

THE RELATION PROFITABILITY – CIVISM, NEW RESEARCH DIRECTIONS

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ABSTRACT

In a period in which global economy globalization emphasizes, in which economic competition is more and more accentuated, surviving and/or prosperity of an organization depends more and more by organization's members behavior. Employees of a successful organization not only respect attaching plug duty but have a performant Organizational Citizenship Behavior (OCB). OCB concept is referred as set of discretionary workplace behaviors that exceed one's basic job requirements. Nowadays there is a arduous current among researchers in Organizational Citizenship Behavior (OCB) domain to study much deep the effects induced by Organizational Citizenship Behavior (OCB) on/over organization's performances. The main study directions were focused on the possibility to create for managers an efficient working tool to help managers to evaluate more correctly organization's members performances, which will permit relevant judgements concerning their work quality and implicitly the achievement of an efficient analysis concerning Organizational Citizenship Behavior (OCB) effects on organization's performances. Our paper aims to analyze some reference papers and studies concerning Organizational Citizenship Behavior (OCB) literature, so pointing out new study directions, new approach ways of the relation between profitability and civism, that will show new grow possibilities of enterprise's performances.

KEYWORDS: *Organizational Citizenship Behaviors, profitability, civism, organization's performance, study directions*

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1.INTRODUCTION

In an economic environment being in a permanent competition, the role played by enterprise's members to continuous improvement of it's performances becomes more eminent. The field being at the interface of economic sciences to Psychology, Sociology, Ergonomics, Law and so on – Organizational Citizenship Behavior (OCB) – waked up in the last years a more pronounced interest between economic phenomenon researchers. The relation between Organizational Citizenship Behavior (OCB) components and enterprise's performances – profitability, efficiency – is very important both to managerial level and to organization's members. By Organizational Citizenship Behavior (OCB) components evolution analysis, there can be significantly improved also the quality of Human Resource Management.

The main study directions in Organizational Citizenship Behavior (OCB) field are as follows:

- The links between Organizational Citizenship Behavior (OCB) components evolution/progress at organization's members level and the results registered by the organization, concerning the economic plan – efficiency, profitability and so on;

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- The comportamental criteria influences, determined by the affiliation to a certain culture, on Organizational Citizenship Behavior (OCB);
- The relation between individual personality and Organizational Citizenship Behavior (OCB) level.

Our paper subject, the relation civism – organization's profitability is currently of big interest for the Organizational Behavior and Human Resource Management.

2. Theoretical aspects

One of the main reasons that Organizational Citizenship Behavior (OCB) is studied nowadays is the direct

relation between employees good citizenship and the enterprise profitability. That type of employee that makes references to good citizenship features is with no doubt the desired type for any enterprise. This employee behavior positively mirrors the organization efficiency.

Smith, Organ and Near (1983) proposed for good citizenship two fundamentally features – altruism and organizational conformism/conventional attitude - that may have a direct influence over the good citizenship – profitability relationship. This two good attitude specific elements, can contribute to the company profitability increase. This two important specific features influence on multiple ways the enterprise efficiency. In an enterprise, selflessness (altruism) mainly implies a helping behavior. Organizational members can express altruism inside and outside the organization. Organ, D. W., Podsakoff, P. M. and MacKenzie S. P. (2006) consider that there isn't a direct relation between enterprise members good citizenship between each other and the organizational profitability level, but good citizenship of enterprise members may significantly improve the work climate and implicitly are created the premises of organizational profitability increase.

Conventional attitude/conformism influences the enterprise profitability in many ways because of the richer content of items that define it. That's why a high rate of job attendance is a solid reason for the company to develop its activity at optimal parameters. An organizational member that doesn't loose its time with long and frequent breaks and that doesn't resolve personal problems during the program, is a positive element for the enterprise. If the enterprise has such members with an appropriate civic behavior is obvious that its productivity will have a significant grow by minimizing the lag time of the enterprise activity. Due to these conditions the efficiency and the profitability will grow.

In the first book of Organizational Citizenship Behavior, Organ, D. W. (1988) added new dimensions to Organizational Citizenship Behavior (OCB) concept – conscientiousness, civic virtue and sportsmanship.

Law, S. K., Wong, C., & Chen, X. Z. (2005) consider conscientiousness as being a behavior that exceeds minimal requests imposed by the enterprise, which is practically a voluntary acceptance of the rules, law and procedures that govern the organization. Making a link with the aspect that interest us - the relationship between civism and profitability – is obviously that as long as this coordinates, limits, imposed within the organization aren't broken, there won't be deviations in the enterprise activity, so there is availability to performance.

