

## THE SIGNIFICANCE OF ORGANISATIONAL CITIZENSHIP BEHAVIOURS FOR TALENT MANAGEMENT – THE EXAMPLE OF POLISH COMPANIES

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### ABSTRACT

*Nowadays it has been already recognized that the primary source of organisational development is knowledge and organisation's ability to learn. Those two sources refer to employees who generate knowledge and determine the extent and manner how to use it. Taking this into account we can say that today each organisation strives for having the best possible, that means talented, employees. In contemporary economy organisations undertake some advanced activities in order to: attract, identify, recruit, keep and exploit talented employees in an optimal way. Such advanced activities are the components of the process called talent management. Talent management has become one of the most important trends and concepts in the field of contemporary enterprise management. It results from the fact that this concept offers companies the opportunity to create business models driven not by cost effectiveness but by new ideas and developing their intellectual potential.*

*The idea of talent management has become very popular due to permanent enterprises' struggle for the best employees. The issues underlying the necessity to focus on discovering and using the potential of talented employees is the central point of Positive Organisational Scholarship concept. However, both research and practical experience prove that talent management is extremely difficult process and many enterprises are getting into trouble while trying to implement this concept. This situation results from the fact that talent management depends not only on material assets of a firm but also on several intangible areas such as: organisational culture, relationships between employees, the level of organisational trust that are difficult to shape and monitor. Over the past decades, researchers have observed that some specific features of employees attitudes such as: altruism, conscientiousness, kindness or carrying about organisation can be helpful in talent management implementation. These supportive attitudes of employees have been recognized and named as organisational citizenship behaviours. The examples of such behaviours include a wide range of different activities, starting from employees helping one another in difficult tasks or projects, and ending with showing off company's logo during some charity events. Organisational citizenship behaviours are personal and voluntary. Moreover, they are not included into official system of payment and rewarding in an organisation. However, it is known that such behaviours support enterprise's effectiveness and efficiency. Both talent management and organisational citizenship behaviours were among key research areas of the project in which the authors have participated. The paper is an attempt to present part of research findings of*

*this project. The purpose of the paper is to investigate the relationship between employees citizenship behaviours and talent management both in theory and empirical research.*

**Keywords:** *organisational citizenship behaviours, Positive Organisational Scholarship, Positive Organisational Potential, talent management*

## 1. INTRODUCTION

Searching for sources of development and ways to build competitive edge, contemporary enterprises are more and more often choosing intangible assets such as knowledge, relations or employees' behaviours. Apparently, the way employees behave can lead to the organisation's success or failure. It is indisputable that talented, fully involved employees, energetic and satisfied with their work and the tasks they carry out, loyal towards the company, prone to cooperate and share knowledge, etc. are the ones that all managers dream about. Only such employees are able to create and introduce innovations, foster good relations with clients, increase the quality of processes and products, in this way constantly improving organisation's performance. That is why it is necessary for companies to look for ways how to attract talented people and then initiate and reinforce the desired behaviours among employees. Recently, those who analyse such behaviours, has placed considerable attention on so called workers' citizenship behaviours. This topic seems to be interesting so our paper is an attempt to explore this component of employees' attitude in a work place because it could be helpful in talent management. Currently, there is a relatively new concept which answers to these needs, which is becoming popular in the area of organisational management and gaining more and more "believers". This concept is called Positive Organisational Scholarship (POS) (Cameron, Dutton, Quinn eds., 2003) and an influential journal „Harvard Business Review” described this discipline as revolutionary and ground-breaking (Glińska-Neweś, 2010, p. 37). POS, which emerged from positive psychology basis, deals with research on organisation's and its members positive characteristics as well as positive processes taking place in organisations and their performance (Cameron, Dutton, Quinn eds., 2003). It focuses all the necessary attention on employees' positive emotions, as they are the primary condition for the emergence of creative processes in organisation. Such positive emotions contribute to so called positive organisational climate, which is naturally sought by employees. Consequently, the basic task of the management science is to formulate recommendations how to manage organisations in order to evoke positive emotions in employees and create wide spectrum of desired behaviours, including employees' citizenship behaviours. It is possible to find such recommendation further in the article in the presented concepts concerning both, talent management and citizenship behaviours embedded in POS.

