



# Do organizational citizenship behaviors lead to information system success? Testing the mediation effects of integration climate and project management

Hsiuju Rebecca Yen<sup>a,\*</sup>, Eldon Y. Li<sup>b,1</sup>, Brian P. Niehoff<sup>c,2</sup>

<sup>a</sup> Institute of Service Science, National Tsing Hua University, 101, Section 2, Kuang-Fu Road, Hsinchu 30013, Taiwan

<sup>b</sup> Department of Management Information Systems, National Chengchi University, Wenshan, Taipei 116, Taiwan

<sup>c</sup> College of Business Administration, Kansas State University, Manhattan, KS 66506, United States

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## ABSTRACT

We adapted a model in organizational theory to determine whether organizational citizenship behaviors (OCBs) of system implementation teams influenced that organization's integration climate and improved their project management, resulting in successful system implementation. Surveys were elicited from 254 system users in various business organizations that had implemented large-scale IS in the previous year; the analysis of their responses provided support for our model, suggesting that the OCB of the implementation team created a higher level of integration climate and more effective project management, and that these in turn influenced information system success. Implications for researchers and managers are discussed and limitations are identified.

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## 1. Introduction

A significant amount of effort has been directed toward identifying IS success (ISS) factors that can be classified into two streams: social and technical. The first encompasses factors such as setting clear goals, gaining management support, planning user training programs, resolving conflicts, and creating a harmonious climate. The second includes factors such as constructing a suitable IT infrastructure, sharing information and knowledge across organizations, utilizing effective tools and methodologies, assigning competent project members, and managing project resources and schedules [31,33]. Despite this, understanding the behavioral aspect of the implementation team has yet to be determined. During and after implementation, the interaction between users and the team becomes intensive and critical because users' input helps the team configure the IS correctly to reflect the business objectives and the organizational processes. Kaiser and Bostrom [14] found that similarity among members of the development team was positively related to the ISS. At the team member level, technical knowledge and organizational skills such as interpersonal communication and strategic planning have also been

considered to be important determinants of project success [38]. Moreover, responsiveness has been shown to improve users' assessment of the IS and increase adoption of the system. User resistance has also been regarded as one of the major reasons why ERP implementations failed; that is, users' judgment of the system is an essential criterion in the evaluation of ISS. Thus, there is a need to investigate how and how much the implementation team's interaction with users affects the level of ISS. Our study was intended to examine the influence of a specific category of voluntary behaviors exhibited by the implementation team – organizational citizenship behaviors (OCBs) – on the ISS and the mechanisms through which such influence is achieved. OCB has been reported to correlate positively with the quantity and quality of the unit's performance [26,39]. One recent study [18] showed that employee's OCB had a positive impact on change management after a firm implemented an ERP system. Although such voluntary behaviors had never been applied to explain the influence of the IS implementation team on the success of the system, we expected that this exploration would broaden our understanding of ISS.

## 2. Literature review and hypotheses development

A number of organizational theorists [15,32] consider employees' voluntary behavior, such as acting cooperatively, suggesting ways to improve the product, and promoting a positive climate, to be the glue that holds the organization together. Organ [24] termed these efforts OCBs; they are manifested by the activities directed toward other individuals in the workplace or the organization.

\* Corresponding author. Tel.: +886 3 5162100; fax: +886 3 5623770.

E-mail addresses: [hjyen2005@gmail.com](mailto:hjyen2005@gmail.com) (H.R. Yen), [eli@nccu.edu.tw](mailto:eli@nccu.edu.tw) (E.Y. Li), [niehoff@ksu.edu](mailto:niehoff@ksu.edu) (B.P. Niehoff).

<sup>1</sup> Tel.: +886 2 2939 3091x81266; fax: +886 2 8661 8082.

<sup>2</sup> Tel.: +1 532 6296; fax: +1 532 1339.

These include helping co-workers, communicating new and critical information, maintaining a conscientious attitude toward the work environment, actively participating in decision processes and discussions, and refraining from complaining about minor irritants.

