Perspective taking and organizational citizenship behavior (OCB)

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A successful organization needs organization members that will do something more than their ordinary work, and this behavior is called organizational citizenship behavior (OCB). Individual factors have an essential role in bringing up OCB. One is the ability to see and understand from another's point of view, called perspective-taking. This research aimed to know the effect of perspective-taking on the OCB of an organization's members. Participants of this research were 197 undergraduate students, 56 males, and 141 females, with an age range from 18 – 23 years old. Data was collected online using two scales, the perspective-taking scale, and the OCB scale. The data analysis using simple regression in the SPSS program showed that perspective taking affects OCB.

INTRODUCTION

The essential keys to maintaining and improving the quality and output of the organization are human resources and their contribution to the organization. Perceptions, attitudes, and behavior of members in the organization are essential to explain organizational output (Kim et al., 2019). Therefore, organizations must manage their human resources (HR) to produce quality outputs.

Various efforts have been made to manage HR, including positive HR behavior beyond job descriptions. Successful organizations need organizational members who do something more than their usual job and who perform more than what is expected (Robbins & Judge, 2017). They call this behavior as organizational citizenship behavior (OCB). OCB is a construct that has become one of the most significant subjects studied in the literature under the business and management domains. This construct supports the fact that employees' well-being and behaviors can significantly affect organizations' effectiveness and performance (Ocampo et al., 2018).

Organ defines OCB as individual behavior that the individual himself independently decides. The formal reward system does not directly or explicitly recognize the behavior, but it supports the effective functioning of the organization on the whole (Lepine et al., 2002). It refers to the voluntary behaviour/s exhibited by the employees while in the organization as good citizens (Tambe & Sankher, 2014). Zhang et al. (2011) add that OCB is a term used to indicate any positive and constructive things that organization members do, based on their own will, that support colleagues and benefit the organization. Individuals with OCB are known as individuals who do things beyond or above the minimum effort required to do a satisfactory job.

Podsakoff et al. (2014) state that OCB is associated with a variety of critical unit-level outcomes, including measures of profitability, efficiency, sales, the quality and quantity of manufactured products, academic achievement, service quality, customer satisfaction, and employee retention. Organizational members who have high OCB will voluntarily help their group members, do additional work, avoid unnecessary disputes, respect rules and policies, and tolerate difficult things at work and in the organization (Robbins & Judge, 2017). OCB has been known to be closely related to both organizational outputs, namely at the individual level and at the organizational level (N. P. Podsakoff et al., 2014).

Podsakoff et al. (1990) build and identify five main dimensions of OCB based on Organ, i.e., altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Altruism is the behavior of helping others with organizationally relevant issues. Courtesy is individual behavior that prevents work problems from arising with other colleagues. Conscientiousness is individual behavior that exceeds the minimum role requirements of the organization in terms of attendance, adherence to rules and regulations, rest periods, and others. Sportsmanship is the willingness or willingness of employees to tolerate less than ideal conditions in the organization or work without complaining. Civic virtue is individual behavior that indicates that the individual responsibly participates in organizational activities or is involved and is concerned for the organization's life.

OCB can be influenced by several factors, i.e., internal and external factors. The internal or personal factors include personality (traits, tendencies, characteristics, and abilities), individual attitudes, motivation, job satisfaction, and organizational commitment. External or situational factors include task characteristics, group and organizational characteristics, organizational justice, HR practices, trust in leaders, leadership styles, organizational culture, and work relations (Aggarwal & Singh, 2018; Berber & Rofcanin, 2012). Organ (2018) adds that individual differences in personal factors are predictors that have an essential role in organizational members, so they will display their OCB.

One of the abilities belonging to the personal factor is individual sensitivity to others (Organ, 2018). Litchfield and Gentry (2010) state that perspective-taking is an individual's ability or capability to see and understand from the perspective of others. This is in line with Ku et al. (2015). They state that perspective-taking refers to an individual's ability to imagine a situation from a different perspective or imagine oneself being someone else to understand that person's thoughts, motivations, intentions, and emotions. Davis (1983) states that perspective-taking is closely related to orientation to others. Perspective takings owned by individuals are observable when they perform increased understanding and attention to others and give positive attributes to others (Parker & Axtell, 2001).

