

A Study on the Relationships between Different Work Attitudes towards Employee Promotion and Organizational Citizenship Behavior

Chang, C.-C. Tsai, M.-S., Tsai, M.-C.

Department of Technology Application and Human
Resource Development

National Taiwan Normal University
Taipei, Taiwan

e-mail: teach3029@yahoo.com.tw

Abstract—The main aim of this paper is to realize that if the people are engaged in different occupations, and they have different views for employee promotion and organizational citizenship behavior (OCB) or not. And the authors want to scrutinize the correlation between employee promotion and OCB. Then, authors investigate 95 samples. Authors adopt cluster analysis to realize the clusters of subjects, and employ Pearson Product-Moment correlation coefficient to examine the correlation between employee promotion and OCB. Through cluster analysis, there are three clusters in this research. And these clusters generate according to two dimensions, which are job satisfaction and loyalty. Moreover, the clusters are middle job satisfaction and high loyalty (cluster 1), low job satisfaction and middle loyalty (cluster 2), and high job satisfaction and low loyalty (cluster 3). The results show that the opinions of cluster 1 differs from cluster 2 for promotion and OCB, the opinions of cluster 2 differs from cluster 3 for promotion, The opinions of cluster 1 differs from cluster 3 for OCB, and there is no significant correlation between employee promotion and OCB.

Keywords- promotion; organizational citizenship behavior; work attitudes; cluster analysis

I. INTRODUCTION

A. Research Background and Motivation

Promotion is an important issue for employees in the organization. The reason is that promotion is related with the career planning of employees. Another issue is organizational citizenship behavior (OCB) which associated with organizations, groups, and individuals.

So far, the authors find that the researches about the relationship between employee promotion and OCB are not sufficient. In a previous study, the subjects are 293 tellers, and the method is quasi-experiments. However, the study is not directly related with the relationship between employee promotion and OCB, and it explores the connection about instrument value of OCB and employee promotion [1]. The ideas of the present research come from the above study. In addition, the subjects in the studies are aimed at one or several kinds of people usually. In this research, authors want to understand general employees in the corporate who consider the relationship between promotion and OCB.

B. Research Purposes

The main aim of this paper is to realize that the people are engaged in different occupations, and they have

different viewpoints for employee promotion and OCB or not. On the other hand, the authors of the present research desire to understand that if the correlation exists between employee promotion and OCB. The above statements are the research purposes of this study.

II. LITERATURE REVIEW

A. Promotion

“Promotion” can be defined as that the level or position of employees upgrade in the organization or work, and the salaries increase, too [2][3]. Promotion not only change the title and contents of work, but also the salaries and power promote, and the responsibility more. However, when the employees deal with events, they have more freedom and lower risk and uncomfortableness [4][5]. There are a lot of researches about promotion. For example, one study shows that employee has the opportunity to promote, and the related factors include merits and vacancies [3]. Another research provides that promotion opportunity represents job satisfaction [6]. Promotion is one of the most concerned issues of employees. Many employees devote themselves to work, and they hope that they gain the chance to promote. Besides, when employees pay much attention to the opportunities of promotion, they belong to job satisfaction employees.

B. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) can be defined as the behaviors are created but not for any benefits or reasons, and these behaviors can assist to promote the organizational effectiveness and desirable for the organizations [7, 22]. In the last few years, many articles have been devoted to the study of OCB, and this topic is discussed in applied psychology and organizational behavior. In addition, OCB does not report in the formal job description [8]. Therefore, OCB is considered as the behavior which is nature, voluntary, non-obligation [9]. The focus of the OCB is that employees have voluntariness to do one or some things for their organizations. Therefore, they can present their attribution and loyalty to their organizations through the behaviors.

C. Work attitudes

The scope of work attitudes covers many items, namely, the types of work attitudes are widely. There are studies

demonstrate the work attitudes include many elements; job satisfaction and organizational committee belong to them. In addition, organizational committee covers individual's loyalty [10, 11]. And one study even uses job satisfaction to represent work attitude [12]. Therefore, work attitudes contain job satisfaction and loyalty, and the two terms are the dimensions of employee promotion and OCB, respectively.

