

MASTER'S THESIS

Examining upward influence as a form of citizenship behavior in universities in Hong Kong

Chow, Toi Kwan

Date of Award:
2012

[Link to publication](#)

General rights

Copyright and intellectual property rights for the publications made accessible in HKBU Scholars are retained by the authors and/or other copyright owners. In addition to the restrictions prescribed by the Copyright Ordinance of Hong Kong, all users and readers must also observe the following terms of use:

- Users may download and print one copy of any publication from HKBU Scholars for the purpose of private study or research
- Users cannot further distribute the material or use it for any profit-making activity or commercial gain
- To share publications in HKBU Scholars with others, users are welcome to freely distribute the permanent URL assigned to the publication

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

CHOW Toi Kwan

A thesis submitted in partial fulfillment of the requirements

for the degree of

Master of Philosophy

Principal Supervisor: Dr. Vivian C. SHEER

Hong Kong Baptist University

January 2012

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.

TABLE OF CONTENTS

DECLARATION	i
ABSTRACT.....	ii
ACKNOWLEDGEMENTS	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	vi
LIST OF FIGURES	vii
LIST OF APPENDICES	viii
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW.....	3
2.1 Upward Influence in Organizations	3
2.1.1 Conceptualizations of upward influence.....	3
2.1.2 Purposes of influence attempts	4
2.2 Need for Research on Upward Influence for Unselfish Motives.....	6
2.2.1 Organizational citizenship behavior.....	8
2.3 Conceptualizing Citizen Upward Influence (CUI)	10
2.3.1 Definition of CUI.....	11
2.3.2 Employee CUI behaviors	12
2.4 Factors Influencing CUI	13
2.4.1 Organizational climate	13
2.4.2 Organizational commitment.....	18
2.5 OCB in Educational Settings	26
2.6 CUI in Universities in Hong Kong	27
2.6.1 Issues about the 334 reform	28
CHAPTER III METHODOLOGY	31
3.1 Sample and Procedures	31
3.1.1 Sample characteristics.....	33
3.2 Measurement.....	36
3.2.1 Amount of CUI input	36
3.2.2 Frequency of CUI	37
3.2.3 Organizational climate	38
3.2.4 Organizational commitment.....	39

CHAPTER IV RESULTS	42
4.1 Involvement Climate and CUI (H ₁)	44
4.2 Innovation and Flexibility Climate and CUI (H ₂).....	44
4.3 Affective Commitment and CUI (H ₃)	45
4.4 Continuance Commitment and CUI.....	45
4.5 Normative Commitment and CUI (H ₄).....	45
4.6 Path Analysis.....	46
4.7 Additional Analyses for Demographic Variables	46
CHAPTER V DISCUSSION.....	52
5.1 CUI Behaviors	52
5.2 Involvement Climate and CUI.....	52
5.3 Innovation and Flexibility Climate and CUI	54
5.4 Affective Commitment and CUI.....	56
5.5 Continuance Commitment and CUI.....	57
5.6 Normative Commitment and CUI.....	59
5.7 Underlying Mechanism of Employee CUI Engagement	60
5.8 Theoretical Implications	61
5.9 Practical Implications.....	63
5.10 Limitations	64
5.11 Future Research Directions	65
5.12 Conclusion	66
REFERENCES.....	68
APPENDICES	75
CURRICULUM VITAE.....	83