

The Effect of Self - Monitoring on Organizational Citizenship Behavior - Based on the Adjustment of Leadership Style

Tu Yueyuan

Xidian University, Economy and Management School

Abstract: *From the staff self-monitoring, analysis of its impact on the organization Citizenship behavior, and joined the boss leadership style. The empirical results show that there is a positive correlation between self-monitoring, organization citizenship behavior and leadership style, that is, the higher the level of self-monitoring of employees, the higher the level of organizational citizenship behavior and Leadership style.*

Keywords: Self – monitoring, Organization, Citizenship behavior, Leadership style

1. Introduction

Organizational citizenship behavior refers to the fact that the organization members spontaneously make acts that are beneficial to the organization or other members of the organization in cases where the organization has not been expressly provided and no reward is given. Under the background of the rapid development of science and technology and the increasingly fierce competition in the world, the enterprise and its employees can adapt quickly to the change of the external market environment and become the key factor in the success of the enterprise competition. And the organizational behavior of employees deeply affect the development of enterprises, become an important source of competitiveness of enterprises. At present, the research on organizational citizenship behavior mainly focuses on four aspects: personal characteristics, leadership behavior, organizational characteristics and job characteristics. There are few studies on self-monitoring and organizational citizenship.

Self-monitoring refers to the individual in order to achieve the intended goal, will be their own practice activities as the object, continue to its active, conscious planning, monitoring, inspection, evaluation, feedback, control and regulation process. The Leadership is the core of the organization, they greatly affect the behavior of subordinates, and ultimately determine the rise and fall of the organization and success. Different leaders will form different leadership styles, resulting in different leadership outcomes. Therefore, this study involves the study of self-monitoring on the impact of organizational citizenship behavior, to join the leadership style of the regulatory role of the study and research.

2. Literature Survey

2.1 Self-monitoring

Snyder first introduced the concept of self-monitoring^[1] in 1974 to explain the individual differences in self-presentation. He argues that the differences in

individual control expressions and self-presentation are due to differences in self-monitoring. The behavior of high self-monitors is like "chameleon", and they can effectively change their public image to suit the situational identity^[2]. Their behavior can maintain self-harmony and maintain interpersonal harmony^[3]. Self-monitoring concept has been raised in the field of psychology, cognition and pedagogy. The measurement of self-monitoring has become the most widely used method of individual measurement^[4, 5].

Self-monitoring of the main measurement method is the questionnaire, and self-monitoring scale of the study is also on the self-monitoring structure of the discussion^[6]. Snyder (1974) argues that self-monitoring is a process of attention to situational suits that are sensitive to situational cues and as a process of regulating behavior^[1], based on the development of a set of recommendations that focus on social suitability, attention to social comparative information, adjust the ability, and cross the scene to change the five-dimensional 25 items from the Chen-style original scale. Lennox and Wolfe (1984) argue that self-monitoring refers to the individual's ability to express the behavior of others and the ability to regulate self-expression, only for others and their self-expression is particularly sensitive to the use of this clue as a self-directed guide. Is a high self-monitoring of the essential characteristics of^[7], developed a set of amendments, including self-presentation of the ability and expression of others sensitive to the two-dimensional 13 questions table. Li Feng and Zhang Yulian (1998) developed a set of self-monitoring capabilities from the perspective of Snyder^[1] on the self-monitoring description, from the ability to monitor self-presentation and the two dimensions of self-monitoring^[8] Tend to 2-dimensional 23 questionnaires. Xiao Chonghao (2005) analyzes the characteristics of high self-monitor from the perspective of self-presentation function and process, and thinks that the individual must leave the expectation to others in the self-presentation, and must maintain the self-harmony and maintain interpersonal Harmony^[9], developed a set of two dimensions, including maintaining self-harmony and maintaining interpersonal harmony^[10,11].

Volume 7 Issue 1, January 2018

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2.2 Organizational Citizenship Behavior

Organizational Citizenship behavior was first proposed by Barnard (1938), who argued that the willingness to cooperate for each individual in the organization was indispensable for the entire organizational system. He pointed out that a due diligence manager can not be outside, should play a "guide" role, to encourage subordinates to show the behavior of corporate citizenship. Katz (1964) first proposed the concept of organizational citizenship behavior, he believes that an organization only rely on rules and regulations to act is far from enough, only in teamwork, altruistic behavior and other forms of citizenship on the basis of the existence of the organization can be stable Development^[12].