III. RESEARCH METHODS

A. Research Structure

The research structure is drawn according to the research purposes. The research structure is presented in Fig. 1. The structure means that the perspectives of research subjects for employee promotion and OCB.

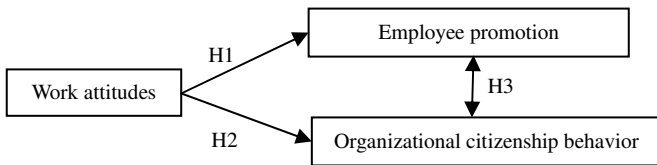


Figure 1. Research structure

B. Samples and Subjects

The authors provide 107 questionnaires for the present research. However, there are 2 questionnaires are lost, and 10 ones are invalid. The 12 questionnaires are excluded. Then 95 questionnaires are valid. The rate of return is 88.785%. The research subjects of this study include 24 occupations, such as publishers, businesses, industries, sales people, medical staff, human resource, personnel, accountants, manufacturers, and so on. Because authors want to eliminate the differences which come from occupations, the subjects are various. In other words, authors do not realize the situations of only one occupation, and desire to know the general situations.

C. Questionnaire Design

The questionnaire consists of two parts. The first is promotion, second is OCB. The first part cites several items in a questionnaire on the Internet [23]. The second part refers to many items in [13]. And the questionnaire is Likert 4.0 scale.

D. Validity and Reliability

Authors deliver 23 questionnaires to proceed the prior test, and 4 ones are not valid. Therefore, authors receive 19 questionnaires are valid. With regard to validity of this paper, authors identify the loadings, and all items exceed 0.75. So far as reliability is concerned, authors employ Cronbach's α value. The reliability of promotion and OCB are 0.880 and 0.804, respectively.

E. Hypotheses

The researches about work attitude and promotion are not enough. In the study of [14], the authors apply ANOVA to test work attitude and promotion. And the result shows significant. However, in that study, the dimension of work

attitude is one, namely, employability. The authors of the present study have adequate reason of thinking that maybe only one dimension can not represent the whole concept. Therefore, the authors of this research consider that it is necessary to test this result.

On the other hand, one researcher points out that the attitudes of the employees are positively affected by a lot of factors, and the opportunities of promotion is one of them [15]. However, the authors of the present study desire to understand that this point is accepted by the employees of many kinds of occupations. According to this thought, the researchers of this study offer the following hypothesis:

H1. People possess different viewpoints for promotion that have different work attitudes.

In view of the previous researches, some researchers tend to study work attitudes and leadership in the same papers [16, 17, 18]. In [17], the research result shows that the behavior of leader is connected with subordinates' work attitudes and citizenship behavior. In [19], the research content includes work attitudes and OCB. The author of [20] indicates work attitude is the precursor of OCB.

Nevertheless, little attention has been given to one point, which is: when people with different work attitudes, they have different opinions for OCB or not. Authors of this research provide this point, and the main reason is that there are a few scholars who put work attitudes and OCB together in a study. However, most of the researches do not describe clearly for individuals' viewpoints for OCB and work attitudes. Therefore, the authors of the present research provide the hypothesis 3 as following:

H2. People possess different viewpoints for OCB that have different work attitudes.

Little attention about the correlation exist or not between employee promotion and OCBs.

One research shows the correlation between promotion eligibility and task performance, as well as between promotion eligibility and contextual performance. And both of the results present the significant correlation [21].

On the other hand, there are scholars indicates that OCB link to organizational effectiveness. And OCB is able to improve the task performance. With regard to contextual performance, OCB is considered as the voluntaries, and not for organizational rewards [22].

According to above mentions and the definition of OCB, authors of the present study find that both of employee promotion and OCB are associated with performance. Therefore, the writers of this research desire to understand the correlation exists or not between employee promotion and OCB. Then the researchers provide the third hypothesis as following:

H3. Employee promotion is correlated to OCB.

F. Data Analysis Methods

1) Cluster Analysis

The authors of this study want to divide into the types of research subjects. Definitely speaking, the aim of authors is that research subjects are classified into several clusters. What's more, the authors desire to apply cluster analysis to build these clusters, and identify the number of the clusters.

The next step is to give the names to the clusters, respectively.

