

THE ORGANISATIONAL CITIZENSHIP BEHAVIOUR. STUDY ON A POPULATION OF FRENCH HOSPITAL AGENTS

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Abstract: *The current research aims to identify the variables which help predict the organisational citizenship behaviour of the hospital personnel in the Central region (France). 150 hospital employees (nurses'-aids, nurses, and healthcare personnel) were asked to fill in a questionnaire comprising three scales which evaluated workplace attachment, organisational involvement and the organisational citizenship behaviour. The results reveal that the variables which carry an affective component predict the dimension 'help given to colleagues' of the organisational citizenship behaviour, but not the dimensions 'altruism' and 'civic virtues', the predictors of which are yet to be found.*

Key words: *organisational citizenship behaviour, workplace attachment, organisational involvement.*

1. Introduction

Organisational citizenship behaviours are generally defined as a set of individual actions left at the discretion of the employees, which significantly contribute to organisational efficiency [14]. According to Organ [13] these correspond to 'individual behaviours which are not relevant as far as the role or the tasks specific to the job are concerned, but rather related to a personal choice, and which contribute to the general proper functioning of the organisation'.

Two approaches to organisational citizenship behaviour stand out in the literature, the Graham model and the approach developed by Organ and his collaborators. According to Graham [8], this behaviour leads to (a) obedience

towards rules, norms and organisational procedures, (b) loyalty towards the organisation, which determines the employees to value the interests of the organisation more than their own ones, and (c) organisational participation, which refers to a personal interest towards the events related to the life of the organisation.

Based on the researches of Organ [13] and the empirical works of Diefendorff, Brown, Kamin, and Lord [7] and Lievens and Anseel [11], this second approach conceives the organisational citizenship behaviour as a multidimensional construct, composed of:

- (a) the mutual aid behaviour, which consists in offering a more or less durable assistance to a colleague in his job, so as to enable him to solve

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a problem or avoid the emergence of difficulties;

- (b) the civic virtues which are defined by the employee's sustained interest towards the entire actions conducted by his organization;
- (c) the team spirit, which leads to tolerating the inconveniences or abuses related to work without complaining to one's colleagues or hierarchical superior.

It is to be observed that the version validated in French by Paillé [14], [16] is composed of 4 dimensions, namely 'help given to colleagues', 'team spirit', 'civic virtues' and 'altruism'.

Since decades, numerous researches have focused on the influence of attitudes at work on the organisational citizenship behaviours. In order to illustrate this, one could quote those works researching work satisfaction [3], [15], [19], [21], work involvement [5], [16], organisational involvement [2], [4], [10], as well as organisational justice [6], management ethics [9], [18] and most importantly transformational leadership [17].

2. Objectives

The research at hand aims to evaluate the impact of workplace attachment and organisational involvement on the organisational citizenship behaviours, two variables whose strong relationships with certain attitudes at work, such as professional life satisfaction and the intention to change one's job are known.

3. Method

3.1. Participants

The research population consists of 121 agents working in a hospital structure of the Central region (26 agents of the A category, 55 agents of the B category and

53 agents of the C category). The subjects are aged between 24 and 56 ($M = 34$; $ET = 12.42$). 22% of the employees have a length of service of less than one year in the hospital structure, 45% have a length of service of one to five years and 33% have a length of service of more than 5 years. 38% have less than one year length of service in their current position, 39% have held their current position from one to five years and 23% have had the same job position for more than five years.

3.2. Material and procedure

The designed questionnaire comprises 4 parts:

- An identification part, allowing us to identify the socio-demographic (age, sex, level of education) and organisational (length of service within organisation, length of service in the same position, status) characteristics of the population.
- The French adaptation [14] of the organisational citizenship behaviour scale, originally designed by Podsakoff, MacKenzie, Moorman and Fetter [18], which entails four dimensions, namely 'help given to colleagues' (4 items), 'team spirit' (3 items), 'civic virtues' (2 items) and 'altruism' (2 items).
- The workplace attachment scale (WAS), confirmed by Rioux [1], [20], has a one-dimensional structure and consists of seven items. In the version used for this research, the word 'enterprise' has been replaced by the word 'hospital' and this version was tested before usage.
- The organisational involvement scale of Meyer, Allen, and Smith [12] is structured into three subscales named 'calculated involvement' (6 items), 'affective involvement' (6 items) and 'normative involvement' (6 items).

In these four tools, the evaluation of every item is done on a five-point Likert scale. This resulting questionnaire has been

offered to every subject of our research. It has been filled in the presence of an investigator who has been trained in this type of data collection.

