Citizenship Performance and Its Importance for Organizational Effectiveness

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Outline

★ Review and provide examples of technical performance

★ Introduce concept of Citizenship Performance

★ Describe research

★ Explore predictors

★ Describe rating format (CARS)

Examples of Technical Proficiency Criteria

1. Sales Job

   - Product knowledge

   - Closing the sale

   - Organization and time management

Examples of Technical Proficiency Criteria (Continued)

2. Transmission and Distribution Jobs (Power Co.)

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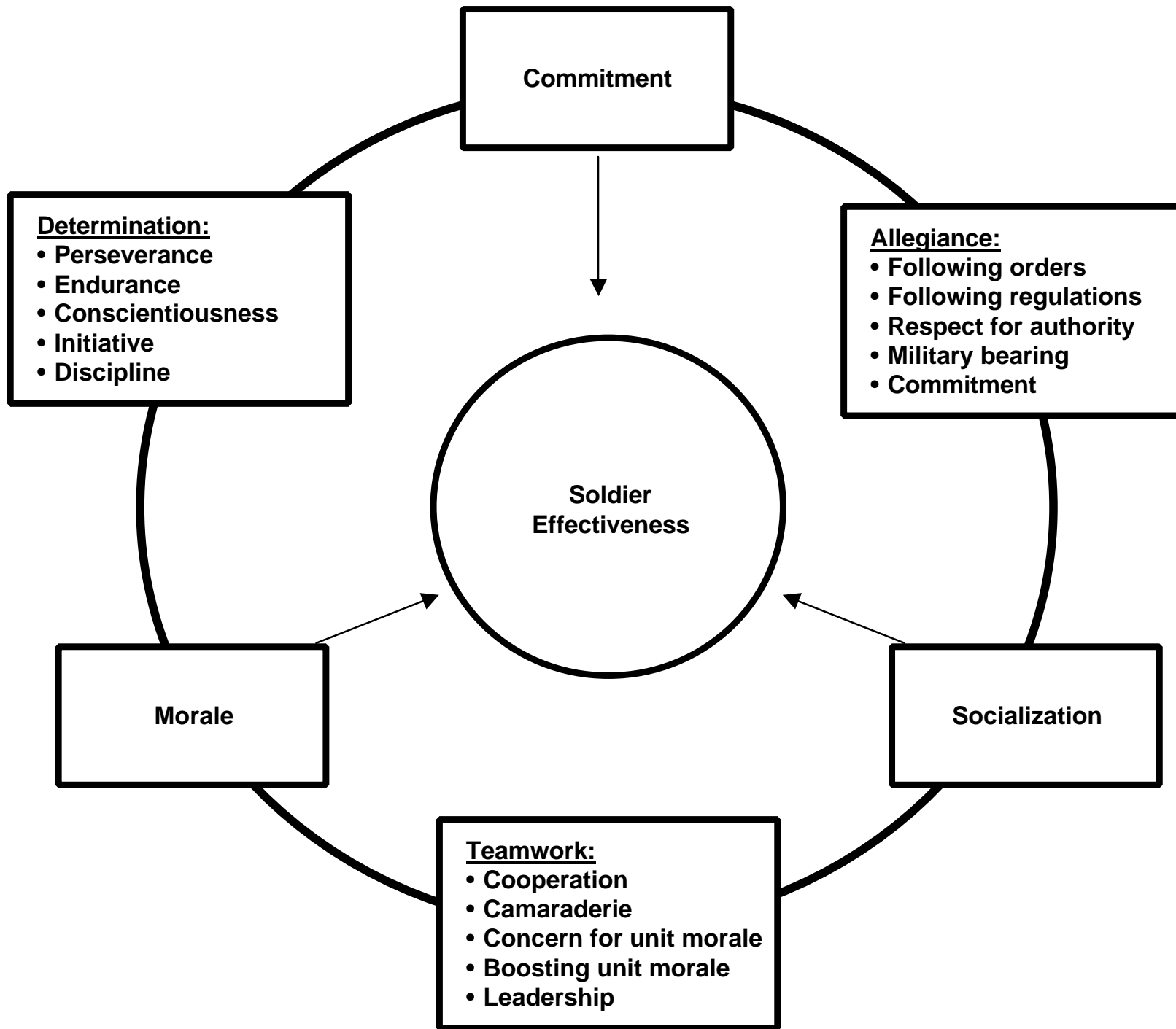   - Planning jobs
   - Troubleshooting