Perspective-taking has a significant influence and role in the organization. Parker and Axtell (2001) state that perspective-taking is a core dimension of human growth or a fundamental process of human beings. Various types of meaningful communication involve the process of imagining

and taking other people's perspectives so that there is almost no aspect of organizational functioning that does not have the potential to be developed through perspective-taking (Parker & Axtell, 2001). Perspective-taking is an ability or capability that affects essential organizational outcomes, such as the integration of organizational member knowledge, the organizational agility in managing problems and in adapting, as well as the organization's capacity to absorb essential and valuable information from the environment (Litchfield & Gentry, 2010; Longmire & Harrison, 2018)

Ku et al. (2015) state that perspective-taking can positively increase interpersonal relationships such as approach, coordination, and helping behavior. Perspective-taking increases the connection and closeness of individuals with other individuals (Corcoran & Mallinckrodt, 2000). Goldstein et al. (2014) also suggest that believing that another person has successfully taken one's perspective results in an increased liking for a greater sense of self–others overlap with, and more help provided to that person. Several studies (Todd et al., 2011; Wang et al., 2014) also found that perspective-taking was associated with increased willingness or willingness to approach and interact with others, including increased nonverbal behavior aiming at moving towards, or usually called as approach behavior.

Perspective-taking that leads to approach behavior will increase satisfaction in the interaction (Todd et al., 2011). The absence of perspective-taking can make individuals unable to understand other people and also unable to create social connections with them. Parker and Axtell (2001) state that many positive work results are related to perspective-taking. Galinsky et al. (2006) explain that someone who can do perspective-taking will be more adaptive, able to see similarities with others, perceive others appropriately, and more altruistic in helping others.

Ku et al. (2015) also show several studies that perspective-taking increased generosity and helping behavior. This helping behavior arises because individuals feel, understand the experiences of others, and have favorable emotions towards others. An understanding of other people and a feeling of similarity will make individuals care about the welfare of others and motivate them to help others. Ku et al. (2015) also see the necessary implications of perspective-taking in organizations, namely the role of perspective-taking in facilitating cooperation and coordination efforts that help organizations achieve success and effectiveness. Organizational members taking perspective-taking can understand their colleagues and superiors, increasing coordination and cooperation within the organization. Good coordination and cooperation will ultimately lead to organizational success and effectiveness (Ku et al., 2015). Therefore, the existence of perspective-taking performed by the organization members may result in good quality of organizational citizenship behavior.

Several studies on perspective-taking in the organizational context have been recently conducted. Hoever et al. (2012), Madera (2018), and Ng et al. (2021) studied the contribution of perspective-taking toward organizational diversity management. Unfortunately, the number of

research concerning the influence or impact of perspective-taking on organizational performance or organizational outcome was found to be limited. This is in line with the findings of Ku et al. (2015), which suggested that more research would be needed to examine the effect of perspective-taking on organizational outcomes, such as OCB. One of the few existing studies is the research of Kim et al. (2019), which discusses the relationship between perspective-taking and OCB, but in a particular context, i.e., within the implementation of Corporate Social Responsibility programs. However, the finding could not yet be generalized to the implementation in other contexts. Therefore, this research aims to prove the positive effect of perspective-taking on OCB as a whole. The finding of this research can contribute to the theoretical development of perspective-taking, OCB, and the relationship of both variables. In addition, the practical benefits of this research will help organizational leaders and managers develop an organizational environment, system, and programs that may support the perspective-taking behavior of the employees, which may increase organizational citizenship behavior and better organizational performance.

METHOD

This study applied a quantitative approach. The participants of this study were 197 members of student organizations. Participants consisted of 56 male students and 141 female students with an age range of 18 years to 23 years (18 years = 12 students, 19 years = 74 students, 20 years = 71 students, 21 years – 30 students, 22 years = 6 students and 23 years = 4 students). Convenience Sampling carried out sample selection, namely sample selection based on availability or ease of access (Shaughnessy et al., 2015).

The researcher used a measuring instrument with adequate reliability. The measurement of perspective-taking was carried out by using the PT scale from Davis (1983), which consisted of 6 items including seven answer choices, ranging from strongly disagree (1) to strongly agree (7). An example of an item is: I try to see from all sides of the different parties before I make a decision. The PT scale in this study resulted in Cronbach's Alpha reliability = .699.

Meanwhile, the OCB measurement was carried out by using a scale from Podsakoff et al. (1990), which consisted of 22 items including seven answer choices, ranging from strongly disagree (1) to strongly agree (7). Examples of items are: I comply with organizational rules and regulations even when no one is observing (conscientiousness), I take steps to prevent problems with other workers (courtesy), and I help others who have been absent or absent from work (altruism), I spend a lot of time complaining about trivial issues (sportsmanship), I attend and participate in meetings about the organization (civic Virtue). The reliability estimation for each OCB dimension based on the 12 research samples were as follows: altruism (.88), courtesy (.87), conscientiousness (.85), sportsmanship (.88), and civic virtue (.84). The OCB scale in this study resulted in Cronbach's Alpha reliability = .748 (conscientiousness), .835 (courtesy), .770 (altruism), .817 (civic Virtue), and .678 (sportsmanship).

