



REPORT

*OCB

ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Benjamin Floyd

ID: 810505xxxxxxxx

Assessment Date: 2019-11-18



INTEGRITY INTERNATIONAL

Researcher

Report date: 2021-09-21



ORGANISATIONAL CITIZENSHIP BEHAVIOUR
SUMMARIZED REPORT

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PROBABILITY OF OCB

Very Low	Low	Medium	High	Very High	Medium
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B. ASSESSMENT SCALES : ORGANISATIONAL CITIZENSHIP BEHAVIOUR - PEOPLE**B.1 Sympathy, Empathy & Compassion**

This is the typical behavioural disposition of the candidate to feeling, showing, caring and demonstrating empathy, dearness and compassion to co-workers in bereavement and emotional pain. This particular factor assesses the degree to which the candidate is in possession of this inclination on a 10-point scale.

Just as some people may possess a natural and 'well-developed' emotive-orientation that is 'effectively applied in practice' (as described above) others may fall on the far negative extreme of the same continuum – even to a pathological extent. There are people towards the middle of this continuum that may justify their lack of demonstrating a balanced/healthy/emotional orientation by rationalizing it along the following lines: “There is no place for feelings and emotions at work” & “Showing emotions at work may be perceived as a sign of weakness”, etc. There are other people who can't 'stand' to be exposed to people in bereavement and would actively evade them in the work situation. Whatever the practical emotive-orientation of the person in question is, research clearly shows that an individual can have a negative influence on a work-situation if he constantly functions on any of the two extremes of the continuum. A person who demonstrates good **Emotional Intelligence** by 'applying' a degree and type of emotive approach to meet the need of a particular situation (on a continuous basis), has a distinct positive and supportive influence in the world of work – the more so, the higher the score on this scale would tend to be.

B.2 Personal Problems/Matters

This factor is still focusing on a more personal level of assistance, but with a lesser degree of emotional intensity involved, for example:

- Assisting a co-worker involving a relative high degree of emotional content, like sickness and a 'shocking' and impactful experience, like divorce, hostage, etc.
- Financial problems.
- Transport problems in general/family.
- Accident.
- Being highjacked while in his car.
- Personally robbed.
- House breaking.
- Theft, etc.

While some people may totally evade the first category of assistance because of the inherent high emotive content thereof, they may still involve themselves in this personal problem-situation. It also has a more tangible base to it and the person offering his help may focus more on that element of the problem and lesser on the emotive side/element – he can 'control' the level of his (emotional) involvement.

If a test-taker is already (significantly) involved in this category of assistance, he can (easily) evolve to the next (highest) level - i.e., involving personal emotions. The higher the score on this scale, the more natural the candidate's tendency will be to respond positively to people in need of support.

B.3 Work-Related Problems/Matters

1 2 3 4 5 6 7 8 9 10

Although this scale is still very much ‘personally orientated’, it is a personal problem of the co-worker (who is receiving the assistance of the testee) that are caused by the work-situation.

It is a personal structure, in the sense that it is only applying to that specific co-worker, but there are not necessarily an (significant) emotional element involved in the problem per sé. The following are good examples of such ‘*person-specific*’ problems in the work-situation:

- The co-worker is assisted in dealing with a disciplinary hearing he is involved in.
- Personal transport problem to get to work or a special work project at another venue.
- Conflict situation involving a colleague or management – e.g., an alleged unfair boss.
- Other co-workers ganging-up against the person being assisted.

The core differential guide to this scale is that it is a **work-related problem** that only applies to the **specific co-worker**. The co-worker may be causing the problem (being the *culprit*) or he can be the *victim* in the problem-situation. It is generally found that the people who are apparent ‘victims’ in a problem-situation are more readily assisted by a co-worker than those who are the obvious culprits in causing the problem-situation.

B.4 Work, Performance & Production/Improvement

1 2 3 4 5 6 7 8 9 10

This scale hones in on assisting a co-worker in performing his own task, for many different reasons and under a wide variety of situations and conditions without having to do so or being requested by the person in question or management and without expecting anything in return – but solely to help another specific person in need.

The following provides us with a few examples of the kind of assistance/situations:

- A co-worker falling behind his schedule.
- A person on study-leave or attending a conference.
- To assist a co-worker to earn a better rate or performance bonus.
- Assisting a person to be promoted.
- Increasing a co-worker’s skills-spectrum/scope to differentiate him from other employees.
- Performing a co-worker’s function while he is off sick.
- Helping a person to produce at a better quality level.

Although the results of all these kinds of assistance, are by implication helping the organization, it is not the main reason for the assistance, but to help the individual co-worker. The higher the probability for the candidate to assist the co-worker in performing his work or improving the quality thereof, the higher the score will tend to be on this scale.



