

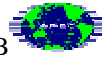
**AN ORGANIZATIONAL CITIZENSHIP BEHAVIORS(OCB)
MODEL AND SMEs EMPLOYEES' OCB**

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ABSTRACT

This paper has two major purposes. One is to suggest a valid OCB definition and model. The other is to analyze SMEs employees' OCB problems and their causes by comparing the OCB of SMEs employees with that of large enterprises employees based on the previously validated OCB model.

For the first one, this paper defined OCB as individual members' responsible behaviors corresponding to the rights encumbered by the belonging organizations. Based on the OCB construct, it suggested a nomological network "employees' rights → relational ties → OCB responsibilities", and validated it using Korean employees data collected from the six companies including SMEs and large enterprises.

The comparison of OCB between SMEs employees and large enterprises employees showed that overall large enterprises employees' OCB was higher than that of SMEs employees, and that the differences in their obedience and functional participation were very significant.



INTRODUCTION

With rapidly changing business environments, workers' dysfunctional behaviors such as their selfishness, low organizational commitment, and scarce responsibilities are appearing as a critical issue in human resource management. In some APEC countries, such behaviors threaten even the survival of companies. Small and medium sized enterprises(SMEs) which are relatively weaker in their technological and financial resources compared with large enterprises are likely to be more fragile to such behavioral changes. For SMEs' prosperity, therefore, sustaining SMEs workers' behaviors positively must be more important than any other things.

Viewed from the point, it is worth to research on the organizational citizenship behaviors(OCB), which are increasingly emphasized by both HRM scholars and managers. However, since the terms "citizen" and "citizenship" are employed in a variety of ways with a range of meanings, from precise and limited to vague and broad, OCB scholars and managers have not yet come to an agreement about what OCB really means. This not only further increases the potential ambiguity and subjectivity of the OCB construct, but also prevents OCB studies from dealing with the core problems brought by such behavioral changes.

Accordingly, first this study is to suggest an OCB definition and model and to assess them, and secondly to compare OCB between SMEs and large enterprise workers, based on the previously suggested OCB definition and model.

DEFINITION ON OCB

Early organizational researchers defined OCB as individual employees' behaviors that are above and beyond their role requirements and that are organizationally functional. Almost recent OCB researchers are still relying on the definition, only showing a little differences in their operational definitions and dimensions. However, recently the construct validity of the definition has been criticized. In practice, the role perceptions in organizations are rarely fixed and the criteria to discern whether the roles are organizationally functional are unclear. Relying on the definition, therefore, is likely to continue increasing the potential ambiguity and subjectivity of OCB themselves. Some people understand its dimension as altruism, courtesy, consciousness, sportsmanship, compliance, or etc. Others understand it differently. Such ambiguity and subjectivity bothers even further OCB studies to continue.

Originally, citizenship is the term derived from geopolitical arena. Current political sciences generally describe it as the status and role which defines the authority and obligations of individual members of a community(Cooper, 1986). The status and role may be formally codified in terms of qualifications, rights, and obligations by constitutions, charters, and laws, or informally determined by values, tradition, and consensus. Thus, a citizen is one who qualifies for the status of citizenship as prescribed formally or informally by a particular community, and who is encumbered with the obligations assigned to this role by that community. On the other hand, a non-citizen is one who does not have the qualifications for the status of citizenship and the obligations assigned to this role by that community. The essential differences between citizens and non-citizens are in their status and role. Eventually, the differences arise from whether they have membership in a particular community. It will be clear when we review the history of the Old and Middle Ages, and of modern ages, western



or oriental communities. Just until the democracy based on human freedom and equality had become a common rule to deal with whole societies, only a small group of privileged people among total population belonged to the citizens. At that time, however, citizen rights encumbered by their citizenship were more emphasized rather than its obligations. Some historical events such as French Revolution, American Independence, and Industrial Revolution provided the traditional citizenship with a great turning point. They brought about great disturbances in the whole society including political, social, and economic areas. However, since there was no a certain alternative to maintain whole societal stability at that time, it could not help accepting all population as citizens who had rights and obligations as well.