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

Commitment

Determination:
• **Perseverance**
• **Endurance**
• **Conscientiousness**
• **Initiative**
• **Discipline**

Allegiance:
• **Following orders**
• **Following regulations**
• **Respect for authority**
• **Military bearing**
• **Commitment**

**Soldier
Effectiveness**

Morale

Socialization

Teamwork:
• **Cooperation**
• **Camaraderie**
• **Concern for unit morale**
• **Boosting unit morale**
• **Leadership**

Initial Citizenship 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

Conway (1997)

★ Task and Citizenship Performance distinguished

★ Reliabilities estimated

Research on Citizenship Performance

★ Links to organizational effectiveness

★ Perceived importance

★ Antecedents/predictors

Links to Organizational Effectiveness

★ Logical/conceptual arguments

★ Empirical results

Logical/Conceptual Arguments

★ OCBs may reduce the need to devote scarce resources to purely maintenance functions

- – A natural by-product of helping behavior is that it enhances team spirit, morale, and cohesiveness, thus reducing the need for group members (or managers) to spend energy and time on group maintenance functions

- – Employees that exhibit courtesy toward others reduce intergroup conflict; thereby diminishing the time spent on conflict management activities

Logical/Conceptual Arguments (Continued)

★ OCBs may enhance the organization's ability to attract and retain the best people by making it a more attractive place to work

- Helping behaviors may enhance morale, group cohesiveness, and the sense of belonging to a team, all of which may enhance performance and help the organization to attract and retain better employees
- Demonstrating sportsmanship by being willing to "roll with the punches" and not complaining about trivial matters sets an example for others, and thereby develops a sense of loyalty and commitment to the organization that may enhance employee retention

Logical/Conceptual Arguments (Continued)

★ OCBs may enhance the stability of organizational performance

- – Picking up the slack for others that are absent, or who have heavy workloads, can help to enhance the stability (reduce the variability) of the work unit's performance

- – Conscientious employees are more likely to maintain a consistently high level of output, thus reducing variability in a work unit's performance

Empirical Results

★ Podsakoff & MacKenzie (1997) review

Perceived Importance

★ Motowidlo & Van Scotter (1994)

★ Borman, White, & Dorsey (1995)

Motowidlo & Van Scotter

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

★ Task-overall performance r = .46 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 from the large-scale multi-year study of first tour and supervisory soldier performance

★ Motowidlo & Van Scotter

Project A Predictor - Criterion Correlations

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

Motowidlo & Van Scotter Predictor - Criterion Correlations

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

Computerized Adaptive Rating Scales (CARS)

