



# A bigger piece of the pie: The relative importance of affiliative and change-oriented citizenship and task performance in predicting overall job performance



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## ABSTRACT

We examine the extent to which both in-role (task performance) and extra-role dimensions of performance (organizational citizenship behaviors) account for variance in ratings of overall job performance by utilizing currently available meta-analytic estimates. Relative weight analysis results show that overall performance is determined more by three OCB forms in combination (RW = 0.34; %RW = 72.9%) than by task performance (RW = 0.12; %RW = 27.1%). Among the OCB forms, the relative weight of OCB-O (RW = 0.17; %RW = 36.9%) is greater than those of OCB-I (RW = 0.11; %RW = 0.22.9%) and OCB-CH (RW = 0.06; %RW = 13.1%). Consistent with the results from a relative weight analysis, results from a series of multiple regression analyses also show that the incremental contribution ( $\Delta R^2$ ) of each performance dimension above and beyond the other performance dimensions is the highest for OCB-O (0.056), followed by those of task performance (0.041), OCB-CH (0.007), and OCB-I (0.003). We discuss the theoretical and practical implications of these findings along with study limitations and future research directions.

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Employees' overall job performance is in a front and center position in organizational behavior and industrial-organizational psychology (Borman & Motowidlo, 1993; Campbell, 1990, 2012; Katz & Kahn, 1978). Over the past decades, job behaviors that constitute overall job performance have received considerable attention. Prior studies have shown that overall job performance depends on both how employees perform on their required tasks (i.e., task performance) and on their provision of non-task behaviors considered to fall into a more discretionary or extra-role domain, for example, organizational citizenship behavior (OCB) (Borman & Motowidlo, 1993; Organ, 1988). Research shows that OCB and task performance are distinct, as they have different patterns of nomological nets with other constructs (Motowidlo & Van Scotter, 1994).

Despite the increased research attention paid to areas such as the effect of OCB on overall job performance, how dimensions of OCB along with task performance contribute to the prediction of supervisory ratings of overall job performance is not fully understood. This is perhaps due to the varying forms of OCB present in the literature, distinguished by their target and content (LePine, Erez, & Johnson, 2002; Organ, 1994; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Spitzmuller, Van Dyne, & Ilies, 2008). One parsimonious approach for such categorization is to differentiate between citizenship targeted at the organization (OCB-O) and at individuals (OCB-I) (Spitzmuller et al., 2008; Williams & Anderson, 1991). In their meta-analysis investigating task

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performance, OCB-I, and OCB-O as determinants of overall job performance, Podsakoff, Whiting, Podsakoff, and Blume (2009) reported correlations ranging from 0.52 to 0.60. On the other hand, given the ever-changing nature of many of today's jobs, there is a growing body of research accounting for change-oriented, or proactive forms of OCB. Based on this research stream, Thomas, Whitman, and Viswesvaran (2010) focused on three specific forms of change-oriented citizenship (OCB-CH) including taking charge, personal initiative, and voice as determinants of overall job performance (with correlations ranging from 0.25 to 0.40). Despite slight differences in content, these forms of OCB-CH "represent employee behavior that is intended to make constructive changes in the work and task environment" (Choi, 2007, p. 469).

Despite advances concerning the separate dimensions of overall job performance (see Campbell, 2012 for a recent review), there remains room for more research. One limitation of existing studies is their exclusive focus on *either* traditional (also considered affiliative) forms of OCB (OCB-I and OCB-O; Organ, Podsakoff, & MacKenzie, 2006) or on change-oriented forms (also considered proactive and promotive) of OCB (OCB-CH) as determinants of employees' overall job performance. Yet, as socioanalytic theory (Hogan, 1991; Oh & Berry, 2009) suggests, employees engage in both affiliative (prosocial) and change-oriented (proactive) forms of OCB to fulfill their needs for getting along with and getting ahead of others in addition to in-role behaviors (task performance) to fulfill their needs for achievement. In addition, observers (e.g., supervisors and peers) take into account, both affiliative (prosocial) and change-oriented (proactive) forms of OCB in addition to in-role behaviors in determining employees' overall job performance. For example, as demonstrated by Whiting, Podsakoff, and Pierce (2008), overall performance is a function of both traditional forms of OCB (i.e., helping, loyalty) and change-oriented forms of OCB (i.e., voice). This line of thought is consistent with Organ's (1997) definition of OCB as "contributions to the maintenance and enhancement of the social and psychological context that supports task performance" (p. 91).