These changes in the civic citizenship tradition continued to spread into all societal areas, along with the maturity of industrialism and the following expansion of the middle classes. On the other hand, the recognition that depending on the economic exchanges between employers and employees had some limitations to increase industrial production had also worked as an important factor. As the result of these changes, citizenship has also become a common rule to deal with industrial organizations, as well as political system. In the process, the obligations corresponding to the rights become more emphasized rather than the rights themselves.

Based on the logic suggested in the above, we can define OCB as individual members' responsible behaviors corresponding to the rights encumbered by their belonging organizations. That is, the OCB construct is composed of three main components: membership, members' rights, and members' responsibilities.

OCB MODEL

Each component of OCB construct does not exist alone, respectively. They are closely intertwined each other. They make a network such as "rights--> membership--> responsibilities". That is, employees' perception on her or his rights in organization affects the strength of relational ties, and employee's responsible behaviors. We can depict the relationship of the three components as follows:

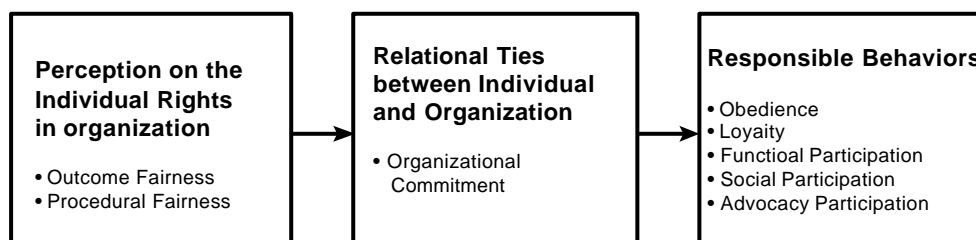


Figure 1: OCB Model

Then, how can we specify the OCB components respectively and measure them? It may depend on our creativity and our background knowledge on organizations.

Model Specification



Individual Employees' Rights

Generally individual employees' rights are codified formally by government laws, company rules, joint agreements between employers and employees, or determined informally by organizational culture. T.H. Marshall(1965), in reviewing three centuries of English history to explain the extension of citizens' rights to an ever broader share of the population, identified three categories of rights: civil(legal protection of life, liberty, and property), political(participation in decision making), and social(adequate level of socioeconomic benefits) rights. Marshall's categorization of civil, political, and social rights can be applicable to analyze organizations as well as societies.

Organizational civil rights would include fair treatment in routine personnel matters such hiring, assignment, and evaluation, and guarantees of due process when problems arise(e.g., grievance investigation and disciplinary proceedings).

Organizational political rights would include the ability to participate in decision making both about current operational matters and about broader organizational policies, objectives, and spending plans.

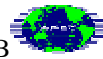
And organizational social rights would include economic benefits(regular salary/wages, bonuses, insurance, pensions, etc.), social status symbols, and training or educational opportunities.

Organizational rights distinguish members from nonmembers. Given the hierarchical structure typical of most organizations, however, unequal rights within organizations are not only possible but also likely. Distortion of rights on the pretext of organizational effectiveness or efficiency, and high-level managers' hierarchical attitude are also related with unequal rights. These unequal rights eventually influence members' relational ties and OCB.

However, it is difficult to measure individual employee's rights directly, since they depend on individual employees' relative, subjective perception. The perception can generally be expressed in the feeling of relative deprivation(Folger, 1986) which is shaped by the subjective comparison with the others in the same or other organizations. According to the justice theory by Greenberg(1987), the feeling of relative deprivation arises from their perception on "outcome justice" and "procedural justice". Outcome or distributive justice is the perceived fairness of outcomes received. And procedural justice is the perceived fairness on procedures or processes to reach to the outcomes. Then, individual employees' rights can be taken by measuring their perception on both outcome justice and procedural justice.

Relational Ties(Membership)

Membership is the beginning point in OCB construct. Once the membership determined by individual choices, it constantly changes so that it determines the strength of relational ties between organizations(employers) and individual employees. Thus, we can say that relational ties are the dynamic explanation of membership. However, they are different from employees' rights. While employees' rights are based on individual subjective view about how much the



organizations(or employers) recognize employees' rights as their duties, relational tie are concerned about the relationships between individual employees and employers(or organizations). That is, while individual employees' perception on rights depends on their one-sided views, relational ties depend on reciprocal relationships between employees and organizations. Thus, they contribute to explaining the dynamic process to deal with unequal rights when inequality happens between individual employees and organizations. On the other hand, relational ties work as a mediator linking individual perception on rights and citizenship behaviors.