2) One-Way ANOVA

In order to understand the persons who belong to different clusters, and they have different viewpoints for promotion and OCB or not, the authors test the two issues through One-Way ANOVA. In this research, authors have to deal with two aspects, namely, employee promotion and OCB. In the first aspect, the independent variable is the several clusters, and the dependent variable is employee promotion. In the second aspect, the independent variable is still the several clusters, but the dependent variable is OCB.

3) Correlation

Because of the scores of the items in this questionnaire are considered as interval or ratio scale. In the present research, the authors want to test the correlation between employee promotion and OCB. Both of them in this study are viewed as interval or ratio data. Therefore, the authors of this research decide to employ Pearson Product-Moment Correlation to identify the correlation between them.

IV. RESULTS AND DISCUSSIONS

A. Research Results

1) Descriptive Statistics

In this research, authors take advantage of SPSS 12.0 to analyze these data. The descriptive statistics in the present study cover mean, standard deviation, as well as variance about employee promotion and OCB. The detail results are presented in TABLE I.

TABLE I. DESCRIPTIVE STATISTICS

Concepts	Descriptive Statistics		
	Mean	Standard deviation	Variance
Employee promotion	13.7053	2.9782	8.870
OCB	88.0947	7.8416	61.491

2) Cluster Analysis

In the beginning, the authors of this research use Ward's method to confirm the number of the clusters, and there are three clusters in this study. And the researchers explore the number, mean, and standard deviation of employee promotion and OCB in the three clusters. The results show in TABLE II. Based on Ward's method, the authors get the number of clusters and the number of people in the clusters. Then, authors want to understand the percentage of the people in the three clusters. The results are demonstrated in TABLE III.

Next, the authors give the names to the three clusters. According to the means of employee promotion and OCB in TABLE II, the authors provide names to the three clusters. In addition, the researchers of this study have to decide to the dimensions about the names. Hence, the authors consider employee promotion as job satisfaction dimension, and OCB is viewed as the dimension of loyalty for companies or organizations. And the three clusters are middle job satisfaction and high loyalty, low job satisfaction

and middle loyalty, and high job satisfaction and low loyalty, respectively. The means and names of the three clusters are showed in the TABLE IV.

TABLE II. DESCRIPTIVE STATISTICS OF EMPLOYEE PROMOTION AND OCB IN THE THREE CLUSTERS

Concepts	Cluster	Descriptive Statistics		
		Number	Mean	Standard deviation
Employee promotion	1	43	14.3721	2.4006
	2	20	9.7500	2.3814
	3	32	15.2813	1.5290
OCB	1	43	94.2093	4.4698
	2	20	83.2500	9.0022
	3	32	82.9063	3.8635

TABLE III. THE PERCENTAGE OF PEOPLE IN THE THREE CLUSTERS

	Clusters			Total
	Cluster 1	Cluster 2	Cluster 3	
Number	43	20	32	95
Percentage(%)	45.26	21.05	33.68	100

TABLE IV. THE MEANS AND NAMES OF THE THREE CLUSTERS

Concepts	Work Clusters		
	Cluster 1	Cluster 2	Cluster 3
Employee promotion	14.3721	9.7500	15.2813
OCB	94.2093	83.2500	82.9063
Names	Middle job satisfaction and high loyalty	Low job satisfaction and middle loyalty	High job satisfaction and low loyalty

3) One-Way ANOVA

Moreover, the authors desire to realize that the persons in the three clusters have different perspectives for the employee promotion and OCB or not. So, the researchers apply ANOVA analysis to test it. And the results about One-Way ANOVA analysis are presented in TABLE V.

TABLE V. ONE-WAY ANOVA ANALYSIS OF THREE CLUSTERS

Concepts	Total (n=95)	Cluster 1 (n=43)	Cluster 2 (n=20)	Cluster 3 (n=32)	F value	Effect size (η^2)
Employee promotion	13.7053	14.3721	9.7500	15.2813	44.825***	0.494
OCB	88.0947	94.2093	83.2500	82.9063	47.570***	0.508

*** $p < 0.001$

Based on the results of TABLE IV, the authors find that the people in the three groups have significant different viewpoints for employee promotion and OCB. In TABLE V, the F value of the three clusters to employee promotion is 44.825, $p < 0.001$, and $\eta^2 = 0.494$. On the other hand, the F value of the three clusters to OCB is 47.570, $p < 0.001$, and $\eta^2 = 0.508$. Therefore, the researchers of this study provide the results are that whether employee promotion or OCB, the significant differences exist among the three clusters.

