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The Impact of Organizational Communication on Organizational Citizenship Behavior: Research Findings

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Abstract

In this research the relationship between organizational commitment and organizational citizenship behavior is examined. To this end, correlation and mean and standart values have been done to reveal the effects of organizational communication on organizational citizenship behavior. In this study, among the organizational communication dimensions, only the dimension of communication with managers is significantly correlated with alturism and civic virtue dimensions of organizational citizenship behavior.

Keywords: Organizational Communication, Organizational Citizenship Behavior, Statistical Analysis

1. Introduction

As it is well-known, employee behaviors in the workplace have important consequences on the overall organizational effectiveness. Organizational behavior has been linked to overall organizational effectiveness. Organizational citizenship behavior (OCB) contributes positively to overall organizational effectiveness.

In this research the relationship between organizational commitment and organizational citizenship behavior is examined. To this end, correlation and mean and standard values have been done to reveal the effects of organizational communication on organizational citizenship behavior.

2. Literature Review

2.1. Organizational Citizenship Behavior

OCB consists of behaviors to perform the job and require that these behaviors contribute to the overall success of the organization. Since 1970, OCB has been studied and a huge literature is available. Researchers have developed a variety of measures for OCB. Empirical research regarding the consequences of OCBs has focused on organizational performance. Smith, Organ, and Near (1983) proposed a research model that includes altruism and compliance linked to organizational effectiveness. Bateman and Organ's (1983) research was one of the first measurement of OCB. Bateman and Organ (1983) constructed a 30-item OCB scale that measured cooperation, altruism, compliance, punctuality, housecleaning, protecting company property, conscientiously following company rules, and dependability. Organ (1988) deconstructed a five-factor model consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. In 1990, Podsakoff, MacKenzie, Moorman, and Fetter conducted an important study using the five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These researchers developed a 24-item scale. Organ and Ryan (1995) proposed the correlation between perceived fairness, organizational commitment and leader supportiveness with OCB. Organ and Ryan (1995) conducted a meta-analysis of 28 studies and found a modest relationship between job satisfaction and OCB. Podsakoff, MacKenzie, Paine, and Bachrach (2000) searched the effect of personality characteristics, conscientiousness, and agreeableness as antecedents of OCB and indicated the relation between leader-member exchange and altruism.

LePine, Erez, and Johnson (2002) found that these five dimensions are very highly correlated and do not have much differentiation among antecedents, indicating some overlap in the dimensions.

Rotundo and Sackett (2002) showed the contribution of OCB on overall managerial performance. Conscientiousness consists of behaviors that go well beyond the minimum role requirements of the organization (Law, Wong, and Chen, 2005). Courtesy has been defined as discretionary behaviors that aim at preventing work-related conflicts with others (Law et al., 2005). Civic virtue is characterized by behaviors that indicate the employee's deep concerns and active interest in the life of the organization (Law et al., 2005). Sportsmanship has been defined as willingness on the part of the employee that signifies the employee's tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion (Organ et al. 2006).

Nielsen, Hrivnak, and Shaw (2009) found that similar patterns of relationships existed for each dimension of OCB: civic virtue, sportsmanship, altruism, conscientiousness, and courtesy.

Podsakoff, Blume, Whiting, and Podsakoff (2009) pointed out that OCB is positively related to unit-level performance and customer satisfaction. Podsakoff, Whiting, Podsakoff, and Mishra (2010) examined the effects of job candidates' tendency on OCB.

2.2. Organizational Communication

Organizational communication is studied in the literature in detail by considering all aspects. In general, organizational communication is divide into three main dimensions; (1) communication with coworkers, (2) communication with managers and (3) organizational communication policy. There has been a huge literature about organizational communication. Researchers have developed a variety of measures for organizational communication. Fulk and Boyd (1991) pointed out the availability of communication Technologies and effective usage of these Technologies in organization.

Some researches tried to determine factors which have influences on effectiveness of organizational communication (Rice and Case, 1983; Moch, 1990; Allen, 1995). On the other hand, communication competences are also very big issues to be determined (Reinsch, Steele, Lewis, Stano ve Beswick, 1990; Monge, 1990). The determination of communication priorities (Stine ve Skarzenski, 1979) and needs of effective communication should be defined to increase the overall organizational performance (Bennett, 1971). In this research, we will focus on three main dimension of the organizational communication.

3. Methodology

This research aims to identify the crucial impact of organizational communication on organizational citizenship behavior. Data obtained from questionnaires will be analyzed through the SPSS statistical packet program and possible relations will be tested through correlation analysis.