Another Organizational Citizenship Behavior (OCB) important feature with direct involvement of the profitability-civism relation, is civic virtue defined by Law, S. K., Wong, C., & Chen, X. Z. (2005) as being a permanent concern of the enterprise members for the enterprise's efficiency and it's being showed by their continuous and active interest for all the problems of the organization activity. Behavior civic dimension is also a direct involvement in enterprises formal or informal meetings, where its members may personally contribute to find out the best solutions concerning the activity and the politics that must be followed in order to grow the profitability.

Civic virtue can evince also by actions made by enterprise members to defend it by external or internal destructive/vicious actions.

Sportsmanship/Courtesy even if it doesn't directly influences the relationship between civism and profitability may bring an important contribution to create a comfortable, relaxing organizational climate, which will significantly reduce enterprise's member's stress. The same is sportsmanship. Practically, this concept is being interpreted as a high tolerance to people around us. The effects are on the same plane with courtesy ones.

3. Measurement methods of the relationship between profitability and civism

Nowadays is a strong flow between Organizational Citizenship Behavior (OCB) researchers, to study deep the effects induced by Organizational Citizenship Behavior (OCB) over enterprise's performances. The main study direction were focused towards the opportunity to create an effective working instrument for managers, with which one can evaluate correctly enterprise members performances, that will permit relevant judgment concerning wage bonuses, promotions and so on, and the second direction that follows the achievement of efficient analysis, concerning Organizational Citizenship Behavior (OCB) effects over enterprise performances. The second direction is a priority to us, because here fits perfectly the profitability-civism relationship for which we will try to find in literature, performant measurement methods induced by civic aspect in enterprise profitability increase direction.

In Organ, D. W. (1988) paper it was postulated the idea that the effect that correct Organizational Citizenship Behavior (OCB) induced on the enterprise is the increase of its efficiency. Many years, researchers that studied Organizational Citizenship Behavior (OCB) didn't discuss the problem to practically demonstrate the relation between profitability and civism, considering that is self-explanatory that enterprise's members civic behavior, will determine profitability increase, not being required direct evaluations of the phenomenon.

One of the reference works written by Philip M. Podsakoff, Scott B. MacKenzie, Julie Beth Paine, and Daniel G. (2000) concerning Organizational Citizenship Behavior (OCB) makes an interesting synthesis regarding profitability-civism relation. The effects induced generally by Organizational Citizenship Behavior (OCB) over enterprise's profitability and especially by civic behavior, behaviors expressed at organizational and groups level are highlighted as follows:

- Increasing group profitability by mutual aid manifested between its members, simultaneous with rapid growth of each workers performances;
- At the same time helping behavior intensify disseminating speed of performant practices both at group and organization level;
- Assuring a performant management by actions based on group members civic virtue, because management can receive viable suggestions concerning unit activity and at the same time may exist a valuable feedback regarding group members managerial decision appreciation. The effects of such a civic behavior are felt at the organization level by it's efficiency growth;
- Assuring additional resources for the organization profit increase by mutual aid at group level when a problem occurs. In this way the manager has more time at ones disposal to deal with managerial problems regarding organization activity in whole. If inside the organization there are some employees with a high civism grade, the manager can delegate some of his attributes to them, which creates him free time;
- Another additional source of profitability increase is training and professional orientation that experienced members can use to help new employees, followed-up by organization reducing costs with their professional training. A fair-play behavior of group members will determine low time lost by manager, time lost with minor problems;
- Minimizing efforts needed to maintain a positive atmosphere at group level, which will determine good work of the organization, by achieving a good work climate based on trust and cooperation;

- Achieving a facile coordination also between group members and between groups, by the existence of members civic virtue, which determine active participation to meetings, which may determine organization's performances increase, organization's profitability increase;
- Clear perception of group members of what they are requested and managers aspectances, decrease group activity dead times.

All we presented above are intuitive observations of good sense. Regarding this point of view we can consider that there is a biunivocal link between profitability/efficiency and civic Organizational Citizenship Behavior (OCB) component. What we find interesting is that this kind of approach was less used at organizational level. The interest to put in practice ideas concerning Organizational Citizenship Behavior (OCB) was extremely low. From more that 160 studies that were reviewed in „Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research (2000)“ paper only five studies tried to demonstrate the reality of this approach. Despite intuitive reality that Organizational Citizenship Behavior (OCB), by it's civic element, contributes to efficiency increase at personal and organizational level, this approach haven't been much more experimented in real situations.

