Management Citizenship Behavior: Definitions, Formation and the Consequences in Organization

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ABSTRACT

Management citizenship behaviors result in emerging staffs' citizenship behaviors and increase the efficiency of the workplace. Mutuality, trust, legitimacy and organizational justice are regarded among the norms based on which the managers must behave. Some influential factors in management citizenship behavior include marketing factors, organizational factors, the features of the staffs' market and the career. Management citizenship behavior has also some consequences such as staffs' citizenship behavior, conflict between managers and the staffs, and the working groups division. This article indicates the encouraging policies in terms of citizenship behavior in which the manager's encouragement is regarded as one of the management citizenship behaviors.

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Introduction

Today citizens, as the individuals composing various humane communities, are put under the consideration of all who aim at playing a role in human life (Zaree, 2005, p. 152). Whenever an organization regards its staffs as citizens and looks through the scope of protecting and loving them, it will never regard them as charges and never tries to reduce them in number or decrease their rights and benefits in every opportunity (Dabiri, 2009).

As a communal source considered through a behavior exchange gaining social awards, (Moqimi, 2006, p. 26) organizational citizenship behavior consists of a couple of domains: staffs' citizenship behavior and management citizenship behavior. Along with staffs' citizenship behavior, management citizenship behavior, as the managers' behavioral extra role, attempts to launch and preserve the citizenship behaviors (Dabiri, 2009). Due to several reasons, it is hard to make a distinction between operation and extra role. First, manager's understanding of staffs' operation and responsibilities is not necessarily similar to that of staffs'. Second, staffs' understanding of their operation and responsibilities is influenced by their satisfaction of their workplace (Castro, 2004, p. 29). Present article explains the concept of management citizenship behavior as the primary level of evaluating the role of management behavior. Management citizenship behavior is defined as the behaviors which accord the norms dominating the organizational leadership and respecting the staffs' right. Experts define the positive management behaviors as prerequisites for organizational success and the vital part of corporate strategy (Hodson, 2002, p. 65).

Organizational citizenship behavior

Organizational citizenship behavior is described as a group of voluntary and optional behaviors that, while are excluded from individual's official duties, it is operated by the staff and results in the effective improvement in tasks and roles in an organization (Appelbaum, 2004, p. 19). As an instance, a worker might not need to work overtime; however, he stays in organization overtime to improve organization's current state and assists others (Cropanzano, 2000, p.7). According to this definition, a human being, as an organizational citizen, is expected to operate more than the necessities of his role and beyond official duties to serve the organization's goals (Bienstock, 2003, p.361).

Management Citizenship Behavior

Management Citizenship Behavior is defined as the factor coordinating the manager's operations and the dominant norms of the workplace. Management citizenship behavior conforms such norms. There are numerous forms of describing contemporary management behaviors compatible with staffs' voluntary effort. Some of these forms include: bilateralism, trust, legitimacy, and organizational justice (Hodson, 2002, p. 66)

Trust

Emergence of trust between the manager and the staff is a fundamental basis for today's behaviors. Ouchi's fundamental notes on Japanese production systems indicate the idea of trust based on staffs' job security and working life. Trust is the first lesson in 'Z theory'. Trust and efficiency walk head to head. Wetiner et al have introduced five aspects of management behaviors as reliable pillars:

1. consistency
2. integrity
3. sharing & delegation of control
4. communication
5. demonstration of concern

Many of these aspects such as consistency and integrity have remained abundantly abstract, however, distinguishing the

trustful sphere is counted as a vital pace toward expanding the concept of management citizenship behavior (Hodson, 2002, p. 66). Staffs most likely will possess citizenship behaviors if they have a proper and trustful relationship to their supervisor, or if they are encouraged or strengthened to cope with such behaviors (Appelbaum, 2004, p. 8).

Legitimacy

Legitimacy is also vital to increase the efficiency in today's workplaces. Atziony indicates that when staffs observe the legitimacy of applying the power, obedience will be delightful for them. Legitimate power expresses the adherence and compliance to the norms. Contemporary management schools regard the management legitimacy as the foundation of explicit normative reasons (Hodson, 2002, p. 67).

