Organizational Citizenship Behavior towards Organizations (OCB-O) in Indian Service Organization

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Abstract

Organizational Citizenship Behavior is behavior that works beyond assigned duties and contributes to the well-being of organizations. Organizational Citizenship behavior is also called OCB. Organizational Citizenship Behavior is a concept that defines an individual's voluntary commitment within an organization that is not related with his or her assigned task. Organizational Behavior has been linked to overall organizational efficiency, as employee's behavior on the workplace have important consequences in the organization. The primary data was collected for this study Data was taken from Middle level Managers of Corporate Service Organizations of various industries i.e. Health/Hospital, Insurance, Banking, Financial Services, Hotel, Hospitality, Education, Telecommunication, IT & Software Development etc. It was concluded that a fairly good extent of OCB towards organization (OCB-O) was shown by the employees.

Keywords: Organizational Citizenship Behavior, OCB-O.

Introduction

Organizational Citizenship Behavior is one behavioral technique under study for improvisation in many organizations worldwide as well as tried and tested approach in many companies. Organizational Citizenship Behavior is the way in which there is direct involvement of the business tycoons with the employees in his company. There is an open communication and there is a clear understanding in every employee of their role in the organization.

It is surprising to know that Citizenship is being talked about in respect of an organization. Initially Citizenship is considered in terms of countries and States; however, there is a significant similarity between a state and an organization. Driven by values and different goals in mind, every state, works for the efficiency and development of citizens. Similarity, in an organization, driven by different goals, one can help every individual to understand her or his role's importance in the organization and by fulfilling the basic rights of freedom of work. It can drive employees to go beyond their assigned tasks by making them the responsible citizens of the company. So, it is lead to be creation of a Citizen and not an Employee. Having a lot of employees in the company is not good enough, but having a good citizens in the organization matters. Employees' perception was recorded on two major dimensions of Organization Citizenship Behavior for this study. One is Organization Citizenship Behavior towards Organization and the other is Organization Citizenship Behavior towards Individuals. Initially profile of the respondents is defined and after that analysis of Organizational Citizenship Behavior towards Organization (OCB-O) is to be explained.

Review of Literature

Podsakoff & Organ (1986) stated that self-reports figure prominently in organizational and management research, but there are several problems associated with their use. In this article authors identified six categories of self-reports and discussed such problems as common method variance, the consistency motif, and social

desirability. Statistical and post hoc remedies and some procedural methods for dealing with art factual bias are presented and evaluated.

Cote & Buckly (1987) showed that the measures used in social science research have a large error component. Though this problem has been pointed out before in individual studies, and findings demonstrate measurement error to be present over a large variety of samples and constructs. Large measurement error indicates that the statistical techniques currently being used may be misapplied. More effective validation of the constructs used in research is essential. In the future, researchers must be more resolute in their desire to develop construct measures that are valid and free of measurement error.

Organ (1988) described that OCB is that where some individuals voluntarily help or assist others in the workplace, promoting the excellence of their employer without either an explicit or implicit promise of reward for the behavior. Organizational Citizenship Behavior (OCB), is a complex phenomenon now emerging as an important aspect of human behavior at work. Good citizenship behavior is characterized by altruism, conscientiousness, sportsmanship, and courtesy. Although any one instance of OCB may not appear to be of significance, in the aggregate this discretionary behavior has a major beneficial impact on organizational operations and effectiveness. In this ground-breaking book, author examined the nature of this employee conduct and suggests a number of new conclusions about its origins, effects, manifestations, measurement, and value. Organ described how to promote OCB, as well as how to encourage employees to become or remain good soldiers. This research represented a major advance in expanding knowledge of OCB theory and utility for both researchers and business people. Using eight independent research studies on the subject, Organ showed how the dominant, though not only, predictor of the "good citizen" is job satisfaction and examined how workers perceive job satisfaction in terms of highly individualized, instinctive evaluations of fairness in their workplace. They apply rules to judge fairness that are broad and encompass concerns well beyond maximization of self-interest such as salary or promotion issues.

Organ & Ryan (1995) concluded that job attitudes are robust predictors of organizational citizenship behavior (OCB). The relationship between job satisfaction and OCB is stronger than that between satisfaction and in-role performance, at least among non-managerial and nonprofessional groups. Other attitudinal measures (perceived fairness, organizational commitment, leader supportiveness) correlate with OCB at roughly the same level as satisfaction. Dispositional measures do not correlate nearly as well with OCB (with the exception of conscientiousness). The most notable moderator of these correlations appears to be the use of self- versus other-rating of OCB; self-ratings are associated with higher correlations, suggesting spurious inflation due to common method variance, and much greater variance in correlation. Differences in subject groups and work settings do not account for much variance in the relationships. Implications are noted for theory, practice, and strategies for future research on OCB.

