

**Organizational Citizenship Behavior Affecting  
Task Performance of Employees in Electrical, Electronics  
and Telecommunications Industry Group in Thailand**

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## **Abstract**

The purpose of this research was to study about organizational citizenship behavior affecting task performance of employees in electrical, electronics and telecommunications industry group in Thailand. The research methodology is the survey research by using questionnaires to collect data from sample as employees in executive, specialist and officer level of human resource group as amount 149 people from 29 companies of electrical, electronics and telecommunications industry group in Thailand in which were willing to give information. Accidental sampling random was applied in this research. The questionnaires were verified for content validity by experts, tried out the reliability with 30 tests by using Cronbrach's alpha coefficient was 0.979. The statistical analyses were frequency, percentage, mean, standard deviation and multiple regression analysis. The research results show that organizational citizenship behavior in term of conscientiousness affecting task performance of employees in electrical, electronics and telecommunications industry group in Thailand.

**Keywords:** Organizational Citizenship Behavior, Task Performance

## **1. Introduction**

### **1.1 Background and Importance of the Problem**

Academics had conducted the extensive research on organizational citizenship behavior or OCB in which observed from a number of papers and research on OCB. There were the study of the result of OCB, such as task performance and organizational success, has been published in journals and books from 1983 to the present and tendency number to increase in the future (Podsakoff et al., 2005), reflecting interest in OCB. From review literature, it was found that Scholars have identified many names of behaviors of individuals in organizations that are outside of their job duties with similar patterns, such as special role behavior, OCB (Organ, 1988), social conducive behavior in the organization, voluntary behavior and circumstantial performance (Motowidlo and Van Scotter, 1994), but the most widely used name is OCB (Van Dyner, Graham and Dienesch, 1994).

In the organization, management expects from employees is task performance, or productivity, that may be equal to or higher than goals. This indicates how well the work done (Verawat Pannitamai, 1997). Therefore, task performance is considered the same thing as performance efficiency, that is, when the performance is good, it is considered to be a high efficiency. But if the performance is not good, it is considered to be a low efficiency (Saowapak Devaja, 1986). Besides, the author had an opportunity to work with the committees of the Federation of Thai Industries in the salary survey project of industrial sector in Thailand. Therefore, the author

had interested in researching on a topic of "Organizational Citizenship Behavior Affecting Task Performance of Employees in Electrical, Electronics and Telecommunications Industry Group in Thailand".

## 1.2 Research Question

Which terms of organizational citizenship behavior affecting task performance of employees in electrical, electronics and telecommunications industry group in Thailand?

## 1.3 Research Objective

The research objective is to study organizational citizenship behavior affecting task performance of employees in electrical, electronics and telecommunications industry group in Thailand.

## 2. Literature Review

### 2.1 Related Concepts and Theories

#### 2.1.1 Organizational Citizenship Behavior

Organ (1988) mentioned that organizational citizenship behavior mean the action over than employees' task in industry group willing to perform and create the benefit for organization. The activities that support the social relationship and cooperation in organization help support the success of organization including five main aspects of behavior which are:

**1. Altruism** means voluntary and willingness of employees in industry group to help solving work problems for colleagues or supervisors including advising new employees.

**2. Courtesy** means that gestures of employees in industry group implied respect for others and humility with regarding to others and to help preventing problems that may occur, compassion for others, interdependence one another, consultation with colleagues before taking any actions on jobs.

**3. Sportsmanship** means tolerance of employees in industry group on what happened not only for grievances, discomfort but also stress. Sometimes, the right of expression of grievances arises on the job. However, such a complaint may lead management to bear too much burden. Staff in industry group who know waiting for in style of the sportsmanship.

**4. Civic virtue** refers to behavior of employees in industry group in terms of participation in the processes within the organization, cooperation in the convention, well-kept secret, commenting at the appropriate time and in relevant format to the organization.

**5. Conscientiousness** refers to behavior that expresses the acceptance of rules and regulations by respecting to the rules and regulations of organization, being punctual, following the rules, concerning about organizational assets and do not spending work time to do anything except organizational work.

