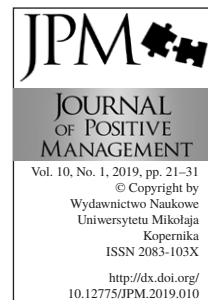


# SHARED VALUES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF GENERATION Z

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## Abstract

**Purpose:** The purpose of the paper is to verify the relationship between generation's Z core values (terminal and instrumental) and Organizational Citizenship Behaviour (OCB).

**Methodology:** The research was conducted in 2019 among 491 respondents (generation Z) based on quantitative research method. Two types of questionnaires were used for data collection: 1) Rokeach Value Survey (RVS) and 2) Organizational Citizenship Behaviour Checklist.

**Findings:** Based on analysis of the research results one can conclude that only several values correlate with OCB. There is no one type of correlation between analysed variables. Depending on the value, three different type of the results has been identified: significantly statistically positive, negative or lack of correlation between OCB and a given value. There is a statistically significant correlation between OCB-C (total index) and the following terminal values: comfortable life, family security, freedom, pleasure and true friendship. There is a statistically significant correlation between OCB-C (total index) and the following instrumental values: ambition, broad-mindedness, forgiveness, helpfulness, intellect, logic, love, politeness. The direction of correlation varies. Correlation between instrumental values and OCB occurs more often than between terminal values and OCB. Respondents are more willing to manifest people-oriented organizational citizenship behavior (OCB-P) than organization oriented organizational citizenship behavior (OCB\_O).

**Implications/limitations:** The research paper describe one of many antecedents of OCB (individual characteristics). As OCB have many positive consequences for the organizations, the results can help the managers to prepare for working with generation Z and HRM specialists to recruit people who fit to organizational culture. A future research should involve a representative sample. It would be also very interesting to analyse the results of different generations and different countries.

**Keywords:** core values, organizational citizenship behaviour, organizational behaviour, Generation Z

**Paper type:** Research paper

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## 1. Introduction

Literature review indicates that there is a relationship between organizational citizenship behaviour (OCB) and organizational climate (Get, 2018), the level of employees' professional satisfaction (Organ, 2010), their commitment in the implementation of tasks and organizational goals (Foote et al., 2008), enhancing organizational performance (Blakely et al., 2005) shaping the image of the organization, building the organizational identity, improving the efficacy and efficiency of environmental management (Boiral, 2009). There is also a relationship between OCB and the organization's effectiveness (Podsakoff et al., 2000), organizational culture, working atmosphere and cohesion of the group (Barabasz and Chwalibog, 2013). The determinants of OCB are analyzed in many research (Shweta and Srirang, 2010; Peyrat-Guillard and Glińska-Neweś, 2014; Yogamalar and Samuel, 2016), but they hardly refer to individuals' core values. The role of individual's core value as a determinant of OCB has not been verified in generation Z. Thus the purpose of this paper is defined as verification the hypothesis H: there is a relationship between an individual's core values and one's Organizational Citizenship Behavior.

The research was conducted at the beginning of 2019 with the use of two types of paper and pencil questionnaires with respect to 491 respondents representing generation Z. This generation was selected for two reasons: 1) due to its growing share in the labour market, and 2) stereotypical perception of this generation as self-oriented and reluctant to OCB (Stankiewicz, 2016).

## 2. Definitions of Main Concepts – Theoretical Background

### 2.1. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is defined as „*individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the efficient and effective functioning of the organization*” (Organ et al., 2006, p. 3) OCB refers to activities that are voluntarily undertaken by the individual for the common good of the organization. This is „*optional behaviour that employees take on their own initiative – they have a positive impact on the functioning of the organization*” (Biestock et al., 2008, p. 361). This kind of behaviours prove the maturity of individuals, but also of entire communities (Barabasz and Chwalibóg, 2013). Although the concept of OCB was inspired from the idea of extra-role behaviour proposed by Katz (1964), it should not be understood as a synonym of an extra-role behaviour which is sometimes consider to be a broader concept than OCB because it also connotes an adherence to norms that are implied or explicit in one's job description (Van Dyne et al., 1995). It closer to “*contextual performance*” which is defined as “*behaviours that do not support the technical core itself so much as*

*they support the broader organizational, social, and psychological environment in which the technical core must function”* (Borman and Motowidlo, 1993, p. 73). Related constructs to OCB include prosocial behaviour (i.e. conduct that is directed at improving the condition or welfare of another person, even if this behaviour is at odds with the well-being of the organization (Brief and Motowidlo, 1986). The main characteristics of OCB is that it refers to the actions of employees who perform above and beyond organizational expectations (Somech and Drach-Zahavy, 2004). There is no consensus about the dimensions of OCB. It used to be proposed that it had two major dimensions (Smith et al., 1983), some researcher proposed three dimensions (Van Dyne and LePine 1998). Examination of the literature indicated that almost 30 potentially different forms of citizenship behaviour have been identified. It should be noticed that there is a great deal of conceptual overlap between the constructs. Podsakoff et al., (2000) proposed commonly cited and accepted seven dimensions of OCB:

