

CHRISTIAN WORLDVIEW: AN ANTECEDENT TO THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Nsengumuremyi Ananie* & Rose Padilla de Casamayor

Adventist University of Central Africa, P. O. Box 2461, Kigali, Rwanda

*Corresponding Author: Email address - ananienseng@yahoo.fr

Abstract

A Christian has a way of looking at the world around him from which thought and life are unified and thought and action guided. As such, the Christian world view is to directly influence the organizational Citizenship Behavior. The present study aims to explore certain dimensions of Christian worldview and establishes its relationship with organizational citizenship behavior-organization directed behavior. The study is based on 50 randomly selected employees of Adventist University of Central Africa. The questionnaire designed on four-point scale is used for data collection. Data were analyzed through descriptive and inferential statistics. The Christian worldview is found to be related to the organizational citizenship behavior- organization directed behavior.

Keywords: Organizational citizenship behavior, Christian worldview, faith commitment, hope of restoration, perceptions of the workplace

Introduction and Literature Review

In the history of the Adventist University of Central Africa (AUCA) something strange happened during these last ten years. For the first time almost all dismissed employees including those in senior leadership position went immediately to the court complaining against the pending issues which were not issues during their administrative exercise, they do not hesitate to voice publically their concerns, shouting against what they see as unfair treatment they experienced during their working period. Doubtlessly this situation affected the image of AUCA both internally and externally. Such behavior leads to the curiosity to know whether the AUCA employees' life is impregnated with the Christian principles assuming that such life is to be reflected in the organizational citizenship behavior. The present study will try to answer to the following questions: Are AUCA employees impregnated with Christian worldview in what relates to: the belief in the existence of God, the author and sustainer of life; the belief in the fall of human race and the belief in the restoration? Do AUCA employees behave like citizens of AUCA? Does the belief in the existence of God, the author and sustainer of life; the belief in the fall of human race and the belief in the restoration positively affect the organizational citizenship behavior?

Organizational Citizenship Behavior

The organizational citizenship behavior refers to the willingness of employees to exert effort beyond the formal obligations dictated by their positions. Such contributions are not rewarded by formal incentives (Sharma & Jain as cited in Banahene, Ahudey, & Asamoah, 2017). The supervisors cannot demand or force their subordinates to perform organizational citizenship behavior, and employees too do not or cannot expect any kind of formal rewards for these discretionary behaviors. However, Organ (cited in Alkahtani, 2015) has noted that the supervisors do regularly take into account and reward organizational citizenship behavior exhibited by the subordinates both directly and indirectly. Barnard (1938) stated that the willingness of individuals to contribute cooperative efforts to the organization was indispensable not only to effective attainment of organizational goals but also to maintain the organization itself which means to up-lift the organization by exercising discretionary ownership.

Organ (cited in Alkahtani, 2015) stated that the organizational citizenship behaviors are often internally motivated, arising from within and sustained by an individual's intrinsic need for a sense of achievement, competence, belonging or affiliation. According to Cyert and March (1963) the Organizational citizenship behavior is performed not only because it expresses a valued principle or because it is calculative but also it is appropriate and reutilized in a social system of



interlocked roles and positions.

Organ (cited in Alkahtani, 2015) conceptualized the organizational citizenship behavior into five dimensions: Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship. In his later study, he suggested two more dimensions such as cheerleading and peacemaking. Graham (1989) proposed four-dimension model of organizational citizenship behavior: Interpersonal helping, individual initiative, personal industry and loyal boosterism. All these dimensions may be group into two: altruism and generalized compliance. Altruism is helping behavior directed at specific individuals while generalized compliance is a factor defined by a more impersonal sort of conscientiousness, more of a "good soldier" or "good citizen" syndrome of doing things that are "right and proper" but for the sake of the system rather than for specific persons (Jahangir, 2004). It is this last dimension which is concerned with the current study. This dimension involves civic virtue, Consciousness, sportsmanship and loyal boosterism.