Bilateralism

Expecting more efforts from employees suggests a need for bilateralism. Such bilateralism requires managers' self-confession of their staffs' inalienable rights. As a result, developing and maintaining an effective corporate culture and respecting staffs' rights is a crucial section of today's managerial role in a workplace. Bilateralism is created through providing educational opportunities, job security, domestic labor market for improvement, and in general respecting staffs' rights (Hodson, 2002, p. 67).

Organizational Justice

Organizational justice has always been the primary pioneer of staffs' citizenship behavior. The concept of communal justice in workplace as a basis for the modern industrial society was first posed by Sealsnick (Hodson, 2002, p. 63). In general, justice suggests equity. Justice dimensions include: procedural justice, distributive justice and interactional justice. Distributive justice refers to the fairness in the outcomes distributed to the subordinate (Appelbaum, 2004, p. 6). It indicates individual's perception of the amount of equity in the distribution and allocation of resources and rewards. In other words, the limit by which staffs relate the rewards to the operation is known as justice (Rezaeian, 2006, p. 43). Procedural justice explains the equity in the procedures used to maintain those outcomes (Appelbaum, 2004, p. 7); that is, the procedural justice deals with people's interpretation of the fairness of the current status in decision making in order to compensate their services, not with actual distribution of revenues (Rezaeian, 2006, p. 49). Interactional justice indicates that understanding the procedural justice can result from organizational procedures and how they are implemented (Appelbaum, 2004, p. 8). That means, staffs also deduce the justice through personal interactions (Rezaeian, 2006, p. 59). Recent studies on procedural and distributive justice emphasize the importance of fair behavior in decision making to cope with negative or positive citizenship behaviors (Spector, 2002, p. 279).

A review on the literature about bilateralism, trust, legitimacy and organizational justice indicate that these concepts pay sever attention to the psychological perceptions of managerial behaviors. Development in the concept of management citizenship behavior necessitates a great focus on the managerial behaviors that may or may not follow the normative disciplines in a workplace (Hodson, 2002, p. 67).

Creating Citizenship Behavior

The behavior of organizational leaders is, to some extends, characterized by the cognitive model that governs it. A military model emphasizes on the command and control and a factory model on inputs, outputs and reduction of errors. Since the success of every organization is directly dependent upon its proper operation and members' partnership, the leaders have to view their organization as a nation (citizens), and their most important managerial challenge has to create citizenship behavior. Accepting the existence of citizenship behaviors, a significant question comes to mind: how to create and protect positive citizenship behaviors in organization (Turnipseed, 1996, p. 45), or how to create an encouraging atmosphere in terms of citizenship behavior? A response may include a set of analogous functions that seem essential for improving efficiency: maintaining objectives and giving feedbacks. Management experts believe that the objectives play a crucial role in creating citizenship behaviors that result in positive conditions and context. In their surveys, the researchers found that maintaining objectives helps both the managers and the employees to distinguish between the official and unofficial aspects of their work, including tendency to be a good citizen. When the employees receive the feedback of their operations from their managers, they enhance their attempt to increase their official operation and cope with positive social behaviors in their workplace. Managers must notice that the feedback effects positively on both official and unofficial operation (Domingo Ribeiro Soriano, 2008, p. 65).

In order to create an organizational citizenship behavior, organizations must move gradually and step by step, for the organizational citizenship behavior is not a one day process to be entered to the organization as a modern technology; but rather it is a constant and time consuming process (Zarei Matin et al, 2007, p. 27). It is noticeable that citizenship behaviors do not occur in vacuum. Such behaviors emerge in an organizational texture in which the employees perform their tasks, they are provoked or prevented (Seth Ayim Gyekye, 2005, p. 815).

Reasons for Management Citizenship Behavior

Management citizenship behavior is influenced by both market factors and organizational factors. These factors cause pressures and opportunities that either encourage or prevent the citizenship behavior.

Market Factors

Product market competition and lack of stability can exert pressure on the managers for violating employment process. Unstable product market causes problems for employment stability and making costs for service training. Similarly, product market competition may reduce the organization's resources in progress of the long-term strategies including social funding development in organization (Hodson, 2002, p. 69).

Organizational Factors

Organizational factors also can either facilitate the management citizenship behavior or prevent its progression. Corporal board of directors governed locally result in higher loyalty of the employees than that governed by external board of directors.

