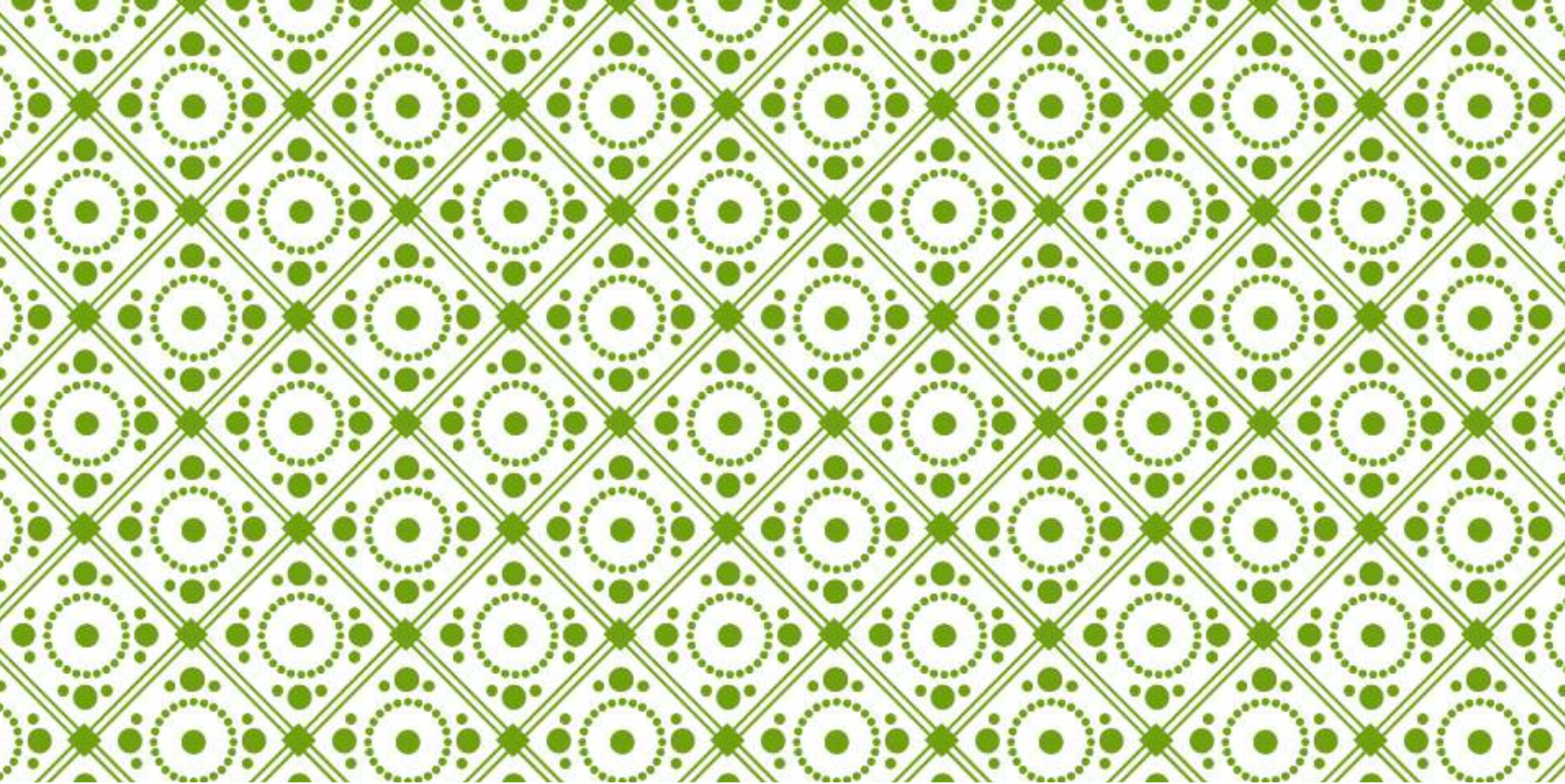


Today's Presenter



Rachel G. Rubin, MLIS, PhD
Director,
Bexley Public Library,
ALA Councilor-at-Large,
Adjunct Professor, Kent
State University, Ohio