3.1. Statistical Analysis

In this research, SPSS 13.0 version is used in analysis.

3.2. Participants

The search was conducted on employees in textile sector. The questionnaire was given to 200 people, chosen randomly, from five different textile firms and the final number of valid questionnaires were 120 (the percentage % 60). The %72 of the workers was men, % 71 was between 22 and 39 and % 58 was graduates of high school. The % 11.2 of the employees were in management positions (Manager, Assistant Manager), for approximately 3.9 years and their total professional experience were approximately 6.2 years.

3.3. Measurement Tools

To measure organizational citizenship behavior, the scale proposed by Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990) is used.

3.4. Organizational Citizenship Behavior Scale

The scale used in the research, consists of 18 expressions .It was proposed by Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990) to measure the OCBs. The scale consists of five dimensions.

Altruism: It is formed by the voluntary behavior of the employee to help his colleagues in an organizational responsibility or with a problem. Altruism consists of principals based on voluntary behavior like assisting an absent colleague with his duties or another one with highly demanding responsibilities.

Courtesy: It is formed by an employee's asking other colleagues' advice on a decision in case they might be affected and inform them in advance.

Sportsmanship: This dimension consists of principals like employees not complaining about organizational problems. Employees who are not complaining about unimportant problems at work make the organization's management easier.

Conscientiousness: It is formed by employees' fulfilling the organizations expectations with an excessive manner for some role behaviors. Having short breaks is an example of being fair.

Civic Virtue: It is formed by voluntary behaviors like following the changes and improvements in the organization and taking an active part for the acceptance of the changes and contributing with a positive manner to the organizations image.

3.5. Organizational Communication Scale

In general, organizational communication is dividing into three main dimensions; (1) communication with coworkers, (2) communication with managers and (3) organizational communication policy. In this research, the employees' evaluation on the organizational communication's efficiency was gained by a scale checked via focus group method. Cronbach alpha values were calculated for dimensions of the scale (respectively 0.77, 0.76 and 0.79) however shows that the scale has an internal consistency.

Statements in the scale are prepared in 5 point Likert scale and the choice "always" is designated as giving 5 and the choice "never" is designated as giving 1 points. Accordingly, a high point taken in any size figures that the worker finds communication effective in respect of the related dimension and a low point figures an opposite situation.

3.6. Findings

As shown in Table 1, participants voted positively all dimensions of organizational communication. According to the findings, communication with managers is leading the others.

Table 1. Standard Deviation and Mean values for Variables

	Mean	*Standard Deviation*
Organizational Communation		
Communication with coworkers	3,58	0,71
Communication with managers	3,78	0,79
Organizational communication policy	3,56	0,84
Organizational Citizenship Behavior		

Altruism	4,33	0,57
Conscientiousness	4,37	0,62
Courtesy	3,65	1,01
Civic Virtue	4,01	0,53
Sportsmanship	4,17	0,64

According to the participants, the highest value for "conscientiousness" and the smallest value for "Courtesy".

Table 2 indicates correlation analysis. Few dimensions of organizational citizenship behavior are significantly related with the dimensions of organizational communication. Organizational communication policy dimension is significantly correlated with civic virtue. On the other hand, there is a significant correlation between communication with co-workers and altruism. In short, there is a positive correlation among all dimensions, but slightly low ($r < 0,40$).

Table 2. The Correlation between organizational communication and organizational citizenship behavior

Organizational Citizenship Behavior	Communication with coworkers		Communication with managers		Organizational communication policy	
	r	*p*	*r*	*p*	*r*	*p*
Altruism	0,22	0,02*	0,12	0,18	0,12	0,21
Conscientiousness	0,15	0,09	0,06	0,49	0,18	0,06
Courtesy	0,10	0,27	0,06	0,51	0,20	0,83
Civic Virtue	0,11	0,23	0,09	0,32	0,28	0,00**
Sportsmanship	0,13	0,15	0,02	0,84	0,08	0,42

*p<0,05 **p<0,01

4. Conclusion

In this research, it is noted that there is a correlation between the organizational communication and the organizational citizenship behavior of employees. In other words, the effective communication is not only necessary to build up proper channels between managers and employees, but also necessary to contribute implicitly the overall performance of organization. According to the findings, organizational communication has to be considered as an important issue to foster employees' organizational citizenship behavior. To make clear the correlation between communication and OCB in detail, it is noted that the number of participants will be very important key factor of a new search.

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