Other Determinant Factors

Labor market and job characteristics influence the management citizenship behavior as well. The organizations launched based on highly liberal jobs illustrate higher management citizenship behavior as an adjustment to the managerial requirements. Vice versa, a labor force that largely includes women or minorities may lead to a weaker management citizenship behavior. In both conditions, Managers have to show a citizenship behavior according to what is required for the conditions (Hodson, 2002, p. 70).

The Consequences of Management Citizenship Behavior
Employee Citizenship Behavior

Employee citizenship behavior is defined as staffs' positive behaviors for improving efficiency and solidarity in workplace. It is expected that higher levels of management citizenship behavior might be utilized as a pillar for staffs' commitment to the organization; that is to provide extra attempt to achieve organizational objectives (Hodson, 2002, p. 70).

Reducing Conflicts between managers and Employees

Peaceful and cooperative relations between different groups in a workplace are essential for organizational effectiveness; however, the linear conflict among the staffs and the hierarchical one among staffs and managers are common. The management citizenship behavior is expected to lessen the conflict between the managers and the staffs through bilateral relations among them (Hodson, 2002, p. 71).

Formation of Working Teams

The hierarchical conflicts between managers and the employees have been widely studied by the organizational researchers, and the linear conflicts have got less attention. The relation between the colleagues includes a vital part of social atmosphere in workplace, and it creates some conditions in which the workers experience the meaningfulness and identity. Vice versa, negative relations can result in Frustration and dissatisfaction. Higher interest in colleague relationships has recently motivated by a movement to team-based production systems. Moving toward team-like forms of organizational operations is recognized by many as a result to increase efficiency and competitiveness in the global economy (Hodson, 2002, p. 71).

Policies encouraging citizenship behavior

Strengthening citizenship behavior, like any other behavior, needs encouraging and motivation (Eslami, 2007, p. 57). In a survey by Giki and Salminen found that the citizenship behavior and any other type of the behavior improves only if they are attended enough in an organizational context. Citizenship behaviors do not occur in a vacuum, but rather these behaviors are evoked or prevented by organizational texture in which the staffs perform their tasks. Citizenship behaviors are influenced by individual characteristics or contextual factors (Seth Ayim Gyekye, 2005, p. 806). One of the influential factors in this regard is organizational policies and actions. Applying proper policies and strategies, managers aught to blossom the citizenship behaviors in an organization. In this regard, some actions are suitable to encourage and improve the citizenship behaviors:

1. Selection and employment: some experts believe that people who demonstrate suitable citizenship signs in their personal life, have the same tendency to be suitable organizational citizens. Accordingly, the organizations must design their selection and employment processes in a way that absorb individuals having higher levels of citizenship behavior. Interview, among all means to recognize and select proper organizational citizens, is the best. In selection and employment process, revision of temporary contracts is another factor that leads to strengthen the foundations of trust and loyalty; for temporary contracts indeed create temporary organizational horizons rather than permanent ones. We need more lifetime contracts. Of course, lifetime contract here means long-term, not really lifetime.

2. Training and development: some organizations may not be able to recognize proper citizens, and consequently, they cannot catch and employ such people; they can create suitable citizenship behaviors through training plans for their employees.

3. Another issue that strengthens the organizational citizenship is applying the managers who accept no to impose their ideas to their subordinates. Such managers, like others, must enter the battle having their opinions and believe that the best ideas will be the champion of this battle, not the ideas which descend from higher ranks.

4. Performance evaluation and compensation: organizations can facilitate the citizenship behavior through disciplined and logical systems for rewarding the employees. The managers must acknowledge that, to encourage and motivate citizenship behavior, must create group- oriented reward systems rather than individual-oriented ones; be cause, the managers let the employees to know that they value the group works that fulfill the organizations objectives and appreciate it.

5. Unofficial systems: in addition to the official operations that effect enhancement of citizenship behavior, unofficial processes are also used by organizations to develop the citizenship behaviors. Some social psychologists believe that social pressures and collective norms have generally higher impact than individual behaviors in organization. Consequently, unofficial mechanisms such as collective culture are regarded as a pivotal element in enhancement of citizenship behavior in workplace.

6. Whenever the employees find out that their managers take care of their happiness and prosperity, they increase their extra role behaviors (Seth Ayim Gyekye, 2005, p. 815).

7. Organizational managers aught to update their data in terms of modern and effective methods of management, and they must realistically and accurately judge the employees' problems and complaints. In addition, managers have to increase their employees' self-confidence to tolerate very day problems and harsh conditions.