Bateman and Organ (1983) formally put forward the term Organizational Citizenship Behavior (OCB). Organ (1988) initially defined it as a spontaneous employee behavior that did not receive a direct or definite return to the organization's formal remuneration system but would help the organization to function effectively^[13]. Later, Organ (1997) redefined the organizational citizenship behavior, he believes that organizational citizenship behavior itself can not provide support for the realization of mission performance, but he can maintain and improve the organization's social and mental environment, the performance of the task Play a catalytic role^[14]. This study suggests that organizational citizenship behavior is beneficial to the organization, but has not been clearly or directly recognized in the organization's formal pay system.

The division of dimensions of organizational citizenship is as follows: Smith et al. (1983) proposed a two-dimensional model of OCB dimensioning; Organ (1988) divided OCB into five-dimensional structures^[13]; Podsakoff (2000) developed OCB's seven (2004) developed OCB six dimensions^[16]; Fan Jingli (2004) on the OCB to re-research, OCB will be divided into 10 dimensions^[17].

2.3 Leadership Style

Leadership theory is a theoretical study of the effectiveness of leadership. Janda (1960) argues that leadership is a special power relationship^[18], in which a group of people has the right to regulate the behavior of another group of people. House (1979) argues that leadership is a social impact process involving two or more people who are leaders and followers or more potential followers. Bass (1981) argues that leadership is an ability, an ability to influence, inspire, and guide individuals or groups to pursue their goals.

The theory of leadership can be divided into three categories, including trait theory, behavioral pattern theory, and contingency situational theory. They can be divided into a variety of different types. Trait theory studies some of the common qualities or characteristics of distinguished leaders, such as Galton (1869), Gibb (1969) and so on. Behavioral

pattern theory research on What kind of behavior will induce leadership behavior such as Lewin (1939) , Tannenbaum (1937) , Likert (1967) and so on. Contingency Situational studies study the impact of situational factors on leadership, such as Fielder (1967), HerseyBlanchard (1969) and so on.

Leadership style refers to the characteristics of the customary leadership style. The leadership style selected in this study was based on the study of Hemphill and Coon, a professor at Ohio State University, which divided leadership style into two dimensions: care and regulation. According to the dimension leadership style can be divided into guidance type leadership, support type leadership, participatory leadership and achievement-oriented leadership four types.

3. Hypothesis put forward

3.1 The Impact of Self - monitoring on Organizational Citizenship

Most studies suggest that there is a significant correlation between self-monitoring and organizational related concepts^[4], especially in relation to organizational behavior^[19]. High self-monitoring can provide other positive work related to work^[20]. And as an important personality-oriented, self-monitoring should also be more involved in the study of organizational behavior^[21].

On the proactive side, self-monitoring reflects the extent to which people are based on the hints obtained from social interaction actions to determine the appropriate attitude and behavior in a particular context^[20]. Due to the high self-monitors tend to take a positive impression management strategies^[22], so the organization will behave more proactive. Help colleagues, the high self-monitors in order to obtain a good social status in the organization, they tend to take some altruistic behavior to improve their interpersonal performance and organizational network status; In order to change the structure of the individual's network of friends^[23], high self-monitors in the organization are often able to provide more emotional assistance for others at work; and with the increase in management responsibility, self-monitoring affects the degree of emotional help to others also increased^[24]. In view of the expression, low self-supervisors are more inclined to express themselves to the organization^[21]. However, low self-monitoring increases the likelihood that members will express their personal preferences in a way that directly and reflects their beliefs and values, Rather than in the form of team guidelines and expectations^[20] to the organization to speak; This means that high self-supervisors, although less expressed in the organization's point of view, can speak in a way that is beneficial to the organization. To enhance the image of the organization, since self-monitoring can change the structure of a person's friends network^[23], coupled with high self-monitors with social hints to guide their behavior^[25], so they will pay more attention to their words and deeds, so High self-monitors will take a more central place in social networks^[26]. And high self-monitoring will

strengthen the organization of a just atmosphere ^[20] to maintain a good image of the organization. Self-training, high self-monitoring is more likely to be supported and recognized in the organization ^[27], to achieve cross-company promotion ^[28], so in order to obtain individual promotion, they will be more active self-training. In terms of interpersonal harmony, self-monitoring can help us understand the extent to which individuality affects individual behavior and social interaction ^[29]; High self-monitors can adjust their own words and deeds based on different situations and different objects, attract strangers from different departments or different organizations, and connect them to each other after a period of time ^[23]. Moreover, the high self-monitor's interpersonal performance is better ^[30], in the organization has a good interpersonal and organizational status, will maintain the organization of harmonious interpersonal relationships.