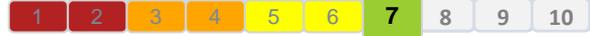
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B.5 Training & Development



This scale specifically assesses the test-taker's basic orientation to helping a co-worker in developing himself in terms of gaining more and or better skills in the workplace and/or to assisting him in working out a career path in general or specific terms, with the sole intention of advancing the person and expecting nothing in return. The following examples can be quoted here, of such assistance at work:

- Helping a newcomer from 'outside' to find his feet.
- Working closely with a particular co-worker and in the process transferring skills in the specific function to him.
- Devoting time and effort to a particular co-worker to help establishing his potential, working out a career-plan with him and assisting him in realizing it.
- Helping a colleague to overcome a particular weakness in his skill-armament.
- Introducing a person promoted/transferred from another department/branch to the uniqueness and practices applicable to his new work environment.

Organisational Citizenship Behaviour Rating - Integrated OCB-People



In essence this scale is assessing the candidate's inherent leaning to assisting a co-worker in dealing with matters of a personal nature and/or to develop his own skills array and/or level on an individual basis without expecting anything in return.

This is done by integrating the five people-factors through a weighting process and reflecting it as representing the one single assessment score that best represents the five People Factors.

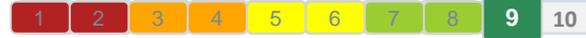
Organisational Citizenship Behaviour Rating - Adapted OCB-People



An **Adapted OCB-People Rating** is also calculated by converting the above Integrated OCB-People score to **reflect** the extent to which the test-taker 'lied' (if at all) in providing information about himself in completing this section of the test. This represents a much more reliable rating.

C. ASSESSMENT SCALES : Organisational Citizenship Behaviour - Corporate

C.1 Organisational Development & Production/Performance



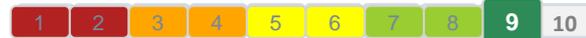
This scale assesses the candidate's disposition to being involved and assisting the corporate entity to perform better in terms of its *human element* through walking the extra mile, by not only personally working harder and more effectively than expected, but to *facilitating others* to do the same by improving systems, procedures, methods, etc. by which they function – without expecting anything in return. The candidate is thus involved in assisting others in general to perform better - by implication the entire organization and not only individual co-workers as it applies in the OCB-People sector.

Examples of such assistance, in a corporate sense, are:

- Sharing an improved way of performing a particular task with other workers in his department.
- Developing an Induction Course for newcomers to the department.
- Establishing an internal 'Call-Centre' of experienced people to be used by inexperienced people joining the department.
- Initiating a restructuring process of his department to enhance higher efficiency and shorter production time cycles.

Some people may be so involved and known to assist others in orientating and/or developing themselves, that they are identified for their role in this regard and used as such in a workgroup, but without the function being formally incorporated in their job description or being remunerated for it – it is a natural, but additional, extension to the role they play in the group and they do not object to it.

C.2 Organisational Image & Marketing



This scale assesses the candidate's natural disposition to promote the organisation's image in the specific and general market as well as trying to gain new clients for the organization. This can range from a more quiet and indirect (even unintentional) way in which he positively positions himself to the organization, to a more 'responsive' way (to not creating the opportunity to promote the image or products and/or services of the organisation), but to use every opportunity that offers itself to do so, to a more proactive way by creating the opportunities himself and even 'aggressively' involving himself in the marketing process/function. Examples of such assistance on the part of the candidate, are:

- Speak well of the organisation and its products and services.
- Respond, when hearing a person is in need of a service rendered by his employer, by convincingly selling that (and related) services to the person.
- Developing a 'question-answering' guide to help co-workers in marketing/selling the department's products.
- Establish a 'discussion group' to prepare and coach colleagues in marketing the organisation's image and products/services.

C.3 Human Relations



This scale assesses the candidate's natural disposition to providing assistance in promoting and establishing good and sound human relations in the organisation.

This assistance can vary from the candidate being rather neutral in the process in terms of keeping the existing degree of relations amongst staff members at the level it is presently at, by doing nothing negative to put the level at danger of dropping, to actively promoting it under all circumstances.

Examples of such assistance, are:

- Being friendly and supportive at all times.
- Establishing a 'Social Paper' in the department.
- Arrange 'Office Social Occasions' on a monthly/annual basis.
- Introducing discussion-sessions to acquaint people with the different cultures and customs involved in the situation.
- Arranging for a regular Friday-afternoon cocktail at 15h00 at a venue at work.

C.4 Client Satisfaction



This scale assesses the candidate's orientation to ensure that the client is satisfied with the product and/or the service he is getting from the organization at all times. This construct has a personal as well as a corporate element/angle to it – being the candidate's services rendered by himself as well as his concern and willingness to get involved in enhancing this perception of the client regarding the product/services rendered and general image of effectiveness, care and efficiency portrayed by the organisation. A good 'score' on this scale is also dependent on the candidate's *continuous* involvement toward promoting good client satisfaction – opposed to only being concerned and actively involved under certain conditions or in certain situations, e.g., being involved in special 'Client Satisfaction Drives' initiated by the organisation.

Examples of such orientation, on the part of the candidate, in promoting good client satisfaction, are:

- Stay updated about the 'client needs' and expectations.
- Make personal contact with the client or its staff whenever possible.
- Keep an updated checklist to ensure that all matters are attended to when rendering a service or completing a product to be delivered to the client.
- Attend or arrange 'Client Satisfaction' workshops on a continuous basis.
- Promote the motto of "The client is king", amongst co-workers in his department/workgroup.