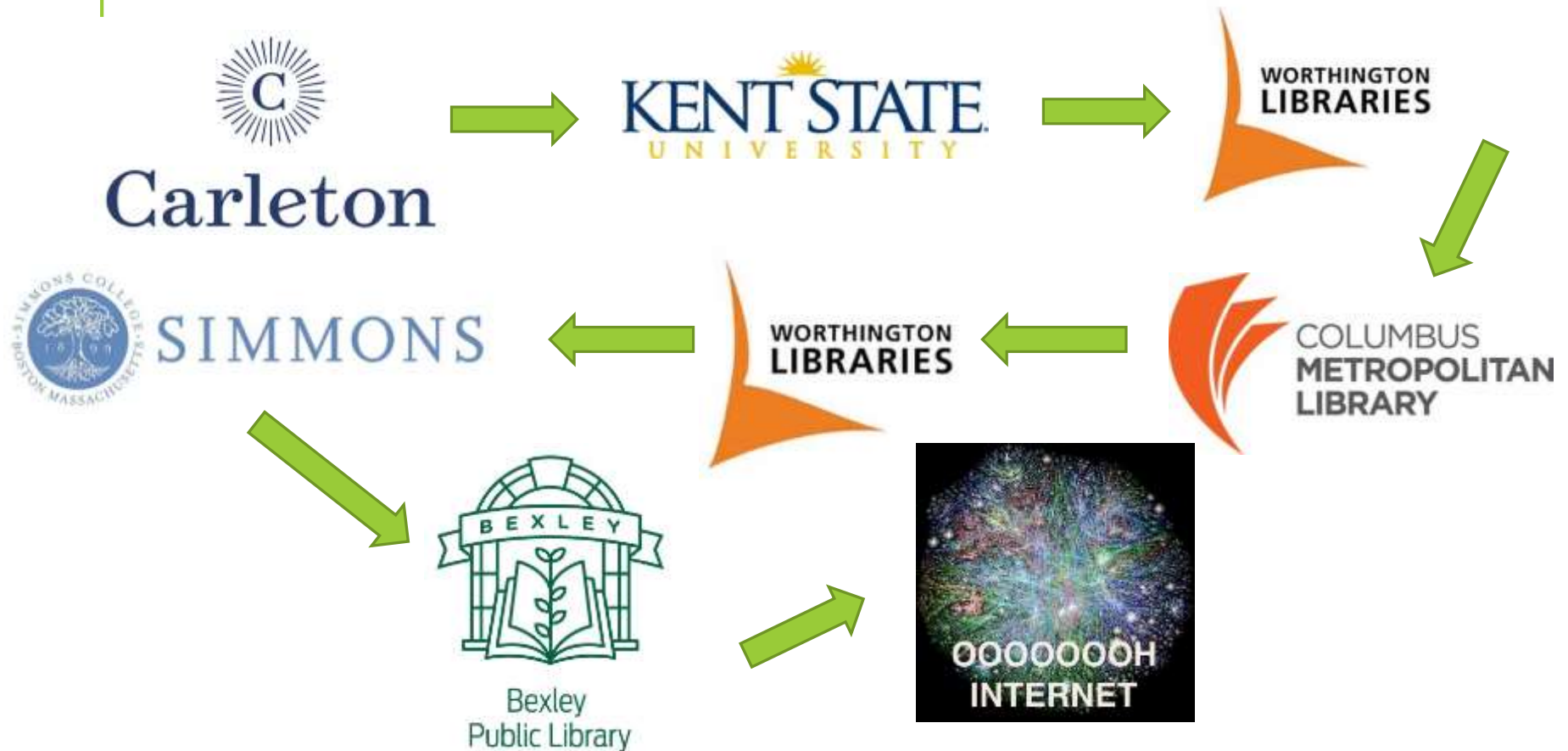


ABOVE AND BEYOND

DEVELOPING A CULTURE OF ORGANIZATIONAL CITIZENSHIP
WEBJUNCTION WEBINAR 6/22/16

RACHEL G. RUBIN MLIS, PH.D

WHO AM I AND HOW DID I END UP HERE?

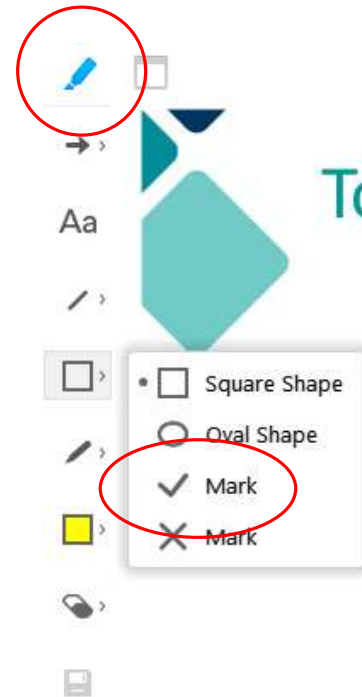


ANNOTATION TOOLS

Click on the marker at the top left corner of the screen and the tool buttons will open.

