

A Study on Organizational Citizenship Behaviour

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Abstract

This study helps to effectively reinvigorate deteriorating Organizational Citizenship Behaviour (OCB) inside a company, a holistic strategy including many methods and activities must be used. Leaders should be encouraged to model exceptional Organizational Citizenship Behaviour by displaying desired behaviours and cultivating a culture that rewards and supports such acts. Recognition programs should be implemented to recognize employees' achievements in demonstrating Organizational Citizenship Behaviour hence increasing motivation and pushing others to follow suit. Creating a good work culture that values cooperation, collaboration, and open communication while also promoting trust, respect, and a feeling of belonging among employees is critical for creating a supportive atmosphere in which Organizational Citizenship Behaviour may thrive. Offering training and development opportunities to help employees improve their abilities allows them to perform better and offer more to the business. Promoting work-life balance, concentrating on community participation and volunteer activities, building mentoring programs, recognizing milestones and successes, and routinely analyzing and monitoring Organizational Citizenship Behaviour through employee feedback are all important considerations. These programs assist firms in tailoring their tactics to better address employees' needs and concerns, resulting in a more engaged workforce and a reinvigorated organizational citizenship culture.

Keywords: Organizational citizenship behaviour, cultivating culture, feeling of belonging, work- life balance.

Introduction

Organizational Citizenship Behaviour (OCB) is a multifaceted concept that encompasses a range of voluntary, work-related behaviors employees engage in to facilitate organizational functioning and enhance the well-being of their colleagues. It plays a vital role in employee performance and overall organizational effectiveness. Organizational Citizenship Behaviour can be broadly categorized into two types: Organizational Citizenship Behaviour – Individual and Organizational Citizenship Behaviour – Organizational. Several subcategories of Organizational Citizenship Behaviour contribute to a positive work culture, including altruism, civic virtue, sportsmanship, conscientiousness, and courtesy. Altruism involves selfless acts performed to benefit others within the organization, while civic virtue entails adhering to moral principles and exhibiting responsible behaviour. Sportsmanship reflects fairness, grace, and goodwill in interactions with colleagues, and conscientiousness denotes diligence, responsibility, and commitment to tasks.

Courtesy encompasses polite and respectful behaviour towards colleagues, superiors, and clients. Low levels of Organizational Citizenship Behaviour can lead to a work environment characterized by decreased productivity, collaboration, and harmony. To enhance this situation, organizations should prioritize cultivating a culture that values and encourages these positive behaviours through strong leadership, open communication, employee recognition programs, and continuous training and development opportunities. By fostering a culture that supports Organizational Citizenship Behaviour, organizations can create a more productive, collaborative, and harmonious work environment, ultimately contributing to their overall success. Organ's (1988) Good Soldier Syndrome (GSS) is a phenomena that refers to people's proclivity to engage in organizational citizenship behaviours (OCBs) that are outside the scope of their professional tasks. Organ first introduced this notion in the 1980s, and it has subsequently received much attention from organizational behaviour scholars.

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Several antecedents and consequences of GSS have been demonstrated in the literature. Schappe and colleagues (2004) discovered, for example, that work happiness, organizational commitment, and perceived organizational support were all positively connected to GSS behaviour. Similarly, (Chen & Aryee, 2007) discovered a link between GSS and employee engagement. Overall, Organ's Good Soldier Syndrome has been established as a significant topic in the realm of organizational behaviour by the literature. More study is needed to examine and comprehend the complex interaction of elements that contribute to GSS behaviour in employees, as well as how it may be effectively harnessed to improve organizational performance and employee well-being. One of the main contributions of the GLOBE Study is its identification of nine cultural dimensions that explain significant variations in leadership behaviour across different societies (House, 2004). These dimensions include power distance, uncertainty avoidance, institutional collectivism, in-group collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation, and humane orientation. The study found that these dimensions are strongly related to leadership effectiveness, with certain dimensions being more important in some societies than others. For example, in high power distance societies, leaders who display a paternalistic leadership style are more effective than those who are participative. Conversely, in egalitarian societies, participative leaders are more effective than autocratic leaders. The GLOBE Study also sheds light on the ways in which cultural values influence organizational behaviour. The study identified six cultural dimensions that are particularly relevant in shaping organizational behaviour, including performance orientation, future orientation, assertiveness, humane orientation, institutional collectivism, and in-group collectivism. The study found that these dimensions have a direct impact on several organizational outcomes, such as job satisfaction, organizational commitment, and work motivation. One of the most significant insights of the GLOBE Study is its emphasis on the importance of considering the culture of the organization when selecting and developing leaders. The study found that effective leadership is contingent on the cultural values and norms of the organization. Organizations that prioritize different cultural values will require different types of leaders to be effective. For example, organizations that prioritize innovation and risk-taking will require leaders who are comfortable with ambiguity and uncertainty. Conversely, organizations that prioritize stability and conformity will require leaders who are more risk-averse and structured. Singh *et al.* (2016) in his study on Citizenship Behavior (OCB) is voluntary behavior that supports an organization's goals beyond formal job requirements without expecting direct

