INHIBITORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

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Abstract:

Purpose- Review of literature tells us that "Organizational Citizenship Behaviour is the spontaneous, inbuilt and voluntary behaviour which an employee engages in so that the team and the organization as a whole can benefit from it". The purpose of the current study is to identify the constructs and factors that inhibit this "extra role behaviour" known as Organization Citizenship Behaviour (OCB).

Design- This study will be conducted on a sample of 150 male and 150 female employees who recently joined Sales and Marketing organization. OCB measuring scale developed by P.M. Podsakoff, Mackenzie, Moorman, and Fetter (1990) will be administered onto them. The results of this scale will indicate the level of OCB among these 300 employees soon after they joined the Sales and Marketing organisation. The same OCB measuring scale will be administered unto them regularly on quarterly basis. The results will be analysed using SPSS. The target sample will be the employees who have shown a consistent decline in OCB. By using mixed research methods (qualitative and quantitative methods) the study would focus on compilation of all the various factors responsible for decline of OCB among employees.

Findings- Taken together, we integrate the literature on OCB, challenge the notion which suggested that employees display OCB even when it is completely unnoticed and guide future research on the topic of all the potential factors that inhibits OCB in organizations and what potential steps managements across the globe can take to maintain a high level of OCB among their employees.

Originality/Value- OCB has been an area of interest for researchers from last 35 years. Scholars have discussed several definitions, dimensions and antecedents of OCB. However, none of the researcher to date have discussed as to what inhibits this extra role behaviour among employees and how can management work towards removing these inhibitors.

Keywords- Organizational Citizenship Behaviour (OCB), Inhibitors, Compilation, Computerized database.

1. Introduction

Nearly a decade ago a new construct was introduced into the organizational sciences: Organizational Citizenship Behavior (OCB) (Graham, 1991). Organ (1983) recognized that organizational citizenship has a motivational aspect, and that its core consists of the self-acknowledgement as a fundamental component of organizational collectivism. He defined Organizational Citizenship Behaviors (OCBs) as discreet behaviors, favouring the efficiency of the organization even if they are not imposed by a contract, or explicitly recognized by the formal reward system. Organ's (1988) conceptualization of OCB includes five behaviour types – altruism, courtesy, sportsmanship, conscientiousness and civic virtue – all of which are necessary for enhancing effectiveness of the organizations.

OCB cannot be demanded by force. Employees cannot be forced to perform or exhibit OCB. Similarly, the employees do not or cannot expect any kind of formal rewards for exhibiting OCB (Organ, 1988). However, OCB doesn't go unnoticed. Organ (1997) has noted, the supervisors do regularly take into account and reward OCB exhibited by the subordinates both directly and indirectly (e.g. preferential treatment, performance ratings, promotions, etc).

Another important assertion, especially in Organ's (1988) founding work on OCB, is that

these behaviours are often internally motivated, arising from within and sustained by an

individual's intrinsic need for a sense of achievement, competence, belonging or affiliation

1.1 Extended Dimensions of OCB:

Farh, Zhong, Organ (2004) have discussed five extended dimensions of OCB viz. self-training, social welfare participation, protecting and

