

# Helping and Voice Behaviour Scale Validation to the Portuguese Industrial Workers Population

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The Helping and Voice Behaviour Scale addresses Extra-Role Organizational Citizenship Behaviour of workers. Although it can be used in any organizational context, this study focuses on workers from industrial enterprises.

ABOUT EXTRA-ROLE ORGANIZATIONAL CITIZENSHIP BEHAVIOURS...

What is ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Organizational Citizenship Behaviour (OCB) can be defined as an individual behaviour that is *discretionary*, not contractually guaranteed and that in the aggregate promotes the effective functioning of the organization (Organ, 1997; Smith, Organ & Near, 1983). Organizational Citizenship Behaviour is *discretionary* in the sense that it is not an enforceable requirement of the role or the job description, but a matter of personal choice (such that its omission is generally not understood as punishable) and by "not contractually guaranteed" we mean that an OCB is not directly or explicitly recognized by the formal reward system (Organ, 1997).

Then why stress "Extra-Role"?

This construct, however fashionable at the moment, has been much debated over time due to the concepts of in-role and extra-role behaviour. Although some of the original articles referred to OCB as extra-role behaviours, further research verified that much of the OCB's were perceived by the workers as in-role, rather than extra-role (cf. Morrison, 1994, cit in Organ, 1997), a question that inheres the very fuzziness of the concepts "role" and "job" themselves (Organ, 1997).

• This study INTENDS to establish the best fit model for the Portuguese industrial workers population in an effort to adapt and validate the Helping and Voice Behaviours Scale (Van Dyne & LePine, 1998) for the population in question.

• The items are presented in a seven point Likert type scale, where subjects respond indicating their level of agreement with each statement. The answers can vary from 1 - I totally disagree and 7 - I totally agree.

• This scale allows researchers to avoid the discussion between what employees could consider in-role or extra-role. Helping Behavior is defined as the proactive behavior that emphasizes small acts of consideration towards other co-workers, and Voice Behaviors are the proactive behaviors that challenge the status quo in order to improve Organizational Performance. Both are seen as extra role behaviors that the employees may undertake at their own time (Fields, 2002).

• This study INTENDS to establish the best fit model for the referred population in an effort to adapt and validate the referred Scales to the Population in question.

## SAMPLE

- The present study is based in a sample of 315 individuals, pertaining to six medium and large Portuguese industries.
- Data was collected between July of 2007 and January of 2008 in the six companies that enrolled the study.

## ADAPTATION OF THE INSTRUMENT

- The 13 item version of Van Dyne and LePine's Scale (1998) was adapted to the Portuguese language by Martins (2008), involving:
  - Translation of the instrument to Portuguese, followed by a backtranslation, done by an Englishman with domain of the Portuguese language.
  - Pilot study with a small group of workers of an industrial company plus talked reflection.

## PROCEDURES

Questionnaires were directly collected by the authors or by a worker of the Human Resources Department of each company in a sealed envelope, thus conserving the confidentiality and anonymity of the respondents.

## DATA ANALYSIS

- A confirmatory factor analysis (CFA) was conducted with LISREL 8.80 software (Jöreskog & Sörbom, 1993) using *Weighted Least Squares* (WLS) estimation. For inputting the data we used asymptotic covariances and polychoric correlation matrices
- it was decided in the present sample to test the original model of the authors of the scale and the factorial solution that emerged from the study by Martins (2008).
- This scale is more parsimonious than most (13 items) and had reported coefficient alpha values by other researchers of  $0.85 < \alpha < 0.95$  for helping behaviors and  $0.82 < \alpha < 0.96$  for voice behaviors (Fields, 2002).
- A confirmatory factor analysis (CFA) was conducted with LISREL 8,80 software (Jöreskog & Sörbom, 1993) using *Weighted Least Squares* (WLS) estimation. For inputting the data we used asymptotic covariances and polychoric correlation matrices.

## Validity

• Unidimensional and the original bidimensional model of the scale were compared. In terms of the analysis of the model as a whole, the outcomes of the analyses carried out indicated a good adjustment between the data and the hypothesized bifactorial model, as can be seen from the goodness of fit indices values obtained (Table I).

• Van Dyne and LePine's (1998) bifactorial solution was accepted since the difference in  $\chi^2$ s between the two nested models was statistically significant. The comparison between the bifactorial and the unifactorial models yielded a significant increment in chi-square.