## 2. TALENT MANAGEMENT

Talent management is one of the leading management processes in contemporary enterprises. It is due to the fact that enterprises fight for the best, talented employees who are the basis for the company's development and success. In literature and practice there is a common term "war for talent" which was coined in late 90s of the XX century by McKinsey&Company (Michaels, Handfield-Jones, Axelrod, 2001), whose symptom is increasing international competition for talented employees. (Beechler, Woodward, 2009, p. 273). The basic strategy of talent management is seeking, defining and fostering skills which will become necessary to maintain future competitive advantage (Frank, Taylor 2004, pp. 33-41). Talent management is a complex process, whose form is dependent on how the enterprise understands and perceives talent. Enterprises perception of talent allowed to distinguish two approaches to how talent management is characterised. First of them focuses

mainly on a selected group of employees described as talented, with high potential or above average performance. Talent management is most commonly perceived as a process and existing definitions focus on the most important activities which should be undertaken in order to use talented employees for the organisation. Such activities involve attraction, identification, recruitment, selection, exploitation, development and retention of talented employees (Elegbe, 2010, p. 7; Tansley et al., 2007, p. xi; Phillips, Roper, 2009, p. 8; McCauley, Wakefield, 2006, pp. 4-7). Each stage has its own characteristics and requires different involvement from the enterprise. In the attraction stage activities concentrate on improving and perfecting the employer's image. Identification, recruitment and selection of talents requires using a variety of methods and ways of assessing "candidates" characteristics, skills and possibilities. Retaining talents is, in managers' opinion, the most difficult stage. It requires from the management team constant attention and activities keeping up the right amount of tension between talents and the enterprise as well as actions allowing talented employees' constant development and exploiting their potential at the same time (Morawski, Mikula, 2009, pp. 52-55). C. Tansley et al. states, that talent management is a process aiming at systematic attraction, identification, development, retention and deployment of those individuals with high potential who are of particular value to an organisation (2007, p. xi). Authors of this approach highlight the fact that not all positions in a company are crucial to the development of the organisation and thus procedures of the talent management process should be focussed only on key positions in the organisation. This statement is also supported by D. Collings and K. Mallahi. Moreover, the term "key positions" does not necessarily mean management board posts, but can refer to lower positions in the organisation and can change with time (Collings, Mallahi, 2009, p. 304). Thus, talent management should begin with systematic identification of key positions which differently contribute to achieving competitive advantage and then with the development of talent pool, people with above average potential and performance, who can carry out given tasks ascribed to their positions, as well as the development of varied architecture of human resources to facilitate allocating competent employees to those positions in order to ensure their constant involvement for the sake of the organisation (Colling, Mallahi, 2009, p. 304). Another approach to talent management is based on equating the concept of talent and employee (talent= employee) and stating that everyone has a talent (Sosińska, 2007, p.15). The main idea of this approach is the ascertainment that much more can be achieved by basing actions and development on what we are really good at (talents) than taking action, whose aim is to correct and improve things we do not perform well (weaknesses) (Clifton, Harter, 2003, p. 112). M. Buckingham and D. O. Clifton combined talents, skills and knowledge creating the concept of strength and defined it as "performing an activity in a way close to perfection" (2003, p. 35). All those three elements are of great significance for building strengths, nevertheless innate talents are the most important. In contrast, knowledge and skills can be gained by learning and practising (Buckingham, Clifton, 2003, pp. 40-41). Thus, a smart, developing organisation has to try to get to each employee's inborn talents and then take care of the possibility for them to develop in their position so that their talents turn into strengths. Talent management, according to C. Ashton and L. Morton, should be a strategic and holistic approach to both, human resources and business planning or a new way leading to the organisation's effectiveness (2005, p. 30). That is why the primary aim of talent management is such approach to employees considered to be talents so that they would contribute to creating the biggest added value for the firm's stakeholders as well as its competitive advantage (Kopeć, 2012, p. 58). A. Stainton states that talent management creates enterprises' ability to grow and strengthen organisational skills