Podsakoff et. al. (2000) described that the rapid growth of research on organizational citizenship behaviors (OCBs) has resulted in some conceptual confusion about the nature of the construct, and made it difficult for all but the most avid readers to keep up with developments in this domain. Authors critically examined the literature on organizational citizenship behavior and other, related constructs. More specifically, it explored the conceptual similarities and differences between the various forms of "citizenship" behavior constructs identified in the literature; study summarized the empirical findings of both the antecedents and consequences of OCBs; and identified several interesting direct. Research on the topic of organizational citizenship behaviors has dramatically increased over the past decade. However, this rapid growth in research has resulted in the development of several problems, including the need to better understand the conceptual similarities and differences between various forms of citizenship behavior, as well as their antecedents and consequences. In this paper, authors have tried to address these issues, as well as identify useful avenues for future research. Overall, this is an exciting and dynamic field of research, and this study will help to speed progress in this area by highlighting several key issues that are in need of attention.

Dalal (2005) defined that Job performance is increasingly being seen to encompass constructs such as organizational citizenship behavior (OCB) and counterproductive work behavior (CWB). To clarify the OCB–CWB relationship author conducted meta-analysis. Results indicated that a modest negative relationship (p = -0.32). The relationship strength did not increase appreciably when the target of the behavior (the organization vs. other employees) was the same. Moreover, OCB and CWB exhibited somewhat distinct patterns of relationships with antecedents. The OCB–CWB relationship was moderated by the source of the ratings, the

presence of antithetical items, and the type of response options. An employee-centric perspective was proposed whereby both OCB and CWB are perceived as adaptive behavior. The finding of the study suggested that for instance, that the successful elimination of high-CWB employees during the applicant screening process may not, in and of itself, simultaneously achieve the successful selection of high-OCB employees. In the same vein, an organizational intervention designed to facilitate OCB may not simultaneously deter CWB. Moreover, OCB and CWB may need to be evaluated separately during performance appraisals.

Organ et.al. (2006) described that Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences examines the vast amount of work that has been done on organizational citizenship behavior (OCB) in recent years as it has increasingly evoked interest among researchers in organizational psychology. No doubt some of this interest can be attributed to the long-held intuitive sense that job satisfaction matters. Authors Dennis W. Organ, Philip M. Podsakoff, and Scott B. MacKenzie offer conceptual insight as they build upon the various works that have been done on the subject and seek to update the record about OCB.

Kaur (2011) defined that "No employee in any organization is indispensable, every employee's efforts to become indispensable brings foreword the citizenship". In today's competitive world the biggest challenge faced by the leaders is managing and motivating people in an organization. People are the key drivers of the business and no business leader can ignore this fact. The organizations are operating in ever changing and volatile environment. Therefore, changes in organizational environments and their consequential advancements and flexibility are emphasized, which necessarily calls for deliberate but voluntary change in the behavior from members of an organization. Accordingly, an organization should be proficient of changing the attitudes and behaviors of their members so they can pursue their own desires, morals, inclinations and ambitions vicariously on a community basis. One solution to obtain the above situation is Organizational Citizenship Behavior (OCB). This study tried to create an insight into what is OCB, how it can be inculcated in an organization and the consequences of exploiting it. The world is looking forward to high performance organizations, this excellence in performance can only be achieved if the numbers of citizens in the organizations are increased by instilling in them the positive perceptions about the organization. Consequentially the voluntary behavior that gets generated is called as the "Organizational Citizenship Behavior", a behavior that describes actions in which employees are willing to go above and beyond their prescribed role requirements. The effective functioning of an organization thus depends on employee efforts that extend beyond formal role requirements.

Fox et.al. (2012) described that various Studies have shown a strong negative correlation between counterproductive work behaviour (CWB) and organizational citizenship behaviour (OCB), and opposite correlations with hypothesized antecedents. Such observed correlations may have been erroneously caused by three measurement artefacts; items measuring absence of CWBs, rather than behaviours that exceed requirements or expectations in OCB scales; supervisory halo; and agreement rather than frequency response format. A new OCB scale, the OCB-checklist (OCB-C) was used that did not have these artefacts. Contrary to prior expectations from the literature, positive relations were found between CWB and OCB, and stressors and OCB. Theoretical explanations for positive CWB/OCB relations (demand-elicited OCB, social loafing, work process problems, rater perceptions and attributions, and aggravated job stress processes) were discussed.