Check mark

- Half-way down menu, click on square.
- Use the drop-down menu and choose the check mark.
- Click on slide to indicate choice.



WHAT'S YOUR ROLE?

Director

Manager/Supervisor

Neither

ORGANIZATIONAL CULTURE

- A shared set of assumptions, beliefs, and behaviors
- “The way we do things around here”

Our organization has a pretty well-defined culture.



Not at all

Meh

Most Definitely!



WHAT ARE SOME EXAMPLES OF YOUR ORGANIZATION'S CULTURE?

HOW DID **YOU** LEARN ABOUT YOUR ORGANIZATION'S CULTURE?

HOW DO NEW EMPLOYEES LEARN “HOW THINGS ARE DONE”?

A HEALTHY ORGANIZATION

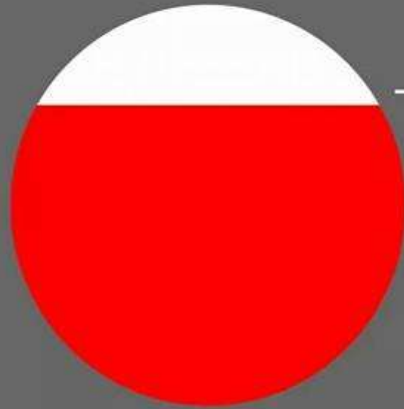
- Successfully carries out its mission
- Continuously evaluates and improves
- Is financially sustainable and fiscally responsible
- Operates ethically and transparently
- **Maintains a supportive and respectful culture in which employees are willing and able to perform at their highest level**

PEOPLE POWER



<https://www.pinterest.com/pin/476255729316872285/>

WHY PEOPLE CHANGE JOBS



75%

of workers who voluntarily left their jobs did so because of their bosses and not the position itself

“ People don’t quit jobs, they quit bosses. ”

Source:
<http://www.gallup.com/businessjournal/106912/tuning-around-your-turnover-problem.aspx>

For more info and content, contact us



REDROCK
International

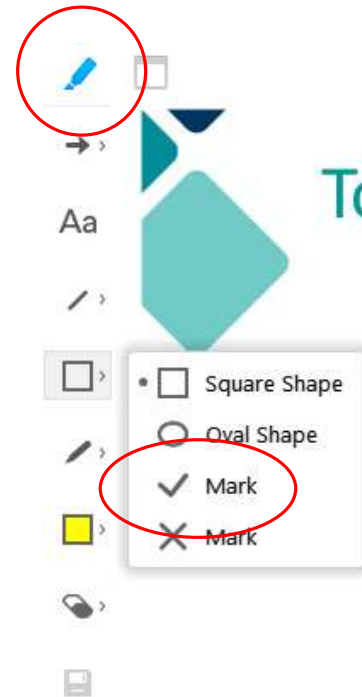
WEBJUNCTION WEBINAR R.G.RUBIN

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SATISFACTION AND PERFORMANCE

- True or false?

More satisfied employees are more productive employees.

True

False

CRITICAL EMPLOYEE ATTITUDES

Satisfaction: Affective condition regarding an employee's feelings toward the job.

Commitment: Desire to stay with the organization.

Motivation: The willingness to work hard.

Citizenship: Engagement in “above-and-beyond” activities that are social in nature that improve the efficiency and effectiveness of others and of the organization.

OUTCOMES OF POSITIVE EMPLOYEE ATTITUDES




https://en.wikipedia.org/wiki/We_Can_Do_It!

- Increase efficiency and effectiveness
- Reduce conflict
- Increase morale
- Reduce supervisory time
- Improve public relations
- Reduce accidents, absenteeism and turnover

“I WISH I COULD CLONE HER”

- Think about your BEST employee.
- Make a list of all the traits, skills, and characteristics that make this employee stand out
- Pick the TOP THREE characteristics that you think are most valuable and share them in the comments box