saving company resources, keeping the workplace clean and interpersonal harmony. Further they have also developed a concentric model of
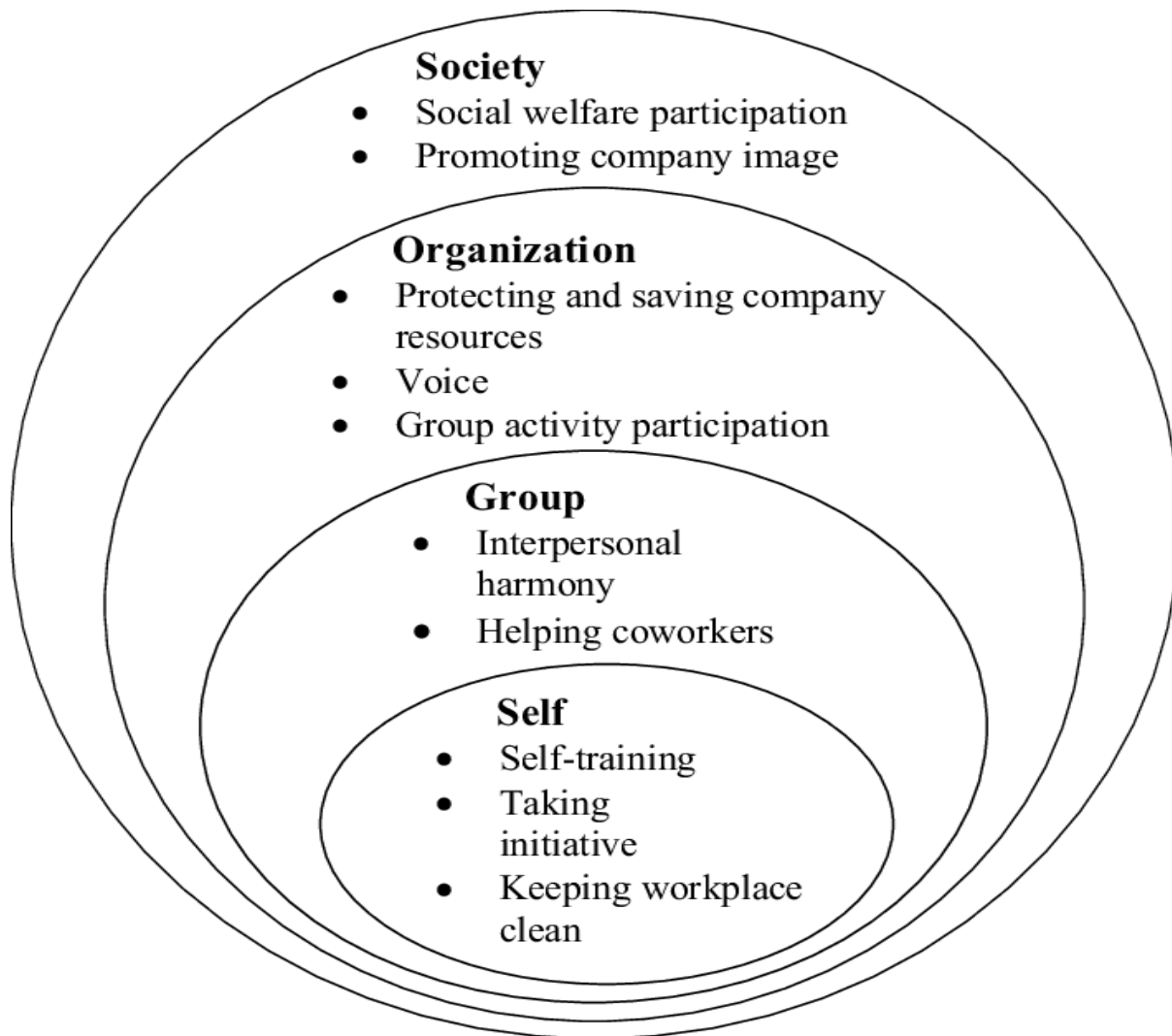
OCB.

Figure 1: Concentric Model of OCB

The inner most circle is self-domain and includes contributions made purely out of one's own volition. The group domain refers to the

contributions that cannot be executed individually but require interactions with peers and group work / teamwork. Under organization domain

are the activities which must engage some organizationally relevant attributes such as corporate resources, governance, workflow et al. Society

dimension transcends beyond the boundaries of the organization and refer to contributions with reference to external environment and all the

stakeholders. (Podsakoff et al., 2009)

2. Review Of Literature

The definition of OCB has undergone several revisions but the core remains the same. It is an employee's voluntary behaviour that is not part of his/her contractual agreement. It may not be formally recognized and rewarded but it promotes organization's effectiveness and firms stand to benefit from it.

Organ (1988) defines OCB as "Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".

The concept of OCB was initially proposed and studied in the US (Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Smith et al., 1983). Organizational citizenship behaviour (OCB) refers to behaviour that is not formally requested or directly rewarded but can be functional to the operations of an organization (Smith, Organ, & Near, 1983).

OCB, also known as "good soldier syndrome" (Organ, 1988) is the behaviour exhibited by the committed employees in the organization. This type of behaviour includes punctuality, helping others, innovating, volunteering (Organ, 1988), as well as the tendency to refrain from undesirable actions such as complaining, arguing and finding fault with others.

Based on literature review, OCB can be categorized into seven types (Podsakoff et al., 2000).

1. Helping behaviour means voluntarily helping others. Altruism is the predecessor of helping behaviour.

2. Sportsmanship refers to maintaining positive attitudes and willingness exhibited by the employees to sacrifice own interests for the sake of organisation or for the larger interest of the organization.

3. Organisational loyalty not only means being loyal to the organization, but also making a sincere effort to promote positive image of the organization to the outsiders.