through individual development, improving performance and planning succession (2005, p. 40). Apart from a great significance of talent management for firm's development it is not a widely used process in everyday organisational management. The results of the latest, 9<sup>th</sup> survey of ManpowerGroup, conducted on 37000 employers in 42 countries are not optimistic. There is still a great number of firms having a problem with staffing they positions (globally it is 36%, in Poland 33%, but in Japan 81%) (ManpowerGroup, 2014). In Poland talent management is used on a rather low level. That is why the reasons for such results as well as conditions and solutions are still being sought in order to support introducing and taking advantage of talent management. It seems that appropriate, supportive employees' behaviours called citizenship behaviours can be one of many factors facilitating talent management.

### 3. ORGANISATIONAL CITIZENSHIP BEHAVIOURS

Organisational Citizenship Behaviours (OCB) are intentional actions undertaken by employees as their own initiative in order to help other employees and contribute to a widely understood organisational success. This concept is commonly called *good soldier syndrome* (Turek, Czaplińska, 2014, p. 117). The author of OCB idea, D. Organ et. al. define citizenship behaviours as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organisation" (Organ, Podsakoff, MacKenzie, 2006, p. 3.). Thus, OCB are personal and voluntary and at the same not covered by the organisational reward system (Appelbaum et al., 2004, p. 19.). One of the basic assumptions of the concept that nearly all the researchers agree with, is that OCB are not a homogeneous construct and comprise many dimensions of different categories of behaviours (Schmidt, 2014, pp. 30-31). On the basis of many analyses and attempts of distinguishing smaller categories comprising citizenship behaviours there are seven main categories of such behaviours: Helping Behaviour, Organisational Compliance, Sportsmanship, Organisational Loyalty, Individual Initiative, Civic Virtue, Self Development (Podsakoff et al., 2000, p. 517; Chwalibóg, 2013, p. 20). Helping Behaviour is connected with spontaneous, voluntary help or support for others at workplace. According to Organ, this category covers such ideas as: altruism i.e. voluntary help to another person in dealing with a given professional problem; peacemaking, which is help in solving or mitigating conflict; cheerleading, i.e. gestures and words of reinforcing performance; courtesy, i.e. preventing potential conflicts (Organ, 1988, p. 96, referenced by Podsakoff et al., 2000, pp. 516, 518). R.H. Moorman and G.L. Blakely named it Interpersonal Helping (1995, p. 130). Organisational Compliance is internalisation and acceptance of rules, regulations and procedures existing in an organisation and complying with them even when nobody is monitoring. This category is named organisational compliance or subordination. It can also be called organisational obedience - an orientation towards organisational structure, job description and personal policies that recognizes and accepts the necessity and desirability of rational structure of rules and regulations (Graham, 1991, p. 255). This dimension is close to "job dedication" (Scotter, Matowidlo, 1996, p.526). Behaviours falling into this category are characterized by employee's conscientiousness, acceptance of the code of rules and organisational regulations, keeping order, respect towards organisational authorities and self- discipline. Sportsmanship is behaviour aiming at cooperation, readiness to tolerate certain inconveniences even in the situation and the course of action is disadvantageous for the organisation. This category covers kindness, acceptance of inconveniences, readiness to sacrifice one's own good for the sake of all, forgiveness in case of incompliance with orders or advice, not taking refusal or