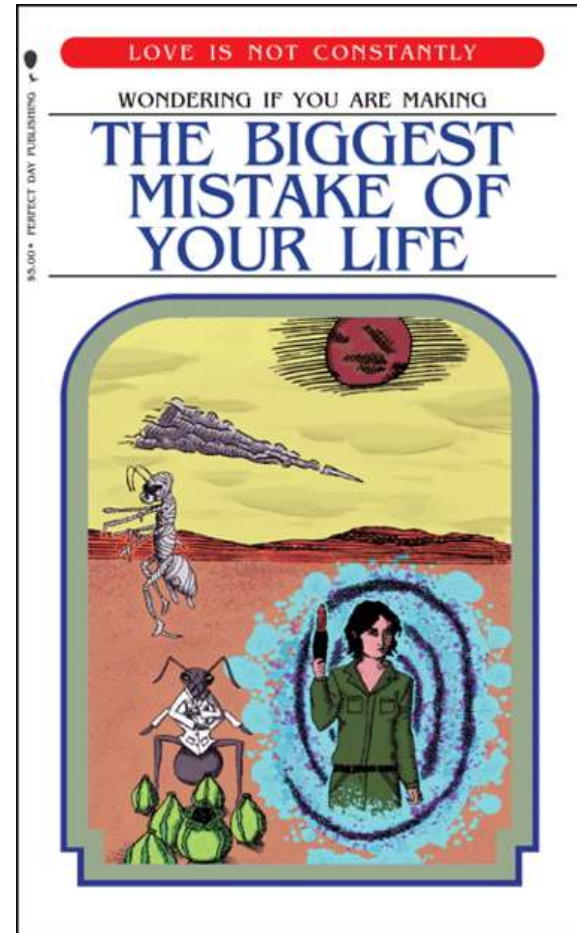
DID YOU THROW
THE BABY OUT WITH
THE BATH WATER?

And how did that get to be a saying?

capeodd.com

HIRING & RETENTION MATTERS

- Productivity and morale
- Team effectiveness
- Service quality
- Community perceptions



<http://www.portlandmercury.com/portland/love-is-not-constantly-wondering-if-you-are-making-the-biggest-mistake-of-your-life/Content?oid=5061808>

SATISFACTION AND PERFORMANCE

- True or false?

More satisfied employees are more productive employees.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR



“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 organization.”

Dennis W. Organ & Philip Podsakoff (2006) *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*.

<http://www.demco.com/goto?blk252964&es=20160603145134842998>

BREAK IT DOWN FOR ME

- Spontaneous & discretionary
- Behaviors focused on creating more effective relationships, not more effective task completion
- “Supports the social and psychological environment in which task performance takes place” - Going above and beyond
- Helps with efficiency and effectiveness (not a potluck)

GIVE ME AN EXAMPLE?



- 1. Altruism/Helping:** e.g., voluntarily helping a colleague or patron in need of assistance
- 2. Compliance/Conscientiousness:** e.g., adhering to the spirit as well as the letter of the law
- 3. Sportsmanship:** e.g., tolerating trivial inconveniences without complaint
- 4. Courtesy:** e.g., consulting with others before taking action

Photo credit

<https://www.flickr.com/photos/84166993@No8/7783427672/> NazareneMissionsInternational

GIVE ME AN EXAMPLE?

4. **Civic Virtue:** e.g., keeping up with matters that affect the organization
5. **Organizational Loyalty:** e.g., promoting the organization to outsiders
6. **Voice:** e.g. sharing constructive feedback & challenging the status quo in the interest of making positive change



http://parody.wikia.com/wiki/File:Minions_high_five.jpg

OUTCOMES OF HIGH OCB

- **Reduces staff turnover**
- **Encourages innovation and taking initiative**
- **Increases staff and managerial productivity**
- **Increases customer satisfaction**
- **Reduces costs**

SUPPORTIVE SUPERVISORS

- Model OCB
- Exhibit genuine interest in employees
- Show appreciation for extra effort
- Consider the goals and values and opinions of individual employees
- Provide assistance when employees need it
- Make the job as interesting as possible
- Provide regular feedback

DIRECT, RESPECTFUL, COURAGEOUS

-RUTH METZ

- Fairness matters.
- “Being supportive” doesn’t mean always saying yes.

HOW TO ENCOURAGE OCB

- Give staff latitude to make decisions
- Encourage them to interact with and help each other
- Involve staff in decision-making
- Give time for keeping up
- Provide resources to perform the job
- Fairly reward and recognize increases in work effort
- Ensure fair pay and benefits
- Create fair and consistent policies and procedures

APPROPRIATE STAFFING- WHO AM I LOOKING FOR?

Select employees who are pre-disposed to exhibit OCB

- *Pro-social*: individuals who are concerned with the rights, feelings, and welfare of others.
- *Positive affect*: individuals who typically feel positive, enthusiastic, determined, etc.
- *Proactive personality*: individuals who take the initiative to influence their environment.

SAMPLE INTERVIEW QUESTIONS

- Tell us about a time that you helped a new employee when he or she was struggling with a work-related problem. (Helping)
- Tell us about a time that you voiced your opinion about an issue or concern you had in a previous job. (Voice)
- You receive a phone call from a patron complaining that “the DVDs are always scratched and no one at the library knows what they are doing” and announces that he is “never voting for a levy again.” What would you do in this situation? (Loyalty)

*Podsakoff, Podsakoff, Whiting & Mishra (2011). Effects of organizational citizenship behaviors on selection decisions in employment interviews. *Journal of Applied Psychology* 96(2), 310-326.