### 2.1.2 Task Performance

A-longkorn Mesutha and Smith Satchachukorn (2542) identified the meaning of task performance of employees in organization that the result from work results by employees in organization both direct and indirect way which assigned by supervisors to achieve the fifteen organization's goals as follows:

1. **Quantity** means the amount of work's results under efficiency and effectiveness.
2. **Quality** means working according to the rules; the works have positive results and benefits for everyone as well as organization.
3. **Work Knowledge** means the employees have knowledge and understanding of work process to achieve the goal.
4. **Equipment Skill** means the knowledge of using material and equipment with the adequate understanding and regulation as well as helping together to maintain the equipment and concerning about caution.
5. **Ability to learn new task** means fast and right understanding of learning new jobs.
6. **Work Responsibility** means the attention in work and the awareness of how important of work and always finish work on time.
7. **Human Relation** means employees can work and have good relationship with colleagues.
8. **Punctuality** means the respect of work time policy and regulation.
9. **Communication** means clear, easy and understandable model and system of communication throughout the organization.
10. **Creativity** means employees must have developing new idea or working process to be related to the change by using creativity to be guideline of work.
11. **Cooperation and Coordination** means co-operation to achieve goal of work and activity together.
12. **Behavior and work according to the regulation** means appropriate behavior according to the rules and regulations.
13. **Reliability** means ability to work right according to the assignment with efficient result.
14. **Problem solving and decision making** means thinking system, analysis or intelligence to create thing related to employees' work performance.
15. **Self-development** means to be always continue having self-knowledge and development related to work.

## 2.2 Literature Surveys

Pankom Sriboonlue and Jindarat Peemanee (2013) studied on individual and organizational factors, organizational citizenship behavior and task performance by studied from employees of public banks as 216 people. The research result found that organizational citizenship behavior affecting task performance of employees of public banks.

Chomnak Chan Wang (2011) studied organizational trust, organizational citizenship behavior and task performance of professional nurses at Nakhon Nayok Province's hospital. The research result found that organizational citizenship behavior in term of conscientiousness relate to job performance of professional nurses at Nakhon Nayok Province's hospital.

Somsuda Lek-Udon (2004) studied on the relationship between perceived the equity in organization, organizational citizenship behavior and task performance of nurses. The research result found that organizational citizenship behavior in term of conscientiousness relate with task performance of nurses.

Suchada Seesuan (2003) studied on the relationship between organizational citizenship behavior, satisfaction in work environment and task performance of employees in Anglo-Thai Company Limited. The research result found that organizational citizenship behavior in term of conscientiousness relate with task performance of employees in Anglo-Thai Company Limited.

## 2.3 Conceptual Framework

### Independent Variables

#### **Organizational Citizenship Behavior**

- Altruism
- Courtesy
- Sportsmanship
- Civic virtue
- Conscientiousness

### Dependent Variable

#### **Task Performance**

- Quantity
- Quality
- Work Knowledge
- Equipment Skill
- Ability to learn new task
- Work Responsibility
- Human Relation
- Punctuality
- Communication
- Creativity
- Cooperation and Coordination
- Behavior and work according to the regulation
- Reliability
- Problem solving and decision making
- Self-development

**Figure 1** Conceptual Framework

## 2.4 Research Hypothesis

Organizational citizenship behavior has an effect towards task performance of employees in electrical, electronics and telecommunications industry group in Thailand.

## 3. Research Methodology

### 3.1 Research Design

This research methodology has designed the quantitative research with explanatory research. the researcher reviewed literature or theoretical concepts and any relevant researches to cover all studied points, specified objectives and hypotheses for using to develop questionnaires by specialized examiner. It was amended and tried out for reliability test before data collection by survey method.

### 3.2 Population and Sample

The population is employees in human resource group only from 29 companies which are willing to give the information with 228 staff in electrical, electronics and telecommunications industry group in Thailand.

The specified proper sample size by using Taro Yamane has reliability value at least 95% and error value at 0.05, sample size calculation by using formula of Taro Yamane (Silpjaru, T., 2007).

$$n = \frac{N}{1 + Ne^2}$$
$$n = \frac{228}{1 + (228 \times 0.05^2)}$$
$$n = 145.22$$

Thus, the sample size of this study is 145 respondents.

