A Multi-Level Study of OCB Climate

By

Dr LIU Wu

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All interested are welcome
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ABSTRACT

Organizational citizenship behavior (OCB) research has called for a shift of attention to OCB at the collective level. We differentiate two types of collective-level OCB: OCB of the top management team (TMT OCB) and OCB climate in an organization (OCB climate); and propose a multilevel model of OCB climate. A multilevel data from 122 Chinese companies in the telecommunication industry provided evidence that: (1) OCB climate partially mediated the positive relationship between TMT OCB and employees’ individual performance; (2) OCB climate amplified the positive relationships at the individual level between employees’ procedural justice perception and employees’ performance; and (3) OCB climate was positively related to objective organizational performance. The implications of our model and findings are discussed.