The study assumes the following assumptions:

Hypothesis 1: Self-monitoring is positively related to organization citizenship behavior.

3.2 The relationship between self-monitoring and leadership style

Self-monitoring is related to leadership perception ^[31]. First, high self-monitors because of their high sensitivity to timely and accurately adjust their attitudes and actions in different situations, so that it can act over and over again ^[20] in accordance with the norms and expectations of the organization's way, So self-monitoring is closely related to leadership behavior ^[19, 32]. High self-monitors tend to lead behavior more frequently ^[32]. In addition to self-monitoring has a clear positive effect on leadership development ^[4, 33], the leader's self-monitoring is also positively related to the formation of leading charismatic leadership ^[34]. Leadership has a positive correlation with individual self-awareness and self-monitoring ^[34]. A self-monitoring leader can not only adjust his own words and deeds in order to maximize the interests of the organization, but also very concerned about other individuals to ensure that the superior, peer and subordinate satisfaction. Especially the degree of self-monitoring of the leadership will make subordinates in the view of leadership behavior differences ^[35]. The study also found that self-monitoring also enhances the behavior of women in leading non-traditional roles such as leadership ^[36]. Good leadership style can enable employees to better achieve organizational goals, poor leadership style will motivate employees to take away from the organizational goals of behavior. We believe that leadership style affects individual behavior through personal self-monitoring. The higher the self-monitoring, the easier it is for people to adopt a reasonable leadership style to motivate the organization's goals.

The study assumes the following assumptions:

Hypothesis 2: Self-monitoring is positively related to leadership style.

3.3 The relationship between leadership style and organizational citizenship behavior

When the leadership style tends to be a regular dimension, the leader will give a certain return based on the performance of the subordinates. Under the influence of this leadership style, the leader asked the subordinates to achieve the performance goals as planned, while giving the appropriate incentives. At this point, subordinates that they have been fair and equitable treatment, and thus more willing to take organizational citizenship behavior. And the type of leadership style of consideration refers to the leaders through their own charm and deeds inspired subordinates, so that subordinates aware of their own value and role to meet their spiritual needs, and to enable them to assume more responsibilities outside the work.

The study assumes the following assumptions.

Hypothesis 3: Leadership style is positively related to organizational citizenship behavior.

3.4 The role of leadership style in the regulation of self-monitoring on organizational citizenship behavior

Employees in the organization will be based on internal and external changes in the environment and their own circumstances to determine and select the action. While the external environment changes through internal judgments to achieve. Self-monitoring is part of self-awareness, and leadership style is an important part of the external environment.

Achievement-oriented leadership is highly concerned with subordinates, attaches importance to the relationship with subordinates, but also clearly defines each other's roles, status and work procedures. In this leadership style, high self-monitor will be sensitive to capture the scene of the signal, will be more active participation in the work and pay more attention to the relationship between leadership and colleagues to maintain.

The study assumes the following assumptions.

Hypothesis 4a: Achievement-oriented leadership plays a positive relationship between self-monitoring and employee citizenship behavior.

Leadership attaches greater importance to the boundaries between employees and employees, rather than care of employees and the maintenance of relationships with employees. This is the case that high self-monitors are most likely to see. He was able to take a positive impression management strategy ^[22], working hard to significantly improve organizational performance ^[4, 19, 26].

The study assumes the following assumptions.

Hypothesis 4b: The guiding leader has a positive

relationship between self-monitoring and employee organization's citizenship behavior.

Supportive leadership is highly concerned with employees and strives to maintain a harmonious relationship with employees. Relatively speaking, job definition and requirements are not very concerned. In this context, as high self-monitors can present different "faces" in front of different audiences [19], more camouflage will be taken [37], making interpersonal harmony in line with leadership requirements.

The study assumes the following assumptions.

Hypothesis 4c: The support leader has a positive relationship between self-monitoring and employee citizenship behavior.

Participatory leadership plays only a participant in the organization. He does not pay attention to work and does

not care about the relationship with employees. In this context, the high self-monitor is difficult to cast the impression management strategy, his camouflage will not bring him any benefits, his assessment of satisfaction [38] will become lower. High self-monitors will think that their performance is below their actual level of assessment, resulting in differences in knowledge, so high self-monitor is more likely to change the boss, change the workplace, to achieve cross-company promotion [28], it will not Produce more organizational citizenship behavior.

