

AN EVALUATION OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: PSYCHOMETRIC CHARACTERISTICS OF THE ITALIAN VERSION OF PODSAKOFF ET AL.'S SCALE

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The current article presents the results of a study which developed an Italian adaptation of Podsakoff, Mackenzie, Moorman, and Fetter's (1990) questionnaire, measuring organizational citizenship behavior (OCB) by referring to the following dimensions: *Altruism*, *Conscientiousness*, *Sportsmanship*, *Courtesy*, and *Civic Virtue*. The original questionnaire was translated into Italian and modified in order to allow people to report how often the various citizenship behaviors come into play in their working environment. A group of 1066 participants (50.3% men) took part in the study. The exploratory and confirmatory factor analyses showed that only three of the factors (Altruism, Conscientiousness, and Civic Virtue) fit the data well. Results and applications are discussed.

Key words: Organizational citizenship behavior; Dimensions; Structural equation modeling.

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INTRODUCTION

The roots of the organizational citizenship construct can be traced back to Barnard (1938), who realized that individual willingness to commit oneself to an organization is absolutely fundamental for reaching the organizational aims. He, therefore, proposed the concept of "willingness to co-operate." This hypothesis contradicted the assumptions of classic management theories: it is not the set of rules dictated from above that guarantees the smooth functioning of an organization and the efficient management of individuals' behavior, but rather people's attitudes of loyalty, solidarity, and group spirit. Such attitudes allow the rules to function efficiently. Barnard did not stop there: he managed to grasp that there was a link between his ideas and *informal organization*, that is the relationships and communicative exchanges which exist between people but are not an official part of these people's roles. This profoundly influenced the studies later carried out by Roethlisberger and Dickson (1939).

The concepts of willingness to co-operate and of informal organization were picked up once more by Katz (1964), who, for the first time, tried to list the *innovative and spontaneous be-*

havior observable in a work context: cooperating with others, supporting and defending the organization, devising and proposing new ideas, making an effort to self-train on the job, and having a positive attitude toward the company. Katz and Kahn (1966) then introduced the differentiation between behaviors linked to people's jobs (in-role behaviors) and behaviors that went beyond people's roles (extra-role behaviors). This made it clear that in organizations where cooperation is exclusively controlled by rules that are linked to people's roles, the company runs a high risk of failing. At the same time, it is also highlighted how extra-role behaviors are not held into great consideration as they are taken for granted by management, colleagues, and researchers alike. For this reason, Katz and Kahn hypothesized that motivational antecedents of in-role behaviors, or of any technical-professional contribution, were different from those of extra-role behaviors.

Fifty years on from Barnard's (1938) work, the concept of organizational citizenship was transformed into the focus of Bateman and Organ's (1983) empirical research, and then Organ's (1988) work. Organ recognized that organizational citizenship has a motivational aspect, and that its core consists of the self-acknowledgement as a fundamental component of organizational collectivism. He defined organizational citizenship behaviors (OCBs) as discreet behaviors, favoring the efficiency of the organization even if they are not imposed by a contract, or explicitly recognized by the formal reward system.

To the present day, this definition has remained practically unchanged: for example Van Dyne, Vandewalle, Kostova, Latham, and Cummings (2000) view an OCB as a "cooperative behavior that has positive consequences for the organization but is not required or formally rewarded" (p. 3), and, in an Italian context, Falvo, Hichy, Capozza, and De Carlo (2002) refer to a "spontaneous, pro-social behavior, such as acts of collaboration and altruism when dealing with colleagues and supervisors, which go beyond the individual's prescribed role, and can, therefore, be described as extra-role behaviors" (p. 59).

Organ's work underlined the relevance of OCBs and was a catalyst for the production of a large number of studies which analyzed the nature, measured the intensity, specified the antecedents, and described the consequences of OCBs. Over the years, a number of different ways of classifying OCBs have been proposed. Smith, Organ, and Near (1983) interviewed a sample of managers, identifying two types of OCBs. The first, called *Altruism*, relates to direct behaviors which aim to help someone face a situation (e.g., "supporting those who have heavy workloads" or "helping those who were absent"). The second, called *Generalized Compliance* refers to the behaviors which conform to the standards defining a good worker (e.g., "being punctual" or "not wasting time").