Civic Virtue

Civic virtue is defined as subordinate participation in organization political life and supporting the administrative function of the organization (Deluga, 1998). It is referring to the responsibility of the subordinates to participate in the life of the firm such as attending meetings which are not required by the firm and keeping up with the changes in the organization (Organ, cited in Alkahtani, 2015). This dimension of OCB is actually derived from Graham's findings which stated that employees should have the responsibility to be a good citizen of the organization (Graham, 1991). These behaviors reflect an employees' recognition of being part of organization and accept the responsibilities which entails (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Conscientiousness

Conscientiousness is used to indicate that a particular individual is organized, accountable and hardworking. Organ (cited in Alkahtani, 2015) defined it as dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties. In addition to that, studies have also revealed that conscientiousness can be related to organizational politics among employees (McCrae & Costa, 1987). Conscientiousness is a discretionary

behaviour that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie, Podsakoff, & Fetter, 1993). Conscientiousness is a prototype of going well beyond minimally required levels of attendance, punctuality, and housekeeping, penchant towards conserving resources, and overall giving an impression of being a responsible citizen of the organization. If the employee is highly conscientious it implies that he is highly responsible and needs less supervision (Podsakoff & MacKenzie, cited in Bolino, M. C., Turnley, W. H., & Averett, 2003).

Sportsmanship

Organ (cited in Alkahtani, 2015) defined sportsmanship as the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting. Sportsmanship is defined as a willingness to tolerate the inevitable inconveniences and impositions of work without complaining (Organ, 1990). It refers to person's desire not to complain when experiencing the inevitable inconveniences and abuse generated in exercising a professional activity. Sportsmanship refers to avoid complaining unnecessarily about the difficulties faced in the workplace, being positive and tolerant towards problems experienced in the workplace. Sportsmanship is exhibition of willingness to tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest. This helps to conserve organizational energies for accomplishment of task and to a large extent relieves managers of unnecessary load/stress (Organ & Ryan, 1995; Organ, 1990).

Loyal Boosterism

Loyal boosterism consists on spreading goodwill and protecting the organization (George & Jones, 1997; George & Brief, 1992), and the endorsing, supporting, and defending organizational objectives construct (Borman & Motowidlo, 1993). Essentially, loyal boosterism involves promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions.

Christian Worldview

Phillips and Brown (cited in Anderson, 2016) state that a worldview is first an explanation and interpretation of the world and second, an application of this view to life. According to Walsh and Middleton (1984) a world view provides a model of the world which guides its adherents in the world. Holmes (1983) defines worldview in terms of four-fold needs: “the need to unify thought and life, the need to define the good life and find hope and meaning in life; the need to guide thought; the need to guide action.” Consequently, each one has a way of looking at the world around him, and from that perspective operates his profession and performs his functions.

The Christian worldview is rooted, among others, in the belief that there is an infinite-Personal God who is the author and sustainer of life, the belief in the fall of the human race and, the belief in restoration.

The Belief in God, the author and sustainer of life. Hypothesis 1: The belief in God the author and sustainer of life positively affects the organizational citizenship behavior- organization directed behavior. For a Christian God is the ultimate reality, the creator of the universe. Without Him nothing is. In Him we live, move, and have our being (Acts 17:28). He is the center and reference point for all formulations. God created man in His own image he is the result of God’s will and purpose. This is the most powerful expression of the dignity and the uniqueness of man. “So don’t be afraid of people... The only one you should fear is God” (Matt. 10:28). “All who rage against you will surely be ashamed and disgraced, those who oppose you will be as nothing at all. For I am the Lord your God, who takes hold of your right hand and says do not fear I will help you” Isaiah 41:11-12)