★ Uses adaptive testing principles

★ Pairs of behavioral statements presented

★ Scoring system allows more differentiation

Citizenship CARS

★ Generalized across organizations

★ 124 items in the pool

CARS Performance Estimation Process
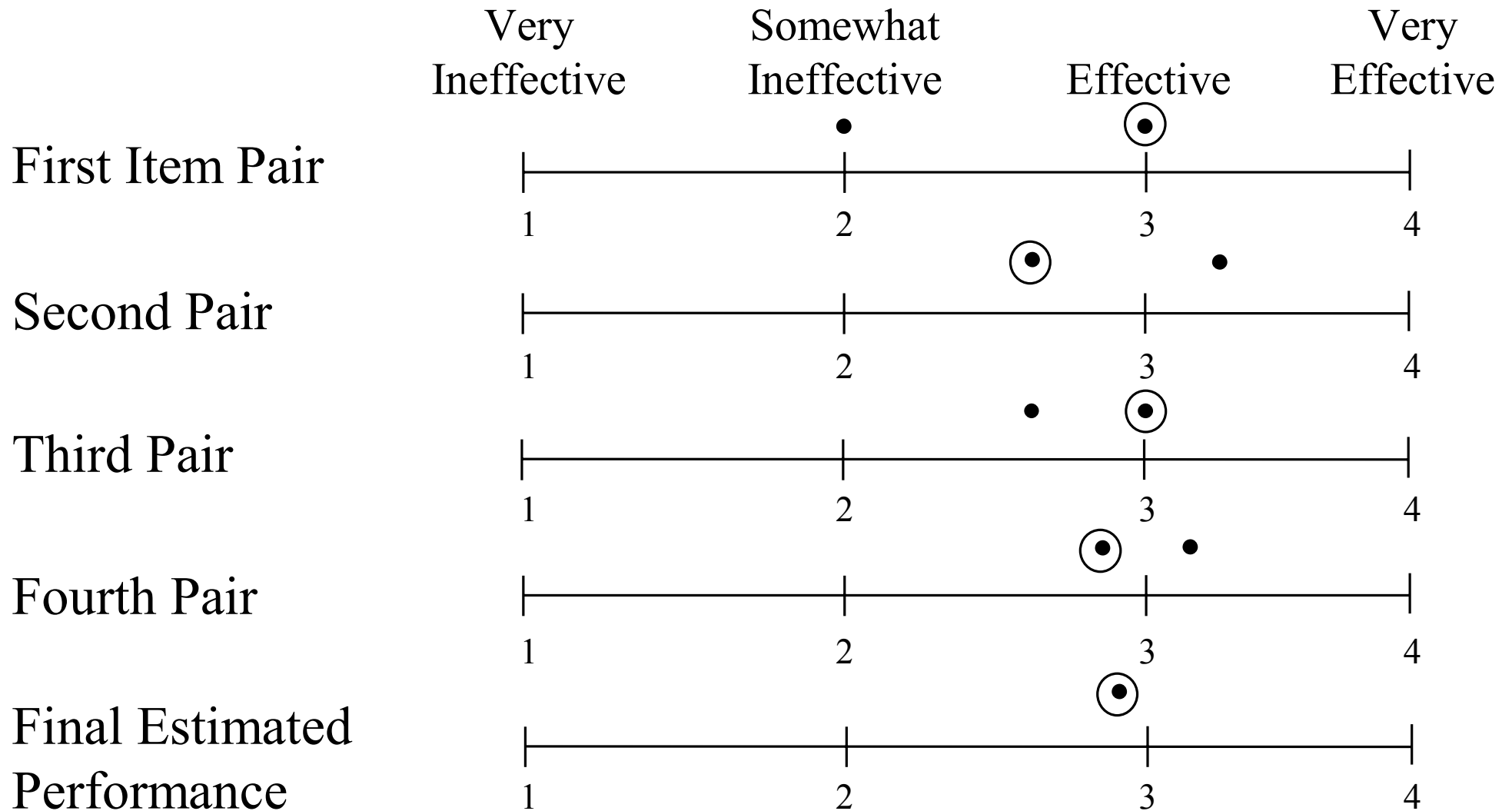
Example Behavioral Statements

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.

Lab Study Results (N = 112)

	Interrater Reliability	Validity	Cronbach Accuracy DE	DA
CARS	.78	.76	.35	.53
BARS	.74	.69	1.69	1.67
Graphic	.73	.69	1.37	.74

CARS Example (A)

Refuses to take the time to help others when they ask for assistance with work-related problems (1.03)

vs.

Shows reluctance to sacrifice own personal interests for the good of the team (1.65)

CARS Example (B)

Does not bother to describe the organization's achievements or positive features to outsiders (1.89)

vs.

Generally accepts the organization's mission and objectives (2.70)

CARS Example (C)

General completes work on time, unless deadlines are very short (2.73)

vs.

Consistently accomplishes goals that are moderately difficult and challenging (3.24)

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

34

Conclusions (Continued)

★ Citizenship performance likely increasing in importance

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