

The role of training, coaching, mentoring, counselling, and
Workplace Well-being to Organizational Citizenship Behaviour
(A study in Banking organization in Indonesia)

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Abstract

Organization's performance is influenced by many factors namely strategy, system and procedures, however employees are one of the most important determinants and leading factors that determine the success of an organization in a competitive environment (Cascio, 2003). Based on this, it can be said that organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviours. In this case, workplace behaviour of employees determines a company's success. In this regard, due to the importance of good citizenship for organizations, understanding the nature and sources of Organizational Citizenship Behaviour (OCB) has long been high priorities for organizational scholars (Organ, 2006, Podsakoff, 2000). Organizational Citizenship Behaviours (OCB) describes actions in which employees are willing to go above and beyond their prescribed role requirements. In relation to that, nowadays many organizations have tried in many ways namely providing training, coaching, mentoring and counselling as well as providing Workplace Well Being for their employee in order to develop their employees.

The objective of the study is to identify which variables among the three (Training, Coaching, Mentoring, Counselling (CMC) and Workplace Well Being (WWB) that have maximum contributions to Organizational Citizenship Behaviour. The samples are 508 respondents who work in banking corporation. The results show that there are positive and significant correlation between Training and OCB ($r=0,438$, $R^2=0,191$), CMC with OCB ($r=0,456$, $R^2=0,206$), and WWB with OCB ($r=0,552$, $R^2=0,305$). From the results it also shows that CMC program is better than Training program, however Workplace Well Being has the highest impact on the OCB.

Key words: Organizational Citizenship Behavior (OCB), Training, Coaching, Mentoring.

Introduction

Organization's performance is influenced by many factors namely employee, strategy, system and procedures. In this regard, employees are one of the most important determinants and leading factors that determine the success of an organization in a competitive environment (Cascio, 2003). Based on this, it can be said that organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviours. In this case, workplace behaviour of employees determines a company's success. Furthermore, in a fast paced world, continuous learning is essential to success. Individuals need to learn to succeed in life and at work. Companies need to ensure their employees continue to learn, so they can keep up with increased job demands also very important that people show extra-role behaviour like helping other employees, as one of the importance of good citizenship for organizations, are understanding of the nature and sources of Organizational Citizenship Behaviour (OCB) which has long been high priorities for organizational scholars (Organ, 2006; Podsakoff, 2000). Organizational Behaviour Citizenship

Behaviour (OCB) describe actions in which employees are willing to go above and beyond their prescribed role requirements. Prior theory and, and so the company can gain or maintain competitive advantage. Many researches mentioned that these behaviours are correlated with organizational performance.

On the other hand, training itself can be defined as planned activity that has been done by the organization to facilitate the employee to learn competencies that is required by the job. These variables included knowledge, skills, attitude, which is important in order to deliver great performance. Furthermore, coaching can be defined as the focused application of skills that deliver performance improvement to the individual's work in their organization, through robust support and challenge. The coaching process should yield learning and personal development for the executive, and help them to contribute more of their potential. This collaborative relationship will be short-term and practically focused, and will be marked by clear, strong feedback. Mentoring can be defined as off-line help by one person to another in making significant transitions in knowledge, work, and thinking. Moreover, the sense of well-being that employees gain from their work, are conceptualized as core affect plus the satisfaction of intrinsic and/or extrinsic work values (Page, 2005).

The question remains is what are the variables that can influence organizational citizenship behaviour? In relation to that, nowadays many organizations have tried in many ways such as providing training, coaching mentoring and counselling and even providing Workplace Well-being for their employee in order to maximize the performances of the employees. In this regard, the questions arise are which of the variables that is most effective in increasing the Organizational Citizenship Behaviour?

Objective of the Study

Objective of the study is to identify which variables among the three (Training; Coaching, Mentoring, Counselling (CMC); and Workplace Well-being) that have maximum contributions to Organizational Citizenship Behaviour.

Methods

Participants

The study was done at one of financial business own by the Government, with 508 respondents. Characteristic of the participants are: 1. Full time (Permanent) Employee, 2. At least 2 year working in the organization 3. Minimum Senior High School Graduated, 4.Age between 20 – 45 years old.