A few years later, Organ (1988) proposed an expanded categorization of OCBs including: *Altruism*, *Conscientiousness* (albeit a more specific form of Generalized Compliance), *Sportsmanship* ("not complaining about commonplace problems"), *Courtesy* ("consulting other before reacting"), and *Civic Virtue* ("keeping up to date with issues that regard the organization"). This was later used by Podsakoff, Mackenzie, Moorman, and Fetter (1990).

According to Van Dyne, Graham, and Dienesch (1994), the framework of OCBs includes *Social Participation*, coinciding with Organ's (1988) *Altruism* and *Courtesy*, *Loyalty*, corresponding to *Sportsmanship* and partly to *Civic Virtue*, *Obedience*, overlapping with *Conscientiousness* and partly with *Civic Virtue*, and *Functional Participation*, that does not correspond to any of the categories previously proposed. In the same year, Morrison (1994) proposed a hypothetical structure of OCBs. His conceptualization of *Altruism* corresponds to Organ's (1988) *Al-*

truism and Courtesy, while his Conscientiousness is reduced in scope compared to that outlined by Organ (1988). Morrison also considered Sportsmanship, *Involvement* (including components of Loyalty and Civic Virtue), and *Keeping up with Changes*, partly corresponding to Civic Virtue and Conscientiousness.

Van Scotter and Motowidlo (1996), however, distinguished between *Interpersonal Facilitation* and *Job Dedication*. The former coincides with: Morrison's (1994) Altruism; Organ's (1988) Altruism and Courtesy; Van Dyne et al.'s (1994) Social Participation. Job Dedication includes not only aspects of Organ's (1988) Sportsmanship, Civic Virtue, and Conscientiousness, but also elements regarding persistence, when completing one's work, which echoes Van Dyne et al.'s (1994) Functional Participation.

Williams and Anderson (1991) also proposed a dichotomous model, which did not classify OCBs, based on the content of the behavior, but based on whom the behavior was directed at, distinguishing between OCBs directed toward individuals (OCBIs) and OCBs directed toward the organization (OCBOs). Altruism and Courtesy are behaviors which would fit into the first category, while Sportsmanship, Civic Virtue, and Conscientiousness are more easily placed in the second category. Similarly, Coleman and Borman (2000) proposed three components: *Interpersonal Citizenship Performance*, which refers to behaviors from which other members of the organization benefit (which would include Organ's, 1988, Altruism and Courtesy), *Organizational Citizenship Performance*, which refers to behaviors which benefit the organization (including Sportsmanship, Civic Virtue, and Conscientiousness), and, lastly, *Job/Task Citizenship Performance*, which refers to behaviors reflecting the wish to maximize one's service by investing extra effort, persistence, and dedication. Although this last component seems to be foreign to the initial definition of organizational citizenship given by Bateman and Organ (1983) and Organ (1988), it is similar to Van Dyne et al.'s (1994) Functional Participation, and to Van Scotter and Motowidlo's (1996) Job Dedication. Table 1 shows a comparison between the dimensions proposed by the various authors.

As LePine, Erez, and Johnson (2002) remind us, over 40 different types of OCBs have been described in the past literature; but it is important to note that the model still acting as a reference in this field is the one proposed by Organ (1988). This is so for two main reasons: firstly, it is the model appearing in the majority of studies which have been carried out up to date, secondly, it is the model which has obtained the largest amount of empirical evidence and support for its construct validity. The definitions of each of the five OCBs established by Organ (1988) can be summarized as follows.

Conscientiousness: refers to behaviors indicating that an individual pays special attention; when carrying out his/her work, for example sticking scrupulously to protocol or keeping precisely to working hours.

Civic Virtue: includes behaviors showing a strong sense of responsibility toward the organization, for example, offering advice and suggestions or trying to solve problems thus improving efficiency.

Sportsmanship: is linked to demonstrations of a positive attitude and loyalty to the company, often emphasizing quality and the best aspects of the company or avoiding to pay attention to less positive aspects.

Altruism: behaviors expressing willingness to help colleagues performing their work, for example, offering assistance to new employees or helping those who have too great a workload.