C.5 Stance on Counterproductive Work Behaviour (CWB) & Corruption



This scale assesses the candidate's disposition regarding CWB and corruption amongst staff in the organisation – ranging from *supporting* such behaviour (at least under certain circumstances), to taking a *neutral* stance about deviant behaviour, or, on the other extreme of the scale/continuum, to actively *fighting* such behaviour – even the positive attitude there may exist amongst (certain) staff to CWB and/or deviant behaviour.

Examples of such orientation are:

- Would try to 'indoctrinate' co-workers against CWB and/or corruption.
- Would 'blow the whistle' on staff/co-workers regarding CWB or corruption even if the intention to be involved, in such behaviour, is detected.
- Would give evidence against staff accused of deviant behaviour at disciplinary hearings.
- Arrange 'workshops' against CWB and corruption on a regular basis in the workplace.

This concludes the description of the five factors the **OCB-Corporate section** consists of. In summary, they represent the different categories and types of **assistance** the candidate typically and naturally would provide to the organisation **through the staff component** of the organisation as representing his basis orientation/disposition in this regard.

Please Note:

In the manual of the OCB, more attention is given to the interpretation of these two operational sections (i.e., the People Factors in Section B and the Corporate Factors in Section C) after the *Monitor* and *Final OCB-Rating* are covered to provide a more holistic perspective to the user of the **OCB-test** – with special reference to how to use the instrument as a selection, survey, preventative and/or corrective tool.

Each of the five Corporate Factors is founded on five test-items that gather information from the different angles/categories it consists of. The items were generated in the same way as those gathering information on the People Factors as described earlier – using the **PT** (Project Team) and their extended support sub-groups as well as the *Item-Analysis* conducted during the Test/Trail-run of the **OCB-instrument**.

Organisational Citizenship Behaviour Rating - Integrated OCB-Corporate



An **Integrated OCB-Corporate Factor 'score'** is calculated by using a weighted approach and **reflected** as representing the single assessment score that represents the five Corporate Factors involved best.

Organisational Citizenship Behaviour Rating - Adapted OCB-Corporate



An **Adapted OCB-Corporate Rating** is also calculated by converting the above-mentioned score to **reflect** the influence the extent to which the testee 'lied' (if at all) in providing information about himself in completing this section of the test.

D. MONITOR

Integrated Monitor Score



Considering the importance and sensitivity of the subject being dealt with in this instrument, there is a non-negotiable need, on the part of the user, to be able to rely on the results generated by it. That is the purpose for including and using the **Monitor Section** as an absolute integral part of the **OCB-instrument** – i.e., the **Lie Detector & Consistency** scale. The integrated score obtained by these two scales provide us with the degree to which we can rely on the results generated by the OCB-instrument.

D.1 Lie Detector



The score the test-taker obtained on this scale reflects the degree of honesty, objectivity and open-mindedness with which the candidate completed the integrity/assessment questionnaire. A *low score* is a strong indication of a *dishonest orientation* on the part of the candidate, considering the fact that the test-taker is warned against misrepresenting himself during the completion of the questionnaire. A score of below '5' is considered to be a matter of concern in that the user of the test cannot rely on the truthfulness/validity of the information supplied by the candidate. That, in itself, is saying something about the candidate in a test such as this.

D.2 Consistency



This score reflects the degree of consistency with which the candidate completed the questionnaire. This represents the degree to which he consistently tends to deviate in answering test-items covering like areas/subjects as well as the extent to which he understood the items the test consists of and being in command of the language used in composing the test-items. A high score will thus also most definitely be a strong indication that the person who completed the questionnaire, understood the language it was presented in well.



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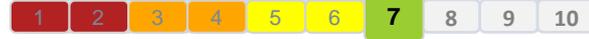
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E. FINAL OCB ASSESSMENT

E.1 Integrated Final OCB Rating



With the integration of the People Factors in Sector B and the Corporate Factors in Sector C, a statistical weighting formula, in favour of the Corporate Factors, was applied because of the latter's superiority in significantly relating to the construct, citizenship behaviour, in the work situation, especially in terms of the tangible benefit the organisation stands to gain. This weighted integrated rating is provided in the Summarized Report as the best **single score**, on a 10-point scale, representing the entire assessment-profile reflected in Section B & C thereof.

This single score is thus reflecting the test-takers degree of '**readiness**' to provide assistance to others and the '**extent**' to which he is prepared to promote the interest of the organisation out of his own free will and without expecting anything in return – just because he wants to do so!

E.2 Adapted Integrated Final OCB Rating



Similar to the cases of the adaptation of the Integrated People Factors and Integrated Corporate Factors, the Integrated OCB-Rating is also converted according to the degree the test-taker 'lied' in providing information about himself in completing the test-questionnaire as well as taking into consideration how well he is in command of the language used in the test to presenting relevant test-items – leaving the user with a much more reliable single score on the total OCB.