INDICATORS OF ORGANIZATIONAL HEALTH

- Collaboration/teamwork
- Growth and development of the individual
- Recognition
- Employee involvement
- A positive, accessible, fair leader
- Autonomy and empowerment
- Appropriate staffing
- Skilled communication
- Safe physical work

-Lindberg, P. & Vingard, E. (2012). Indicators of healthy work environments – a systematic review. *IOS Press, 41*, 3032-3038.

WRAP IT UP

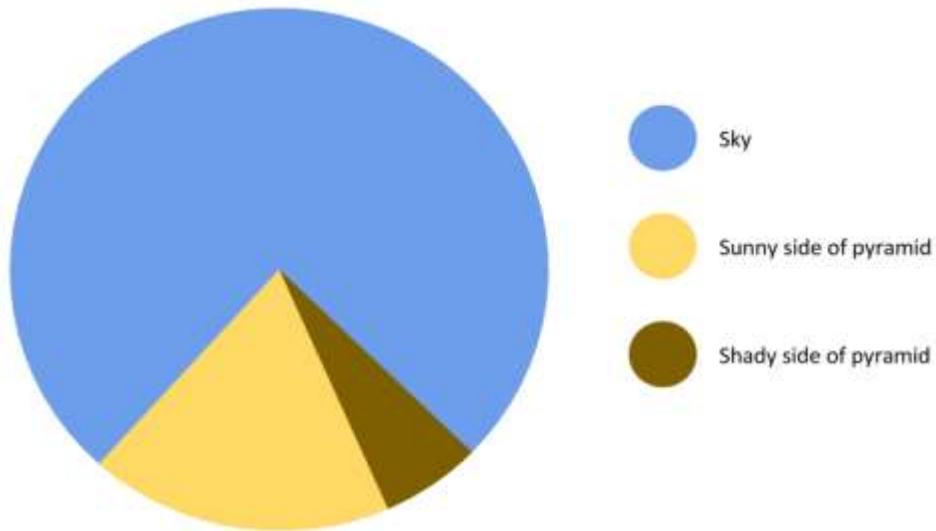


<https://www.flickr.com/photos/barakhazad/2073509907>

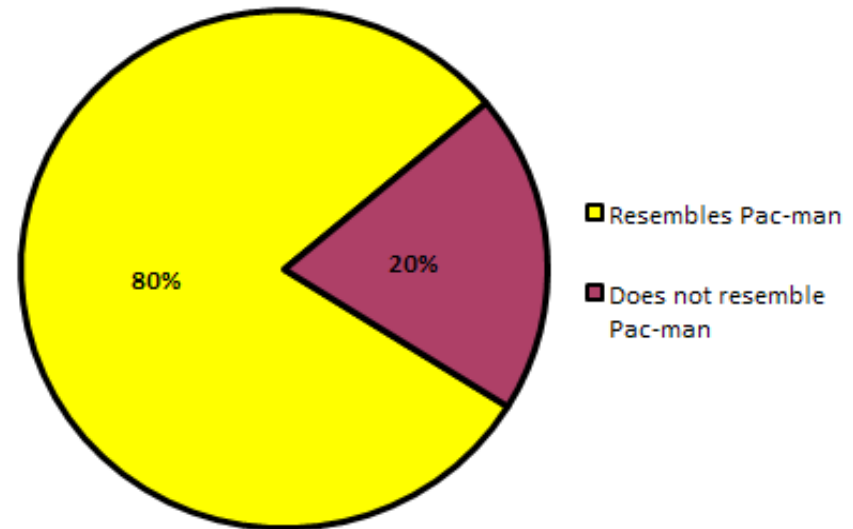
MANAGERS AND DIRECTORS

1. Be a good role model.
2. Be thoughtful about the culture you are creating.
3. Hire and reward staff who are willing and able to build the culture you want to sustain.
4. Provide access to training for supervisors about how to promote positive and productive behaviors by being fair, respectful, and supportive.
5. Communicate well and often. Let your team know that their work is valued and serves an important purpose.

HAVE FUN



https://www.reddit.com/r/funny/comments/36kgt2/just_another_pie_chart/



<http://boingboing.net/2006/11/02/hilarious-piechartvi.html>

I am a tiny potato

And I believe in you



YOU CAN DO THE THING

<https://t3hwin.com/i-am-a-tiny-potato/>

QUESTIONS?

THANK YOU!!

Rachel G. Rubin

Bexley Public Library

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614-231-9709