TABLE 1
 Classification of organizational citizenship behaviors

Smith, Organ, and Near (1983)	Altruism Generalized Compliance
Organ (1988)	Altruism Conscientiousness Sportsmanship Courtesy Civic Virtue
William and Anderson (1991)	OCBs directed toward individuals OCBs directed toward the organization
Van Dyne, Graham, and Dienesch (1994)	Social Participation Loyalty Obedience Functional Participation
Morrison (1994)	Altruism Conscientiousness Sportsmanship Involvement Keeping up with Changes
Van Scotter and Motowidlo (1996)	Interpersonal Facilitation Job Dedication
Coleman and Borman (2000)	Interpersonal Citizenship Performance Organizational Citizenship Performance Job/Task Citizenship Performance

Courtesy: includes actions demonstrating special attention to establishing relationships characterized by kindness and co-operation, for example trying to avoid arguments and being willing to keep other people's best interests at heart.

Podsakoff et al. (1990) adjusted and validated a questionnaire to measure these five OCBs within a work context. This questionnaire includes 24 items through which the bosses can evaluate each employee's behavior in relation to Altruism (five items), Conscientiousness (five items), Sportsmanship (five items), Courtesy (five items), and Civic Virtue (four items). Answers are provided by using a 7-point Likert scale (from 1 = *strongly disagree* to 7 = *strongly agree*). The questionnaire has a high construct validity (evaluated by confirmatory factor analysis), and each of the five sub-scales has a good level of reliability.

AIMS

This study aims to present the results of an Italian adaptation of the Podsakoff et al.'s (1990) questionnaire, which measures organizational citizenship in relation to the following dimensions: Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. In the present study, Podsa-

koff et al.'s (1990) scale was translated into Italian,¹ and transformed so that an individual could evaluate how often he/she demonstrates the different citizenship behaviors during working life.

The importance of recording the frequency of organizational citizenship behaviors through self-evaluation, rather than evaluation provided by bosses, like in Podsakoff et al.'s (1990) questionnaire, was highlighted by Moorman and Blakely (1995), Pond, Nacoste, Mohr, and Rodriguez (1997), Shupe (1990), Williams (1988), and, in the Italian context, by Perrone and Chiaccherini (1999), and Petitta, Borgogni, Mastrorilli, and Scarpa (2004). The latter used a scale containing 21 items: 16 taken from a questionnaire adjusted by Smith et al., (1983), and used by Organ and Konovsky (1989) (originally formulated in terms of bosses evaluations), the other five items generated by the authors themselves.

Pond et al. (1997) believe that, in this type of research, self-evaluations are better than evaluations provided by bosses, assuming that when a research "emphasizes the employee's perceptions of OCB [...] OCB should be measured by self-report ratings so that the measure reflects the perceptions, dispositions, and cognitions of the employee rather than those of his or her supervisor" (p. 1528).

This method may appear to run the risk of data being positively inflated because the person who responds wishes to be seen in a positive light. Nevertheless, Moorman (1991) observed that, if judgments of the supervisor and self-evaluations of the employee are compared, there are no substantial differences in the measurement of organizational citizenship. Moreover, the same factors influencing the quality of the employee's answers can also distort the judgement of the direct supervisor (Moorman, 1991; Settoon, Bennet, & Liden, 1996), who, in some cases, runs the risk of capturing "only those gestures intended to impress the supervisor" (Organ & Konovsky, 1989, p. 159). In the light of these considerations, it is possible to support the idea that measures based on self-evaluations have an acceptable level of validity (Netemeyer, Boles, McKee, & McMurrian, 1997).

METHOD

Materials

The instrument employed, shown in Table 2, is the Italian translation of Podsakoff et al.'s (1990) questionnaire, whose items, as previously stated, have been reformulated so as to be used for self-evaluation purposes. As in Podsakoff et al.'s (1990) questionnaire, participants evaluated each behavior by using a 7-point Likert scale (from 1 = *it doesn't describe me at all* to 7 = *it describes me completely*).

Participants

One thousand-sixty-six participants, whose demographic characteristics are shown in Table 3, took part in the present study. Participants were equally balanced in terms of gender; they had a mean age of 40, a medium-high level of education. Concerning work, they had clerical roles in the service sector.

