

Citizenship Performance: Its Nature, Antecedents, and Measurement

Walter C. Borman
University of South Florida and
Personnel Decisions Research Institutes

Outline

- ◆ Review and provide examples of technical proficiency performance
- ◆ Introduce concept of Citizenship Performance
- ◆ Present summary taxonomy
- ◆ Describe research
- ◆ Describe rating format (CARS)

Increase in Popularity of Citizenship

<u>Time Period</u>	<u>Number of Published Papers</u>
1983-1988	13
1993-1998	122

Examples of Task Criteria

1. Sales Job

- ◆ Product knowledge
- ◆ Closing the sale
- ◆ Organization and time management

Examples of Task Criteria *(Continued)*

2. Transmission and Distribution Jobs (Power Co.)

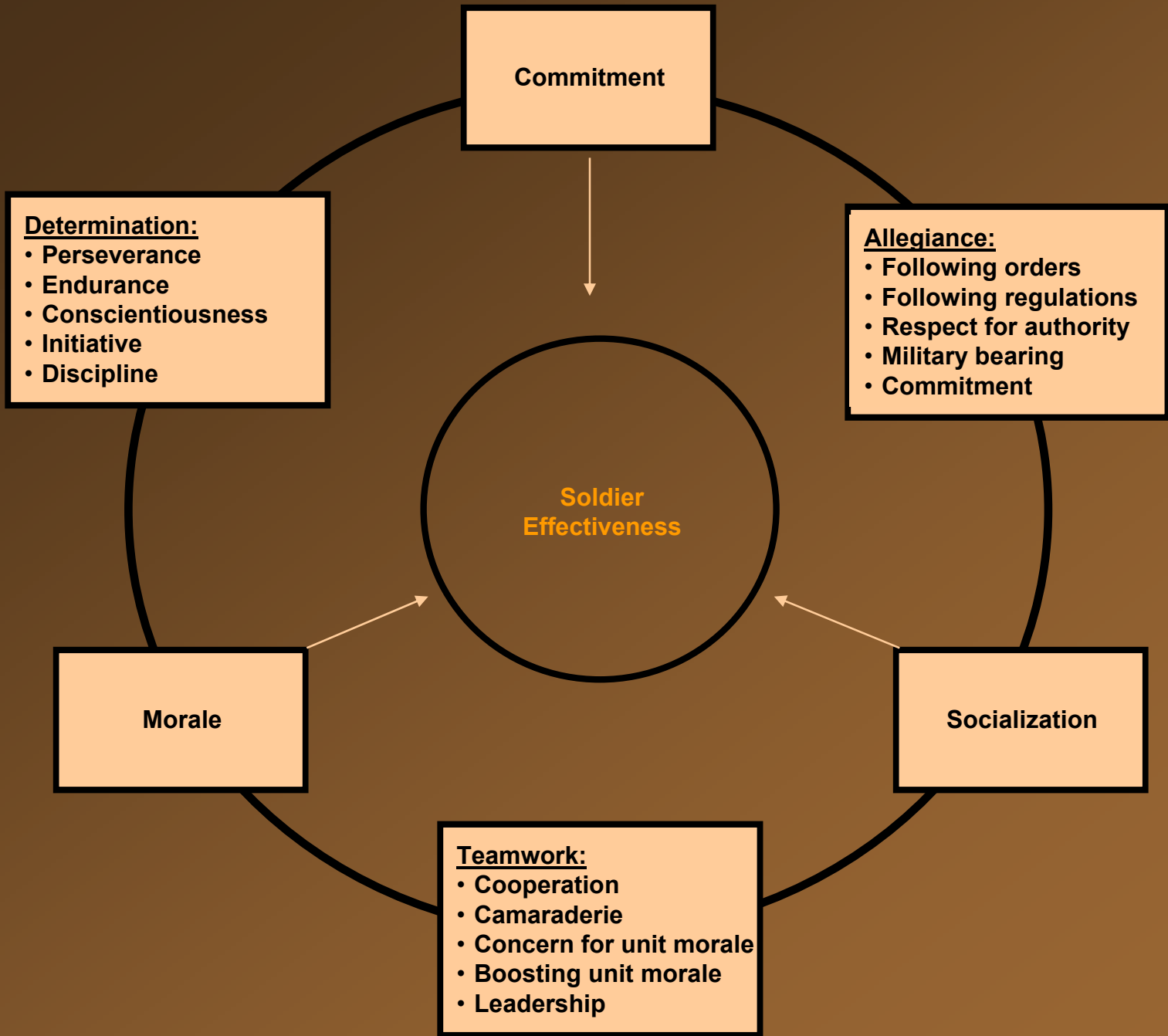
- ◆ Reading and understanding procedures, instructions, and technical information
- ◆ Completing paperwork/maintaining records and supplies
- ◆ Planning jobs
- ◆ Technical troubleshooting

Citizenship Performance Defined

Behavior that supports the social and psychological fabric of the organization rather than contributing directly to the goods and services produced by the organization.