The relational ties may have numerous types. J.W.Graham(1991) categorized them into four types by synthesizing the previous studies on membership : coercive relationship, Gesellshaft relations, Gemeinschaft relations, and covenantal relationships. Gemeinschaft relations include nonrational, affective, emotional, traditional, and expressive of social actions as in a family. Gesellschaft relations comprise the rational contractual, instrumental, and task-oriented actions, as in a business corporation. Coercive relationships(Etzioni, 1975) are the special form of Gesellshaft relations, where some are obliged involuntarily to comply with term set by others, as in slaves. And covenantal relationships are characterized by open-ended commitment, mutual trust, reciprocity, and shared values. Graham (1991) asserts covenantal relationships are the most desirable relationships to enhance OCB. Covenantal relationships also differs from a social exchange which is based on a general notions of fairness, and from a psychological contract which is based on an individual belief in a reciprocal obligation between self and organization.

According to the logic of covenantal relationships, relational ties are not the fixed ones. They are changing constantly depending on mutual open-ended commitment, mutual trust, reciprocity, and shared values between organizations and employees. Eventually, the strength of relational ties gives affect to OCB responsibilities.

The strength of relational ties can be measured by asking the employees' organizational commitment to their organizations, because it is not the matter to ask organizations themselves. Generally, the organizational commitment questionnaire developed by Mowday et. al.(1982) is used to measure it.

OCB Responsibilities

Citizen responsibilities described in a geopolitical arena can be applicable as a guide to identifying OCB. According to classical philosophy and modern political theory, citizen responsibilities are obedience, loyalty, and participation(Aristotle, 1941; Cary, 1977, Inkeles, 1969, etc.). Each category focuses on a different facet of the interrelationship that citizens have with another and their nation/state/community.

Obedience is respect for orderly structure and processes. Citizens are responsible for obeying existing laws, and the laws protect them, as well. For example, laws may require that citizens pay taxes, drive on a designated side of road, refrain from violating other's rights, and at times even risk their lives in military service. Loyalty concerns the expansion of individual welfare functions to include the interest of others, the state as a whole, and the values it embodies. This category includes uncompensated contributions of effort, money, or property,



protecting or enhancing a state's good reputation in the eyes of outsiders, and cooperating with others to serve the common interest rather than seeking free rider. In addition, participation concerns participation in governance. The behaviors of this category include devoting time and effort to the responsible governance, keeping well informed, sharing information and ideas with others, engaging in discussions about controversial issues, voting in whatever manner is provided under the laws, and encouraging others to do likewise.

The three categories described above can be applied into organizational settings (Inkeles, 1969) as follows: organizational obedience, organizational loyalty, and organizational participation. According to Inkeles, organizational obedience is an orientation toward organizational structure, job descriptions, and personnel policies that recognizes and accepts the necessity and desirability of a rational structure of rules and regulations. Obedience may be demonstrated by respect for rules and instructions, punctuality in attendance and task completion, and stewardship of organizational resources. Organizational loyalty is identification with and allegiance to organizational leaders and the organization as a whole, transcending the parochial interests of individuals, work groups, and departments. Representative behaviors include defending the organization against threats, contributing to its good reputation, and cooperating with others to serve the interests of the whole. And, organizational participation is interests in organizational affairs guided by ideal standards of virtue, validated by keeping informed, and expressed through full and responsible involvement in organizational governance. This behavior includes attending non-required meetings, sharing informed opinions and new ideas with others, and being willing to deliver bad news or support an unpopular view to combat groupthink.

On the other hand, organizational participation is more complex. It can be classified into three categories (Van Dyne, Graham, & Dienesch, 1994): social participation, advocacy participation, and functional participation. Social participation is a form of participation through interaction with others. This includes attending meetings, engaging in positive communications with others, and involvement in other affiliate group activities such as attending commemorative occasions, community social events, and public ceremonies. Advocacy participation is a kind of participation, which describes innovation, maintaining high standards, challenging others, and making suggestion for change. The behaviors, typical of an internal change agent, target at other members of an organization and reflecting a willingness to be controversial. And functional participation is related with personally focused behaviors. The behaviors include participation through performing additional work activities, self-development, volunteering for special assignments, and highly committed hard-working. They are typical of a dedicated individual contributor whose commitment, self-development, and participation add value to the functioning of the organization.

