Abstract

Organizational citizenship behavior (OCB) is defined as employee behaviors that go beyond formal job requirements which employees able to decide whether they want to perform and to what degree. Previous studies have support that OCB can enhance both individual and organizational performance. The concept of OCB has been developed mainly in individualist societies, and it is one of the most popular constructs in the management / organizational behavior literature. However, the OCB measurement developed in the U.S. cannot equally apply in international settings, leading to the importance of the OCB measurement for collectivist societies.

This study divided into two main parts: (1) developing the measures and (2) testing the measures. The first part was developing the measures which started from item generation. Those items were gathered from the results of the literature review and the interviews with six Thai human resource directors in three types of organization: government agencies or state enterprises, private organization, and not-for-profit organizations. Three focus groups with nine Thai professors were conducted to review the appropriateness of those items before implementing the preliminary test with 59 employees. The OCB measurement was then revised and tested with another group of 52 employees. The results showed that all 11 dimensions of the OCB measurement were acceptable.

The second part was testing the measures. One hundred and seventy organizations in all three types of organization as explained above throughout Thailand were agreed to participate in this study. In total 5,000 employees were invited with 1,779 usable returned questionnaires (35.58% response rate), and 2,000 supervisors/managers were invited with 751 usable returned questionnaires (37.55% response rate).

The results of exploratory and confirmatory factor analysis (EFA and CFA) techniques showed that the proposed OCB measurement for collectivist societies consists of 11 dimensions with 61 items compared to the widely used OCB measurement developed in the U.S. having five dimensions. Interesting, only 1 % of supervisors/managers identified that an organization should not compensate employees for their OCB, implying that the majority of supervisors/managers agreed that an organization benefits from this kind of behavior so employees performing OCB should be compensated. However, the appropriate percentage of compensation between in-role behavior and OCB is varied.

Recommendations for future research are mainly focused on how to shorten the newly developed OCB measurement without impacting internal consistency. Additionally recommendations for practice are focused on what an organization can do to encourage OCB, and how to appropriately compensate employees performing OCB.