In view of the F value and significance, the authors consider the differences exist which two clusters, or even among the three clusters. As a result, the researchers of the present study apply Post Hoc to test the differences between or among which clusters. Besides, in order to test Post Hoc

multiple comparisons, the authors decide to Scheffe, the reason is that authors do not check the difference of means of only one set. The results are presented in TABLE VI and TABLE VII.

TABLE VI. POST HOC OF EMPLOYEE PROMOTION

Dependent Variable: Employee promotion

		Mean difference	t value
Cluster 1	Cluster 2	4.6221	7.131*
	Cluster 3	-0.9092	-1.988
Cluster 2	Cluster 1	-4.6221	-7.131*
	Cluster 3	-5.5313	-9.263*
Cluster 3	Cluster 1	0.9092	1.988
	Cluster 2	5.5313	9.263*

* $p < 0.05$

TABLE VII. POST HOC OF OCB

Dependent Variable: OCB

		Mean difference	t value
Cluster 1	Cluster 2	10.9593	5.157*
	Cluster 3	11.3031	11.465*
Cluster 2	Cluster 1	-10.9593	-5.157*
	Cluster 3	0.3438	0.162
Cluster 3	Cluster 1	-11.3031	-11.465*
	Cluster 2	-0.3438	-0.162

* $p < 0.05$

In view of TABLE VI, the significant differences exist between cluster1 and cluster 2, cluster 2 and cluster 3. In other word, the work attitudes of people are middle job satisfaction and high loyalty and low job satisfaction and middle loyalty; they have significant different viewpoints for employee promotion. And cluster 2 and cluster 3 represent low job satisfaction and middle loyalty and high job satisfaction and low loyalty. Two kinds of people have significant different opinions for employee promotion, too. However, it does not appear significant differences between cluster 1 and cluster 3. That is to say, the work attitudes of people are middle job satisfaction and high loyalty and high job satisfaction and low loyalty; they have similar opinions for employee promotion.

In TABLE VII, the significant differences exist between cluster1 and cluster 2, cluster 1 and cluster 3. Therefore, it means that the work attitudes of people are middle job satisfaction and high loyalty and low job satisfaction and middle loyalty; they have significant different perspectives for OCB. Similarly, the work attitudes of people are the middle job satisfaction and high loyalty and high job satisfaction and low loyalty, their thoughts are significant difference. Nevertheless, it does not come out significant differences between cluster 2 and cluster 3. So, the result indicates that the work attitudes of people are low job satisfaction and middle loyalty and high job satisfaction and low loyalty; they have similar views for OCB.

4) Correlation

Because of employee promotion and OCB are the dependent variables in the present study. Therefore, the authors want to understand that the correlation between them. It should also be added the test of correlation. In this study, the researchers employ Pearson Product-Moment Correlation. The result is presented in TABLE VIII.

TABLE VIII PEARSON PRODUCT-MOMENT CORRELATION

Variables	Employee promotion	OCB
Employee promotion	1.000	
OCB	0.101	1.000

** $p < 0.01$, * $p < 0.05$

According to TABLE VIII, the researchers discover that the correlation coefficient is 0.101. Definitely speaking, there is no significant correlation between employee promotion and OCB.

B. Discussions

Based on research results, the authors find that the people in cluster 1 and cluster 2 have the significant different viewpoints for employee promotion and OCB. Next, the authors discuss the results between cluster 1 and cluster 3. They have significant different perspective for OCB. However, they have similar thoughts for employee promotion. Then, the results regard cluster 2 and cluster 3. The people belong to cluster 2 and cluster 3 who have significant difference for employee promotion. Nevertheless, their opinions about OCB are similar.

As mentioned above, the authors provide the results of the first two hypotheses. Whether hypothesis 1 or hypothesis 2, they do not whole support. Hypothesis 1 is not full support; the reason is that cluster 1 and cluster 3 have similar thoughts for employee promotion. With regard to the second hypothesis, it is not full support, because cluster 2 and cluster 3 have similar perspectives for OCB.