Highly responsible behaviors require a balance of obedience, loyalty, and participation, rather than focusing on one dimension at the expense of the others. That is, each dimension is highly correlated each other when OCB responsibilities are high.

To measure the five dimensions of OCB responsibilities, this study adapted the instrument developed by Van Dyne, Graham, and Dienesch (1994). However, it is questionable if the scale is fit for explaining Korean employees' citizenship behaviors, because it was developed in a different cultural background from Korea. A study by Farh, Earley, and



Lin, on “a cultural analysis of justice and organizational citizenship behavior in Chinese society(1997)”, suggests that cultural difference works as an important factor for explaining OCB.

Table 1 : Comparison of Western and Chinese OCB Scales

Western OCB Scale	Chinese OCB Scale
Etic Dimensions	
Civic Virtue	Identification with company
Altruism	Altruism toward colleagues
Conscientiousness	Conscientiousness
Emic Dimensions	
Sportsmanship	Interpersonal Harmony
Courtesy	Protecting Company Resources

Thus, rather than using the instrument as it is, this study conducted explanatory factor analysis using original data and confirmatory factor analysis using separately collected cross-validation data.

Validation of OCB Model

Data and Procedure

To validate the OCB model, this study adapted already developed scales and used them with some modification: Niehoff & Moorman's fairness scale (1993) for employees' perception on their rights, Mowday et. al.'s OCQ scale(1982) for relational ties, and Van Dyne, Graham, and Dienesch' OCB scale(1994) for employees' responsible behaviors. Twelve sets of data totaling 603 employees collected, based on questionnaire response. Six sets of these data were for the initial data collection, and the rest six sets of data collected later were for cross-validation of the instrument adapted here. The original data sets included respondents from a large commercial bank(N=208), an insurance company(N=97), a software house(N=40), a pulp production company(N=137), a security company(N=24), and a leasing company(N=97); three companies hire over 1,000 employees and the rests hire below 500 employees. All data collected by random sampling method.

The cross-validation data collected from 100 supervisors from six companies; a petrochemical company, a software house, a pharmacy company, a construction company, a loan firm, and a metal production company. two of them hire over 1,000 employees, and the rests hire below 300 employees.

In addition, the some demographic data on sex, tenure, education, and marital status, and company size collected for the comparison of OCB level between large enterprises and SMEs workers



Validation of OCB Model

For the validation of OCB model, this study follows the following procedures:

First, it conducted explanatory factor analysis(Varimax rotation) for the assessment of the Niehoff & Moorman’s fairness scale, Mowday et. al.’s OCQ scale, and Van Dyne, Graham, and Dienesch’ OCB scale, respectively, using original data. Based on the result, some items dropped from the original questionnaire. It showed that there existed some differences between Korean and Western employees in their OCB factor structure.

Table 2: OCB Factor Structure

Order of Importance	Western Employees	Korean Employees
Factor 1	Loyalty	Obedience
Factor 2	Obedience	Advocacy Participation
Factor 3	Social Participation	Loyalty
Factor 4	Advocacy Participation	Functional Participation
Factor 5	Functional Participation	Social Participation

And second, it again conducted confirmatory factor analysis(Varimax rotation) for the new instrument that was made based on the result of explanatory factor analysis, respectively, using cross-validation data collected by second questionnaire. The result showed that all the three scales were valid.