Measures

This research uses 4 types of questionnaires. The first questionnaire are a) Organizational Citizenship Behaviour (OCB) which was developed by Mangundjaya et al. (2010), that consists of 7 dimensions, namely: 1) Altruism, 2) Identification with the Organization, 3) Conscientiousness, 4) Self-Development, 5) Interpersonal Harmony 6) Protecting Company Resources, and 7) Working Condition. The second questionnaire is the Workplace Well-being questionnaires consists of 11 dimensions developed by Mangundjaya et al. (2010), consists of 28 items (7 dimensions), with Alpha Cronbach: 0.911. The third questionnaire is about Training consists of 8 item, that measured how well the training session can develop employee's knowledge, skills and positive attitude. The fourth questionnaire is CMC consist of 8 items that measured the effectiveness of coaching, mentoring, and counselling.

Procedures

This research was done at Bank Branches located at Jakarta, Bogor, Depok, Tangerang, Bekasi, Cikampek. The questionnaires were distributed by the researcher and collected in the following days.

Statistical Analyses

This research can be regarded as Ex-Post Facto Field Study, using the multiple and partial correlation as well as regression method for analysis.

Results

The characteristics of the respondents as follows:

Table 1: Profile of the respondents

Characteristics	N	Percentage
Gender		
Man	345	67.9
Woman	163	32.1
Position		
Worker	267	52.6
Staff	56	11.0
Supervisor	105	20.7
Managerial	80	15.7
Tenure		
2-10 years	249	49,0%
More than10 years	259	51,0%
Education		
Doctorate Degree	1	0.2
Master Degree	25	4.9
Bachelor	377	74.2
Diploma	51	10.0
Senior High School	54	10.6
Total	508	100

The results show that there are positive and significant correlation between Training, CMC and WWB with Organizational Citizenship Behaviour, as shows in Table 2.

Table 2: Results of the Study

Variable	r	R2
Coaching, Mentoring, Counseling with OCB	0.456*	0.206
Training with OCB	0.438*	0.191
Work-place Well Being with OCB	0.552*	0.305
Training, CMC and WWB with OCB	0.614**	0.377

* Significant at $p < 0,05$; ** Significant at $p < 0.01$

From the results, it was shown that CMC, Training; Workplace Well-being; with CMC is positively correlated ($r=0.614$) significance at $p < 0,001$ and has the value of $R^2 = 0.377$. In

other words, it can be said that there is positively correlated between CMC, Training, Workplace Well-being, and OCB. The value of $R^2 = 0.377$ shows that 37% from the total varians OCB that can be attributed to Coaching, Mentoring & Counseling; Training; and Workplace Well-being a Organizational Commitment Behavior. AS a result, there are 63% from the total varians of Organizational Citizenship Behavior is influenced by other factors outside Coaching, Mentoring & Counseling; Training; and Workplace Well-being.

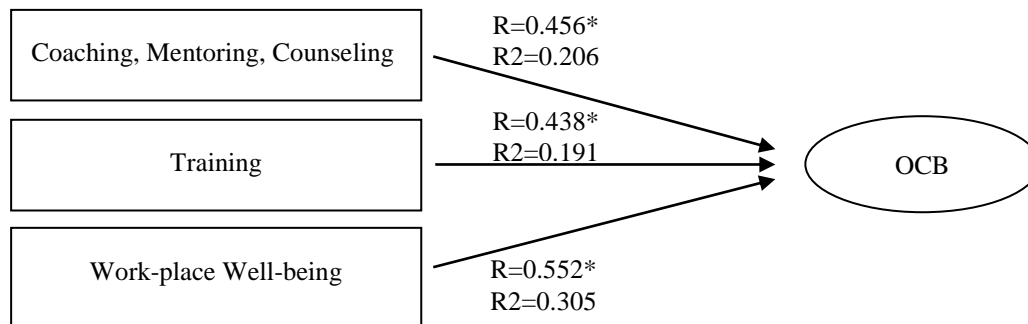


Figure 1: The Results of CMC, Training, and Workplace Well-being; with Organizational Citizenship Behavior

Based on the research, it can be said that the CMC program is better than training program, in this case the one to one approach as done by the process of CMC (Stone, 2007), although training programs has many benefits to individual as well as organizations (Noe, 2003), however in terms of individual development it seems that CMC program is better. Moreover, from the study, it also shows that Workplace Well-being has the highest correlation and contribution compares with the other two variables.

Discussion

These findings are very interesting, as the Workplace Well-being provided by the organization is more important than all kinds of program individual development. In other words, organizations should pay more attention to the welfare of the employee on top of their employee development in order to get high Organizational Citizenship Behaviour. However, further research needs to be done in various organizations in order to have better pictures of the issue.

Moreover, this research was done based on self report, which the potential arise Common Method Bias, can be happened, so although the researcher has been included the impact of social desirability, however to be more objective, longitudinal studies and or using more objective measurement hopefully can overcome the problem of Common Method Bias.

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