TABLE 2
Italian version of Podsakoff et al.'s (1990) questionnaire

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- 1 Aiuto chi ha molto lavoro da svolgere [I help others who have heavy work load]
 - 2 Faccio il mio lavoro senza bisogno di continue sollecitazioni da parte dei capi [I do my job without constant requests from my boss]
 - 3 Credo che sia giusto guadagnarsi onestamente lo stipendio lavorando ogni giorno con impegno [I believe in giving an honest day's work for an honest day's pay]
 - 4 Non perdo tempo a lamentarmi per cose banali [I do not waste time complaining about trivial matters]
 - 5 Cerco di non creare problemi ai colleghi [I try to avoid creating problems for co-workers]
 - 6 Mi tengo aggiornato sui cambiamenti che avvengono in azienda [I keep abreast of changes in the organization]
 - 7 Tendo a ingigantire i problemi [I tend to magnify problems]
 - 8 Non mi interessa delle conseguenze che le mie azioni hanno sui miei colleghi [I do not consider the impact of my actions on co-workers]
 - 9 Partecipo a riunioni che non sono obbligatorie ma che sono considerate importanti [I attend meetings that are not mandatory, but important]
 - 10 Sono sempre pronto a "dare una mano" a quelli che mi stanno attorno [I am always ready to give a helping hand to those around me]
 - 11 Partecipo ad attività che non sono richieste ma che sono importanti per l'immagine aziendale [I attend functions that are not required, but help the company image]
 - 12 Leggo le comunicazioni organizzative per stare al passo con le novità [I read and keep up with organization announcements, memos, and so on]
 - 13 Aiuto chi è stato assente dal lavoro [I help others who have been absent]
 - 14 Rispetto i diritti delle persone che lavorano con me [I respect the rights of people that work with me]
 - 15 Mi viene spontaneo aiutare chi ha problemi di lavoro [I willingly help others who have work related problems]
 - 16 Colgo sempre il lato positivo delle cose piuttosto che quello negativo [I always focus on what is right, rather than what is wrong]
 - 17 Mi impegno per evitare contrasti con i miei colleghi [I take steps to try to avoid problems with other workers]
 - 18 Rimango a lavorare oltre l'orario previsto [My attendance at work is above the norm]
 - 19 Trovo sempre dei difetti in ciò che l'organizzazione sta facendo [I always find fault with what the organization is doing (R)]
 - 20 Sono consapevole che il mio comportamento influenza il lavoro delle altre persone [I am mindful of how my behaviour affects other people's jobs]
 - 21 Non faccio pause oltre a quelle consentite [I do not take extra breaks]
 - 22 Rispetto i regolamenti aziendali anche quando nessuno mi osserva [I respect company rules and policies even when no one is watching me]
 - 23 Aiuto i nuovi a orientarsi anche se non è richiesto dall'azienda [I guide new people even though it is not required]
 - 24 Sono uno dei dipendenti più scrupolosi [I am one of the most conscientious employees]
-

TABLE 3
 Sample ($N = 1066$) characteristics

	<i>N</i>	%
GENDER		
Men	536	50.3
Women	530	49.7
AGE		
	39.47 ^a	11.39 ^b
EDUCATIONAL QUALIFICATION		
Primary school	5	0.5
Junior high school	174	16.4
High school	581	54.5
University degree	306	28.7
PROFESSIONAL QUALIFICATION		
Blue-collar worker	187	17.6
White-collar worker	625	58.6
Middle manager	166	15.6
Top manager	70	6.6
Other	18	1.7
PROFESSIONAL FIELD		
Industry	215	20.2
Trade	119	11.2
Education	83	7.8
Health-care	175	16.4
Services	316	29.6
Agriculture	9	0.8
Hotels and restaurants	23	2.2
Other	126	11.8
LENGTH OF SERVICE (YEARS)		
< 5	236	22.1
5-13	307	28.7
14-24	262	24.6
> 24	261	24.5
EMPLOYMENT IN THE CURRENT POSITION (YEARS)		
< 3	308	28.9
3-8	402	37.7
> 8	356	33.4

Note. ^a = mean; ^b = standard deviation.

Procedure

Researchers administered the questionnaire to participants individually or in small group meetings, where the aims of the study were fully described, and the anonymity of participants' answers was guaranteed.

Data Analyses

Data were analyzed in three steps: 1) a preliminary analysis of the scale by exploratory factor analysis (the principal components model was used with Oblimin rotation), and by item analysis of the sub-scales; 2) the structure, emerged from exploratory factor analysis, was submitted to confirmatory factor analysis; 3) cross-validation analyses to check the factor structure generalizability.