Research on OCB has utilized a number of models with slight variations in their dimensionality. Organ suggested five dimensions—altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Van Dyne et al. [36] suggested three—obedience, participation, and loyalty. Previous studies have suggested that the relationship between some dimensions of OCB and organizational performance exists, but inconsistencies occur on which matter most. For example, Podsakoff and MacKenzie [27] found that *sportsmanship* and *civic virtue* had a positive relationship with work unit performance, but *helping behaviors* related negatively to it. In another study, civic virtue was not found to be related to any measure of unit performance. Some of the studies are summarized in Table 1.

In a recent meta-analysis of 133 empirical articles that investigated OCB, LePine et al. [19] found strong relationships among the OCB dimensions. They suggested that further research should conceptualize OCB as a single latent construct rather than as several. We therefore define OCB as having three dimensions:

- The first, *helping behavior*, has been widely studied [28]. It involves voluntarily helping other employees and preventing work-related problems. *Helping behaviors* exhibited by the implementation team include their efforts to voluntarily handle and prevent IS implementation-related problems and to help users learn more about the IS.
- The second, *sportsmanship*, is “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining” [24]. In addition, it refers to a positive attitude that individuals maintain, even when things go wrong, and willingness to sacrifice personal interests for the good of the group. Given the stressful situations the implementation team may

**Table 1**  
Summary of related OCB studies

Citation	Sample	OCB dimensions	Effectiveness operationalized	Findings (direction of significant correlation) <sup>a</sup>
Dunlop and Lee [8]	36 fast food restaurants in Australia	OCB directed toward organization (OCBO)	Supervisor rating of business unit performance (BP) Counter service time (CT) Drive through service time (DT) Unexplained food figures (UF)	OCBO → BP (+) OCBO → CT (ns) OCBO → DT (ns) OCBO → UF (ns)
Ehrhart et al. [9]	2403 soldiers in 31 military units	Helping behavior at unit-level	Combat readiness (CR) Physical fitness (PF) Award rate (AR) M16 range scores (MR)	Helping → CR (ns) Helping → PF (+) Helping → AR (+) Helping → MR (+)
Koys [16]	28 stores in regional restaurant chain	Aggregated OCB	Customer satisfaction (CS) Profitability after controllable expenses (PF)	OCB → CS (+) OCB → PF (+)
Podsakoff and MacKenzie [27]	116 insurance agency units	Helping Civic virtue (CV) Sportsmanship (Sport)	A: Index of sales performance (SP)	Helping → SP (–) CV → SP (+) Sport → SP (+)
Podsakoff et al. [26]	40 paper mill work crews	Helping Civic virtue Sportsmanship	Quantity produced (QN) Quality produced (QL) % of team sales quota (%S)	Helping → QN (+) Helping → QL (+) Helping → %S (+) CV → %S (+) Sport → QN (+) All others (ns)
Walz and Niehoff [37]	30 limited menu restaurants	Helping Civic virtue Sportsmanship	Food cost (FC) Revenue-to-FTE (RF) Operating efficiency (OE) Customer complaints (CC) Customer satisfaction (CS) Overall perceived rating of performance (OP)	Helping → FC (–) Helping → CC (ns) Helping → Others (+) CV → CC (–) CV → Others (ns) Sport → FC (–) Sport → CC (–) Sport → Others (ns)
Yen and Niehoff [39]	24 retail banks in Taiwan	Altruism (Altr) Conscientiousness (Consc) Civic virtue (identification with the company) Interpersonal harmony (IH) Protecting company resources (PR)	Labor costs per employee (LC) Profit per employee (PF) Customer trust in company (CT) Perceived reliability of service (RL) Perceived expertise of employees (EX) Willingness to cooperate (CO)	Altr → LC (–) Altr → PF (+) Altr → CT (+) Altr → RL (+) Altr → EX (+) Altr → CO (+) Consc → PF (+) Consc → RL (+) Consc → EX (+) Consc → CO (+) CV → LC (–) IH → PF (+) IH → CO (+) PR → PF (+) PR → CO (+) All others (ns)

<sup>a</sup> (+): positive relationship at  $p < 0.05$ ; (–): negative relationship at  $p < 0.05$ ; (ns): insignificant relationship.

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