4. Organisational compliance implies obeying company rules, regulations and procedures, being a good employee and steward.

5. Individual initiative means being proactive. It refers to making sincere efforts to improve work outcomes and encouraging others to do so.

6. Civic virtue refers to taking part in the political membership of the organisation, engaging in policy issues and monitoring on behalf of the community.

7. Self-development means efforts undertaken by the employee voluntarily to improve oneself in terms of knowledge, skills and abilities to expand the contribution to the organisation.

The organisation will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism (Podsakoff, Whiting, Podsakoff & Blume, 2009).

2.1 Rationale of the study

Several researches have been done in the field of OCB and have highlighted its importance and utility but none have actually focussed to analyze and understand all the possible reasons due to which employees cease to display Organizational Citizenship Behavior (OCB). Though "Organizational Citizenship Behaviour is the spontaneous, inbuilt and voluntary behaviour which an employee engages in, there is a very high probability that an employee will cease to have OCB if it is not properly nurtured and preserved by the organisations. Organizations would stand to benefit if they make an effort to remove all the inhibitors of OCB as OCB helps improve the work culture and productivity of the

organization. It is important that organizations have more and more employees with Organization Citizenship Behaviour (OCB) and for this they sufficiently support and encourage this behavior.

3. Methodology

3.1 Research Problem

The present study will attempt to study if OCB levels are high among new recruits or not . The study also aims to reveal all those factors which deter employees to display OCB at workplace.

3.2 Objectives

- To identify the factors that inhibit display of OCB among employees

- To make a computerized database of all the factors that inhibit OCB

- Use the database so prepared to enhance the work culture of an organisation by making an effort to remove all the factors that inhibit OCB among employees.

3.3 Hypothesis

- H1- There will be a significant difference between OCB levels at the initial one- month period and after completion of the one- year among employees.

3.4 Sample

In the present study data will be collected by using stratified random sampling. A sample of 150 male employees and 150 female employees who work in a Sales and Marketing organization will be taken.

3.5 Test/Tool Used

1. OCB measuring scale developed by P.M. Podsakoff, Mackenzie, Moorman, and Fetter (1990)- The OCBS has been shown to be reliable and valid. Reliability reported by previous research ranges from 0.70 to 0.93. (Farh, Earley, & Lin, 1997)

2. Interviews

3.6 Procedure

In order to conduct the study, a sample of 150 male employees and 150 female employees who joined Sales and Marketing organization recently will be interviewed in an informal setting. The main aim of the interview will be rapport formation and to encourage all the employees to take part in the study by informing them that the end result of this questionnaire/study could lead to improved work culture of the organisation. Employees will be assured of the confidentiality of their data. Employees will be given a consent form to fill. The form will assure the voluntary engagement of all the employees to take part in the study.

The procedure used to collect data will be that all 150 male and 150 female employees will be given OCB measuring scale developed by P.M. Podsakoff, Mackenzie, Moorman, and Fetter (1990). The data collected via this scale will be analysed using SPSS. This initial measurement will help the researcher to know the present level of OCB among all the employees. After 3 months' duration, the same OCB measuring scale will be again administered on the sample of 300 employees. This will enable the researcher to analyse, compare and count the number of employees whose OCB levels have decreased, increased and remained constant. Further, the researcher will segregate those employees whose OCB levels have witnessed a downfall. This will then become the target sample.

In the next step, the target sample will be interviewed. The interview will try to seek answers to questions that what according to employees are the reasons or the factors that have inhibited their display of OCB. A database of all the inhibitors of OCB will be prepared. The data can be used by the HR team of the organisations to bring about the required changes to remove all the inhibitors of OCB.

3.7 Data Analysis

The obtained data will be analysed with the help of descriptive statistics and inferential statistics (t-test and ANOVA). SPSS 20.0 version will be used to analyse the data.

3.8 Expected Results

After successful interpretation of the data, it is expected that the alternate hypothesis will be accepted which is that there will be a significant difference between OCB levels at the initial one- month period and after completion of the one- year among employees. A list of all inhibiting factors will be prepared which can be easily assessed by the managers.

3.9 Limitations of the Study

Certain limitations of the study would be-

1) The study would be limited in its location as the sample for the present study would be drawn from only Sales and Marketing organisation.

2) There would not be any kind of lie scale. Therefore, some of the data obtained could be faked by the participant due to various reasons like fear of loss of job, loss of interest.

3) As this would be almost a year- long study, participants might drop out of the study and loose interest.

4 References

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