To test invariance, a procedure of cross-validation suggested by Cudeck and Browne (1983; see also Bagozzi & Baumgartner, 1994) was used. Two sub-samples, with 533 participants each, were randomly created. In the first group a factor analysis was carried out to single out the underlying factors. The factor structure that emerged was tested with confirmatory factor analysis, in the second sample.

The model evaluated is shown in Figure 1. AMOS 5 (Arbuckle, 2003) was used. The goodness-of-fit of the models was tested by using χ^2 . Goodness-of-fit is considered satisfactory; when χ^2 is not significant; however, as it depends upon sample size, other indicators were considered, in particular CFI, Comparative Fix Index (Bentler, 1990), TLI, Tucker-Lewis Index (Tucker & Lewis, 1973), and RMSEA, Root Mean Square Error Approximation (Steiger, 1990). For the first two indicators, which can assume values from 0 to 1, values above .90 are considered satisfactory (Bentler, 1990). For RMSEA, we followed the indications of Browne (1990), who suggested that values below .08 should be considered satisfactory (Browne & Cudeck, 1993; Marsh, Balla, & Hau, 1996). In the tables reporting the indices of fit for each of the models, also the values of χ^2 are presented. However, χ^2 has been shown to be highly sensitive to the sample size. This test may result significant, due to small changes between estimated data and data actually observed (Bollen & Long, 1993; Primi, 2002).

Finally, the general character of the model was tested by a method requiring various phases (Bagozzi & Foxall, 1995). The invariance of factor loadings was hypothesized across groups: the acceptance of this hypothesis would mean that measures reflect the same constructs in all the samples. Second, the hypotheses relating to the equivalence of variance and covariance of latent variables were formulated. If these hypotheses were to be accepted, it could be concluded that constructs co-vary in the same way in all groups. The last hypothesis regards the invariance of measurement errors, which, if supported, would confirm that in all samples measures have the same reliability. The stability of the constructs in different samples are normally only verified by testing the hypothesis concerning structural weights invariance (Reise, Widaman, & Pugh, 1993). Nonetheless, knowledge of the stability of the error components and of the relationship between constructs supports the validity of a set of measures (Bagozzi & Foxall, 1995).

RESULTS

Factor Structure

Exploratory factor analyses were carried out on the first sub-sample of 533 participants, to analyze the correlations between the 24 items included in the scale. PCA was used also to de-

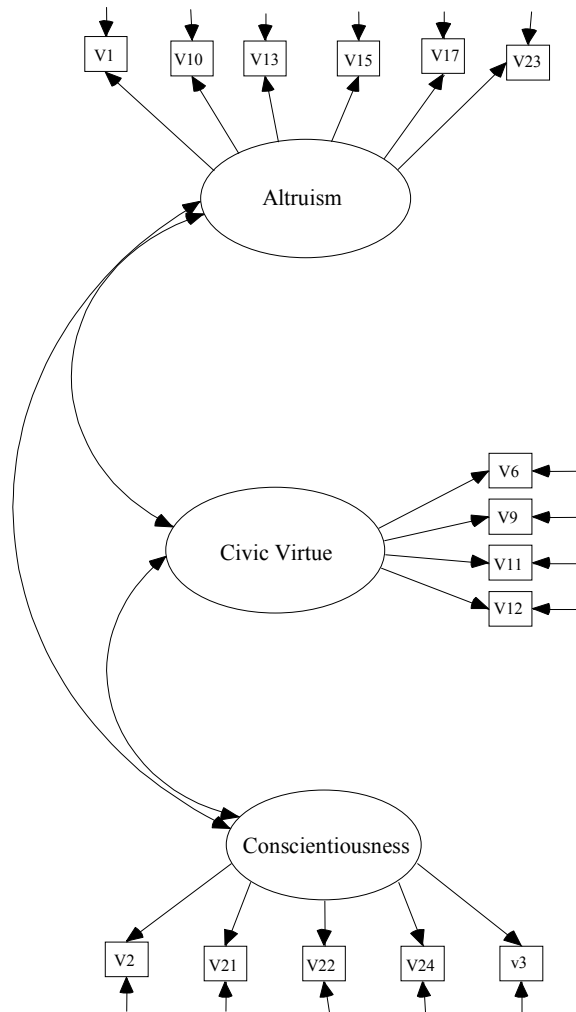


FIGURE 1
Confirmatory factor model.

termine the number of factors, as suggested by Cattell (1966). Items with loadings $< .30$, those loaded on more than one factor, and those not contributing to the internal consistency of the scale were excluded. This procedure resulted in the exclusion of nine items from the original scale, which brought the number of items down to 15.