Analysing speciality literature from Organizational Citizenship Behavior (OCB) field, we believe that the first on topic approach was that published by Recha Karambayya, (1990) followed by other study called "Contextual Predictors of Organizational Citizenship Behavior (1992)". This paper was judged "Best Competitive Paper Based on a Dissertation" by the O.B. Division of the Academy and Good Organizational Citizens Do Make a Difference. Proceedings of the O.B. Division of the Annual Conference of the Administrative Sciences Association of Canada, Whistler. B.C. In this papers the author treated the link between OCB and group members performances highlighting that performant organizations are formed of members that have a real civic behavior, in comparison with less performant organizations. But, there are some question marks over the way in which the research had been made because there can be considered that the measurement way of the relationship between civic behavior and profitability was mostly intrinsic.

In „Organizational citizenship behavior and objective productivity as determinants of managerial evaluations of salespersons' performance“ paper, the authors (MacKenzie, S. B., Podsakoff, P. M., & Fetter, R.) measured and analyzed the link between Organizational Citizenship Behavior (OCB) and individual performances.

Schnake, M. E. and Dumler, M. P. (2003) present the idea that the majority of Organizational Citizenship Behavior (OCB) researchers had studied the phenomenon at individual level. The theory, the evaluation and data analysis methods obtained, were at individual level. Authors believe that more relevant can be an approach on OCB by mezzo level, level that incorporate group members, group and organizational level where it is.

On the other hand there were also other approaches. So, Schnake and Hogan (1995), measured Organizational Citizenship Behavior (OCB) and implicitly the civic component and the effect on enterprise profitability. High level managers were asked to evaluate the phenomenology and the Organizational Citizenship Behavior (OCB) components evolution in their organization. The same thing happened at enterprise's members level, in both cases was used a 24 items scale. This evaluations on subjective bases were compared with financial objective performances of analyzed organizations. The results obtained confirmed, largely, the correlation between employee civism and economic results (profitability). Also, to achieve a more clear highlight of the profitability – civism relationship believe that there must be found more performant modalities to measure, that can show a higher level of objectivity.

Walz, S. M., & Niehoff, B. P. (1996) made evaluations at organizational level members considering Organizational Citizenship Behavior (OCB) components evolution and highlighted some links between this and employee productivity.

Koya (2001) measured Organizational Citizenship Behavior (OCB) at individual level, but she reported for analysis to group level. Measures of organizational effective, including researchers regarding client's satisfaction, were aggregated to the group and to group's profitability. From then

it exists a difference between levels measurement and Organizational Citizenship Behavior (OCB) analysis.

Unfortunately, even if this results were promising, they were far to be conclusive, because performance unity was measured subjective, rather than objective. Applied criteria in researched organizations seemed not to be uniform, what implied a high error coefficient.

An exceeding study by Walz, S. M., & Niehoff, B. P. (1996) makes a relevant analysis of the relationships between Organizational Citizenship Behavior (OCB) components, especially of civism and profitability. Analyzing evaluation methods used by many well-known researchers of this domain/field presents/shows a very interesting comparative analysis. We have to notice that all used methods in this studies used objective measurements on/by performance unit, this measurements being done in four organizations with different type of profile activity: insurance, paper production, restaurants and pharmacy. Performances were analysed quantitative and qualitative.

What I find very interesting is that selflessness was link to approximately all performance factors. An exception, are clients complaint, from Walz and Niehoff (1996) study.

In generally, it can be appreciate that selflessness was a very important factor in organization's performances growth. Another Organizational Citizenship Behavior (OCB) component, courtesy, has much limited effects concerning organization's performances. It has an impact on financial efficiency and between clients relationship.

Civism, represented by civic virtue had effects on different directions on studied organization's performances. Even if in insurance case and pharmacy it had an important contribution over profitability increase, on restaurants there was observed a positive evolution between clients relations.

In the last 10 years, Organizational Citizenship Behavior (OCB) research exceeded USA boundary, many researchers from all over the world were occupied with this especially aspect expressed by organization level. Many of these studies approachd direct or indirect the relation between profitability and civism from different poit of view. We present further, some of the papers that we found interesting in our research that we have done for this study:

- Pascal Paillé - *Citizenship in the Workplace: Examining Work Attitudes as Predictors among French Employee* - where the author presents a series of specific features of Organizational Citizenship Behavior in French society.

- Snape, E. and Wing-hung Lo, C. and Redman, T. (2008) - *The three-component model of occupational commitment : a comparative study of Chinese and British accountants*- Mihir Ajgaonkar, Utpal Baul S. M.