- Helping behaviour – spontaneous helpful and collaborative behaviour,
- Sportsmanship behaviour – courtesy and acceptance of inconveniences in the workplace,
- Organizational loyalty – defending the organization’s image and keeping set goals,
- Organizational compliance – respecting the policy, the company’s values and informal rules,
- Individual Initiative – internal involvement and sharing ideas and opinions,
- Civic virtue – macro-level interest in, or commitment to, the organization as a whole,
- Self-development – voluntary acquisition and development of knowledge, skills and abilities.

Different antecedents of OCB have been studied and due to their big number and complexity, four categories have been distinguished: 1) individual characteristics, 2) task characteristics, 3) organizational characteristics and 4) leadership behaviour (Podsakoff et al., in: Peyrat-Guillard, Glińska-Neweś, 2010). The paper concentrates on the first group of determinants, i.e. individual characteristic, particularly on individual value system.

## **2.2. Individual’s Value System**

Most authors of academic papers refer to definitions of value concept developed by Kluckhohn or Rokeach. C. Kluckhohn (1951, p. 395) defined a value as *a conception, explicit or implicit, distinctive of an individual or characteristic of a group, of the desirable which influences the selection from available modes, means and ends of action* (Hills, 2002). Rokeach (1973, p. 3) has defined values as *enduring beliefs that a specific mode of conduct is*

*personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.* All values have cognitive, affective and directional aspects. They play an important role in everyday and business behaviour. Every individual has its unique value system or hierarchy (Woodward and Shaffakat, 2014). Values serve as criteria for selection in action. As William (1979, p. 16) underline *when most explicit and fully conceptualized, values become criteria for judgment, preferences and choices. When implicit and unreflective, values nevertheless perform “as if” they constituted grounds for decision in behaviour.* There are different classifications of values presented in literature (Kluckhoh and Strodtbeck, 1961; Rokeach, 1973; Tischner, 1982; Lencioni, 2002). For this paper, Rokeach’s terminal and instrumental model of values is used. It is one of the most well-known values classification and although it was developed over 40 years ago, it is still a basis for many modern studies (Tuulik et al., 2016). Rokeach proposed two list (two types) of values and each of it has deferent meaning. Terminal values are referring to desirable and end-state existence, the goal that a person would like to achieve during a lifetime. The list of terminal and instrumental values is presented in table 1.

Instrumental values are referring to preferable modes of behaviour, means of achieving the terminal values. Two types of values represents two separate yet functionally interconnected system wherein all the values concerning modes of

Terminal Values (End-States)	
Social (Focus on Others)	Personal (Self Focused)
A World at Peace	A Comfortable Life
A World of Beauty	An Exciting Life
Equality	A Sense of Accomplishment
Family Security	Happiness
Freedom	Inner Harmony
Mature Love	Pleasure
National Security	Salvation
Social Recognition	Self-respect
True Friendship	Wisdom
Instrumental Values (Behavioural)	
Moral (Focus on Morality and Relations)	Competence (focus on competence)
Broadminded	Ambitious
Forgiving	Capable
Helpful	Clean
Honest	Courageous
Loving	Imaginative
Cheerful	Independent
Obedient	Intellectual
Polite	Logical
Responsible	Self-Controlled

**Table 1.** List of terminal and instrumental values

Source: Rokeach, 1973.

behaviour are instrumental to the attainment of all the values concerning end-states. One mode of behaviour may be instrumental to the attainment of several terminal values; several modes may be instrumental to attainment of one terminal values (Rokeach, 1973).

### 3. Research Methodology

The purpose of the research is to verify the relationship between generation's Z values (terminal and instrumental) and their organizational citizenship behaviour (OCB). The quantitative method of research was implemented. To collect data, two types of questionnaires were delivered to the sample of 491 respondents. Sampling was random and the sample frame was the list of students born after 1995 (Generation Z). Those of them, who do not have any job experience, were asked to refer their answers concerning OCB to their activities at the universities, students organizations and foundations (volunteers). The survey was conducted with the use of the following questionnaires: 1) Organizational Citizenship Behavior Checklist (OCB-C) by Suzy Fox and Paul E. Spector adapted by E. Chwalibog and 2) Rokeach Value Survey adapted by A. Jaworowska, A. Matczak and J. Bitner.