Using random sampling by nonprobability sampling and accidental sampling, a group of 145 employees in human resource group from 29 companies was used for the data collection.

### 3.3 Research Instruments

The researcher created questionnaires from development and analysis of questions from related literature reviews which having content validity by 3 experts' opinions to examine content validity. The tested content validity of questionnaire was tried out with 30 employees. Then, using the result to calculate for reliability with Cronbach's Alpha coefficient by using the criterion of questions having Cronbach's Alpha coefficient from 0.70 and above which will be convinced that the question has reliability. The result of reliability value is at 0.979.

### 3.4 Data Collection

Data collection from employees in levels of executives, specialists or officers of human resource group as amount of 29 companies which are willing to give the information with 228 employees of human resource group in electrical, electronics and telecommunications industry group which is members of the Federation of Thai Industries.

### 3.5 Statistics Used for Data Analysis

The statistics using for data analysis are frequency and percentage to analyze a general information of respondents. Mean ( $\bar{x}$ ) and standard deviation (S.D.) are used for OCB and task performance analyses. Multiple regression analysis are used for OCB affecting task performance of employees in electrical, electronics and telecommunications industry group in Thailand.

## 4. Data Analysis and Findings

### 4.1 Introduction

There were 125 employees or 86.21% of sample size, who completed the questionnaire, responded the questionnaire back from 29 companies. Most respondents are 99 female or 79.2%. 66 employees or 52.8% are in the age between 22 and less than 35 years old. 62 employees or 49.6% are single. 88 employees or 70.4% graduated in the bachelor degree. 56 employees or 44.8% are officer level. 64 employees or 51.2% are in electronics industry. 56 employees or 44.8% of most respondents have experienced in their current companies about 1-less than 6 years. 68 employees or 54.4% have the average income at THB 15,000-less than 30,000.

### 4.2 Data Analysis of the Quantitative Data

**Table 1** Mean ( $\bar{x}$ ) and Standard Deviation (S.D.) of OCB and Task Performance in Electrical, Electronics and Telecommunications Industry Group in Thailand

OCB	$\bar{x}$	S.D.	Interpretation
1. Your employees in the company always help and facilitate their colleagues, boss and new employees.	3.73	.688	High
2. Your employees in the company concern and support their colleagues when they feel disappoint or despair.	3.70	.835	High
OCB	$\bar{x}$	S.D.	Interpretation
3. Your employees in the company are willing to help their colleagues, boss and new employees when the problems related to the job.	3.70	.762	High
4. Your employees in the company will always concern about the effect on others, think and prevent the problems which may occur after the work was done.	3.52	.829	High
5. Your employees in the company have sympathy on each other.	3.71	.781	High
6. Your employees in the company rely on each other, consult with colleagues before doing any jobs.	3.66	.774	High
7. In the employees' meeting of the company, your employees	3.62	.748	High



are willing to listen to others' argument.			
8. Your employees in the company will fully use their ability even though there may have some frustration.	3.61	.782	High
9. Your employees in the company accept the change to create knowledge.	3.41	.834	Medium
10. Your employees in the company are willing to participate in the activities organized by company without any request for participation.	3.40	.813	Medium
11. Your employees in the company are willing to work to achieve goal of the company.	3.83	.715	High
12. Employees in your company often give the useful opinions for the company.	3.45	.828	Medium
13. Employees in your company will strictly act according to rule and regulation of company and concern to appointment and be punctual.	3.44	.817	Medium
14. Employees in your company worthily use company's resources to do the job.	3.50	.779	High
15. Employees in your company spend their work time for company only; they have never spent their work time for other things which does not relate to work.	3.50	.769	High
<b>OCB</b>	$\bar{x}$	<b>S.D.</b>	<b>Interpretation</b>
1. Altruism	3.71	.678	High
2. Courtesy	3.64	.739	High
3. Sportsmanship	3.61	.713	High
4. Civic virtue	3.54	.688	High
5. Conscientiousness	3.48	.685	Medium
<b>OCB</b>	<b>3.58</b>	<b>.638</b>	<b>High</b>