What is Citizenship Performance?

- ◆ Organizational citizenship behavior
- ◆ Prosocial organizational behavior
- ◆ Model of soldier effectiveness



Initial Contextual Performance Taxonomy

- ◆ Volunteering for extra work
- ◆ Persisting with extra effort to complete tasks
- ◆ Helping & cooperating with others
- ◆ Following organizational rules & procedures
- ◆ Endorsing & supporting organizational objectives

Final Citizenship Dimensions

A. Personal Support

- ◆ Helping
- ◆ Cooperation
- ◆ Motivating

Final Citizenship Dimensions

B. Organizational Support

- ◆ Representing
- ◆ Loyalty
- ◆ Compliance

Final Citizenship Dimensions

C. Conscientious Initiative

- ◆ Persistence
- ◆ Initiative
- ◆ Self-Development

Citizenship Performance Distinguished

- ◆ Task activities vary across jobs/Citizenship activities often similar
- ◆ Task performance antecedents are KSAs/For Citizenship Performance, motivational & predispositional characteristics are likely antecedents

Supervisors' Weighting

- ◆ Motowidlo & Van Scotter (1994) study
- ◆ Borman, White, & Dorsey (1995) study

Motowidlo & Van Scotter

- ◆ Air Force Supervisors rated subordinates on task, citizenship, and overall performance
- ◆ Task-overall performance $r = .43$
Citizenship-overall performance $r = .41$

Borman, White, & Dorsey

- ◆ Army supervisors and peers rated soldiers on interpersonal factors and overall performance
- ◆ Technical proficiency and job knowledge scores also available for soldiers
- ◆ Strongest predictors of overall performance ratings:
 - Supervisor model - ratee dependability and technical proficiency
 - Peer model - ratee dependability, technical proficiency, and obnoxiousness

Predictors of Citizenship Performance

- ◆ Project A data
- ◆ Motowidlo & Van Scotter

Project A Predictor - Criterion Correlations

<u>Predictors</u>	<u>Core Technical Proficiency</u>	<u>Personal Discipline</u>
General Cog. Ability	.33	.08
Achievement	.11	.18
Dependability	.11	.30
Adjustment	.10	.11

Motowidlo & Van Scotter Predictor - Criterion Correlations

<u>Predictors</u>	<u>Task Performance</u>	<u>Citizenship Performance</u>
Work Orientation	.23	.36
Dominance	.04	.12
Dependability	.21	.30
Adjustment	.09	.12
Cooperativeness	.04	.20
Internal Control	.08	.27
Experience	.37	.13

Links to Organizational Effectiveness

- ◆ Empirical results
- ◆ Four studies

Empirical Results

Sample

1. 116 insurance agency units
2. 40 paper mill worker crews product
3. 306 pharmaceutical sales teams
4. 30 restaurants

Criteria

Sales performance

Quantity and quality of

Percent of team sales quota

Food waste, revenues, customer complaints, quality of service

Empirical Results (Continued)

Sample

Variance Accounted for by CP in Criteria

- | | |
|--------------------|-----------------|
| 1. Insurance units | 17% |
| 2. Work crews | 26, 17% |
| 3. Sales teams | 16% |
| 4. Restaurants | 43, 18, 37, 20% |

Computerized Adaptive Rating Scales (CARS)

- ◆ Uses adaptive testing principles
- ◆ Pairs of behavioral statements presented
- ◆ Scoring system allows more differentiation

Example Behavioral Statements

- C-4 Always finds additional productive work to do when own normally scheduled duties are completed.
- B-2 Complains about adverse conditions and difficulties in the organization.
- A-1 Gloats in others' adversity or setbacks.

CARS Performance Estimation Process

Very Ineffective Somewhat Ineffective Effective Very Effective

First Item Pair



Second Pair



Third Pair



Fourth Pair



Final Estimated Performance



Conclusions

- ◆ Citizenship Performance domain is important to consider
- ◆ Overall performance ratings likely contain strong component of Citizenship Performance
- ◆ When Citizenship Performance dimensions are included as criteria, personality predictors more likely to be successful
- ◆ CARS shows promise for measuring Citizenship performance

Importance of CP in Modern Organizations

- ◆ Global competition
- ◆ Team-based organizations
- ◆ Downsizing
- ◆ Customer service orientation