The study assumes the following assumptions.

Hypothesis 4d: Participatory leadership plays a negative relationship between self-monitoring and employee citizenship behavior.

According to the above theoretical analysis, the hypothesis model of this study is shown in Fig1.

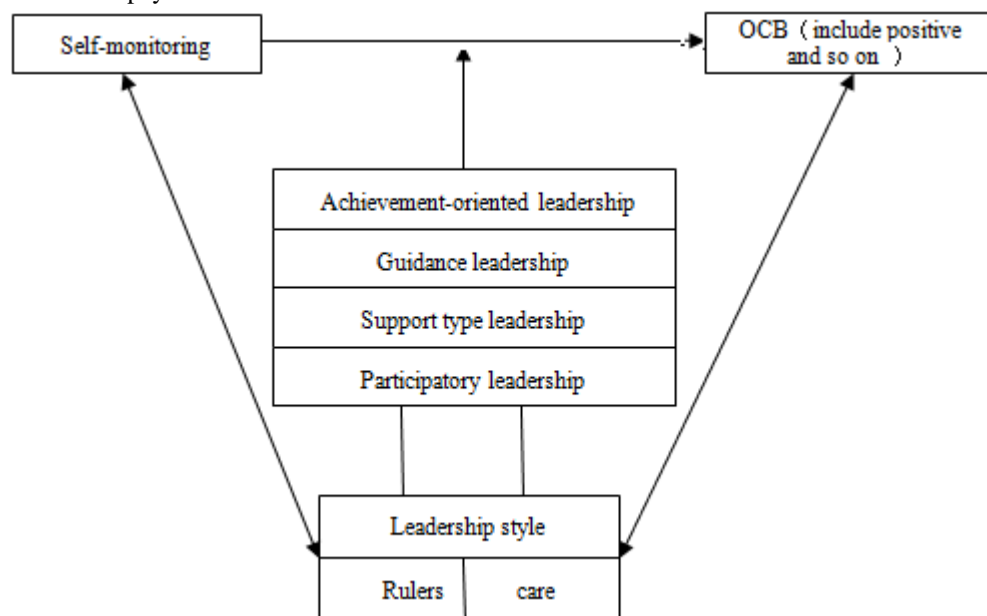


Figure 1: A hypothesis model of self-monitoring on OCB impact based on leadership style adjustment

4. Research Methods

4.1 sample collection

The survey is targeted for all types of organizations within one year of employment, including private enterprises, state enterprises, institutions and state organs. The significance of defining employee's job qualifications is to control the impact of many other factors related to job qualifications on self-monitoring and organizational citizenship. And employees into the enterprise within 1 year, it is staff self-monitoring gradually appeared and began to organize their citizens to influence the critical period of behavior.

In this survey, we first contact with the surveyed enterprises, explain the purpose and circumstances of this investigation. Under the support of the human resources department of the enterprise, the researcher and the human resources commissioner jointly identified the survey object. The

survey issued a total of 80 questionnaires, of which 69 valid questionnaires, the questionnaire effective rate of 86.25%.

4.2 Variable measurement

The variables of this study include four variables: dependent variable, independent variable, adjustment variable and control variable. The measurement of each variable is based on the existing research, the use of more mature and effective indicators for measurement. Self-monitoring of the use of Xiao Chong good (2008) reconstruction of self-harmony and maintain interpersonal harmony 2-dimensional 24 scale, by the staff to evaluate. The measurement of organizational citizenship behavior was measured by Fan Jingli (2004) 10-dimensional scale, which was evaluated by the staff. The leadership style was measured by the Leader Behavior Description Questionnaire (LBDQ) by Ohio State University Scholars, evaluated by supervisors and employees. This paper chooses gender, the

nature of the unit, the level of education and the position of the staff as the control variable.

5. Empirical Analysis and Results

5.1 Reliability analysis of variables

Reliability is used to measure the correctness and accuracy of the tool, which reflects the stability and consistency of the research data. The higher the reliability of a scale, the higher its stability. At the same time it can also be used to estimate the amount of measurement error. In this paper, SPSS17.0 software is used to analyze the reliability of the variables, and the internal consistency coefficient is used to measure the consistency between the items under the isomorphic surface.