Belief in the fall of the human race. Hypothesis 2: The belief in the fall of the human race positively affects the organizational citizenship behavior- organization directed behavior. According to the Bible “all have sinned and fall short of the glory of God” (Romans 3:23). The sin has alienated man from personal fellowship with God being at the root of distortion of perceptions, relationships, and values. As a result, man stands in a chaotic, confused, and hapless dilemma. They have become filled with every kind of wickedness (Romans 1:29). As Christian

amid such confusion are asked to never repay evil by evil Romans 12:17), to never revenge for it is God’s to avenge, only Him will repay (Romans 12:19). “Be willing to serve the people who have authority in this world. Do this for the Lord” (1 Peter 2:13) “When you do good, you stop ignorant people from saying foolish things about you. This is what God wants” (1 Peter 2:15). Employees with such belief are actively involved in organizational activities, gracefully tolerating the impositions and avoiding unnecessary conflicts. They perform tasks beyond normal role requirements.

The belief in restoration. Hypothesis 3: The belief in Restoration positively affects the organizational citizenship behavior- organization directed behavior.

The Christian worldview looks at the present as interim, and that it is not without hope or destiny. Christians are like visitors and strangers in this world (1 Peter 2:11). God will bring about ultimate restoration. Such hope of restoration gives a Christian both direction and purpose. The anticipation commands the Christian worldview to look beyond the present, to press for optimism in the midst of the opposite, to never despair when answers are not readily available here and now, and to cherish that the doors of learning would never close (Fowler, 1988). “Brothers and sisters don’t complain against each other. If you don’t stop complaining, you will be judged guilty. And the Judge is ready to come” (James 5:9). Christians with such belief will not allow anything to prevent them from working heartily for the organization. The restoration is about to come and they do not have reasons to miss such great rendezvous just because of these temporal concerns.

Methodology

This is the explanatory research study based on the survey method which measures the relationship between Christian worldview and organizational citizenship behavior among employees of Adventist University of Central Africa-Rwanda. The subjects for this study were 21 both Regular and Contractual employees of AUCA who can read and understand English language and having at least one year working experience with AUCA- from Masoro campus except the officers.

The four-point scale questionnaire contain-



ing 32 items was used for the collection of quantitative data. The coding of the answers for questions relating to the Christian worldview was done as follows: (1) Disbelieve, (2) Disbelieve with Reservation, (3) Believe with Reservation and (4) Believe; While the answers for the questions relating to the organizational citizenship behavior were coded as follows: (1) for “Disagree”, (2) for “Tend to disagree”, (3) “Tend to agree” and (4) for “Agree”. The questionnaire was reliable since the Cronbach’s Alpha for Christian worldview was 0.781 while for the organizational citizenship behavior the Cronbach’s Alpha is 0.747.

Descriptive analysis including frequencies, mean, standard deviation and coefficient of variation were used to study the population characteristics. Correlation analysis was used to determine the extent to which the Christian Worldview relates to organizational Citizenship behavior. The mean that is below 3.6 for the questions relating to the Christian Worldview was eval-

Table 1

Comparison of Means

		Working Contract		Working Experience	
		Test for Equality of Variances	T-Test of Equality of Means	Test for Equality of Variances	T-Test of Equality of Means
		Sig.	Sig.(2-tailed)	Sig.	Sig.(2-tailed)
Christian Worldview	Between Groups	0.260	0.243	0.469	0.792
Organizational Citizenship Behavior	Between Groups	0.425	0.233	0.582	0.914

The p-value which is equals to 0.243 shows that there is no significant difference between regular employees’ views and contractual employees’ views as for as Christian worldview is concerned. It was also shown that there is no significant difference between organizational citizenship behaviors of both groups since the p-value is equal to 0.233. The results have also shown that there is no significant difference between work experience groups in what is related to both Christian worldview (p-value equals to 0.792) and organizational citizenship behavior (p-value equals to 0.9140).