rewards. There are several theories to explain Organizational Citizenship Behavior: the social exchange theory, the altruism theory, and the organizational justice theory. Organizational Citizenship Behavior has numerous positive outcomes such as job satisfaction, organizational commitment, job performance, and reduced absenteeism and deviant behavior. Antecedents of Organizational Citizenship Behavior include job satisfaction, organizational commitment, perceived organizational support, leadership behavior, and organizational justice. Measuring Organizational Citizenship Behavior has some challenges such as differentiating it from cooperative behavior. Understanding Organizational Citizenship Behavior's antecedents and outcomes can help create a supportive work environment to promote it. Bhatnagar and Sharma (2014) about employee engagement and include definitions, models, antecedents, outcomes, and HR practices. Employee engagement refers to the extent to which employees feel connected and committed to their work and organization. The three-component model of engagement includes psychological, behavioral, and emotional aspects. Antecedents of engagement include job characteristics, leadership behavior, organizational culture, and work environment, while outcomes include increased job satisfaction, productivity, reduced turnover, and better organizational performance. HR practices, such as performance management, training and development, and rewards and recognition, can influence engagement but must align with the organization's strategy and culture. Challenges in measuring engagement include lack of a one-size-fits-all approach and the need for appropriate methods. Overall, the review emphasizes the significance of employee engagement in achieving organizational success and creating a positive work environment.

Significance of the Study

There will be some important implications after making this study as to how important organizational citizenship behavior is for the employee, team, organization, and society. By incorporating Organizational Citizenship Behavior into the workplace, employers may establish a culture of positive support by implementing Organizational Citizenship Behavior in the workplace. This improved workplace culture offers various advantages, including better job satisfaction, increased employee engagement, and a considerable reduction in attrition rates. Employees who engage in OCB (Organizational Citizenship Behavior) not only benefit their coworkers but also contribute to enhanced organizational productivity. As a result, productivity can increase significantly, and overall performance can improve noticeably. Participating in Organizational Citizenship Behavior not only benefits the

firm but also aids in the development of a stronger reputation, as workers serve as good ambassadors to external stakeholders. Improving the organization's reputation can raise its attraction to future workers and consumers. Organizational Citizenship Behavior has been shown to reduce negative behaviors such as absenteeism, turnover intentions, and unproductive job conduct, resulting in a more harmonious work environment. Leaders may boost their perceived effectiveness and transformational powers among workers by recognizing and fostering organizational citizenship behavior (OCB). As a result, enhanced leadership effectiveness and organizational outcomes may ensue. Organizations that emphasize Organizational Citizenship Behavior research may reap multiple advantages, including the development of a more pleasant workplace culture, the enhancement of their reputation, and the improvement of organizational outcomes. These benefits can eventually lead to greater overall performance and success.

Scope of the study: The scope of this study shall cover the concept, impact, challenges, and results of organizational citizenship behavior of employees in an organization, in Chennai. The Limitations of this study are; that the study would be conducted in one company and one city, and it will also be focusing on one sector; secondly is that the sample size may be small and diverse (cultural and linguistical) for generalization considering these study which were made on a larger scale with more representative sample and lastly, the use of research instrument questionnaire precisely which makes it difficult to capture the psychological aspects of the respondent's reactions in quantitative research. If the research is made in mixed method it would be effective but it might be more expensive and time-consuming than that of quantitative research. The researcher has chosen a Descriptive design since it will provide a full explanation of the study as well as test the components, making it more intelligible and valuable. The researcher employed a Census sampling design to acquire data. The researcher has planned a sample size of 43 for data collection, and a questionnaire format will be employed to collect data. This research is likely to take one year. The study's goal is to find out whether there is Organizational Citizenship Behavior within the employees and how the generation takes the idea of it.

- To identify whether Organizational Citizenship Behavior is practiced.
- To know what are the factors influencing Organizational Citizenship Behavior.
- To identify the Organizational Citizenship Behavior-I (OCB-Individual) and Organizational Citizenship Behavior-O (OCB-Organizational)

- Challenges and barriers in identifying and measuring Organizational Citizenship Behavior.

Methodology

Research design: The researcher chose the descriptive design because it would provide a full description of the study, test the components, and explain it, making it more intelligible and valuable and allowing the researcher to experiment with it. The researcher discussed and experimented on the current non-existent and existent Organizational Citizenship Behaviour of employees at a company in Chennai, in this study.