Regarding the third hypothesis, it is not supported. According to Pearson Product-Moment Correlation, the correlation coefficient is 0.101. Therefore, the hypothesis 3 is not supported.

In addition, according to Post Hoc in TABLE VI and TABLE VII, the authors realize that the three clusters agree to the items of employee promotion in the questionnaires, the rank is: cluster 3 > cluster 1 > cluster 2. On the other hand, three clusters agree to the items of OCB in the questionnaires, the agreeable rank is: cluster 1 > cluster 2 > cluster 3.

In the sector of hypotheses in this paper, the authors provide three hypotheses. Then, the authors divide the subjects into three clusters. So, the first and second hypothesis comprise to three sub-hypothesis. The following TABLE IX presents these sub-hypothesis and results.

TABLE IX SUB-HYPOTHESIS AND RESULTS

Hypotheses	Sub-hypotheses	Results
H1. People possess different viewpoints for promotion that have different work attitudes.	H1(a) The opinions of cluster 1 differs from cluster 2 for promotion	Support
	H1(b) The opinions of cluster 1 differs from cluster 3 for promotion	Not support
	H1(c) The opinions of cluster 2 differs from cluster 3 for promotion	Support
H2. People possess different viewpoints for OCB that have different work attitudes.	H2(a) The opinions of cluster 1 differs from cluster 2 for OCB	Support
	H2(b) The opinions of cluster 1 differs from cluster 3 for OCB	Support
	H2(c) The opinions of cluster 2 differs from cluster 3 for OCB	Not support

V. CONCLUSIONS AND IMPLICATIONS

In [14], the authors apply ANOVA to test work attitude and promotion. The work attitude means employability. Moreover, the result shows that promotion isn't significant to employability. The result of [14] is similar to H1(b) of this study, but not similar to H1(a) and H1(c). In addition, the result of [24] reveals loyalty in employee OCB is the most unique variance of work attitudes. In [25], the result presents the relationship between work attitudes and OCBs is strongly positive and significant. And this result consists with H1(a) and H1 (b) of this study, but not consists with H1(c).

The main limitation of the study is about the quantity of different occupations. Definitely speaking, researchers can't control the same quantity for various jobs. What's more, the authors can't contact all jobs. And the two limitations make authors can't realize that the people deal with all jobs whose views on employee promotion and OCB.

Therefore, this study makes researchers understand the overview of the many kinds of jobs to employee promotion and OCB, but not all jobs. However, the authors hope to control the quantity of every job in future research, and realize the people deal with several different jobs who have