<b>Task Performance</b>	$\bar{x}$	<b>S.D.</b>	<b>Interpretation</b>
1. Employees can work efficiency and effectiveness.	3.62	.680	High
2. Employees can work on customer's requirements or specifications and the results are positive rather than negative image of the company.	3.74	.659	High
3. Employees have the knowledge and understanding of their related duties and tasks as well as understand how and steps to perform very well.	3.81	.668	High
4. Employees have the knowledge and the expertise in the use of materials and equipment related to task performance, as well as the safety precautions in the use regularly.	3.78	.670	High
5. Employees have the ability to learn new tasks quickly and to understand correctly.	3.64	.653	High
6. Employees work hard, be responsible for their job, be regard to the importance of the work and be trying to get the job done on their schedule all time.	3.75	.656	High
7. Employees have good relationships with others and work with their colleagues or subordinates as well and have a mind to help others willingly.	3.77	.674	High

8. Employees come to work on time and have consistency to work punctuality all the year.	3.66	.742	High
9. Employees can communicate and clarify the story or idea to others simple and to the point.	3.55	.724	High
10. Employees have developed new ideas or new work process to comply with changes by using as a guide in the operation.	3.51	.768	High
11. Employees have to cooperate and coordinate with others involved to achieve the operation goals.	3.68	.679	High
12. Employees have their behaviors appropriately and work according to the rules or regulations of the company.	3.65	.699	High
<b>Task Performance</b>	$\bar{x}$	<b>S.D.</b>	<b>Interpretation</b>
13. Employees can work carefully, their performances are reliable and supervisors don't need to be closely controlled.	3.60	.648	High
14. Employees have the ability to analyze and solve problems and make decisions in their work correctly and timely.	3.48	.758	Medium
15. Employees have development or seek knowledge for themselves regularly to be aware of their work or related work.	3.53	.779	High
<b>Task Performance</b>	$\bar{x}$	<b>S.D.</b>	<b>Interpretation</b>
1. Quantity	3.62	.680	High
2. Quality	3.74	.659	High
3. Work Knowledge	3.81	.668	High
4. Equipment Skill	3.78	.670	High
5. Ability to learn new task	3.64	.653	High
6. Work Responsibility	3.75	.656	High
7. Human Relation	3.77	.674	High
8. Punctuality	3.66	.742	High
9. Communication	3.55	.724	High
10. Creativity	3.51	.768	High
11. Cooperation and Coordination	3.68	.679	High
12. Behavior and work according to the regulation	3.65	.699	High
13. Reliability	3.60	.648	High
14. Problem solving and decision making	3.48	.758	Medium
15. Self-development	3.53	.779	High
<b>Task Performance</b>	<b>3.65</b>	<b>.571</b>	<b>High</b>

**Table 2** Results of Multiple Regression Analysis between OCB and Task Performance in Electrical, Electronics and Telecommunications Industry Group in Thailand

Variables	Beta( $\beta$ )	P Value
Constant	1.097	
1. Altruism	.066	$P=.537$
2. Courtesy	.091	$P=.462$
3. Sportsmanship	.037	$P=.720$
4. Civic virtue	.234	$P=.069$
5. Conscientiousness	.448	$*P=.000$
R <sup>2</sup>	.663	$*P=.000$
Adjusted R <sup>2</sup>	.649	
F-value	46.804*	

\*\*\* significant at the level 0.001      \*\* significant at the level 0.01  
 \* significant at the level 0.05