The Organizational Citizenship Behavior Checklist (OCB-C) is a 42-item scale designed to assess the frequency of citizenship behaviours in the workplace. Items ask respondents to indicate how often each behaviour is performed by themselves or others (e.g., coworkers, colleagues or subordinates). The OCB-C uses a 5-point frequency scale ranging from 1 = Never to 5 = Every day. Scores are computed by summing responses across items. A total score is the sum of responses to all items. Subscale scores are the sum of items within each subscale.

There were three indexes used to present the OCB results: 1) OCB-C – total index, 2) OCB-O – reflects acts directed toward the organization and 3) OCB-P – acts directed toward co-workers that help with work-related issues.

According to Rokeach Value Survey (RVS), respondents are asked to separately rank their terminal and instrumental values. Each list consists of 18 broadly defined values. The results were analyzed with the SPSS application.

### 4. Results

The first element to be analyzed is the level of organizational citizenship behaviour demonstrated by the respondents (Table 2).

The level of OCB-C (total index) amounts 2.84, OCB-P (people oriented) amounts 2,91 and OCB-O (organization oriented) – 2.73. One must remember that the scale ranges from 1 to 5 where 1 means never, 3 means from time to time (1–2 times per month) and 5 means always (almost every day). The total index OCB-C seems to be on a moderate level. Respondents are more likely to exhibit people-oriented organizational citizenship behaviour than organization-oriented.

**Table 2.** OCB statistics

Reliability (Cronbach's Alpha)  
OCB-C – 0.929,  
OCB-P-0.810,  
OCB-O-0.825

Variable	N	mean	median	Moda	%moda	Nmoda	Minimum	Maksimum	Q1	Q2	standev
OCB_C	491	2.84	2.83	2.976190	3.67%	18	1.40	4.69	2.48	3.17	0.572
OCB_P	491	2.91	2.93	2.928571	6.52%	32	1.29	4.64	2.50	3.29	0.588
OCB_O	491	2.73	2.73	2.800000	5.91%	29	1.13	4.93	2.27	3.13	0.622

The test of means for dependent tests indicates that the values of OCB\_C, OCB\_P and OCB\_O are significantly different.

For all the questions both 1(never) and 5 (every day) answers were chosen (lowest mean = 1.66 Median=1, the highest mean = 4.067 Median=4). We should be aware that some types of OCB are not so popular both in organizations and universities (Lowest mean = 1.66 Median=1 *Drive, escort, or entertain company guests, clients/ faculty guests, visiting professors, students so the results can be influenced by the possibilities of exhibition a given type of OCB\_O (organization oriented)*)

The main purpose of the research is to verify the relationship between generation's Z terminal and instrumental values and their organizational citizenship behaviour (OCB). The results are presented in Table 3 and Table 4.

**Table 3.** Correlation between OCB and terminal values

Terminal Values	OCB_C	OCB_P	OCB_O
A comfortable life	0.134**	0.149**	0.078*
Equality	-0.063	-0.028	-0.075*
An exciting life	-0.054	-0.031	-0.085*
Family security	-0.096*	-0.093*	-0.055
Freedom	0.091*	0.074	0.087*
Health	0.041	0.032	0.046
Inner harmony	-0.034	-0.023	-0.044
Mature love	-0.013	-0.026	0.004
National security	0.050	0.059	0.051
Pleasure	0.092*	0.073	0.098*
Salvation	0.062	0.034	0.085*
Selfrespect	-0.071	-0.058	-0.089*
A sense of accomplishment	-0.069	-0.033	-0.094*

\*\* Correlation is significant at the 0.01 level (1-tailed).

\* Correlation is significant at the 0.05 level (1-tailed).

Terminal Values	OCB_C	OCB_P	OCB_O
Social recognition	-0.020	-0.036	-0.039
True friendship	-0.126**	-0.171**	-0.047
Wisdom	0.017	0.021	0.019
A world at peace	0.009	0.010	-0.003
A World of beauty	0.012	-0.008	0.034

**Table 3.** Continued

**OCB\_C** (total index) is significantly statistically negatively<sup>1</sup> correlated with values: comfortable life, freedom, pleasure (this means that the higher the meaning of the value, the lower OCB\_C).

**OCB\_C** is significantly statistically positively correlated with values: true friendship, family security (the higher the meaning of values the higher OCB\_C)

**OCB\_P** (people oriented) is significantly statistically negatively correlated with a comfortable life (the higher rank of value the lower OCB\_P).

**OCB\_P** is statistically significantly positively correlated with the following values: true friendship, family security (the higher values'rank position the higher OCB\_P).

**OCB\_O** (organization oriented) is significantly statistically negatively correlated with the values: comfortable life, pleasure, salvation (the higher values' rank position the lower OCB\_O).

**OCB\_O** is statistically significantly positively correlated with values: equality, exciting life, self-respect, sense of accomplishment (the higher values' rank position the higher OCB\_O).

