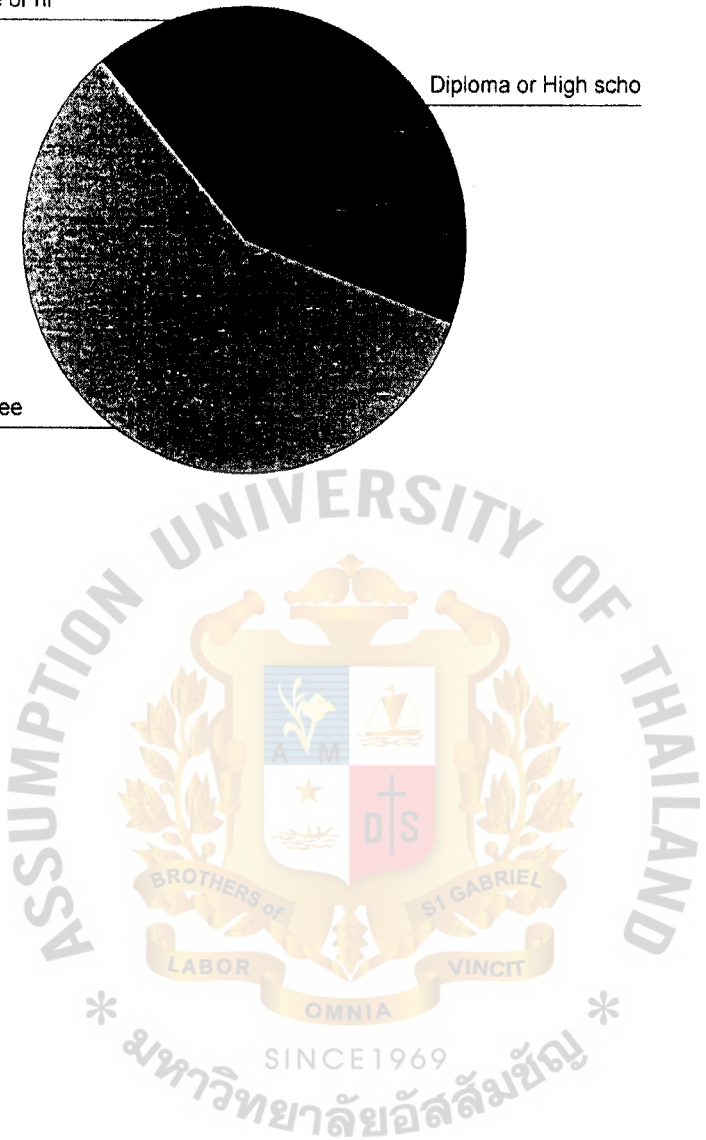
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma or High school	84	30.8	30.8	30.8
	Bachelors degree	159	58.2	58.2	89.0
	Masters degree or higher	30	11.0	11.0	100.0
	Total	273	100.0	100.0	

EDU

Masters degree or hi

Diploma or High scho

Bachelors degree



Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
SGY	3.4183	.73672	273
OCB	3.6432	.59486	273

Correlations

		SGY	OCB
SGY	Pearson Correlation	1	.328**
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.328**	1
	Sig. (2-tailed)	.000	.
	N	273	273

** . Correlation is significant at the 0.01 level

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
STR	3.3626	.68401	273
OCB	3.6432	.59486	273

Correlations

		STR	OCB
STR	Pearson Correlation	1	.351**
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.351**	1
	Sig. (2-tailed)	.000	.
	N	273	273

** . Correlation is significant at the 0.01 level

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
WRP	3.3502	.63698	273
OCB	3.6432	.59486	273

Correlations

		WRP	OCB
WRP	Pearson Correlation	1	.317**
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.317**	1
	Sig. (2-tailed)	.000	.
	N	273	273

** . Correlation is significant at the 0.01 level

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
MOT	3.4498	.57408	273
OCB	3.6432	.59486	273

Correlations

		MOT	OCB
MOT	Pearson Correlation	1	.397**
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.397**	1
	Sig. (2-tailed)	.000	.
	N	273	273

** . Correlation is significant at the 0.01 level

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
ABTY	3.4029	.60366	273
OCB	3.6432	.59486	273

Correlations

		ABTY	OCB
ABTY	Pearson Correlation	1	.360**
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.360**	1
	Sig. (2-tailed)	.000	.
	N	273	273

** . Correlation is significant at the 0.01 level

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
SP	3.2725	.70347	273
OCB	3.6432	.59486	273

Correlations

		SP	OCB
SP	Pearson Correlation	1	.216**
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.216**	1
	Sig. (2-tailed)	.000	.
	N	273	273

** . Correlation is significant at the 0.01 level

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
CUL	3.3714	.63633	273
OCB	3.6432	.59486	273

Correlations

		CUL	OCB
CUL	Pearson Correlation	1	.401**
	Sig. (2-tailed)	.	.000
	N	273	273
OCB	Pearson Correlation	.401**	1
	Sig. (2-tailed)	.000	.
	N	273	273

** . Correlation is significant at the 0.01 level