4. Results

4.1. The organisational citizenship behaviour

A confirming factorial analysis has been conducted in order to verify the four-dimension structure of the organisational citizenship behaviour scale. The **GFI** value is of .92, that of the A.G.F.L. is of .90 and the χ^2 is of 332.51 ($df = 55$). All model parameters are significant to a value of .05. These results certify us to reasonably conclude that our data can be adapted to this model. The organisational citizenship behaviour is moderately high ($M = 3.44$ on a five-point scale) and is associated to a moderated dispersion of the answers ($ET = 0.88$). The results by dimension are given in Table 1.

By comparing and contrasting the average and the standard deviations obtained in every dimension, one notes

that the ‘civic virtues’ dimension gets the lowest average ($M = 2.98$), very close to the theoretical average of 3/5. Nonetheless, it also gets the highest dispersion ($SD = 1.25$). On the other hand, the dimension ‘team spirit’ gets the highest average and relatively consensual answers ($SD = 0.56$).

Table 1
Averages and standard deviations

Dimensions	M	SD	N
Help given to colleagues (HC)	3.71	1.05	121
Team Spirit (TS)	3.74	0.56	121
Civic Virtues (CV)	2.98	1.25	120
Altruism (A)	3.24	0.98	118

The correlations between the workplace attachment and the dimensions of the organisational implication on the one hand, and the dimensions of the organisational citizenship behaviour on the other hand are given in Table 2.

The variables correlating with the organisational citizenship behaviour Table 2

	1	2	3	4	5	6	7
1.Help given to colleagues	1.00						
2.Team spirit	.02	1.00					
3.Civic virtues	.06	.07	1.00				
4.Altruism	.17*	.19	.52**	1.00			
5.Workplace attachment	.47**	.25**	.08	-.06	1.00		
6.Calculated involvement	.33**	.03	.02	.11	.15	1.00	
7.Affective involvement	.49**	.13	.05	.06	.59**	.11	1.00
8.Normative involvement	-.05	.07	.10	.07	.05	.13	.06

* $p < .05$ ** $p < .01$

Workplace attachment correlates to a significant point of .01 with the ‘affective involvement’ dimension of the ‘organisational involvement’ scale ($r = .59$) and the ‘help given to colleagues’ ($r = .47$) and ‘team spirit’ ($r = .25$) dimensions of the organisational citizenship behaviour scale. Moreover, the dimensions ‘calculated involvement’ ($r = .33$) and ‘affective involvement’ ($r = .49$) correlate to a point of .01 with the dimension ‘help given to colleagues’ from the organisational citizenship behaviour scale. It is to be observed that none of the variables correlate with the dimension ‘normative involvement’.

4.2. The predictors of organizational citizenship behavior

A hierarchical regression analysis has been conducted, having the ‘help given to colleagues’ as a criterion. In order to control for demographic and professional characteristics known to be associated with job satisfaction those variables were entered in a first step. Potential predictors were added in a second step. This model was reviewed and nonsignificant variables trimmed, so that any variables that did not yield significant coefficients were removed and the final trimmed model was computed. The results are given in table 3.

Predictors of the dimension ‘help given to colleagues’ Table 3

	β	t value	Prob	adj. R2 (prob.)
<i>Step 1. Socio demographic and socio professional variables.</i>				.012 (ns)
Age	.18	2.05	.046	
Sex			ns	
Degree (Diploma)			ns	
Status			ns	
Length in service			ns	
Length in service within organisation			ns	
<i>Step 2. Psycho-organizational and psycho-environmental variables</i>				.53 (.000)
Workplace attachment	.39	5.42	.000	
Affective involvement	.28	4.40	.000	
Calculated involvement			ns	
Altruism			ns	

5. Discussion

The objective of the current research was to identify the impact of workplace attachment and of the organisational involvement on the organisational citizenship behaviour structured in four dimensions: ‘help given to colleagues’,

‘team spirit’ ‘civic virtues’ and ‘altruism’. None of the identified variables correlate with the last two dimensions, and only ‘workplace attachment’ correlates to a point of .05 with ‘team spirit’. By way of contrast, workplace attachment ($\beta = .59$) and affective involvement ($\beta = .28$) help predict the ‘help given to colleagues’,

workplace attachment being, in fact, a better predictor than the affective involvement (R^2 adjusted = .53, $p < .001$). In other words, this dimension only seems to have strong bonds with an affective component, therefore demonstrating that the organisational citizenship behaviour is probably also related to cognitive and/or ethical components which should further be identified if the emergence of citizenship behaviours is to be favoured within organisations.

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