remarks personally. This category has been also named as 'helping coworkers' (George, Jones, 1997, p. 154). Organisational Loyalty, described as good will and protection of organisation, keeping and defending aims, care about the image of the organisation, staying with organisation despite disadvantageous conditions, identification with organisation and its leaders. Individual Initiative is a group of behaviours concerning manifestations of individual initiative. Such behaviours are about going beyond one's organisational role voluntarily, crossing minimum requirements towards oneself or expected level of the undertaken task. Those behaviours are connected with creativity, innovativeness, enthusiasm towards work, responsibility, inspiring other participants to professional life and above standard involvement. Civic Virtue is a group of behaviours described as interest and involvement in the organisation. It manifests as willingness to participate actively in organisational management, searching for opportunities and threats and paying attention to the interest of the organisation. Such behaviours reflect the sense of being part of a whole and acceptance of responsibility connected with it. George and Jones distinguished two dimensions in this category: making constructive suggestions and protecting the organisation (1997, p. 155). Self Development is a set of behaviours connected with voluntary acquisition and development of skills and abilities. This category covers activities which are connected with expanding knowledge, skills or abilities in order to support organisational activities in the best possible way. The list of citizenship behaviours is very long and their basic role is to facilitate cooperation and co-existence in a team (Schmidt, 2014, p. 31). Citizenship behaviours facilitate, improve and make everyday work more pleasant. They are often said to "lubricate the social machinery of the organisation" (Bateman, Organ, 1983, p. 588; Podsakoff, MacKenzie, 1997, p. 135) as they are in important correlation with positive relations among employees in the workplace (Peyrat-Guillard, Glińska-Neweś, 2014, pp. 82-96) and they facilitate creating relations between employees and managers (Turnipseed, Rassuli, 2005, pp. 231-244). Their positive impact on performance has been proved by research conducted in recent years. Citizenship behaviours create positive climate for work and stimulate development of organisational knowledge. P.L. Teh i Ch.Ch. Yong state that citizenship behaviours are one of the strongest predicates of sharing knowledge and organisational learning (2011, pp. 11-21). Research conducted by P.H. Turnipseed i D.L. Turnipseed showed positive and crucial statistical interdependencies between OCB and innovative climate, readiness to take risk and create new ideas (2013, pp. 209-216). Thus, they are employees' behaviours which can constitute one of the most decisive factors in the competitiveness of business organisations. The question arising in reference to this article is how citizenship behaviours can help in the process of talent management. It can be surmised that for the process of talent management such behaviours can be helpful on some, chosen stages. Literature shows a connection of OCB with talent management, as such behaviours (attitudes) allow to emphasise ability of the organisation to attract and retain the best employees (George, Bettenhausen, 1990, pp. 698-702). Are there other areas of talent management which can be supported by citizenship behaviours? This is the question the authoresses of this article are trying to answer in the light of the presented research.

#### 4. METHOD

Talent management and citizenship behaviours were two key areas of the research project „Strategic management of the key areas of Positive Organisational Potential – determinants, solutions and models recommended for companies operating in Poland”. The project was funded by the National Science Center research, grant number DEC-2011/01/B/HS4/00835



and was carried out 2011 -2013<sup>1</sup>. It was the second project undertaken by the same team in the area of POS, which became basis for the concept of Positive Organisational Potential (POP) (Stankiewicz ed., 2010). POP was defined as “a state, level and configuration of company resources, which by stimulating positive climate and positive organisational culture foster positive, development, supporting employee behaviours.” (Glińska- Neweś, 2010, p. 46). Both, talent management and citizenship behaviours were defined as key areas of POP and subjected to further research. The research project was divided into several stages. The first stage was literature study which allowed to describe manifestations of key areas of POP, including talent management as well as citizenship behaviours. Talent management was characterized by the following manifestations:

- A company makes Talent Management an element of its strategy,
- A company knows what talents are required,
- A company has relevant methods to identify and select talents,
- A company makes an effort to attract the best employees,
- A company establishes individual paths of career and methods of development for talents,
- A company creates opportunities for talents to meet ambitious projects and challenges,
- A company creates conditions for learning and knowledge sharing.

Citizenship behaviours were characterized by the following manifestations:

- Employees help each other in solving important, job-related problems,
- Employees tolerate minor, short-term inconveniences in their workplace – they do not complain about trivial details, they show willingness to make efforts for the sake of a company,
- Employees avoid making job-related troubles for their co-workers,
- Employee behaviours significantly exceed the standard expectations at their positions,
- Employees are interested in and participate in the company's everyday life.

The next stage was the panel of experts, in which a group of experts analysed and assessed correctness of described manifestations in the researched areas. Another stage included survey studies. In the survey studies, the survey sheet was sent to over 1000 best enterprises operating on the Polish market. As the result 73 responses were collected. In this sample there was a dominance of large (i.e. employment over 250) Polish companies (100% of Polish capital), representing production sector, with average employee age of 30 – 40. In the questionnaire respondents were asked to evaluate the state of the listed items in their companies by answering to the question: ‘to what extent, in your opinion, each of these statements characterize your company?’ The scale used in the question was between 0% (I fully disagree) and 100% (I fully agree).

## 5. FINDINGS

Researched enterprises assessed the intensity of manifestations of talent management and citizenship behaviours, remarking on many significant problems and shortages. The results are shown in Table 1.

*(Table following on the next page)*

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<sup>1</sup> Authors were members of the research team.

*Table 1: Talent management and citizenship behaviours in companies operating in Poland – means and standard deviations (elaborated by the authors based on the research findings)*

<b>Variables – Talent management manifestations</b>	<b>Mean</b>	<b>s.d.</b>
A company makes Talent Management an element of its strategy	62.88	29.46
A company knows what talents are required	72.88	24.69
A company has relevant methods to identify and select talents	59.72	30.71
A company makes an effort to attract the best employees	73.42	26.83
A company establishes individual paths of career and methods of development for talents	59.86	29.37
A company creates opportunities for talents to meet ambitious projects and challenges	75.21	21.42
A company creates conditions for learning and knowledge sharing	76.57	20.91
<b>Variables – Citizenship behaviours manifestations</b>		
Employees help each other in solving important, job-related problems	75.07	16.677
Employees tolerate minor, short-term inconveniences in their workplace – they do not complain about trivial details, they show willingness to make efforts for the sake of a company	71.51	20.661
Employees avoid making job-related troubles for their co-workers	72.47	20.601
Employee behaviours significantly exceed the standard expectations at their positions	65.21	22.980
Employees are interested in and participate in the company's everyday life	71.23	18.024

According to the data collected in Table 1, the following practices were listed among the most developed elements of talent management in the surveyed companies: creating conditions for learning and knowledge sharing (76.57%), creating opportunities for talents to meet ambitious projects and challenges (75.21%), making an effort to attract the best employees (73.42%) as well as knowing what talents are required (72.88%). The lowest assessments were received by: applying relevant methods to identify and select talents (59.72%), establishing individual paths of career and methods of development for talents (59.86%) as well as making talent management an element of a firm's strategy (62.88%). First of all, researched enterprises suggest problems in all formal aspects of talent management. Enterprises do not possess any tools necessary to identify and then recruit talented employees. They also struggle with problems in terms of creating and using methods of supporting development of talented employees. The reason may stem from inappropriate approach to talent management. This process is not perceived as an element of a strategy for any of the researched enterprises. That is why it is difficult to find any clear guidelines concerning the enterprise's needs in terms of talented employees and skills required for the previously set strategic aims, which hinders the ability to define career paths for talented employees. The assessments of talent management practices are characterized by high standard deviations (from 21% to 31%). It may suggest wide discrepancies between the high-flyers of outstanding achievements and the companies which are less advanced in talent management implementation. Citizenship behaviours were not highly assessed either, nevertheless their assessment was on a higher level than manifestations of talent management. It is worth mentioning that there is one variable which got the lowest possible rate (65,21%). In the opinion of the managers of the researched enterprises their employees do not go beyond responsibilities and standard expectations ascribed to them. It is difficult to say what is the reason for such behaviour, as it may be a complex issue. Among the mentioned manifestations of citizenship behaviours the highest rate was given to mutual help among employees in reference to solving professional problems (75,07%). A crucial research problem was relations between talent management and citizenship behaviours, which allowed for the surmised possibility of correlation between the presented areas. The level of such interaction is presented in Table 2.

Table 2. Pearson correlation coefficients (*r*) between Talent Management and Organisational Citizenship Behaviours (elaborated by the authors based on the research findings)

	Organisational Citizenship Behaviours	Employees help each other is solving important, job-related problems	Employees tolerate minor, short-term inconveniences in their workplace – they do not complain about trivial details, they show willingness to make efforts for the sake of a	Employees avoid making job-related troubles for their co-workers	Employee behaviours significantly exceed the standard expectations at their	Employees are interested in and participate in the company's everyday life
<b>Talent Management</b>						
A company makes Talent Management an element of its strategy		,385**	,317**	,311**	,398**	,446**
A company knows what talents are required		,500**	,321**	,327**	,397**	,376**
A company has relevant methods to identify and select talents		,391**	,342**	,384**	,507**	,516**
A company makes an effort to attract the best employees		,526**	,296*	,374**	,437**	,451**
A company establishes individual paths of career and methods of development for talents		,435**	,305**	,315**	,497**	,420**
A company creates opportunities for talents to meet ambitious projects and challenges		,606**	,393**	,411**	,362**	,386**
A company creates conditions for learning and knowledge sharing		,611**	,483**	,528**	,453**	,554**

\*\* p<0.01; \*p< .05.

High coefficients of Pearson's correlation allow for the surmised presence of crucial relation between talent management and citizenship behaviours. Nevertheless, it is the highest values that are the most noticeable. Mutual help in solving problems at work has an important impact on all aspects of talent management. First and foremost, cooperation facilitates realisation of difficult projects. Apart from that, the potential of learning in a team is bigger (more opinions, more viewpoints to share). Consequently, cooperation and mutual help create perfect conditions allowing knowledge and experience sharing. Moreover, employees who help each other, know their competencies better, which makes it easier to design individual career paths matching predispositions and skills of each employee. Mutual help also allows to identify competency gaps (we ask for help when we struggle to solve a problem) in the team as well as in the organisation. It facilitates the search for talents in order to fill these gaps. Such talent management actions can be efficiently supported by employees' behaviours connected with exceeding one's standard responsibilities and expectations towards their organisational roles. When an employee is involved and contributes to a higher level than is expected from him, in this way shows his potential and his abilities. It is easier to recognise his predispositions as they become apparent. It facilitates talent identification as well as designing individual career paths for them. Moreover, employees exceeding their organisational roles often come up with new ideas and new solutions, creating novelty. Talent management can be significantly supported by employees' responsible participation in the life of the enterprise. Employees participation in the life of the organisation means participation in its management, in creating plans, setting aims and taking decisions. It is easier for such employees to create their own career paths and make sure that the organisation has aims and areas which they are interested in, which translates into their development. What is more, employees taking part in the



company's life know one another and know each other's talents. Consequently, they can share this knowledge with managers and support them in the talent management process, which can contribute to more appropriately taken decisions. It turns out that talent management can be seriously affected by employees' behaviours which show that they do their best not to create professional problems for one another and tolerate small inconveniences as well as can endure difficulties for the company's sake. Such attitudes are good conditions for peaceful cooperation, which makes it easier to carry out ambitious projects, learn and share knowledge.

## 6. CONCLUSION

The above research results allow to conclude that citizenship behaviours support the implementation of certain areas of talent management. Above all, they facilitate identification of talents, designing career paths and sharing knowledge for the sake of employee and organisational development. Citizenship behaviours present in the organisation create also positive image of organisation as they are responsible for work friendly climate in the organisation. Such workplace is more wanted and more valuable for talented employees in the first place and such organisation becomes a more desired employer. Therefore citizenship behaviours should be supported and employees ought to be motivated to go beyond standard expectations and roles ascribed to them due to the fact that the connection between such attitude and talent management is extremely important and in the managers' opinion it is still the most underdeveloped. One may also wonder about the reverse relation - the significance of talent management for stimulation of citizenship behaviours. It is an interesting area for further analysis and perhaps material for another article.

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