- Phadke - *An empirical study of relationships between relational psychological contract and employees attitudes towards OCB factors and its application in Indian Industry.*

4. Statements and discussions

The information analysis presented up to know, highlights with pithiness the existence of a biunique relation between profitability and civism. Civism is a remarkable component of the Organizational Citizenship Behavior (OCB) concept. The relation profitability – civism appears under different aspects in the majority of papers that approach Organizational Citizenship Behavior (OCB) subject. Is obvious that civism influence on profitability may have different values depending on the analysis context, directly depending on a series of variables, as follows: organization's specific, it's measure, the number of employees and so on.

Analyzing the profitability – civism relation, we can highlight a series of interesting aspects:

- Premises establishment to increase organization's profitability by its members involvement in manager's decisions concerning organization's strategy and politics. Practically, active participation of employees in precursory meetings in taking important decisions may bring to the appearance of new ideas that may positively influence Manager's decisions. In the same context may appear reactions to the mode in which organization's management is

developing, unconcerned if they are positive or negative, can influence the organization beneficial, because a more upgraded management may determine organization's profitability increase.

- The increase of organization's profitability can be achieved also by its members involvement in permanent monitoring of the environment in which the organization proceeds, to identify and communicate the opportunities and threats that can appear at a define moment. Information brought by organization's members concerning market development by direct contact of them with the market place, can constitute important elements in enterprise's strategy evolution, which can determine indirect, profitability increase.

There are many methodological aspects that must be approached in future research. We consider that from methodological point of view an special attention must be given to used methods when measuring Organizational Citizenship Behavior (OCB) components evolution so that measurement precision and pertinence must be the highest. Statistic methods must be chosen with great heed, so that applied criteria and measured variables must respect the specific features of the analyzed field. If this is done, we expect a decrease of measurement errors, which may determine a high relevance of the analysis that had been done.

One of the difficult problems that arose concerning profitability – civism relation researches, is, for many times, the impossibility to determine some direct links between organization's performance and Organizational Citizenship Behavior (OCB) component – civism. There are organizations that ameliorate significant their performances less on advantageous evolution of civism (a Organizational Citizenship Behavior component) and more on the other Organizational Citizenship Behavior (OCB) components, as Fairness/ Sportsmanship, Endurance, Personal Development, Courtesy, Organizational Conformism.

Concerning the analysis and the evaluation of the profitability – civism relation or of the relation between organization's performance and Organizational Citizenship Behavior (OCB), there is high risk, mainly due, to some elements from outside of the Organizational Citizenship Behavior (OCB). We think mainly to that members of some organizations that are by their work nature and by their sociological – professional features, witting of the necessity of a permanent oneself surpass of their professional performances. As an example, this kind of people can be doctors, performance sportsmen and so on. In this case, the organization's performances determine an increase of Organizational Citizenship Behavior (OCB) level.

5. Conclusions

What must be noticed from the documentation that we have done for this study is that the link between civism and profitability and/or Organizational Citizenship Behavior (OCB) and organization's performance are hard to be quantified, mainly because of different approaches that researchers give to Organizational Citizenship Behavior (OCB) and its components. For Organizational Citizenship Behavior (OCB) to become an important management lever, we believe that is necessary a unitary and methodic approach of this field, firstly conceptual. Achieving a unitary approach of Organizational Citizenship Behavior (OCB) creates premises to achieve some work instruments that makes possible acquiring comparable results in some activity domains.

The way in which Organizational Citizenship Behavior (OCB) component influences organization's profitability is different depending on a series of factors, from which we remember activity domain, organization's size, employees sociological – professional level education and so on.

Further, we present some research directions less approached, but which, in our opinion presents interest for knowledge area amplification and implicitly of improvement of practical application between civism – profitability relation and/or Organizational Citizenship Behavior (OCB) – organization's efficiency:

- Making studies that refer to differences between organization's members by a series of specific features of them - previous experience, professional education level, self – improve capacity and so on;
- Highlighting specific features of Romanian Culture and their impact on Organizational Citizenship Behavior (OCB);
- Studying Organizational Citizenship Behavior (OCB) at Romanian organizations level comparative with organizations from other cultural areas;
- Organizational Citizenship Behavior (OCB) development by specific organization's features – it's size, achieve turnover, activity field and so on;
- Making some studies concerning the links between Organizational Citizenship Behavior (OCB) civic component at organization's level and it's adaptability to perturbing external factors.

We hope that the analysis made in this study will open new study perspectives of Organizational Citizenship Behavior (OCB) concept. The new research directions pointed out at the end of this paper may constitute for many researchers, real possibilities to deepen the knowledge in the field studied.

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