As can be noted in Table 4, where factor loadings are displayed, all the items, for the most part, loaded on the factor from which they were derived. Such factors were labelled Altruism, Civic Virtue, and Conscientiousness; they match the dimensions of the original scale: Altruism (all the items from the original scale and one item from Courtesy), Civic Virtue (all the items from the original scale), Conscientiousness (four the items from the original scale and one from Sportsmanship). Cronbach's alpha of the total scale was .84. In item analysis, all items were homogeneous. Reliability of the sub-scales was good or satisfactory (Table 4).

TABLE 4
 OCB items and factor loadings (Principal Components Analysis)

	Altruism	Conscientiousness	Civic Virtue
(item 15) I willingly help others who have work related problems	.863		
(item10) I am always ready to give a helping hand to those around me	.780		
(item 1) I help others who have heavy work load	.720		
(item 13) I help others who have been absent	.702		
(item 23) I guide new people even though it is not required	.615		
(item 17) I take steps to try to avoid problems with other workers	.366		
(item 11) I attend functions that are not required, but help the company image		.842	
(item 9) I attend meetings that are not mandatory, but important		.821	
(item 12) I read and keep up with organization announcements, memos, and so on		.607	
(item 6) I keep abreast of changes in the organization		.519	
(item 22) I respect company rules and policies even when no one is watching me			.788
(item 21) I do not take extra breaks			.778
(item 3) I believe in giving an honest day's work for an honest day's pay			.666
(item 2) I do my job without constant requests from my boss			.625
(item 24) I am one of the most conscientious employees			.447
alpha	.81	.73	.73

Confirmatory Factor Analysis and Generalizability of the Structure

We evaluated the model of Figure 1 considering the first sub-sample. Goodness-of-fit indices showed that the model explains the data well (Table 5): CFI (Bentler, 1990) was higher than .90, RMSEA (Steiger, 1990) lower than .08, and the Tucker and Lewis' (1973) index little under the limit of acceptance of .90.

Table 6 shows the factor loading for each item. The convergent validity was demonstrated by the fact that each item was loaded only on the respective factor. Loadings were all high and significant and, if items were loaded on other factors, fit indices would indicate bad fits.

TABLE 5
 Fit indices for confirmatory factor analysis

	χ^2	<i>df</i>	χ^2/df	RMSEA	TLI	CFI
1 st sample (<i>N</i> = 533)	293.109	87	3.36	.07	.89	.91
2 nd sample (<i>N</i> = 533)	377.430	87	4.34	.08	.86	.88

TABLE 6
 Confirmatory factor analysis: Three correlated factors. Standardized parameters

Altruism	Factor loadings	Civic Virtue	Factor loadings	Conscientiousness	Factor loadings
V10	.73***	V 6	.61 ^a	V24	.45 ^a
V13	.68***	V 9	.56***	V22	.72***
V17	.51***	V11	.60***	V21	.52***
V23	.63***	V12	.73***	V 2	.57***
V15	.78***			V 3	.67***
V 1	.59 ^a				

Note. ^a= fixed parameter. **p* < .05. ***p* < .01. ****p* < .001.

To test discriminant validity, for each correlation between latent variables (Φ coefficients; Table 7), the confidence interval (two standard errors above and two standard errors below the estimated correlation) was considered. It never included the perfect correlation, which demonstrates the discriminant validity of the scale. If a factor structure was valid, it should be stable in the other sub-sample. As can be seen in Table 5, while the values of CFI, TLI, and RMSEA are satisfactory in the first sub-sample, in the second one TLI, and CFI are slightly under the level of acceptance.

TABLE 7
 Factor correlations (standard errors in brackets)

	Altruism	Civic Virtue	Conscientiousness
Altruism	–	.59 (.06)	.68 (.05)
Civic Virtue		–	.53 (.05)
Conscientiousness			–

After having evaluated the theoretical model, we tested the hypothesis of structural invariance (Bagozzi & Baumgartner, 1994; Cudeck & Browne, 1983).

