Organizational Control System in Community Colleges and Its Relationship with Organizational Citizenship Behavior

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Abstract
The study seeks to determine the relationship between organizational control system and organizational citizenship behavior among a group of community college lecturers. The theoretical basis for the study is derived from the agency-based model of effects of organizational control systems, specifically, the Performance Management and Recognition System that has been established at the college. Two instruments were developed to measure the organizational behavioral constructs. The results showed a significant relationship between organizational control system and organizational citizenship behavior. However, there was a weak relationship between organizational control system and the sub-scales of organizational citizenship behavior, namely, individual initiative, sportsmanship, organizational compliance, and in-role behavior. The findings can help policy planners, community college leaders, and lecturers to further enhance the effectiveness of the organization.

Keywords: agency-based model; behavioral constructs; job performance; organizational effectiveness; in-role behavior.

1. Introduction