At present the point of view of internal consistency coefficients generally accepted is: do not use between 0.6 and 0.65, may be reluctant to use between 0.66 and 0.7, between 0.7 and 0.8 is better, between 0.8 and 0.9 is very good (DeVellis, 1991). Therefore, this study takes 0.7 and above as an acceptable range for the analysis of internal consistency coefficients.

The results of the reliability analysis of each variable can be seen that the internal consistency coefficient of the variables is higher than 0.70, and the internal consistency coefficient of most variables is about 0.75, which indicates that the questionnaire used in this paper can be trusted and has a good letter degree.

The arithmetic mean is the number of the sum of all the data in a set of data divided by the number of data. In statistics it describes the degree of data set, commonly used to represent the general level of statistical objects. We can use it to reflect the general situation of a group of data, you can also use it to compare the different groups of data to see the difference between groups and groups. In this paper, in order to simplify the differences in individual analysis, uncertainty, and avoid extreme data, we use averages to represent the general level of data in some places to measure the various properties of the data.

5.1.1 Reliability analysis of the total scale

Table 1.1: Total scale reliability analysis

Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items
.770	.790	.47

As can be seen from Table 1-1, the alpha scale used in this paper is 0.770, which is greater than 0.7, indicating that the questionnaire used in this paper is highly reliable and the

results of our survey can be trusted.

5.1.2 Self-monitoring scale reliability analysis

In this paper, we measure self-monitoring from two dimensions of self-harmony and interpersonal harmony, and obtain the following results by analyzing the reliability of the effective survey data.

Table 1.2: Self-monitoring scale reliability analysis results

Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items
.714	.703	.7

From Table 1-2, we can see that the self-monitoring scale used in this study is 0.714, which is the required scale and shows that the data obtained from this scale is reasonable.

5.1.3 Organizational Citizenship Scale Reliability Analysis

In this paper, the organization of citizens used by Fan Jingli 2004 development of the Chinese organization of citizens behavior scale, reliability analysis results are as follows:

Table 1.3: Organizational Citizenship Scale Reliability Analysis Results

Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items
.700	.708	13

As can be seen from Table 1-3, the alpha value of the Organizational Citizenship Scale used in this study is 0.700, which is in line with the minimum of this paper and is the available scale, indicating that the results of this scale are available.

5.1.4 Leadership Style Scale Reliability Analysis

In this paper, the leadership style scale set the two dimensions of care and regulation, the reliability of the scale analysis results are as follows:

Table 1.4: Leadership Style Scale Reliability Analysis Results

Cronbach's Alpha	Cronbach's Alpha based on standardized items	Number of items
.806	.807	10

From Table 1-4, the alpha value of the Leadership Style scale used in this paper is 0.806, indicating that the scale of this study has a high degree of reliability.

5.2 Correlation analysis of variables

5.2.1 Correlation analysis of self-monitoring and organizational citizenship behavior

Table 2.1: Correlation between self-monitoring and organizational citizenship behavior

		Self-monitoring type	Self-harmony average	Interpersonal harmony average points	Organizational Citizenship Average
Self-monitoring type	Pearson correlation	1	.763**	.436**	.298*
	Significant (bilateral)		.000	.000	.013
Self-harmony average	Pearson correlation	.763**	1	.139	.208
	Significant (bilateral)	.000		.254	.087
Interpersonal harmony average points	Pearson correlation	.436**	.139	1	.405**
	Significant (bilateral)	.000	.254		.001
Organizational Citizenship Average	Pearson correlation	.298*	.208	.405**	1
	Significant (bilateral)	.013	.087	.001	

Note: ** Significant correlation at .01 level (bilateral). * Significant correlation at 0.05 level (bilateral).

In order to gain a better understanding of the relationship between self-monitoring and organizational citizenship, we extract valid information from Table 2-1 and simplify them as Table 2-2:

Table 2.2: Correlation between self-monitoring and organizational citizenship behavior

		Organizational Citizenship Average
Self-monitoring type	Pearson correlation	.298*
Self-harmony average	Pearson correlation	.208
Interpersonal harmony average points	Pearson correlation	.405**

Note: ** Significant correlation at .01 level (bilateral). *

Significant correlation at 0.05 level (bilateral).

We selected the mean of each dimension from the self-monitoring scale to determine the type of self-monitoring, indicating the degree of self-monitoring. At the same time, we selected the average of the dimensions from the Organizational Citizenship Scale to represent the organization's citizenship and then use these results. The analysis represents the degree of correlation between the two scales. As can be seen from Table 2-2, there is a clear correlation between the two scales.

