The impact of management citizenship behavior on employee commitment, satisfaction and stress

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Abstract

How can employers create conditions that foster satisfied, psychologically healthy, and committed employees? To answer that question, we build on Hodson’s (1999) concept of Management Citizenship Behavior (MCB). We incorporate both ethical and family-supportive behaviors on the part of managers in addition to ensuring the viability of production and respectful treatment of workers as essential components of MCB. We operationalize these constructs using survey data from the 2002 National Survey of the Changing Workforce. Our results demonstrate strong positive effects of MCB on employees’ commitment, job satisfaction, and mental health. These results provide clear guidance to managers concerned with these positive workplace outcomes reinforcing the contention that it is possible to structure workplaces to create win-win social relationships.