### 4.3 Summary of the Results

From table 1, it was found out that the respondents have the opinion towards overall organizational citizenship behavior at high level of the average  $\bar{x} = 3.58$ . When analyzing each aspect, it was found out that there are some aspects having high level of the average, for example, Altruism has the maximum average at  $\bar{x} = 3.71$ ; the second level is Courtesy at  $\bar{x} = 3.64$ ; Sportsmanship is  $\bar{x} = 3.61$ ; and Civic Virtue is  $\bar{x} = 3.54$  accordingly. Another aspect is in the medium level as follow; conscientiousness is  $\bar{x} = 3.48$ . Moreover, it was found out that the respondents have the opinion towards task performance at high level of the average  $\bar{x} = 3.65$ . When analyzing each aspect, it was found out that there are some aspects having high level of the average, for example, Work Knowledge has the maximum average at  $\bar{x} = 3.81$ ; the second level is Equipment Skill at  $\bar{x} = 3.78$ ; Human Relation is  $\bar{x} = 3.77$ ; Task Responsibility is  $\bar{x} = 3.75$ ; Quality is  $\bar{x} = 3.74$ ; Co-operation and Co-ordination is  $\bar{x} = 3.68$ ; Punctuality is  $\bar{x} = 3.66$ ; Behavior and work according to the regulation is  $\bar{x} = 3.65$ ; Ability to learn new task is  $\bar{x} = 3.64$ ; Quantity is  $\bar{x} = 3.62$ ; Creditability and Trust is  $\bar{x} = 3.60$ ; Communication is  $\bar{x} = 3.55$ ; Self Development is  $\bar{x} = 3.53$ ; and Creativity is  $\bar{x} = 3.51$  accordingly. Other aspects are in the medium level i.e. Problem Solving and Decision Making is  $\bar{x} = 3.48$ .

From table 2, as seen from the coefficient of determination, Adjusted R<sup>2</sup>, accounted for 64.9% of task performance: Constant = 1.097, P Value = .000 < .05; conscientiousness:  $\beta = .448$ , P Value = .000 < .05. It shows that support hypothesis just only organizational citizenship behavior in terms of conscientiousness has an effect towards task performance with significantly at 0.05.

## 5. Conclusion, Discussion and Recommendation

### 5.1 Conclusion

The Conclusion is that organizational citizenship behavior in terms of conscientiousness affecting task performance of employees in electrical, electronics and telecommunications industry group in Thailand.

### 5.2 Discussion

Organizational Citizenship Behavior in aspects of Altruism, Courtesy and Sportsmanship have high level of average. It shows that employees help each other for work. Employees have loyalty and harmony in the organization. They can rely on each other. The organization behavior is in the same way. The aspect of Civic virtue, although overall collaboration behavior has high level of average but there are some items have medium level of average which are “Your employees in the company accept the change to create knowledge”, “Your employees in the company are willing to participate in the activities organized by company without any request for participation” and “Employees in your organization often give the useful opinions for the company”. It shows that the sample don’t feel good to the organization impact on OCB in the Civic virtue aspect. It may be some employees no willing to participate in the activities organized by the company, no giving the opinions on the benefits of the company and no accept the change to gain the knowledge.

For OCB in aspect of conscientiousness, it has medium level of average. It shows that the sample sees the lack of conscientiousness such as the clause mentioned that “Employees in your company will strictly act according to rules and regulations of company and concern to appointment and be punctual” has medium level of the average. It may be some employees coming to work late, no cooperating, no responsibility for his duties, lacking the behavior of duty conscious, no discipline, no strictly follow the rules and regulations and not be punctual in the meetings or be not on time for various appointments in the company’s work or other works of company as they should be. So these are an impact on task performance of employees in electrical, electronics and telecommunications industry group in Thailand in which conform the research of Chomnak Chan Wang. (2011), Somsuda Lek-Udon. (2004) and Suchada Seesuwat. (2003) found out that OCB in aspect of conscientiousness affecting task performance.

### 5.3 Recommendation

1. The executives should create conscientiousness behavior within the organization by defining work rules and regulations to be clear and using the two-way communication with employees both informing and listen to the employees’ problems.
2. The executives should create a sense of conscientiousness behavior within the organization through the training and development process in order to build awareness of responsibility for the assigned duties.
3. The executives should create the participation of employees in organization work until feeling a part of the organization and having a sense of pride in working for the organization increasing awareness of the responsible obligations in which leading to employees’ performance efficiency and effectiveness for their organization in the future.

4. The executives should establish good organizational citizenship behavior of employees by rewarding employees for good behavior in order to motivate other employees to follow good behavior and penalizing employees for no good behavior, especially employees who lack conscientiousness behavior when the above measures have been applied, such as setting clear rules, two-way communication, training and development, employee participation has not been effective. The executives should have given the employees' opportunity to improve and if it has not been effective again. Therefore, there are gradually punitive measures from light to heavy, such as salary cuts, bonus cuts, and dismissals, etc.

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