8. Every so often managers must hold an unofficial meeting among the managers and the staffs and make the employees aware of the organization's information in terms of operation and the objectives; such behavior prevents many working problems and the managers pay much attention to the employees' suggestions about improvement of the approaches and organizational tasks.

9. Managers must have a potential attempt to promote and improve the life style through mechanisms such as schematization of health, rights, welfare, security of human resources and consulting services.

10. To promote organizational distributive justice, managers must perform their best in terms of the organizational rewards, equal distribution of job positions and opportunities (that is, creating a fair system in payment in a way that the income of each employee equals his inputs to the organization and his attempts in organization), and procedural justice, that is, giving more authority and control to the employees in decision making process and allocation of income. It means that the work procedure rules must be launched in a clear and obvious way that leads to reduction in anti-citizenship behaviors.

11. The managers must amplify the organizational commitment (particularly, the affective commitments through socialization among the employees); this leads to promoting the sense of loyalty, reducing costs, enterprising duty and improving the operational development in organization.

12. Managers must promote the criticism culture in organization to improve the employees' life style quality and recover the

organizational operation. Since supportive partnership, that is, proposing creative suggestions to improve the official and organizational processes, is one of the leading indicators of citizenship behavior, suggestion system is essential for promoting the citizenship behavior and improving the organizational operation.

13. Managers, employees and colleagues must attempt to make trust in workplace. Supervisors' trust results in employees' honesty, integrity and openness of relations, creating empathy for voluntary cooperation and in fact, trust leads to development of citizenship behavior and reduction in anti-citizenship behavior ans finally, promoting operation and organizational efficiency (Zarei Matin et al, 2007, p. 58).

In a grouping, Graham, through his theoretical perspective based on political philosophy and modern theory of political science believes that the citizenship behaviors in organizations consist of three types:

1) Organizational obedience describing the behaviors whose necessity and desirability is recognized and are accepted in a reasonable structure of discipline. Indicators of organizational obedience include some behaviors such as respecting the institutional rules, completing tasks, and taking on the responsibilities in accordance with the organizational resources.

2) Organizational loyalty differs from loyalty to one's self or other objectives, branches or organizational sections. It indicates the staffs' dedication in terms of organizational benefits and defending and supporting the organization.

3) Organizational partnership appears through being involved in managing the organization. Some instances include attending the meetings, sharing the ideas and getting aware of the current issues in organization.

Through this grouping of the citizenship behavior, Graham believes that these behaviors are affected by the income the individual takes from organization (Eslami, 86). As a matter of fact, if an organization aims at highlighting the citizenship behaviors, it has to prepare suitable citizenship rights (to encourage information behavior), social rights (to encourage loyalty behavior), and political rights (to encourage collective behavior) (Carol, 2003, p. 361). In this framework, organizational citizenship rights include Employment equity, evaluation justice and handling staffs' complaints. Consequently, while the employees benefit organizational citizenship rights, they more likely show citizenship behavior in the form of obedience. In the dimension of organizational social rights (concerning fair behavior to the staffs such as increasing salaries and benefits and social status) the case is the same. When having organizational social rights, employees remain loyal to the organization and show citizenship behavior in the form of loyalty; and finally, while the staffs possess respect to their political rights in organization and they are included in decision making in organizational policies, they illustrate the citizenship behavior in the form of collectiveness (Eslami, 86).

Conclusions

Management citizenship behavior is defined as compatibility between managerial practices and norms of the workplace. Here we concluded that management citizenship behavior is so vital in creating, preserving and encouraging citizenship behaviors of the employees, and that the managers can improve such behaviors through their actions.

The results of this survey indicate that the most important feature of employees' citizenship behavior and organizational coordination is to work in an organization whose manager

fulfills his promises in terms of the norms that protect the workplace, preserves the staffs' rights, and supports their welfare. Here we pointed to some politics through which the managers can encourage the organizational citizenship behaviors, and some factors such as workplace, job satisfaction, trust in supervisor, preserving the system, benefit, feedback, and partnership in goals can impact the organizational citizenship behaviors. For instance, through enhancing the positive workplace, the managers can strengthen the organizational citizenship behavior, or the supervisor's equity can influence the organizational citizenship behavior; that is, a workplace maintained by a fair and efficient supervision is expected to raise the level of the organizational citizenship behavior.

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