Prosocial Behaviour in Organization - A tool to increase Employee Performance and Job Fit

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Abstract:

This research paper tries to explore the relationship between Pro social behavior, employees' performance and job fit. There has been a lot of research being done on Pro social behavior in organizations or in the context of workplaces. There are evidences of linkages between pro social behavior and employee performance in his/her organizations. The variables which have proved to be direct predictors of pro social behavior are like focus on employees’ need for control, need for achievement, and the more commonly studied variable of organizational commitment and ultimately as indirect antecedents of job performance. In this research paper theories of Pro social Behavior which are researched and studied well are also briefly discussed. Through this research paper we also get a glimpse of effects of pro social and anti social behavior on business.

Introduction:

There has been a lot of research being done on Pro social behavior in organizations or in the context of workplaces. There are evidences of linkages between pro social behavior and employee performance in his/her organizations. The variables which have proved to be direct predictors of pro social behavior are like focus on employees’ need for control, need for achievement, and the more commonly studied variable of organizational commitment and ultimately as indirect antecedents of job performance.

Effective organizational functioning depends on many differing behavior patterns. As early as 1964 Katz identified patterns involving joining and staying in the organization as well as meeting or exceeding specific standards of performance. He also referred to those behaviors that go beyond specific role requirements, such as cooperating with coworkers, suggesting ways to improve the organization, and speaking favorably about the organization to outsiders. These patterns of behavior are particularly interesting in that they are clearly necessary for organizational survival the effects of working to rule are rarely advantageous for organizations, and can be definitive in terms of organizational culture.

Thus, if such behaviors could be demonstrably linked to job performance, it would be beneficial for organizations to include them in the selection, induction, and training of their employees. Which can further lead to increase in employees performance on the job.

There are few theories of Pro social Behavior which are researched and studied well like Kin selection, Reciprocity Norm, Empathy-Altruism, Reciprocal Altruism.

- **Kin Selection:** It is an evolutionary concept that says that people will help others who are related to them, even at a cost to themselves. Several psychological studies have shown that people feel more protective of and connected to the people related to them – the closer the relation, the stronger the feeling. That is, you'll want to help your sibling more than you'll want to help your cousin, with all other things being equal.

But why would people want to help the people related to them more than other people? According to the theory of evolution, this is because we want our genes to survive for future generations. You want to help your relatives because they have some of the same genes that you do, and therefore, your genes will be passed on through their children as well as through yours. And, you'll choose the people who...
are most closely related to you because they share more of your genes.

- **The Reciprocity Norm**: Have you ever had someone give you a gift, and then you felt like you had to give them one back? The reciprocity norm is just a fancy way of saying that if you give me something, I'll give you something in return. How does this relate to pro social behavior? That's easy. If I see that you need help, I might help you because I know that then you'll want to help me. I might get something from you immediately, or you might not pay me back for a long time, until I come to you and ask a favor. But either way, the reciprocity norm is one reason that people help others.

- **Empathy-Altruism**: Another theory for why people help others is called the empathy-altruism hypothesis, which states that people are more likely to help others if they feel empathy for them. For example, if I see you struggling to fix a flat tire in the rain, I might imagine how it feels to be in that situation. By imagining what you're feeling, I want to help you out. Thus, empathy leads to altruism. According to the empathy-altruism hypothesis, we are most likely to help if we feel a strong amount of empathy and the situation is hard to forget. If, for example, I can easily forget that you're stuck in the rain with a flat tire, then I'm more likely to drive on. But if I feel a lot of empathy and your plight is hard to forget, then I'm more likely to stop and help.

**Effects of Pro Social and Anti Social Behavior:**

The study of pro social behavior is relevant to management/business administration discipline, partly because of the varied consequences of pro social behavior in organizations, such as improved communications, improved job satisfaction, improved customer/client satisfaction, and subsequently, improved organizational efficiency. These suggestions assume positive outcomes for pro social behavior, and, by implication, negative outcomes for antisocial behavior. The possible negative implications of antisocial behaviors are inefficiency, poor decision making, and ineffective job performance, largely resulting from conflict between organizational and individual considerations. As a consequence of these considerations, any definition of pro social behaviors in the workplace must be broad and nonspecific. For example, Brief and Motowidlo (1986) argued that pro social organizational behavior is behavior that is: performed by a member of an organization; directed toward an individual, group, or organization with whom/which he/she interacts; and performed with the intention of promoting the welfare of others.

**Review of Literature:**

Katz's (1964) illustrated pro social behaviors patterns as the following: one pattern represents joining and staying in the organization. A second represents meeting or exceeding specific standards of performance. The third reflects a part of pro social behavior which represents behaviors that go beyond specified role requirements (as cited in Brief and Motowidlo, 1986, p. 710). However, Katz and Kahn (1978) stated that the behavior done by workers within the organization, whether role prescribed or extra-role related, is influenced by several factors: psychological forces to which each of the workers is subject, and forces stimulated by role pressures or role prescriptions (as cited in Culliver, Sigler, McNeely, 1991). The study of Worthy (1986) also suggested that pro social behavior represents extra effort and conscientiousness at work. Acts such working on suggesting ways to improve and protect the organization, or speaking favorably about the organization to outsiders are pro social organizational behaviors acts which promote and improve the organization. However, Brief and Motowidlo (1986) suggested that understanding of pro social patterns of activity in organizations should lead to improvements in administrative strategy and organizational design that can help organizations become more effective and at the same time help individuals lead more fulfilled lives. For this reason, and based on the related literature reviews, we are going, in this section of this work, to concentrate on some of the kinds of pro social organizational behaviors which usually are considered as functional for organizational effectiveness.
Why Job Fit is important:

According to (Tinsley, 2000) Higher levels of satisfaction and mental and physical well-being will occur when there is a good fit between the person and the environment. Individuals adjust better and are more satisfied with jobs that correspond to their own career related personality types.

Job-fit positively effects performance, eliminates costly mistakes in hiring, reduces turnover, and can even be used to attract talent.

Model of Relationship between Pro Social Behavior, Employee Performance and Job Fit in Organizations:

According to this model when the individual matches the organization i.e. Job Fit it means that employees will be more motivated and committed to do their job further leading to decrease in the level of employee turnover. It will also lead to better communication which can further lead to increased pro social behavior and better team management. In another sense better job fit also boost culture which means there will be more positive energy which will be shared between employees, customers and various other stakeholders leading to increased employees performance working in the organization.

Summary and Conclusion:

The study of pro social behavior is still growing and expanding. Pro social behavior as a concept is interdisciplinary and multidisciplinary. Pro social behavior is specifically that which is voluntary and not required by role definition. It entails employee’s action that indeed goes beyond the employer expectation from employee job. Pro social behavior should be encouraged in organizations, because, an organization’s success is thus dependent on employees’ willingness to do more than what their official job descriptions outline. Pro social behavior is essential for increasing employee performance. Hence, there is need for managers to understand the concept of pro social behavior and employees' performance – what it is, how it operates, and most importantly, which behaviors (pro social behaviors and antisocial behaviors) are displayed by employees committed to the organization.

References: