Examining Upward Influence as a Form of Citizenship Behavior in Universities in Hong Kong

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ABSTRACT

Citizen upward influence (CUI), stemming from employees’ unselfish motives, refers to the organizational members’ voluntary attempts to influence organizational decisions and decision making processes ordinarily controlled by managers and officers. This study explores employees’ CUI engagement and factors influencing their CUI behaviors in the Hong Kong university settings. A total of 122 teaching staff from the eight government funded universities in Hong Kong were surveyed in this study.

The results indicated that involvement climate, as well as innovation and flexibility climate, was positively correlated with the amount of the CUI input and the frequency of both direct and indirect CUI. Further, employees’ affective and normative commitments were positively related to the amount of the CUI input and the frequency of direct CUI but were unrelated to the frequency of indirect CUI. Moreover, no relationship was found between continuance commitment and employees’ amount of CUI input and CUI frequency. In addition, the mediation effect of voluntary commitment between open climate and employee CUI engagement was detected.

By examining employees’ upward influence for organizational goals as a form of citizenship behavior, the current study confirms the role of situational factors (i.e., dimensions of organizational climate) in affecting employees’ upward influence behaviors. This study also reaches implication on guiding the university management in creating a participative, innovative and flexible work environment that promotes employee citizen upward influence.
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