Table 3: The Results of Confirmatory Factor Analysis

Scale	Chi-square Value	Degree of Freedom	Probability level	GFI
Perception on Rights	29.053	34	0.709	0.917
Relational Ties(OC)	7.135	9	0.623	0.964
OCB Responsibilities	5.019	5	0.414	0.970

As the result, it was possible to use the original data for further analysis. The mean value, standard deviation, and reliability(Cronbach’s α) of each variable was as follows:



Table 4: Mean, Standard Deviation, and Cronbach's α

Scale	Variable Name	Mean (7 points scale)	Standard Deviation	Cronbach's α
Perception On Rights	Outcome Justice	3.9798	0.9760	0.8409
	Procedural Justice	3.2998	1.1618	0.8168
Relational Ties(OC)	Organizational commitment	4.7562	0.9936	0.8120
OCB Responsibilities	Obedience	5.3805	0.7864	0.9087
	Advocacy Participation	4.7956	0.8117	0.9072
	Loyalty	4.6371	0.8777	0.7995
	Functional Participation	4.5581	0.8155	0.7473
	Social Participation	4.5152	1.0516	0.7141

And third, it conducted covariance structure analysis to assess the OCB model suggested in the above, using maximum likelihood method. For this analysis, AMOS 3.61 version was used. On the other hand, to make the model parsimonious, the unknown variables such as personal characteristics(personality and demographic variables), job characteristics, and organizational culture did not include in the model. The possible unknown variables treated as error terms in the Model. The results of covariance structure analysis are as follows:

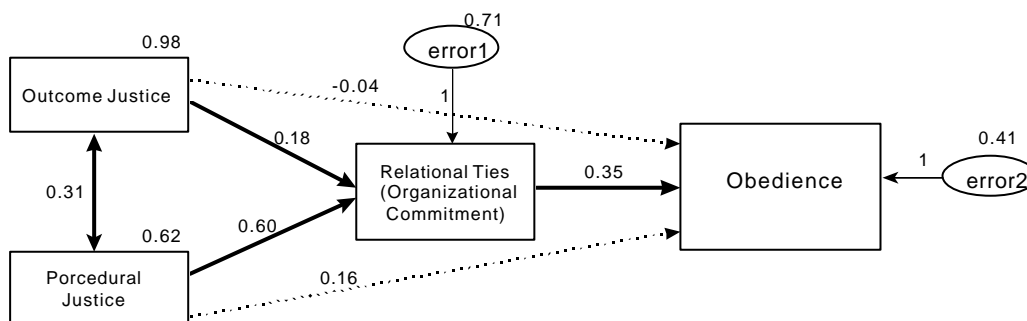


Figure 2: Obedience Behavior Model

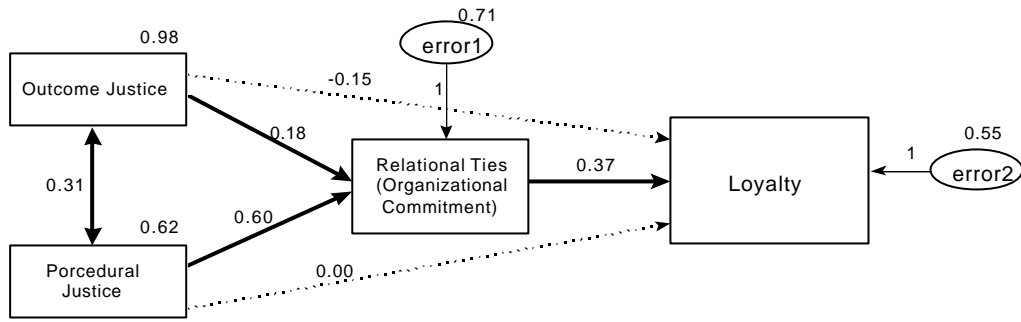
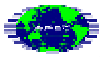