The results show that the respondents hold the Christian worldview since the mean is equal to 3.70 with the standard deviation of 0.31. The coefficients of variation which is less than 15% show that data are very homogeneous while greater than 50% show a high heterogeneity. In this case there is a similarity between data. The lowest coefficient of variation is 5.52 while

uated as “Disbelieve” and the mean which is equal to or greater than 3.6 was evaluated as “Believe”; while for all questions relating to the organizational citizenship behavior, the mean that is below 3.5 was evaluated as “rejected” and the mean which is equal or greater than 3.5 was evaluated as “Accepted).

Results and Discussion

With regards to the respondents’ profile, the working contract and work experience aspects were taken into account. These demographic variables were chosen assuming that a Christian regular employee and a Christian contractual employee may not necessary have the same understanding relating to the Christian worldview, and that they may not have the same behavior as for as the organizational citizenship is concerned.

the highest one is 28.21. AUCA employees are impregnated with Christian worldview in what relates to: the belief in the existence of God, the creator and sustainer of life; the belief in the fall of human race and the belief in the restoration. However, the scores items “I believe that for a sinner doing good thing is a miracle from God” (M=3.43; SD=0.75); and “Since leaders are human, I am not surprised when they treat me unfairly and I am always ready to tolerate them” (M=3.29; SD=0.78) show that what our respondents expect from the human being is greater than what they receive from them. While the scores of items “I see myself like visitor and stranger in this world” (M=3.48; SD=0.98) “I never despair when answers are not readily available here and now” (M=3.43; SD=0.60) show that somehow our respondents still attached to the worldly things.

Table 2

Respondents' Christian Worldview

S/Variables	Questions	M	SD	PO M	PO SD	CV%
The Belief that God is the Author and sustainer of life	I believe that God is the author and sustainer of life	3.95	0.22			5.52
	I believe that God is aware of everything happening in my life and is actively involved in my life every day.	3.95	0.22	3.87	0.27	5.52
	I believe that God alone enthrones and dethrones leaders	3.71	0.72			19.30
	Every day I Consciously recommit myself to knowing and pursuing Gods will for my life.	3.81	0.40			10.56
	I do not worry about anything; God is always in charge and I fully trust him.	3.90	0.30			7.70
The Belief in the fall of the Human race	I believe that all humans are sinners.	3.76	0.70			18.61
	I believe that for a sinner doing good thing is a miracle from God	3.43	0.75	3.58	0.45	21.77
	I acknowledge my sins and shortcomings and seek God's forgiveness every day.	3.76	0.44			11.60
	Since leaders are human, I am not surprised when they treat me unfairly and I am always ready to tolerate them.	3.29	0.78			23.85
	At my work place, I work as serving the Lord not human	3.67	0.80			21.70
The Belief in Restoration	I see myself like visitor and stranger in this world	3.48	0.98			28.21
	I believe in soon restoration of the human race	3.71	0.72	3.63	0.50	19.30
	I never despair when answers are not readily available here and now	3.43	0.60			17.4
	God reserved for me better things than what I do not have here and now	3.90	0.30			7.70
	Overall		3.70	0.31		

The results relating to the organizational citizenship behavior (M=3.51 and SD=0.29) show that our respondents behave somehow as AUCA citizens. The coefficients of variation reveal that data are homogeneous. The lowest is equal to 9.30% while the highest is 38.12%. However, the sportsmanship sub-variable scored lower than 3.5 (M=3.3; SD=0.38) this is an indication that our respondents complain against inconveniences and impositions of work. This may explain the reasons why they do not praise the working conditions of AUCA (M=3.10; SD=0.70), do not attend meetings that are not mandatory though considered important (M=3.33; SD=0.86), do not give suggestions for im-

provement from time to time (M=3.43; SD=0.60) and do not even feel bad and not voice it when AUCA resources are misused (M=3.33; SD=0.86).