Universe and sampling: The Private Limited Company in Chennai was chosen by the researcher for the research study. The Census sampling design (Collecting data from every member) will be adopted by the researcher. This method is usually preferable when the population size is very small, or when there are widely diverse items in the population, or the investigation requires intensive examination of different items or a high degree of reliability and accuracy. Census Sampling is a technique in which every object in the universe had an equal chance of being included in the sample, and the ultimate sample size was 43 employees. The researcher gathered data from the whole universe of the Private Limited Company in Chennai, which had a population of 43 personnel in no specific department, the employees working on different projects, and their roles may differ. The actual data collection was likely done with a sampling size of 43 (the total population).

Tools of data collection: The researcher used the questionnaire model because the questionnaire model is one of the good methods in which the respondents would read and understand easily and effectively give their answers. There were 37 close-ended questions used in the tool, along with 3 open-ended questions. These questions were framed based on the specific objectives of the research.

Results and Discussion

The presented Table 1 states that half (51.2%) of the respondents has a low level of overall Organizational Citizenship Behaviour and almost half (48.8%) of the respondents have a high level of Organizational Citizenship Behaviour. From the table, we can understand that the more respondents have a low level of Organizational Citizenship Behaviour and the numbers might increase in the future. The number of people who are feeling one with the organization will become lesser and lesser in the future.



Table 1. Overall distribution of respondents based on all the factors.

S. No	Factors	Frequency	Percent
1	Low	22	51.2
2	High	21	48.8
Total		43	100.0

Table 2. T-Test between the gender of the respondents with regard to the dimensions.

Dimensions	Gender	N	Mean	Std. Deviation	Std. Error Mean	DF	Statistical Influence
OCB-I	Male	21	52.05	8.015	1.749	41.000	t = .636 p = .167 P>0.05 Not significant
	Female	22	53.45	11.001	2.345	38.387	
OCB-O	Male	21	45.38	7.311	1.595	41.000	t = .389 p = .440 P>0.05 Not significant
	Female	22	47.64	9.480	2.021	39.302	
Altruism	Male	21	22.62	3.853	.841	41.000	t = .381 p = .475 P>0.05 Not significant
	Female	22	23.82	4.925	1.050	39.511	
Courtesy	Male	21	35.90	5.744	1.253	41.000	t = .809 p = .800 P>0.05 Not significant
	Female	22	36.36	6.543	1.395	40.724	
Sportsmanship	Male	21	46.67	9.467	2.066	41.000	t = .551 p = .537 P>0.05 Not significant
	Female	22	48.55	10.940	2.332	40.623	
Conscientiousness	Male	21	23.00	4.743	1.035	41.000	t = .311 p = .723 P>0.05 Not significant
	Female	22	24.50	4.848	1.034	40.972	
Civic Virtue	Male	21	49.90	8.473	1.849	41.000	t = .283 p = .521 P>0.05 Not significant
	Female	22	53.27	11.519	2.456	38.549	
Overall	Male	21	275.52	43.423	9.476	41.000	t = .430 p = .686 P>0.05 Not significant

Table 3. F-Test between the Incomes of the respondents with regard to the various dimensions.

Dimensions	Sum of Squares	df	Mean Square	Statistical Influence	
OCB-I	Between Groups	677.976	3	225.992	F = 2.781 P = 0.053 Not Significant
	Within Groups	3169.699	39	81.274	
	Total	3847.674	42		
OCB-O	Between Groups	471.783	3	157.261	F = 2.416 P = 0.081 Not Significant
	Within Groups	2538.915	39	65.100	
	Total	3010.698	42		
Altruism	Between Groups	127.402	3	42.467	F = 2.386 P = 0.084 Not Significant
	Within Groups	694.272	39	17.802	
	Total	821.674	42		
Courtesy	Between Groups	320.214	3	106.738	F = 3.354 P = 0.028 Not Significant
	Within Groups	1240.949	39	31.819	
	Total	1561.163	42		
Sportsmanship	Between Groups	606.531	3	202.177	F = 2.110 P = 0.115 Not Significant
	Within Groups	3737.515	39	95.834	
	Total	4344.047	42		
Conscientiousness	Between Groups	143.140	3	47.713	F = 2.257 P = 0.097 Not Significant
	Within Groups	824.534	39	21.142	
	Total	967.674	42		
Civic Virtue	Between Groups	721.726	3	240.575	F = 2.590 P = 0.067 Not Significant
	Within Groups	3622.321	39	92.880	
	Total	4344.047	42		
Overall	Between Groups	19200.236	3	6400.079	F = 2.994 P = 0.042 Not Significant
	Within Groups	83364.833	39	2137.560	
	Total	102565.070	42		

G1= Organizational Citizenship Behaviour-Individual G2=Organizational Citizenship; Behaviour-Organizational G3=Altruism G4=Courtesy G5= Sportsmanship G6= Conscientiousness G7= Civic Virtue.