Figure 3: Loyalty Behavior Model

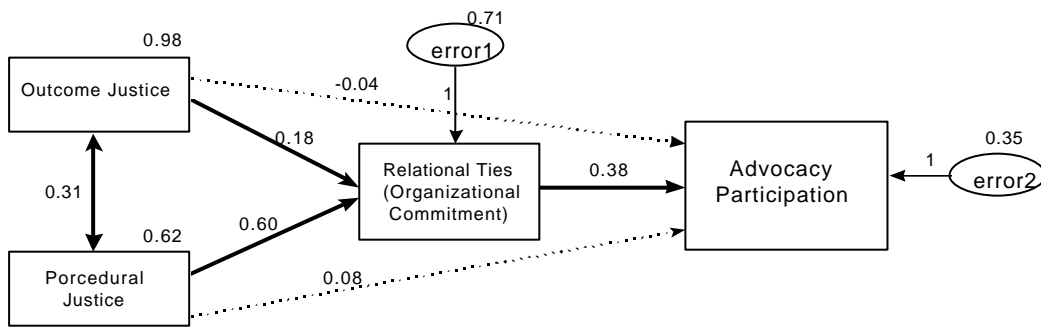


Figure 4: Advocacy Participation Behavior Model

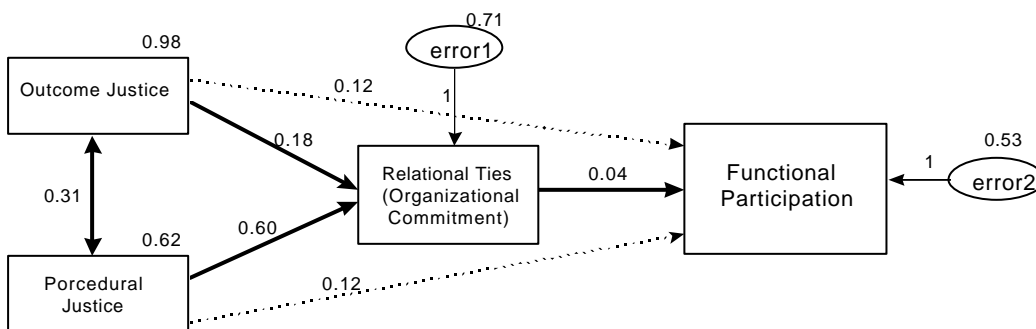


Figure 5: Functional Participation Behavior Model

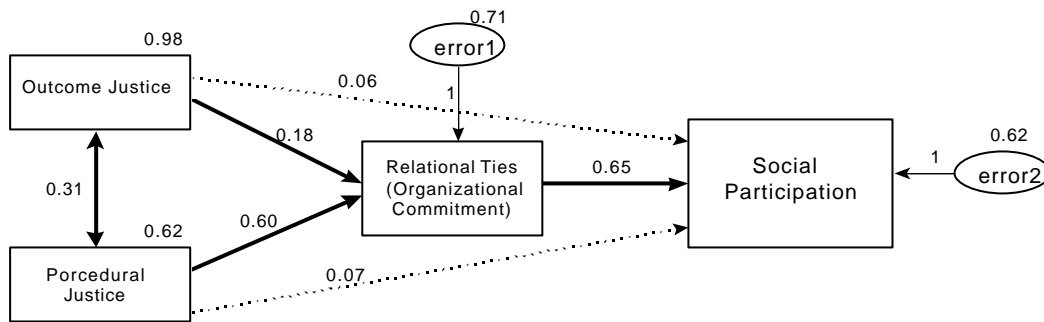
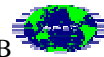


Figure 6: Social Participation Behavior Model

The fit index of each OCB model estimated by covariance structure analysis is as follows:

Table 3: Fit Index of OCB Model

Model	Chi-Square D.F.(Degree Freedom). P(probability)	GFI	AGFI	NFI	RMR
Obedience Model	Chi-square=1.475 D.F.= 2 p = 0.478	0.988	0.939	0.970	0.020
Advocacy Participation	Chi-Square=0.568 D.F.= 2 p = 0.753	0.995	0.976	0.990	0.012
Loyalty Model	Chi-Square=0.157 D.F.= 2 p = 0.374	0.984	0.919	0.986	0.041
Functional Participation	Chi-Square=0.247 D.F.= 2 p = 0.291	0.980	0.900	0.932	0.044
Social Participation	Chi-Square=0.603 D.F.=2 p = 0.740	0.995	0.975	0.991	0.023

Result

The result showed that the OCB Model was valid and reliable. Thus, we can get to define organizational citizenship behaviors as individual members' responsible behaviors corresponding to the rights encumbered by the belonging organizations. Moreover, we can realize that OCB is determined through the following process: employees' perception on rights → relational ties(OC) → OCB responsibilities.



COMPARISON OF OCB BETWEEN SMES AND LARGE ENTERPRISES

Based on the OCB model previously validated, we can get to compare the differences of OCB between SMEs workers and large enterprise workers. Let us go to the analysis.

For that, besides the OCB variables, this study included the other five variables into analysis; sex, tenure, education, marital status, and company size. Here, multiple regression analysis and ANOVA are used.