5.2.2 Self-monitoring and leadership style of the relevant analysis

Table 2.3: Correlation analysis of self-monitoring and leadership style

		Self-monitoring type	Self-harmony average	Interpersonal harmony average points	Lead style type	Determined average	Care average
Self-monitoring type	Pearson correlation	1	.763**	.436**	.277*	.248*	.397**
	Significant (bilateral)		.000	.000	.021	.040	.001
Self-harmony average	Pearson correlation	.763**	1	.139	.384**	.238*	.369**
	Significant (bilateral)	.000		.254	.001	.049	.002
Interpersonal harmony average points	Pearson correlation	.436**	.139	1	.229	.386**	.278*
	Significant (bilateral)	.000	.254		.058	.001	.021
Lead style type	Pearson correlation	.277*	.384**	.229	1	.769**	.623**
	significant (bilateral)	.021	.001	.058		.000	.000
Determined average	Pearson correlation	.248*	.238*	.386**	.769**	1	.529**
	Significant (bilateral)	.040	.049	.001	.000		.000
Care average	Pearson correlation	.397**	.369**	.278*	.623**	.529**	1
	Significant (bilateral)	.001	.002	.021	.000	.000	

Note: ** Significant correlation at .01 level (bilateral). * Significant correlation at 0.05 level (bilateral).

In order to better understand the relationship between self-monitoring and organizational citizenship behavior, we will simplify Table 2-3 as Table 2-4:

Table 2.4: Correlation analysis of self-monitoring and leadership style

		Self-monitoring type	Determined average	Care average
Self-monitoring type	Pearson correlation	.277*	.248*	.397**
Self-harmony average	Pearson correlation	.384**	.238*	.369**
Interpersonal harmony average points	Pearson correlation	.229	.386**	.278*

Note: ** Significant correlation at .01 level (bilateral). * Significant correlation at 0.05 level (bilateral).

The mean and self-monitoring types of the dimensions of the scale were selected from the self-monitoring scale to indicate the degree of self-monitoring. From the leadership style scale to select the average of the dimensions and leadership style to represent the leadership style score situation. And then related analysis. As can be seen from

Table 2-4, there is a very significant correlation between the vast majority of the results.

5.2.3 Analysis of Leadership Style and Organizational Citizenship Behavior

Table 2.5: Correlation analysis of self-monitoring and leadership style

		Lead style type	Determined average	Care average	OCB average
Lead style type	Pearson correlation	1	.769**	.623**	.427**
	significant (bilateral)		.000	.000	.000
Determined average	Pearson correlation	.769**	1	.529**	.548**
	significant (bilateral)	.000		.000	.000
Care average	Pearson correlation	.623**	.529**	1	.441**
	significant (bilateral)	.000	.000		.000
OCB average	Pearson correlation	.427**	.548**	.441**	1
	significant (bilateral)	.000	.000	.000	

Note: ** Significant correlation at .01 level (bilateral).

In order to better understand the relationship between self-monitoring and leadership style, we will simplify Table 2-5 as Table 2-6:

Table 2.6: Correlation analysis of self-monitoring and leadership style

		Organizational citizenship behavior average
Lead style type	Pearson correlation	.427**
Determined average	Pearson correlation	.548**
Care average	Pearson correlation	.441**

Note: ** Significant correlation at .01 level (bilateral).

From the leadership style scale to select the average of the dimensions and leadership style to represent the leadership style score situation. From the organization of citizenship scale to select the average score of each subject to represent the organization of citizens behavior. And then use the results of the analysis to represent the correlation between the two scales. As can be seen from Table 1-10, there is a

very significant correlation between the two scales.

5.3 variance analysis of variables

In this paper, the statistical methods are used to describe the demographic variables and other variables. The variables are described by calculating the mean, standard deviation and variance of the relevant data. In this section, we use SPSS to analyze the variance of variables. The purpose of this study is to examine whether there are significant differences in the gender of the organization, the nature of the work unit, the degree of education and the position, and the behavior of the citizens.

5.3.1 Analysis of variance of gender and organizational citizenship behavior

Because gender has only two options, it can not be compared afterwards, so its analysis can only be described by descriptive statistics.