Instrumental Values	OCB_C	OCB_P	OCB_O
Ambition	-0.083*	-0.054	-0.113**
Broad Mindedness	0.098*	0.121**	0.058
Capability	0.043	0.075*	-0.012
Cleanliness	0.007	-0.021	0.018
Courage	0.048	0.037	0.040
Forgiveness	-0.099*	-0.115**	-0.078*
Helpfulness	-0.097*	-0.085*	-0.077*
Honesty	-0.051	-0.076*	-0.017
Imagination	0.032	0.056	0.001
Independence	0.033	0.069	0.028

**Table 4.** Correlation between OCB and instrumental values

\* Correlation is significant at the 0.05 level (1-tailed).

\*\* Correlation is significant at the 0.01 level (1-tailed).

<sup>1</sup> As the RVS ranks the values from 1 to 18, where 1 means the most important value, the statistical results can be misleading about the direction of the correlations. The description below the table describes the direction of correlation in a reader friendly way.

Instrumental Values	OCB_C	OCB_P	OCB_O
Intellect	0.105*	0.099*	0.114**
Logic	0.191**	0.173**	0.168**
Love	-0.121**	-0.141**	-0.087*
Loyalty	-0.027	-0.083*	0.044
Obedience	-0.060	-0.056	-0.092*
Politeness	-0.075*	-0.051	-0.073
Responsibility	-0.023	-0.017	-0.020
SelfControl	0.061	0.042	0.060

Table 4. Continued

**OCB\_C** (total index) is significantly statistically negatively correlated with values: broad mindness, intellect, logic. This means that the higher the rank of this value, the lower OCB\_C.

**OCB\_C** is significantly statistically positively correlated with values: politeness, forgiveness, helpfulness, ambition, love (the higher the meaning of the values the higher OCB\_C)

**OCB\_P** (people oriented) is significantly statistically negatively correlated with: broad mindness, capability, intellect, logic (the higher meaning of the values the lower OCB\_P).

**OCB\_P** is statistically significantly positively correlated with the following values: love, loyalty, forgiveness, helpfulness, honesty (the higher values' rank position the higher OCB\_P).

**OCB\_O** (organization oriented) is significantly statistically negatively correlated with the values: intellect, logic (the higher values' rank position the lower OCB\_O).

**OCB\_O** is statistically significantly positively correlated with values: love, obedience, ambition, (the higher values' rank position the higher OCB\_O).

## 5. Conclusions and discussion

Every individual has its own value system. It influences individual behavior in organization. Value-behavior connections have been documented for a wide variety of behaviors. As the research show only some of them influence organizational citizenship behavior. Three types of results has been identified: 1) significantly statistically positive – 2) significantly statistically negative or 3) lack of correlation between OCB and the values. There is a correlation only between several terminal/instrumental values and organizational citizenship behaviour. There is a statistically significant correlation between OCB-C (total index) and the following terminal values: comfortable life, family security, freedom, pleasure and true friendship. There is a statistically significant correlation between OCB-C (total index) and the following instrumental values:



ambition, broad-mindedness, forgiveness, helpfulness, intellect, logic, love, politeness. The direction of correlation varies. Depending on individual value system the readiness for OCB among employees will vary. If the managers expect this kind of organizational behaviors and the organizational culture is based on them (NGO, social organization) it is important to make a diagnosis of candidates value system. It can help to make a proper recruitment decisions.

The research also shows that the correlation between instrumental values and OCB occurs more often than between terminal values and OCB. This relationship can be seen for both types of correlations, i.e. for positive and negative ones. In addition, when analyzing the results of instrumental values, positive correlation occurs almost twice as often as negative one (positive-14, negative-18). The negative correlation between such terminal values as comfortable life, freedom or pleasure results from their nature. These are intrapersonal values that are oriented towards the individual. The high position of these values in the respondent's value system leads to a decrease in the importance of social values oriented towards the good of others. Thus, the propensity to manifest OCB decreases. The nature of instrumental values differs from terminal values. Instrumental values can be divided into two subgroups: moral values and competence based values (Jaworowska et al., 2011). Research results condemn the greater importance of moral values for shaping OCB. These are values that are essentially interpersonal and not intrapersonal. Violation of these values causes remorse and guilt. It is interesting, that the more logic and rational person the lower level of OCB. It can suggest that organizational citizenship behaviour have strong affective element and is based on competence values. These results are consistent with the next result obtained. Respondents are more willing to demonstrate people-oriented organizational citizenship behaviour (OCB-P) than organization oriented organizational citizenship behaviour (OCB\_O).

The research paper describes one of many antecedents of OCB (individual characteristics). As OCB have many positive consequences for the organizations, the results can help the managers to be prepared for working with generation Z and HRM specialists to recruit people who fit to organizational culture. A future research should involve a representative sample. It would be also very interesting to analyze the results of different generations and different countries.

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