Comparison of OCB level

Basically, there exist some differences between Large enterprises and SMEs workers in their OCB level. The overall OCB level of Large Enterprise workers is higher than that of SMEs', except advocacy participation. Among them, particularly the differences in functional participation and obedience are statistically significant. The result of ANOVA on OCB responsibilities is as follows:

Table 6: Comparison of OCB Level between SMEs and LEs

Dimension of OCB	Size	Mean	S.D	F-value	P
Obedience	SMEs	5.2542	0.7445	5.707	0.017*
	Les	5.4265	0.7969		
Loyalty	SMEs	4.6170	0.8277	0.115	0.734
	Les	4.6444	0.8961		
Advocacy Participation	SMEs	4.8659	0.7174	1.651	0.199
	Les	4.7700	0.8427		
Functional Participation	SMEs	4.3975	0.8084	8.629	0.003**
	Les	4.6168	0.8113		
Social Participation	SMEs	4.4493	1.0330	0.863	0.353
	Les	4.5392	1.0584		

- Statistically significant in $P < 0.05$ level, ** statistically significant in $P < 0.01$ level

In addition, the other differences between SMEs and Large enterprises was found in their duration of education and tenure, and the differences were significant statistically(in $P < 0.05$ level). The detail structures of tenure and duration of education are as follows:



Table 7: Structure of Tenure and Education

		Large Enterprises	SMEs
Duration of Education	High School Graduate	39%	16%
	College Graduate	58%	78%
	Over College Graduate	3%	6%
Tenure	Below 1 Year	5%	4%
	1 - 3 Years	18%	21%
	4 - 6 Years	22%	33%
	7 - 9 Years	23%	21%
	Over 10 Years	32%	21%

Additionally, there were some differences in their sex, age, and marital status, but they are not significant.

Causal Factors for OCB Differences

In order to catch up the causal factors that made the differences in functional participation and obedience, multiple regression analysis conducted using OCB variables in the state that company size, tenure, and education were controlled.

Table 7: Causal Factors for Obedience and Functional Participation

	Obedience	Functional Participation
Company Size	0.043	0.085*
Duration of Education	0.058	-0.003
Tenure	0.224**	0.233**
Outcome Justice	0.097*	0.267**
Procedural Justice	-0.279**	-0.040
Relational Ties(OC)	0.427**	0.172**
R ²	0.251	0.216
F-value	33.285**	27.222**

* Statistically significant in $P < 0.05$ level,

** Statistically significant in $P < 0.01$ level

The result showed that outcome justice, procedural justice, and relational ties significantly affected obedience, and that outcome justice and relational ties significantly influenced functional participation. According to the questionnaire items, the detail influential elements for obedience and functional participation are as follows, respectively:



Table 9: Influential Elements of Obedience and Functional Participation

	Factors	Elements
Obedience	Outcome Justice	Evaluation, Opportunity for development, Compensation, Responsibility, Punishment.
	Procedural Justice	Participation in decision-making, Grievance system, Clearness of policies, Discriminated personnel system.
	Relational Ties	Company satisfaction, Loyalty to company, Pride to company, Self-confidence to company's success, Congruence with company's value.
Functional Participation	Outcome Justice	Evaluation, Opportunity for development, Compensation, Responsibility, Punishment.
	Relational Ties	Company satisfaction, Loyalty to company, Pride to company, Self-confidence to company's success, Congruence with company's value.

On the other hand, when estimating the differences between SMEs and Large Enterprise workers in outcome justice, procedural justice, and relational ties, we could also find out a significant difference (in $P < 0.05$ level) only in relational ties.

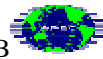
Interpretation

Viewed from all the above analysis, compared with large enterprise workers, SMEs workers' relatively low OCB level in their obedience and functional participation apparently derived from their low relational ties. That is, SMEs workers seemingly have some problems in their company satisfaction, loyalty to company, pride to company, self-confidence to company's success, and congruence with company's value. However, it is hard to conclude the problems are the matters of relational ties themselves. According to the OCB model, relational ties are directly influenced by employees' perception on their rights. Eventually, their relatively weaker OCB is related with perception on rights in the belonging organizations. The items of the employees' rights include the perception on evaluation system, self-development system, compensation system, control system, decision-making system, grievance system, operational system, personnel system, etc.