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Table 4. Karl Pearson's co-efficient of correlation between age of the respondents and various dimensions.

Dimensions	Correlation value	Statistical Inference
OCB-I	0.16	P>.160
		Not Significant
OCB-O	0.167	P>0.167
		Not Significant
Altruism	0.215	P>.215
		Not significant
Courtesy	0.186	P>0.186
		Not significant
Sportsmanship	0.207	P>.207
		Not significant
Conscientiousness	0.249	P>.249
		Not significant
Civic Virtue	0.138	P>.138
		Not significant

The presented Table 2 states that there is a significant difference among the of Gender respondents of the performance gap analysis. Also, there is no significant difference among the male and female of the respondents dimensions of the study include Organizational analysis, Individual analysis, task analysis, Environmental analysis Future analysis and performance for Improvement.

Ho: There is no significant difference between the gender of the respondents and the dimensions.

H1: There is a significant difference between the gender of the respondents and the dimensions.

Result: The t-test was applied. It is found that there is no significant difference between the gender of the respondents and the dimensions. Hence the research Hypothesis is accepted and the null hypothesis is rejected.

The presented Table 3 reveals that there is a Significant difference among the income of the respondents with regard to the dimensions of the study which includes OCB-I, OCB-O, Altruism, Civic Virtue, Courtesy, Sportsmanship and Conscientiousness. And also it is evident that there is no significant different among the income of the respondents and the following dimensions performance gap analysis, Environmental analysis and Performance for improvement.

Ho: There is no significant difference among the Income of the respondents and Organizational Citizenship Behaviour

H1: There is a significant difference among the Domicile of the respondents and Organizational Citizenship Behaviour

Test Type: F-Test

Result: The F-test was applied. It is found that there is a significant difference among the Income of the respondents of Organizational Citizenship Behaviour. Hence the research Hypothesis is accepted and the null hypothesis is rejected.

The Table 4 states that there is no significant relationship between the age of the respondents and the dimensions of the study which includes OCB-I, OCB-O, Altruism, Courtesy, Sportsmanship, Conscientiousness and Civic Virtue.

Ho: There is No significant relationship between the age of the respondents and Training need Analysis.

H1: There is no Significant relationship between the age of the respondents of Training need Analysis.

Test Type: Correlation

Result: The correlation was applied. It is found that there is a significant relationship between the age of the respondents and Organizational Citizenship Behaviour. Hence the null hypothesis is accepted.

Suggestions

To effectively reinvigorate deteriorating Organizational Citizenship Behaviour (OCB) inside a company, a holistic strategy including many methods and activities must be used. Leaders should be encouraged to model exceptional Organizational Citizenship Behaviour by displaying desired behaviours and cultivating a culture that rewards and supports such acts. Recognition programs should be implemented to recognize employees' achievements in demonstrating Organizational Citizenship Behaviour hence increasing motivation and pushing others to follow suit. Creating a good work culture that values cooperation, collaboration, and open communication while also promoting trust, respect, and a feeling of belonging among employees is critical for creating a supportive atmosphere in which Organizational Citizenship Behaviour may thrive. Offering training and development opportunities to help employees improve their abilities allows them to perform better and offer more to the business.

Promoting work-life balance, concentrating on community participation and volunteer activities, building mentoring programs, recognizing milestones and successes, and routinely analysing and monitoring Organizational Citizenship Behaviour through employee feedback are all important considerations. These programs assist firms in tailoring their tactics to better address employees' needs and concerns, resulting in a more engaged workforce and a reinvigorated organizational citizenship culture.

Conclusion

Over time, Organizational Citizenship Behavior (OCB) has evolved as a crucial factor in enhancing organizational performance and fostering a positive work culture. However, despite its significance, low levels of Organizational Citizenship Behaviour continue to persist in various workplaces. This phenomenon can be attributed to numerous factors, such as changing work environments, increased competition, and evolving employee expectations. To address this issue, organizations must continuously adapt their strategies to encourage and support Organizational Citizenship Behaviour. This may involve fostering a culture that values and rewards altruism, civic virtue, sportsmanship, conscientiousness, and courtesy. By investing in leadership development, open communication, employee recognition programs, and ongoing training opportunities, organizations can create an environment that nurtures Organizational Citizenship Behaviour and promotes a harmonious, productive work atmosphere. In conclusion, while Organizational Citizenship Behaviour remains vital for organizational success, businesses need to recognize the challenges posed by changing times and proactively address the factors contributing to low levels of Organizational Citizenship Behaviour. By doing so, they can foster a culture that encourages employees to engage in positive, work-related behaviors that ultimately benefit the organization and its members.

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