Table 3.1: Analysis of the variance of gender and organizational citizenship behavior

	N	Mean	Standard deviation	Standard error	Mean 95% confidence interval		Minimum	maximum
					Lower limit	Upper limit		
male	26	2.46	1.240	.243	1.96	2.96	1	4
Female	43	2.35	1.089	.166	2.01	2.68	1	4
total	69	2.39	1.140	.137	2.12	2.67	1	4

From Table 3-1, the upper and lower limits of the 95% confidence interval for the three groups were (2.96,1.96),

(2.68,2.01) (2.67, 2.12), including 2.39,So the difference between the two groups of men and women did not reach a

significant level. That is, for sex, its impact on self-monitoring is not significant.

5.3.2 Analysis of the Variance of Unit Property and Organizational Citizenship Behavior

Since the four-unit property option satisfies the multiple comparative analysis, we use the Scheffe method in the variance analysis to apply the variance analysis in the posterior comparison method using multiple comparative analyzes.

Table 3.2: Analysis of the Variance of Unit Property and OCB

(I) Unit nature	(J) Unit nature	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
					Lower limit	Upper limit
government offices	Institutions	.625	.644	.815	-1.22	2.47
	nationalized business	.125	.706	.999	-1.90	2.15
	Private enterprise	.335	.604	.958	-1.40	2.07
Institutions	government offices	-.625	.644	.815	-2.47	1.22
	nationalized business	-.500	.499	.800	-1.93	.93
	Private enterprise	-.290	.340	.866	-1.26	.69
nationalized business	government offices	-.125	.706	.999	-2.15	1.90
	Institutions	.500	.499	.800	-.93	1.93
	Private enterprise	.210	.445	.974	-1.07	1.49
Private enterprise	government offices	-.335	.604	.958	-2.07	1.40
	Institutions	.290	.340	.866	-.69	1.26
	nationalized business	-.210	.445	.974	-1.49	1.07

As can be seen from Table 3-2, the significance probability p of the test F value is much higher than 0.05, so the difference in the mean difference between the groups with different work units does not reach a significant level. That is, the nature of the unit, it is the impact of organizational

citizenship behavior is not obvious.

5.3.3 Analysis of variance of academic and organizational citizenship behavior

Table 3.3: Analysis of variance between academic qualifications and OCB

(I) Education	(J) Education	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
					Lower limit	Upper limit
High school and below	College	-1.228	.502	.124	-2.67	.21
	Undergraduate	-.422	.475	.852	-1.78	.94
	Bachelor degree or above	-1.233	.554	.186	-2.82	.36
College	High school and below	1.228	.502	.124	-.21	2.67
	Undergraduate	.807	.307	.086	-.08	1.69
	Bachelor degree or above	-.005	.419	1.000	-1.21	1.20
Undergraduate	High school and below	.422	.475	.852	-.94	1.78
	College	-.807	.307	.086	-1.69	.08
	Bachelor degree or above	-.812	.386	.229	-1.92	.30
Bachelor degree or above	High school and below	1.233	.554	.186	-.36	2.82
	College	.005	.419	1.000	-1.20	1.21
	Undergraduate	.812	.386	.229	-.30	1.92

As can be seen from Table 3-3, the significance value p of the test F value is much higher than 0.05, so the difference between the individual groups with different educational level does not reach the significant level. In other words, for the education of employees, its impact on organizational

citizenship behavior is not obvious.

5.3.4 Analysis on the Variance of Position and Organizational Citizenship Behavior

Table 3.4: Analysis of the Variance of Position and OCB

(I) position	(J) position	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
					Lower limit	Upper limit
entry level employee	Grassroots managers	.151	.312	.971	-.74	1.05
	Middle management	-1.214	.515	.146	-2.69	.26
	Senior management	1.053	.651	.460	-.82	2.92
Grassroots managers	entry level employee	-.151	.312	.971	-1.05	.74
	Middle management	-1.365	.555	.120	-2.96	.23
	Senior management	.902	.683	.630	-1.06	2.86
Middle management	entry level employee	1.214	.515	.146	-.26	2.69
	Grassroots managers	1.365	.555	.120	-.23	2.96
	Senior management	2.267	.797	.053	-.02	4.55
Senior management	entry level employee	-1.053	.651	.460	-2.92	.82
	Grassroots managers	-.902	.683	.630	-2.86	1.06
	Middle management	-2.267	.797	.053	-4.55	.02

As can be seen from Table 3-4, the significance probability p of the test F value is much higher than 0.05, so the difference in the mean difference between the different positions does not reach a significant level. The impact of the position on the organization of citizenship behavior is not obvious.