Table 3

Organizational Citizenship Behavior of Respondents

Items	Mean	Standard Deviation	CV%
I welcome good change without resistance.	3.52	0.60	17.07
I do not complain about insignificant things at workplace	3.19	0.75	23.50
I do not complain for extra-payment for extra-hours worked	3.48	0.68	19.55
I do not complain when experiencing work related abuse	2.67	1.02	38.12
I always focus on what is positive, rather than what is wrong	3.62	0.59	16.29
I always feel bad and voice it when AUCA resources are misused.	3.33	0.86	25.69
I provide extra support to students	3.57	0.81	22.70
I volunteer to take additional tasks, not part of work	3.76	0.54	14.33
My attendance at work is above the norm	3.67	0.58	15.75
I promote the academic programs offered by AUCA	3.52	0.81	23.09
I praise working conditions of AUCA	3.10	0.70	22.63
I project a good image of AUCA to outsiders	3.67	0.58	15.75
I always feel committed to AUCA even under undesirable conditions	3.90	0.30	7.70
I encourage family members to send their children at AUCA	3.95	0.22	5.52
I read and keep up with AUCA announcements, memos and so on.	3.57	0.51	14.20
I attend meetings that are not mandatory, but are considered important	3.33	0.86	25.69
I obey AUCA rules and regulations even when no one is watching	3.86	0.36	9.30
I give suggestions for improvement from time to time	3.43	0.60	17.43
Overall	3.51	0.29	8.19

Relationship between Organizational Citizenship Behavior with Selected Predictors

Hypothesis 1 proposed that “The belief in God the creator and sustainer of life positively affects the organizational citizenship behavior- organization directed behavior”. According to the results illustrated in Table 4 ($r=.464$, Sig. =.017), the belief in God the creator and sustainer of life was found to be positively related with the organizational citizenship behavior.

Hypothesis 2 proposed that “The belief in the fall of the human race positively affects the organizational citizenship behavior- organization directed behavior”. According to the results illustrated in Table 4 ($r=.370$, Sig. =.049), the belief in the fall of the human race was found to be positively related with organizational citizenship behavior.

Hypothesis 3 proposed that “The belief in Restoration positively affects the organizational citi-

zenship behavior- organization directed behavior”. According to the results illustrated in Table 4 ($r=.775$, Sig. =.000), the belief in restoration was found to be strong positively related with organizational citizenship behavior.

Table 4

Correlation Analysis between Organizational Citizenship Behavior with Predictors

		Organizational citizenship behavior	Belief in God as the Author of life	Belief in the fall of the Human race	Belief in Restoration
Pearson Correlation	Organizational citizenship behavior	1.000	.464	.370	.775
	Belief in God as the Author of life	.464	1.000	.289	.611
	Belief in the fall of the Human race	.370	.289	1.000	.341
	Belief in Restoration	.775	.611	.341	1.000
Sig. (1-tailed)	Organizational citizenship behavior	.	.017	.049	.000
	Belief in God as the Author of life	.017	.	.102	.002
	Belief in the fall of the Human race	.049	.102	.	.065
	Belief in Restoration	.000	.002	.065	.

Therefore, all discussed sub-variables of Christian worldview (The belief in God, the author and sustainer of life; the belief in the fall of the human race and the belief in restoration) are significantly correlated to the organizational citizenship behavior. But the Belief in restoration was found to be positively related more than any other factor with the organization citizenship behavior.

According to Table 5, the variables of the Christian worldview (belief in restoration, belief in the fall of the human race, belief in God as the author and sus-

tainer of life) when combined $R = .783$, therefore we found a strong association between the predictors and the dependent variable. The adjusted R square (the coefficient of determination) which is equal to 0.545 indicates that 54.5% of variation in organizational citizenship behavior is explained by the three studied variables of the Christian worldview.

