

LEADING THROUGH CULTURAL DIVERSITY

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ABSTRACT

An organization's success is dependent on the formal work performance of its employees. [2] have defined organizational citizenship behavior (OCB) as being a discretionary behavior that promotes the success of the organization. The behaviors that are expressed: helping behavior, sportsmanship, organizational loyalty, organizational compliance, initiative, civic virtue, and self-development can be linked to improving the organization's success and effectiveness [2]. OCB has been accounted for up to 50 percent of the difference in employee's performance (Podsakoff, MacKenzie, Paine & Bachrach, 2000). This statistic alone can allude to how OCB can affect the organization's success/performance due to employees exhibiting or not exhibiting OCB because of their cultural conditioning. As OCB becomes a popular topic to research, there is still very limited research regarding OCB and culture within an American organization, it becomes extremely important in understanding the impact of culture on the creation of OCB. This study investigates whether employees of different cultural differences exhibit different amounts or kinds of OCB within an American organization. People with cultural differences display different amounts of OCB, then the organization could suffer productivity and success. With the workforce becoming more diverse, leaders will need to understand how to lead individuals with different cultural backgrounds and also understand how to create an environment where all employees can exhibit OCB.

Correlation will be used to investigate the relationships between organizational citizenship behavior (altruism, courtesy, conscientiousness, civic virtue, and sportsmanship) and individuals who were born outside and inside the United States with the same ethnic background. The goal of conducting a correlation study is to recognize predictive relationships by using correlation techniques (Shaughnessy, Zechmeister & Zechmeister, 2002). This study is trying to discover the strength of the relationships between all variables using statistical data. The statistical data will help recognize trends and patterns among the variables.

Two questionnaires will be administered to the sample population. The first questionnaire is from Podsakoff (2000), designed to capture data relating to OCB. The second questionnaire is from Hofstede, designed to capture data relating to culture.

The results of this study can be used as a study to determine whether or not employees born outside of the United States and employees born of the same culture in the United States exhibit the same organizational citizenship behavior within an American organization.
culture and OCB within an American Organization.

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