The data collection was carried out online at different times. The PT scale was distributed first, and the OCB scale was distributed two weeks later. This was following the suggestion by Organ (2018), i.e., to avoid bias, the scale could be given at different times, given to different sources, or with different measurements. The data collected was processed using a simple regression analysis method by the SPSS program.

RESULTS AND DISCUSSION

The results of data processing using SPSS show the results of the correlation between variables as follows:

Table 1. Correlation between variables

	Mean	SD	1	2	3	4	5	6	7	8
1. Gender	1.72	.452								
2. Age	19.78	1.016	-.106							
3. PT	32.88	3.772	.058	.081						
4. Conscientiousness	22.71	4.709	-.066	.118*	.289**					
5. Courtesy	28.32	4.240	-.013	-.003	.241**	.346**				
6. Altruism	15.52	2.628	-.021	.053	.291**	.395**	.389**			
7. Sportsmanship	21.20	4.376	-.103	-.063	.048	.160*	.339**	.155*		
8. Civic Virtue	21.90	3.704	.026	-.023	.168**	.333**	.638**	.312**	.325**	
9. OCB	109.65	13.535	-.057	.024	.294**	.676**	.794**	.589**	.604**	.755**

**. Significant correlation on level .01 .
*. Significant correlation on level .05 .

Table 1 shows that PT is correlated with Conscientiousness (r = .289, p=.000), Courtesy (r =.241, p=.000), altruism (r =.291, p=.000), civic virtue (r =.168, p=.009) and OCB (r = .294, p=.000).

The results of the regression analysis show significant results between perspective-taking and OCB. PT as an OCB predictor has a contribution of 8.7% (R Square) with an F value of 18,478 (p=.000, p<.01). This means that PT can predict OCB significantly.

Table 2. Perspective taking and OCB regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	74.931	8.129		9.217	.000
TPTn4	1.056	.246	.294	4.299	.000

This study aims to prove perspective taking as a predictor of OCB. The results of the study prove that perspective-taking significantly affects OCB. Ku et al. (2015) state that the critical element of perspective-taking involves an active cognitive process in which the observer mentally simulates what it would be like to be another individual and see the world from another individual's point of view. A person with high perspective-taking will be more altruistic in helping others (Tusche et al., 2016). Understanding the point of view of other people can make a person pay attention to the situation of others and encourage him to help that person.

Corcoran and Mallinckrodt (2000) state that perspective-taking can increase connectedness and closeness with others. Parker and Axtell (2001) add that many positive results are related to perspective-taking. Organization members who perform perspective-taking will be able to understand their colleagues and superiors. Thereby better coordination and cooperation within the organization may increase.

Another interesting research finding is the correlation between PT and OCB dimensions. The correlation results show that PT is correlated with altruism, conscientiousness, courtesy, and civic virtue. This result is in line with the research by Kamdar et al. (2006), which shows that perspective-taking can predict OCB. However, there is a slight difference. The research of Kamdar et al. (2006) shows that perspective-taking is more predictive of OCB-I (altruism and courtesy) than OCB-O (conscientiousness and civic virtue). Therefore, further research can explore these two simple categorizations of OCB, i.e., OCB-I and OCB-O, using more precise analytical techniques. In addition, future studies also need to pay more attention to the measurement scale and the data collection method. The scale to measure the sportsmanship dimension has poor reliability compared to other dimensions, so future research needs to reconsider the instrument. In addition, the researcher only used time differences in collecting data. Therefore, future studies should consider using different sources or different methods.

CONCLUSION

Perspective-taking has various positive impacts on social relations, relations between groups, as well as in organizational behavior. The results of this study prove that perspective-taking is related to beyond-roles-behavior performed by members of the organization, particularly altruism, conscientiousness, courtesy, and civic virtue. This study brings new evidence that perspective-taking positively influences Organizational Citizenship Behavior. In order to enhance a better performance by the emergence of OCB, leaders and managers should design the right policy and system so the organization can support employee's perspective-taking practices properly in the working environment. Future research is suggested to explore the role of perspective-taking in OCB-O and to consider the use of different sources or different methods of data collection.

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