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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

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Published Papers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1983-1988</td>
<td>13</td>
</tr>
<tr>
<td>1993-1998</td>
<td>122</td>
</tr>
</tbody>
</table>
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
Determination:
- Perseverance
- Endurance
- Conscientiousness
- Initiative
- Discipline

Allegiance:
- Following orders
- Following regulations
- Respect for authority
- Military bearing
- Commitment

Teamwork:
- Cooperation
- Camaraderie
- Concern for unit morale
- Boosting unit morale
- Leadership

Morale
Socialization

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
Air Force Supervisors rated subordinates on task, citizenship, and overall performance.

- Task-overall performance $r = 0.43$
- Citizenship-overall performance $r = 0.41$
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

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Core Technical Proficiency</th>
<th>Personal Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Cog. Ability</td>
<td>.33</td>
<td>.08</td>
</tr>
<tr>
<td>Achievement</td>
<td>.11</td>
<td>.18</td>
</tr>
<tr>
<td>Dependability</td>
<td>.11</td>
<td>.30</td>
</tr>
<tr>
<td>Adjustment</td>
<td>.10</td>
<td>.11</td>
</tr>
</tbody>
</table>
## Motowidlo & Van Scotter Predictor - Criterion Correlations

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Task Performance</th>
<th>Citizenship Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Orientation</td>
<td>.23</td>
<td>.36</td>
</tr>
<tr>
<td>Dominance</td>
<td>.04</td>
<td>.12</td>
</tr>
<tr>
<td>Dependability</td>
<td>.21</td>
<td>.30</td>
</tr>
<tr>
<td>Adjustment</td>
<td>.09</td>
<td>.12</td>
</tr>
<tr>
<td>Cooperativeness</td>
<td>.04</td>
<td>.20</td>
</tr>
<tr>
<td>Internal Control</td>
<td>.08</td>
<td>.27</td>
</tr>
<tr>
<td>Experience</td>
<td>.37</td>
<td>.13</td>
</tr>
</tbody>
</table>
Links to Organizational Effectiveness

- Empirical results
- Four studies
Empirical Results

<table>
<thead>
<tr>
<th>Sample</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 116 insurance agency units</td>
<td>Sales performance</td>
</tr>
<tr>
<td>2. 40 paper mill worker crews product</td>
<td>Quantity and quality of product</td>
</tr>
<tr>
<td>3. 306 pharmaceutical sales teams</td>
<td>Percent of team sales quota</td>
</tr>
<tr>
<td>4. 30 restaurants</td>
<td>Food waste, revenues, customer complaints, quality of service</td>
</tr>
</tbody>
</table>
## Empirical Results (Continued)

<table>
<thead>
<tr>
<th>Sample</th>
<th>Variance Accounted for by CP in Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Insurance units</td>
<td>17%</td>
</tr>
<tr>
<td>2. Work crews</td>
<td>26, 17%</td>
</tr>
<tr>
<td>3. Sales teams</td>
<td>16%</td>
</tr>
<tr>
<td>4. Restaurants</td>
<td>43, 18, 37, 20%</td>
</tr>
</tbody>
</table>
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