AN ANALYSIS OF THE CAUSAL RELATIONSHIP OF INFLUENTIAL VARIABLES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A CASE STUDY OF NURSES AT A PUBLIC HOSPITAL IN BANGKOK

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Introduction

Organizational citizenship behavior is a factor for success in most organizations. Organ (1991) studied the discretionary behavior in organizations and called this “Organizational Citizenship Behavior” or OCB. It was defined as behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization. The behavior is not an enforceable requirement of the role or the job description and is a matter of personal choice. It includes altruism, courtesy, sportsmanship, civic virtue and conscientiousness.

Organizational Citizenship Behavior

From a study by Wirin Thammanartsakul (2001), the concept of organizational citizenship behavior is in accordance with universal concept which includes altruism, courtesy, sportsmanship and civic virtue. This study was conducted on the Thai people and the OCB for nurses which consisted of:

1. Altruism – helping others who have bee absent or are behind in their work (any voluntary action that helps another person out of work) that will improve the organization’s performance.
2. Courtesy – Learning about and complying with rules and regulations, honoring and treating other group members as well as patients politely.
3. Civic virtue – taking actions to make better working environment, creating job performance and supporting the organization.
4. Sportsmanship – the action of hard working, patience to inconveniences, sacrifices one’s self, not always finding fault with the organization and get stress coping ability for the benefit of the organization.

So it is interesting to study about OCB among nurses who provide health services to people and to find out what variables can influence their OCB.

Research variables

1. Independent Variables:
   1.1 Social support; emotional and social supports, instrumental support and information support
   1.2 Career attitude; evaluative knowledge, job satisfaction and readiness
   1.3 Teamwork; role balance, work support, objective understanding, self-development and interpersonal communications

2. Dependent Variables.
   OCB: altruism, courtesy, civic virtue and sportsmanship.

Purpose of the Study

The researcher aims to study the causal relationship of influential variables on social support, career attitudes, and teamwork as parts of organizational citizenship behavior: a case study of nurses in a public hospital in Bangkok.

Research Hypothesis

According to the studies mentioned above, the research hypothesis can be set as follows: a) the influence of social support variables, b) career attitudes and c) teamwork on organizational citizenship behavior (i.e. a case study of nurses in a public hospital in Bangkok).
Theoretical Framework

This research is aimed to study the causal relationship of influential variables on social support, career attitudes, and teamwork as parts of organizational citizenship behavior: a case study of nurses in a public hospital in Bangkok. Theoretical framework is derived from reviewed literature presented in figure 1.

Research Methods

Population and sampling

The population focused on nurses and the sample consisted of 120 nurses in a public hospital who were selected with simple random sampling.

Measurements

Measurements for data collection were questionnaires, consisted of 4 parts: redesigned OCB, social support, career attitude and teamwork evaluation forms.

Data analysis

LISREL 8.30 is uses to measure the statistical data of equivalent discrepancy and all variables, including correlation between data for maximum likelihood.
Research Results

It is found that hypothetical model does not fit with the empirical data, (chi-square is 247.22, df = 86, p = .0001, GFI = 0.78, AGFI = 0.697, RMSEA = 0.126, RMR = 0.047, NNFI = 0.65). After modifying the model, a goodness of fit causal model can explain that chi-square is 76.95, df = 36, p = .0001, GFI = 0.92, AGFI = 0.90, RMSEA = 0.09, RMR = 0.03, NNFI = 0.90.

Figure 1: Modification causal model of organizational citizenship behavior.

Conclusion

The research results indicate that social support, directly and positively, influences career attitudes and teamwork (coefficients = .85 and .86). Moreover, it is found that career attitudes, directly and positively, influences teamwork (coefficient = .38). Social support and career attitude can explain OCB variance by 79%.

In addition, it is found that teamwork, directly and positively, influences OCB (coefficient = .84). Social support indirectly yet positively influences OCB through teamwork (coefficient = .32). Furthermore, career attitudes, indirectly and positively, influences OCB through teamwork (coefficient = .32).
Discussion

The research results indicate that:

1. Social support, directly and positively, influences career attitudes and teamwork.
   The nurses who have more social support, will also have more career attitudes and teamwork because it is related to well-being. People who want to have interpersonal relationships i.e. love, acceptance, and safety, influence their minds and behaviors (Wiladlak Chuawanlee, 2004: 95). Nutsuda Sujinnakul (1998) found that families’ and organizations’ social support indirectly influence work and Wirin Thammanartsakul (2001) stated that teamwork and career attitudes directly influence work.

2. Career attitudes, directly and positively, influences teamwork.
   The nurses who have more career attitudes, will have more teamwork because they have effects on individual behavior. Pannavadee Sunthishup (1999) found that career attitudes as a part of behavior, is positively related to working (sig. .05). Parichart Ruttanachat (2001) discovered that the nurses who have good career attitudes will achieve their goals more successfully than others (sig. .01).

3. Teamwork directly and positively influences OCB
   The nurses who have more teamwork will have more OCB because it is the main characteristics of nurses’ working which are involved with many affiliations. Having teamwork, the workers can be socially bonded and work together well. The study of Wirin Thammanartsakul (2001) indicated that teamwork directly influence working like OCB.

4. Social support indirectly yet positively influences OCB through teamwork.
   The nurses who have a high social support, will result in more OCB and a better teamwork. Nutsuda Sujinnakul (1998) showed that organizations’ social support indirectly influence
employees' job performance. Social support helps people deal with stress coping abilities effectively and also reduces their burn-out. Because mode of their work is mainly focused on teamwork, exchanging ideas on the existing problems so that they may have a closer relationship among them which creates more trust. By having more trust, people can work together as a team and achieve their goals easily.

**Suggestion**

Before developing OCB, two related variables i.e. teamwork and career attitude should be considered in the training process. Nurses should be primarily given social support to make them have a good career attitude and teamwork, and then organizational citizenship behavior will be arisen. As the existing organizational citizenship behavior increases, nurses are willing to work more efficiently and productively.

**References**


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