



Dimensionality of Organizational Citizenship Behavior (OCB) in a Multicultural Society: The Case of Malaysia

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Abstract

Past researches have observed a shift in the dimensions of organizational citizenship behavior. Building on organizational citizenship behavior literature, the present study in the paper involved looking at validating the dimensionality of the organizational citizenship behavior (OCB) measure developed by Organ (1988) who posited a five dimension instrument. Data was gathered through a survey using a structured questionnaire to employees working in 10 large manufacturing companies in Malaysia. A total of 113 questionnaires were returned over a period of 10-week. A series of tests such as factor analysis, correlation, and reliability analysis was conducted to confirm that the instrument is valid (content, construct, convergent, discriminant and nomological) as well as reliable. Implications regarding the value of conducting validity and reliability test for practitioners and researchers are discussed.

Keywords: Organizational citizenship behavior, Goodness of measure, Validity, Reliability, Multicultural society

1. Introduction

Organizational citizenship behavior (OCB) was first illustrated in the work of Bateman and Organ (1983) 24 years ago and has recently been gaining momentum. OCB refers to the individual contributions in the workplace that go beyond role requirements as stipulated in the job agreement (Organ & Ryan, 1995). OCB of the organizational members is becoming increasingly crucial in the businesses nowadays in view of the downsizing, rightsizing in response to the economic pressures of the last decade. Hence, understanding how OCB works in organizations is an important issue of enquiry for both researchers and also practitioners. Recent studies had illustrated the dramatic growth of OCB researches into some other related management areas, for example, strategic management, leadership, human resources management, etc. OCB has been noted to have contributed favorably to organizational outcomes, such as service quality (Bettencourt & Brown, 1997; Bell & Menguc, 2002), organizational commitment (Podsakoff, McKenzie & Bommer, 1996), job involvement (Dimitriades, 2007), leader-member exchange (Bhal, 2006; Lo, Ramayah & Jerome, 2006).

Despite the importance of examining organizational citizenship behaviors in organizational for leadership effectiveness, a review of the literature have revealed a lack of consensus about the dimensionality of OCB, particularly in the Malaysia context. As stated by LePine, Erez, and Johnson (2002), these behavioral dimensions have yet to be differentiated from one another in the empirical literature even though many scholars have claimed that OCB is composed of conceptually distinct behavioral dimensions. Studies have found that there are approximately 30 forms of