They are the matters of their management system. Then, SMEs workers' OCB problems are from their relatively fragile management system. Thus, we can assert that, to increase SMEs worker's OCB level, it is most urgent to improve SMEs' management system. For that, the development of small but powerful management system is strongly required.

CONCLUSION AND DISCUSSION

This paper had two major purposes. One was to suggest an OCB model based on a



new definition of OCB. The other was to analyze SMEs workers' OCB problems and their causes. To do them, this paper was indebted to Van Dyne, Graham, and Dienesch(1994), and Graham(1991). However, this is different from them in the following three things:

First, this paper interpreted and specified the individual members' rights into the individual members' perception on outcome justice and procedural justice. Marshall's typology on citizen rights, Greenberg's justice theory, and Folger's relative deprivation theory back the logic.

Second, this paper suggested a nomological network based on OCB construct and validated it with use of covariance structure analysis.

Third, this paper interpreted and specified the relational ties into the employees' organizational commitment.

Fourth, this paper adapted the previously developed measurement instruments by Niehoff & Moorman(1963), Mowday et. al.(1982), and Van Dyne, Graham, & Dienesch(1994). In addition, this paper used them by assessing with use of explanatory factor analysis and confirmatory factor analysis, rather using them directly.

About OCB Model

The OCB model as a process model may have the following advantages :

First, it will be possible to explain the dynamics of employees' behavioral changes systematically. Thus, it is likely to contribute to the development of alternatives appropriate to the problems found by each step. For example, if a slight problem happens in the stage of employees' perception on rights, we may suggest some alternatives after checking up how much it affects the second and third stage. Without understanding the whole processes, it may be hard to suggest an appropriate alternative so that it will bring about the waste of time and efforts.

And, second, it may be possible to reach the consistent results in OCB studies, by bringing OCB variables together in a grand model. The reason that some previous OCB studies had no consistent outcomes might be related with it.

However, this model may have some limitations in including diverse variables into the model, driven by searching for the parsimony of model. We may consider including, for example, personal characteristics such as personality and diverse demographic variables, job characteristics, organizational culture, and leadership style into the model.

On the other hand, the following two things that found in the process of this study will be suggestive for the future OCB study:

The first one is that the OCB factor structure reflects the characteristics of organizational or overall society's culture. Therefore, there might be some differences in their OCB factor structure between Chinese and Korean, and between Western and Asian. This tells that the development of OCB measurement instruments appropriate to their own cultural



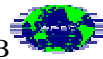
environments is required.

And, the second is that this study depends on some limited data collected from Korean employees working for Korean companies. It requires generalization. For that, longitudinal studies and applications onto a variety of organizations are requested.

About SMEs Workers' OCB

The second purpose of this study was to analyze SMEs workers' OCB problems and their causes by a comparison with large enterprise workers' OCB. The analysis used ANOVA and multiple regression analysis. The result by ANOVA showed that overall the OCB level of large enterprise workers was relatively higher than that of SMEs workers and that there existed significant differences between them in their obedience and functional participation. In addition, their education and tenure were significantly different each other.

And the result by multiple regression analysis showed that the SMEs workers' relatively low OCB in their obedience and functional participation was influenced both by their organizational commitment and by their perception on outcome justice and procedural justice in organizations. However, considering the already validated OCB model(perception on justice-->organizational commitment-->OCB responsibilities), organizational commitment are directly connected to OCB responsibilities, and the perception on outcome justice and procedural justice precede organizational commitment. Therefore, SMEs workers' relatively low OCB in their obedience and functional participation is directly influenced by their organizational commitment; satisfaction to company itself, loyalty to company, pride to company, self-confidence to company's success, and congruence with company's value. However, their organizational commitment is determined by their perception on outcome justice and procedural justice in the organizations. That is, the perception on evaluation, self-development opportunity, compensation, punishment, responsibilities, decision-making, grievance system, policy operation, personnel system, etc. work for the causes of organizational commitment. These items are about management system. Then, the beginning point of SMEs workers' OCB problems is SMEs' relatively fragile management system. Thus, we can conclude that for SMEs' prosperity, the improvement of SMEs' management system is most urgent.



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