We compared, in the first and second sample, the model of Figure 1. Initially, the baseline model was tested, which does not require restrictions on the equality of parameters across samples. The baseline model revealed a significant Chi-squared ($p < .001$), but the other indices showed a good fit of the model (Table 8). The baseline model (M1) was then compared with the model (M2), which added the restriction of invariance of factor loadings across samples. The difference between the Chi-squared of M1 and that of M2 was not significant, so the hypothesis of invariance of factor loadings was accepted. Model 3 (M3) tested the invariance of the correlations between constructs, obtaining a satisfactory result, as also indicated by RMSEA which was lower than .08 (Browne, 1990). The comparison between M4 and M3 adds even further to the restrictions present in M3 by introducing the invariance of error components across the two samples. Also this latter invariance hypothesis was supported.

TABLE 8
 Results of testing the invariance of the factor structure

Model	χ^2	<i>df</i>	RMSEA	CFI	TLI	Hypothesis test
M1: same pattern	670.538	174	.05	.90	.87	–
M2: same factor loadings	687.104	186	.05	.89	.88	M2-M1 $\chi^2 = 16.56$ $p = .17$
M3: same covariances	694.257	192	.05	.89	.88	M3-M2 $\chi^2 = 7.153$ $p = .31$
M4: same residuals	711.464	207	.05	.89	.89	M4-M3 $\chi^2 = 17.206$ $p = .31$

CONCLUSIONS

Results obtained in the present study indicate that the dimensions of organizational citizenship, hypothesized by Podsakoff et al. (1990), are only partially found, when using the model presented here: in fact, only Altruism, Civic Virtue and Conscientiousness can be said to match, whereas the variables Sportsmanship and Courtesy were not revealed. These results could be said to be coherent with those also obtained, in an Italian context, by Petitta et al. (2004), who used 16 items linked to Altruism, Courtesy, Sportsmanship, and Civic Sense (taken from a scale by Organ & Konovsky, 1989). By using factor analyses with Oblimin rotation, they found three components, defined as: General Organizational Citizenship, Altruism, and Participation, which cover 12 of the 16 original items. Similarly to the present study, Sportsmanship and Courtesy merged with other components rather than being independent dimensions in their own right.

A second element that emerged from the research was the relationship existing between the dimensions of Organizational Citizenship: from the data it seems that the constructs, although

distinct, are correlated. This is also coherent with the literature findings. For example, in Podsakoff et al.'s (1990), correlations between the five OCBs varied from .45 to .86. Furthermore, the meta-analysis carried out by LePine et al. (2002) presented a range of correlations between .40 and .87, and Bachrach, Bendoly, and Podsakoff (2001) reported a correlation of .82 between Civic Virtue and Helping Behavior (which corresponds to Altruism; Podsakoff et al., 1990). What is more, Organ and Konovsky (1989) reported a correlation of .52 between Altruism and Compliance, and a similar correlation of .52 between Altruism and Civic Virtue was found, in the Italian context, by Perrone and Chiaccherini (1999).

A third point which should be highlighted regards the composition of the three factors, which is close to the one emerged from Podsakoff et al.'s (1990) study. This can be maintained because all the items for the Altruism factor from Podsakoff et al. (1990) plus one item for Courtesy (Podsakoff et al., 1990) fit into the Altruism factor in the present study. All the items from Podsakoff et al.'s (1990) Civic Virtue fit into Civic Virtue of the present study, and, lastly, four items from Podsakoff et al.'s (1990) Conscientiousness plus one from Sportsmanship fit into our Conscientiousness factor. If one looks at the meaning of the two items, loaded on different factors from the original ones: "I try not to have disputes with my colleagues" (Courtesy merged into Altruism), and "I do my work without being constantly prompted by my bosses" (Sportsmanship merged into Conscientiousness), it is understandable why these items transferred from the old to the new factor, even when taking Organ's (1988) definition of OCBs into consideration.

In conclusion, the Italian version of the questionnaire has the appropriate characteristics to be used in research, as well as in applied contexts, because the three areas emerging from the present study are those most frequently described in the literature; to explain and analyze organizational citizenship behaviors.

NOTE

1. For items 9, 10, and 23 Perrone and Chiaccherini's translation (1999) was used.

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