REFERENCES

- [1] C. Hui, S. S. K. Lam, and K. K. S. Law, "Instrumental Values of Organizational Citizenship Behavior for Promotion: A Field Quasi-Experiment," *Journal of Applied Psychology*, vol. 85, pp. 822-828, 2000.
- [2] C. Pfeifer, "An empirical note on wages in an internal labour market," *Economics Letters*, vol. 99, pp. 570-573, 2008.
- [3] S. Spilerman and T. Petersen, "Organizational Structure, Determinants of Promotion, and Gender Differences in Attainment," *Social Science Research*, vol. 28, pp. 203-227, 1999.
- [4] E. Lazear, "Personnel economics: past lessons and future directions," *Journal of Labor Economics*, vol. 17, pp. 199-236, 1999.
- [5] I. G. Go, and B. H. Kleiner, "How to Manage Promotion Decisions Effectively," *Management Research News*, vol. 24, pp. 109-113, 2001.
- [6] R. J. Parker, and J. M. Kohlmeyer III "Organizational justice and turnover in public accounting firms: a research note," *Accounting, Organizations and Society*, vol. 30, pp. 357-369, 2005.
- [7] H. M. A. Elanain, "Work locus of control and interactional justice as mediators of the relationship between openness to experience and organizational citizenship behavior," *Cross Cultural Management: An International Journal*, vol. 17, pp. 170-192, 2010.
- [8] W. M. Bower, J. R. B. Halbesleben, and J. R. B. Paul, "If you're close with the leader, you must be a brownnose: The role of leader-member relationships in follower, leader, and coworker attributions of organizational citizenship behavior motives," *Human Resource Management Review*, vol. 20, pp. 309-316, 2010.
- [9] S. Polat, "Organizational citizenship behavior (OCB) display levels of the teachers at secondary schools according to the perceptions of the school administrators," *Procedia Social and Behavioral Sciences*, vol. 1, pp. 1591-1596, 2009.
- [10] F. F. T. Chiang, and T. A. Birtch, "Pay for performance and work attitudes: The mediating role of employee-organization service value congruence," *International Journal of Hospitality Management*, vol. 29, pp. 632-640, 2010.
- [11] F. Luthans, W. Zhu, and B. J. Avolio, "The impact of efficacy on work attitudes across cultures," *Journal of World Business*, vol. 41, pp. 121-132, 2006.
- [12] P. M. Bal, A. H. De Lange, P. G. W. Jansen, and M. E. G. Van Der Velde, "A meta-analysis of age as a moderator," *Journal of Vocational Behavior*, vol. 72, pp. 143-158, 2008.
- [13] L. Van Dyne, J. W. Graham, and R. M. Dienesch, "Organizational citizenship behavior: Construct redefinition, measurement, and validation," *Academy of Management Journal*, vol. 37, pp. 765-802, 1994.
- [14] M. Gerber, A. Wittekind, G. Grote, and B. Staffelbach, "Exploring types of career orientation: A latent class analysis approach," *Journal of Vocational Behavior*, vol. 75, pp. 303-318, 2009.
- [15] D. Yuen, "Antecedents of budgetary participation: enhancing employees' job performance," *Managerial Auditing Journal*, vol. 22, pp. 533-548, 2007.
- [16] A. H. B. De Hoogh, D. N. Den Hartog, P. L. Koopman, H. Thierry, P. T. Van den Berg, J. G. Van der Weide, and C. P. M. Wilderom, "Leader motives, charismatic leadership, and subordinates' work attitude in the profit and voluntary sector," *The Leadership Quarterly*, vol. 16, pp. 17-38, 2005.
- [17] F. O. Walumbwa, C. Wu, and B. Orwa, "Contingent reward transactional leadership, work attitudes, and organizational citizenship behavior: The role of procedural justice climate perceptions and strength," *The Leadership Quarterly*, vol. 19, pp. 251-265, 2008.
- [18] S. G. Green, S. E. Anderson, and S. L. Shivers, "Demographic and Organizational Influences on Leader-Member Exchange and Related Work Attitudes," *Organizational Behavior and Human Decision Processes*, vol. 66, pp. 203-214, 1996.
- [19] E. Snape, A. W. Chan, and T. Redman, "Multiple commitments in the Chinese context: Testing compatibility, cultural, and moderating hypotheses," *Journal of Vocational Behavior*, vol. 69, pp. 302-314, 2006.
- [20] P. Z. M. De Lara, "Redefining OCB as Cybercivism: Do Work Attitudes also Explain Organizational Citizenship Internet Behaviors?" *Management Research: The Journal of the Iberoamerican Academy of Management*, pp. 43-52, 2007.
- [21] J. R. Van Scotter, "Relationships of Task Performance and Contextual Performance with Turnover, Job Satisfaction, and Affective Commitment," *Human Resource Management Review*, vol. 10, pp. 79-95, 2000.
- [22] T. DeGroot and A. L. Brownlee, "Effect of department structure on the organizational citizenship behavior-department effectiveness relationship," *Journal of Business Research*, vol. 59, pp. 1116-1123, 2006.
- [23] Investigate and analysis work satisfaction of employee in Welcome, retrieved June 22, 2009, from <http://web.ntpu.edu.tw/~tsair/3Service/welcomeJobStat.DOC>, n.d.
- [24] L. A. Bettencourt, K. P. Gwinner, and M. L. Meuter, "A comparison of attitude, personality, and knowledge predictors of service-oriented organizational citizenship behaviors," *Journal of Applied Psychology*, vol. 86, pp. 29-41, 2001.
- [25] A.-L. Ackfeldt, and L. V. Coote, "A study of organizational citizenship behaviors in a retail setting," *Journal of Business Research*, vol. 58, pp. 151-159, 2005.