

**„Organizational citizenship behavior in the context of employees’
commitment and loyalty”**

– abstract of PhD thesis

This dissertation was dedicated to identification of aspects and definition of the relationship between organizational citizenship behavior (OCB) among employees and their organizational commitment, job involvement, determinants of engagement and attitudes contributing to loyalty. Of importance was the identification of OCB’s types that are the most common under the Polish circumstances and, especially, a comparison of its expressions and links with commitment and loyalty in two companies with significantly different core business. It also aims to broaden the knowledge on organizational citizenship behavior of employees and the motives for their manifestation, as well as obtaining – by organizations and managers – a tool to diagnose the symptoms of workers’ OCB and increase awareness of the possibility of shaping and encouraging these behaviors in order to increase commitment and loyalty.

This thesis explores the topic of organizational citizenship behavior, widely discussed especially in American literature. On the Polish scientific footing this subject is not well known and until now has not been verified in a large research sample. Diagnosing the level of OCB among employees in large-scale studies and the ability to make comparisons fulfill the gap in the area of empirical data and also allow for consolidating the concept of OCB in management sciences as related with attitudes of loyalty and commitment.

The theoretical part of the dissertation consists of three chapters. In the first chapter, the discussion is focused on commitment and loyalty issues as key attitudes in the human capital management – their definition, types, underlying mechanisms and importance to the organizations. The second chapter describes the organizational behavior and its determinants. The third chapter is fully devoted to the organizational citizenship behaviors, their definitions, types, mechanisms, consequences and links between OCB and other theoretical constructs, as well as issues relating to cross-cultural research of this phenomenon.

The empirical part included in the fourth chapter is based on the analysis of own research, mainly conducted in the correlation model and case studies. It focuses on identifying organizational citizenship behaviors under the Polish circumstances and searching for relationships between OCB and commitment and loyalty. There were 913 people (employees from different companies) participating in these studies. In addition, a comparison between two groups of workers – from Credit Agricole Bank Polska and Schindler Polska – has been conducted. The studies were carried out using three questionnaires – diagnosing organizational citizenship behavior, commitment and loyalty. With the approval by the Author of Organizational Citizenship Behavior Checklist (OCB-C), its adaptation to Polish conditions has been made. As a result, a reliable tool was obtained, which was next used in the research to identify the organizational citizenship behavior among Polish workers.

The statistical analysis of the results from a large sample of subjects revealed interesting correlations, which most of all show a positive relationship between OCB (directed toward co-workers and organization) and organizational commitment, job involvement and loyalty of employees, especially the identification with and participation in the company. The exploration of these issues has become a source of valuable (both from the theoretical and practical viewpoints) interpretations and conclusions. The obtained correlations indicate a path of interpretation, which may be important in future research.

The results of the research showing the impact (perhaps indirectly) these attitudes exert on present employees' OCB are an important hint to managers, who – having the knowledge of certain tendencies – may try to encourage, stimulate and support the kind of behavior highlighted in the final fifth chapter of the dissertation. On the basis of the confirmation of most of the hypotheses formulated in this chapter, the Author has formulated the following guidance for organizations and their managers who appreciate organizational citizenship behaviors among employees:

- A diagnosis of frequency and type of OCB in the organizations or in a particular organizational unit using Organizational Citizenship Behavior Checklist (OCB-C) may be the source of many valuable conclusions for the management, especially in the areas of opportunities and risks for the functioning of the team, as well as inspirations for what could potentially make the employees show OCB or refrain from doing so.

- Thanks to determining the level of OCB, it is possible to distinguish between the organizational units of the same company or different companies, analogical to the comparison between Credit Agricole Bank Polska and Schindler Polska shown in this thesis.
- If, in the organization, the OCBs are revealed at the expected level, it is important that managers will try to emphasize those issues that can be perceived by the employees as motivating to show OCB.
- Supporting determinant of engagement of employees who reveal OCB, especially building positive work atmosphere and attention to working conditions (equipment and availability of resources) may increase probability of showing OCB directed toward co-workers because of the atmosphere, and directed toward the organization because of the working conditions.
- Because the studies confirmed the coexistence of organizational citizenship behavior and commitment and loyalty, it seems important to promote these attitudes among employees, which can contribute to the emergence of OCB and to observing expressions of OCBs that are connected with commitment and loyalty.
- Even though a direct correlation between demographic variables and the results of OCB-C and its two subscales was not revealed, a detailed analysis of the correlations between particular OCBs and these variables indicates that building in teams the diversity of gender, age or seniority may increase the occurrence of some of OCBs.

An employee showing OCB, who is well matched to the specific organization, right place and position in it, can become a source of future development and building the expected level of performance and efficiency. Perhaps that kind of employee should be seen not only as a capital of the organization, but also as a talent. From this perspective, OCBs which are well established in the attitude of commitment and loyalty of employees could take on a new meaning for many companies, especially those with difficulties in the effective functioning, and become a kind of organizational capital in creating added value.

The studies that were the basis for this dissertation helped to identify some research areas that can still be explored under the Polish circumstances, especially referring to various aspects of OCB and the perspectives of organization management process. These can become an inspiration for future researchers of this phenomenon.

Keywords: organizational citizenship behavior (OCB), organizational commitment, job involvement, determinants of engagement, loyalty, identification with the company, honesty, participation in the company

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