

ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF POLISH AND UKRAINIAN CIVIL SERVANTS – A COMPARATIVE STUDY

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Abstract:

The issue of organizational citizenship behavior (OCB) in public administration has become increasingly significant. This is mainly due to attempts at determining factors improving efficiency of employees of this field. (Podsakoff & all 2000), (Jepsen, & Rodwell, 2006)

1. Problem of future

The issue of organizational citizenship behavior may be approached from various angles. Some definitions of OCB are the following:

- Behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that aggregate promote organizational functioning (Organ, 1988).
- Additional things that employees do that are beneficial to the organization, although these things are not required as part of their job (Huang et al., 2004).
- For Bettencourt & Brown (1997, p.41), “service oriented OCB describes the discretionary behaviors of contact employees in servicing customers that extend beyond formal role requirements”.

2. Research method

The objective of the present paper is to compare organizational citizenship behavior of public servants in Poland and Ukraine in order for the behavior to fit emerging changes and new challenges. All activities are to improve official-client relationship, which will indirectly boost efficiency of public administration's employees. They are also to offer assistance in developing motivation systems, involvement policies and increase employees' job satisfaction. (Huang & all, 2004), (Morrison 1994) .

Civil servants working in national and local governments were selected as subjects of the study. Research sample consisted of 200 respondents (Poland and Ukraine, a 100 each). The study utilized Organizational Citizenship Behavior questionnaire, which was previously applied by the research team composed of A. Rakowska, S. Espinoza and P. Kowalczyk. The questionnaire was described in the paper titled “Conforming the validity of OCB scales in the context of public employees not in direct contact with citizens”.

3. Summary

The study focuses on diagnosing political and cultural factors determining particular behavior of Polish and Ukrainian civil servants. (Hofstede & all, 2010). The diagnosis will enable appropriate managerial instruments to be designed. It will also contribute to improving civil servants' organizational involvement and engagement, and will increase the quality of customer service.

Keywords: *organizational citizenship behavior, public employees, job satisfaction, public sector motivation*

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