Table 1

Comparison of the goodness of fit between the Bifactorial and Unifactorial Models

M.Description	df	MFF $\chi^2$	$\Delta\chi^2$	$\Delta df$	RMSEA	$\Delta$ RMSEA	NNFI	$\Delta$ NNFI	CFI	$\Delta$ CFI
Bifactorial	64	152.100**			0.070		0.971		0.976	
Unifactorial	65	178.981**	26.88**	1	0.079	0.009	0.963	0.008	0.969	0.007

Table 2

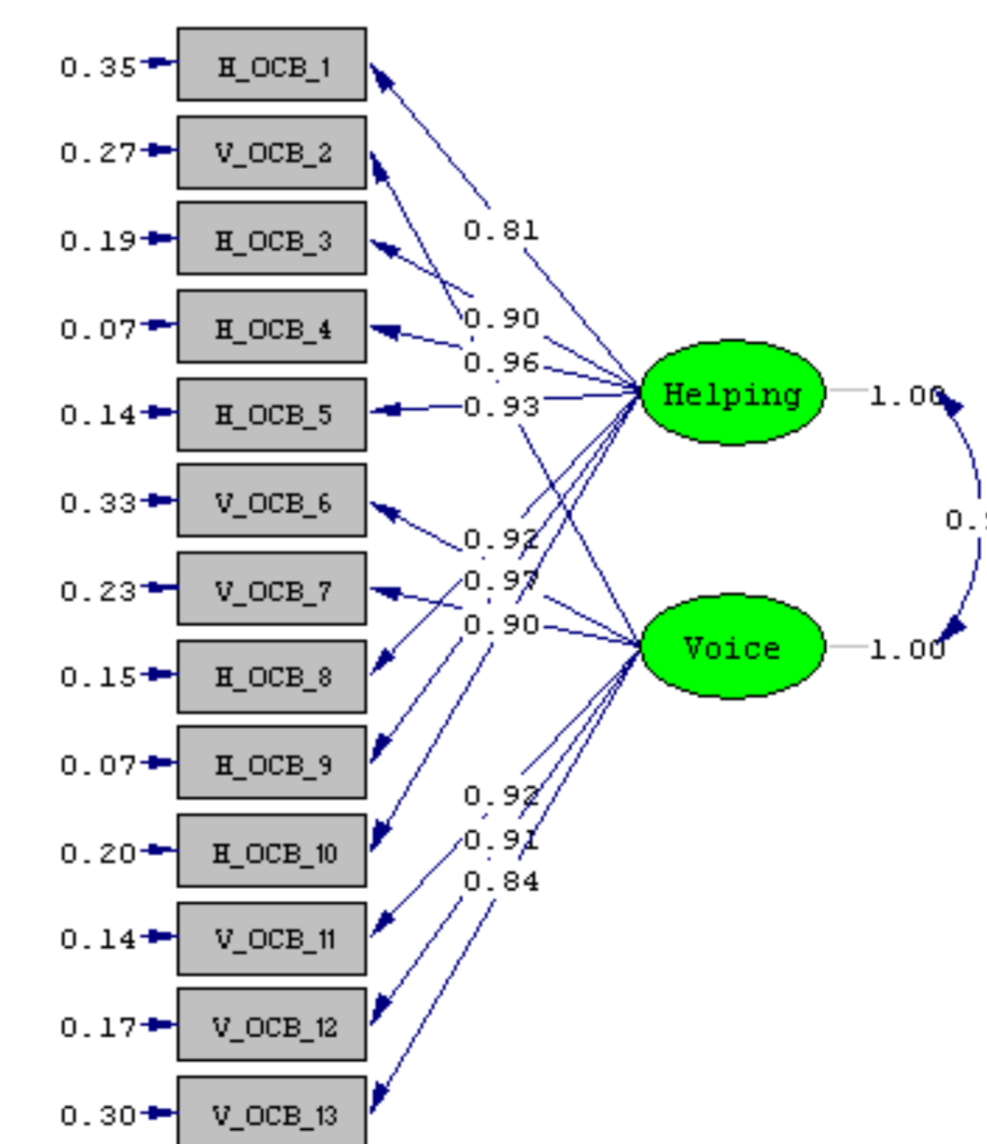
Goodness of Fit Indices for Tested Models

Model description	df	MFF $\chi^2$	RMSEA (90% CI)	NNFI	AGFI	CFI
Bifactorial 13 items	64	152.100**	0.070 0.055 - 0.084	0.971	0.971	0.976
Helping + Voice						
Unifactorial 13 items	65	178.981**	0.079 0.065 - 0.093	0.963	0.967	0.969

Organizational Citizenship Behavior

Note. df = degrees of freedom; RMSEA = root mean square error of approximation; 90% CI = 90% confidence interval for the RMSEA; NNFI = non-normed fit index; AGFI = adjusted goodness of fit index; CFI = comparative fit index.  
\*\* =  $p < 0.01$ .

FIGURE I Items present satisfactory factor loadings that vary between .81 and .97 (that was also for the unifactorial model). All factor loadings were statistically significant (Kline, 2005).



## RELIABILITY

• Internal consistency was estimated using Cronbach's *alpha*. The two factors that we found showed a good internal consistency, with alpha values above 0.70 (Nunnally, 1978):  $\alpha = .88$  for factor 1 (Helping Behaviours, 7 items),  $\alpha = .83$  for factor 2 (Voice Behaviours, 6 items).

• In summary, the results of the exploratory factor analysis generally support the two substantive categories originally predicted by the authors of the Scale Helping and Voice Behaviours (Van Dyne & LePine, 1998).

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INTRODUCTION  
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