However, so far, despite recognizing the importance of all major forms of OCB and task performance in determining overall job performance, research has yet to systematically test a model including all major forms of citizenship (i.e., both affiliative and change-oriented OCBs) and task performance as predictors. Underspecified models lead to an incomplete picture, which impedes our understanding of what factors a manager relies on to appraise employees' overall job performance, and among those job components, which one plays the most prominent role.

Our objective, accordingly, is to address these important research questions by meta-analytically examining and testing a model whereby (a) task performance, (b) affiliative citizenship (-I and -O) and (c) change-oriented citizenship (-CH) are determinants of overall employee performance. In doing so, this study responds to calls for the examination of change-oriented and affiliative citizenship simultaneously (e.g., Grant & Mayer, 2009; McAllister, Kamdar, Morrison, & Turban, 2007). This study also helps to refine current understanding of performance appraisal and contributes to both the OCB and job performance literatures by providing a basis for accurate assessment of the relative importance of all major OCB dimensions and task performance in the prediction of overall job performance (Podsakoff et al., 2000). That is, this study, based on meta-analytic evidence of employee performance, enhances our understanding of which performance dimensions of OCB are most valued by managers in their overall performance evaluations, a direct determinant of important personnel decisions (e.g., rewards, promotion; Rotundo & Sackett, 2002). Thus, findings of this study can also contribute to evidence-based performance management practice.

In addition to the advantages of a better specified model for overall job performance, our study also has two methodological advantages. First, this expanded model of job performance extends prior research by testing and reporting the relative importance of each of these determinants using relative weights (Johnson, 2000). Importantly, relative weights analysis (as conducted in other meta-analytic studies; e.g., Chiaburu, Oh, Berry, Li, & Gardner, 2011; Wang, Oh, Courtright, & Colbert, 2011) supplements regression analysis and aids in interpreting the relative importance of determinants/predictors, particularly when they have moderate to high inter-correlations, thereby making regression weights difficult to interpret as indices of relative importance (e.g., corrected correlation of 0.75 for the OCB-I and OCB-O relationship; Podsakoff et al., 2009). Second, by synthesizing effect sizes across first-order meta-analyses on the focal constructs under examination, we use Schmidt and Oh's (2013) second-order meta-analysis approach to improve the accuracy of estimating the relationship between change-oriented citizenship at the aggregate level and overall job performance. This advanced research method can contribute to a better understanding of overall job performance based on cumulative evidence.

## 1. Theoretical background

Our predictor set encompasses task performance, and three forms of OCB, including those directed at other individuals (OCB-I), those directed at the organization (OCB-O), and those intended to initiate change (OCB-CH). These predictors are aligned with how OCB has been conceptualized in traditional research and with how it is employed in more recent works. To a great extent, traditional forms of citizenship emphasized "prosocial" or "affiliative" aspects (Organ, 1988), first in the forms of altruism, conscientiousness (performance beyond expectations), and compliance (Borman & Motowidlo, 1993; Organ & Ryan, 1995; Smith, Organ, & Near, 1983), and later in other forms, including sportsmanship, courtesy, and civic virtue (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Though important, such prosocial or affiliative dimensions do not exhaust all citizenship behavior forms. Further, as discussed by Choi (2007, p. 469), "[w]ith increasing competition and unpredictable changes in the business environment, employees are required to be more and more proactive, flexible, and innovative in their dealings with task-related issues". Accordingly, researchers have recognized the presence of more "promotive", "proactive," "challenging," or "change-oriented" forms of citizenship, such as advocacy participation (Choi, 2007; Van Dyne, Graham, & Dienesch, 1994), taking charge (Morrison & Phelps, 1999), individual initiative (Moorman & Blakely, 1995), and voice (Van Dyne & LePine, 1998). Thus, by broadening our predictor set to include OCB-I, OCB-O, and OCB-CH, our study is consistent with recent work in which similar classifications are employed (Chiaburu et al., 2011; Podsakoff et al., 2009).

Having discussed the subdimensions of our predictor set, we now move toward providing arguments for our predictions. Employees' overall job performance depends on a number of behavioral factors, of which task performance is prominent and recognizable (Borman &

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