5.4 Regression analysis of variables

Through the correlation analysis, we verify the relationship

between variables, and use the method of variance analysis to verify the relationship between control variables and employee organizational citizenship behavior. Here we will construct two regression equations, in the second regression equation to add adjustment variables and independent variables of the interactive items. The adjustment of the relationship between self-monitoring and organizational citizenship behavior is verified by the R-square change of the two regression equations and the significance of the interactive items.

Table 4.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.840a	.705	.696	.4484	.705	78.882	2	66	.000
2	.852b	.726	.713	.4355	.021	4.984	1	65	.029
a. Predictors: (Constant), Self-monitoring type, leadership style type									
b. Predictors: (Constant), Self-monitoring type, leadership style type, leadership style * self-monitoring									
c. Dependent Variable: Organization citizenship behavior									

Table 4.2: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	31.723	2	15.862	78.882	.000b
	Residual	13.271	66	.201		
	Total	44.995	68			
2	Regression	32.669	3	10.890	57.424	.000c
	Residual	12.326	65	.190		
	Total	44.995	68			
a. Dependent Variable: Organization citizenship behavior						
b. Predictors: (Constant), Self-monitoring type, leadership style type						
c. Predictors: (Constant), Self-monitoring type, leadership style type, leadership style * self-monitoring						

Table 4.3: Regression coefficient and significance checklist

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.401	.159		2.520	.014
	leadership style type	.004	.051	.005	.071	.944
	Self-monitoring type	.809	.070	.838	11.521	.000
2	(Constant)	.888	.267		3.322	.001

	leadership style type	-.251	.124	-.360	-2.021	.047
	Self-monitoring type	.544	.137	.563	3.976	.000
	leadership style * self-monitoring	.126	.056	.555	2.233	.029

a. Dependent Variable: OCB

The data show that the R-side sig F change value of the second equation is less than 0.05 after the addition of the leadership style and self-monitoring interaction, and the sig value of the interaction coefficient is less than 0.05, proving that the regulation effect exists. Therefore, we can conclude that the leadership style has a regulatory role in the relationship between self-monitoring and organizational citizenship behavior. And the relationship between the type of leadership style and self-monitoring type is positive, indicating that the type of leadership style has a positive effect on the relationship between self-monitoring and organizational citizenship behavior. That is, in a more positive leadership style, high self-monitoring is often more active in the work, will pay more attention to the relationship between leadership and colleagues.

5.5 Assumptions test results

This chapter mainly analyzes the four hypotheses in Chapter 2, and analyzes the results as follows:

- 1) Self-monitoring and organizational behavior of citizens were positively related to the proof that the assumption that 1 is established.
- 2) Self-monitoring and leadership style was positively correlated, that is proof of hypothesis 2 is established.
- 3) Leadership style and organizational behavior of citizens were positively related to the proof that the assumption that 3 is established.
- 4) The boss leadership style in the process of self-monitoring on the role of organizational citizenship played a regulatory role, that is, a variety of leadership style of self-monitoring staff impact on employee behavior has an impact.

6. Conclusion and outlook

The results show that there are positive correlations between employee self-monitoring and organizational citizenship behavior and supervisors' style, and there is also a positive correlation between organizational citizenship behavior and leadership style. In other words, there is a positive correlation between employee self-monitoring, organizational citizenship and supervisors' style. The higher the level of employee self-monitoring, the higher the organization's citizenship and the boss's style. At the same time, the variance analysis is used to illustrate the relationship between the gender of the employee, the nature of the unit, the level of education and the position of the employee and the employee's citizenship. The results show that there is no significant correlation between the four control variables listed above and the behavior of organizational citizenship. The effect of control variables on employee organization citizenship is not significant. Finally, through the regression analysis of the leadership style of self-monitoring and organizational citizenship behavior

between the regulatory role of the test, found that the leadership style in the middle of the regulatory role. That is, in a company, the boss of the leadership style and staff self-monitoring level, the organization of the citizens of the organization has an important positive role.

An obvious drawback of this study is that the sample size is not enough, and there may be some group tendencies in the sample, such as the age of the subject is generally small, the length of service is generally within 1 year. And the proportion of female employees is much higher than that of men, which may lead to the application of the results and practicality are subject to certain restrictions. In the future study should be to expand the sample, try to do to prevent group tendencies.

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Author Profile



China

Name: Tu Yueyuan
Educational Background: Bachelor's degree
School: Xidian University
Address: Xidian University, Xian, Shaanxi, 710126,