According to the results illustrated in Table 6, the model is significant and explains significantly the organizational citizenship behavior ($F=8.983$, Sig. = .001 $p<.05$)

Table 5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	0.613	0.545	0.19376

a. Predictors: (Constant), Belief in Restoration, Belief in the fall of the Human race, Belief in God as the Author of life

b. Dependent Variable: Organizational citizenship behavior



Table 6

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.012	3	.337	8.983	.001 ^a
	Residual	.638	17	.038		
	Total	1.650	20			

a. Predictors: (Constant), Belief in Restoration, Belief in the fall of the Human race, Belief in God as the Author of life

b. Dependent Variable: Organizational citizenship behavior

Conclusion

The present study was to investigate the effect of the Christian worldview on organizational citizenship behavior. The study reveals that the Christian worldview construct are significantly correlated to the organizational citizenship behavior. But the belief in restoration was revealed to be more significantly correlated to the organizational citizenship behavior than any other construct. The study reveals that though AUCA employee are impregnated with the Christian worldview some domains such as the sin and its effect on human race and the Christian life here and now as they wait for the restoration to come need to be deeply discussed. They continue to believe that a sinner left alone can do good thing a belief that makes them to be intolerant toward unfair treatment from their leaders. Their expectations toward AUCA/leaders are higher than what a human being as a sinner can offer. This may be an explanation of why sportsmanship scored less than the acceptance level preventing employees from protecting AUCA resources, from praising working conditions of AUCA, from giving suggestion for improvement and from attending non mandatory meetings. It is suggested to the senior leaders to approach the employees – as a Christian to Christian- for a better understanding of their concerns and address them for employees to increase the sense of ownership.

References

- Alkahtani, A. (2015). Organizational citizenship behavior (OCB) and rewards. *International Business Research*, 8(4), 210-222. doi:10.5539/ibr.v8n4p210
- Anderson, K. (Ed.). (2016). *Arts, media and culture: A biblical point of view*. Cambridge, OH: Christian Publishing House.
- Banahene, S., Ahudey, E., & Asamoah, A. (2017). The measurement of organizational citizenship behaviour and its impact on job satisfaction and loyalty among Christian workers in Ghana. *International Journal of Business Marketing and Management*, 2(5), 20-33.
- Barnard, C. (1938). *The functions of the executive*. Cambridge: Harvard University Press
- Bolino, M. C., Turnley, W. H., & Averett, T. (2003). Going the extra mile: Cultivating and managing employee citizenship behavior. *The Academy of Management Executive (1993-2005)*, 17(3), 60-73.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt, W. C. Borman, & Associates (Eds.), *Personnel selection in organizations* (pp. 71–98). San Francisco, CA: Jossey-Bass.
- Cyert, R. M., & March, J. M. (1963). *Behavioral theory of the firm*. Michigan: University Press.
- Deluga, R. J. (1998). Leader-member exchange quality and effectiveness ratings: The role of

- subordinate-supervisor conscientiousness similarity. *Group and Organizational Management*, 23, 189-216.
- Fowler, J. M. (1988). *Building a Christian worldview: A Christian approach to the study of philosophy*. A paper presented at the Institute for Christian College Teaching, Lincoln, Nebraska, August 14-30, 1988.
- George, J. M., & Brief, A. P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin*, 112, 310-329.
- George, J. M., & Jones, G. R. (1997). Organizational spontaneity in context. *Human Performance*, 10(2), 153-170. doi:10.1207/s15327043hup1002_6
- Graham, J. W. (1989). *Organizational citizenship behavior: Construct redefinition, operationalization, and validation* (Unpublished working paper) Loyola University of Chicago, IL.
- Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 4, 249-270.
- Holmes, A. F. (1983). *Contours of worldview*. Grand Rapids, MI: Eedmans.
- MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993). The impact of organizational citizenship behavior on evaluations of sales person performance. *The Journal of Marketing*, 57(1), 70-80.
- McCrae, R. R., & Costa, P. T. (1987). Validation of the five-factor model of personality across instruments and observers. *Journal of Personality and Social Psychology*, 52, 81-90.
- Organ, D. W. (1990). The subtle significance of job satisfaction. *Clinical Laboratory Management Review*, 4, 94-98.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563. doi:10.1016/S0149-2063(00)00047-7
- Walsh, B. J., & Middleton, J. R. (1984). *The transforming vision*. Downers Grove: Intervarsity.