Florea (2015) stated that Understanding the impact of the concept on the organization is highly beneficial if OCB can be seen as being linked to high levels of motivation and engagement. Additionally, there is a positive relationship between its elements and employee performance, as perceived by direct superiors. Effects of displayed Organizational Citizenship Behavior go beyond internal worlds as they can influence how the company is perceived externally.

Qureshi (2015) stated that concerns have been raised that discretion available to police officers leads to its abuse. This work focuses on those officers who use discretion to enhance achievement of organizational objectives, even though these acts may not be role prescribed. In this first study of OCB among police officers in India, we determine the antecedents of these voluntary, pro-social behaviors (also called organizational citizenship behavior, or OCB) which help achieve legitimate work objectives and promote effective functioning of the organization. Positive psychology is an emerging discipline which focuses on what is good about human psychology in an effort to make life meaningful for a majority of people. The linkage of positive psychology with organizational behavior in police is used to drive home the point that there is much to be gained by focusing on positive workplace factors, though reducing the stressors is also important. We compare OCB research findings from US based studies in business organizations and also some studies from the criminal justice system, especially the police and corrections. The present study utilized a survey of 829 police officers

from two districts (Rohtak and Sonepat) conducted in 2013 in the state of Haryana in the Republic of India. The findings indicated that organizational justice, job satisfaction, task variables, and organizational commitment are strongly related to OCB. These findings relating to Indian police officers are similar to the findings related to Western officers. This suggested that these antecedents may be universally important predictors of OCB among police officers across cross-national contexts. However, some of the findings were unexpected. For instance, task routinization had a significant and positive relationship with OCB. Theory is developed to explain why measurement of OCB in police agencies should not necessarily be the same as the measurement of OCB in business organizations. An analysis of police roles is presented which indicated that various roles are played by the police in different situations. Therefore there may not be one omnibus OCB suitable for all police roles, but specific forms of OCB should be considered for different roles. The study found that the dimensions of OCB examined in this study have different antecedents, though affective commitment was a common antecedent across all OCB dimensions. In an emerging economy like India, roles of police are rapidly expanding and there are many areas where ground rules are not yet set in place. In such a situation, it is important for police officers to take the initiative to go beyond their prescribed duties and take actions that can meet challenges successfully. Organizational citizenship behaviors by police officers can help achieve these tremendous challenges. The implications of increased OCB in police are discussed.

Jeong et. al. (2017) described that previous measures of OCB include behavioral checklists that might not apply to every job. This may contribute to the problems with extra-role and discretionary distinctions between contextual and task performance. Findings in two working samples suggest that the new organizational citizenship behavior (OCB) Perception Scale might offer improvements.

Sethi (2018) stated that Organizations want and need employees who will do those things that aren't in any job description. And the evidence indicates that those organizations that have such employees outperform those that don't have. Though there are research studies that provide the domain of OCB and its effects on the organizational performance but they have varied viewpoints and are inadequate. OCB is influenced by many variables. The increase in the adverse feelings about the work done, emotional exhaustion and doubtfulness tends to reduce the OCB levels of the employees. On the contrary, the factors like having pleasant feelings about the workplace, support, equality, job satisfaction, loyalty to the organization, organizational confidence, fairness in the organization, organizational identity, organizational substitution, perception of satisfactory wage, good feelings about the work, interest in the organization, the feeling of social responsibility and motivation, tends to increase the display levels of OCB. Organizations ought to be aware of these variables so that necessary measures can be taken to improve the OCB levels of employees. The management must strive to retain and continue with the state of organizational citizenship, as it results in improved performance, which is advantageous and helpful to both the employees and the organization, resulting in swift achievement of objectives by the organization and hence a better work-life for the employees. Although organizations typically select employees for their ability to reach requisite levels of task performance, research indicates that citizenship is important for organizational success. Citizenship becomes even more salient in a business context characterized by increased competition, reliance on teamwork, and the threat of downsizing. In such conditions, adaptability, willingness to exhibit extra effort and initiative are magnified.

Jayarathna (2019) examined how transformational leadership of a leader and psychological empowerment of subordinates are related to OCB demonstrated by employees, where it identified as the voluntary commitment of the employees apart from well-defined duties and responsibilities.130 employees of apparel sector manufacturing organizations in Sri Lanka were selected as respondents to respond about their boss's leadership, their individual empowerment, and whether they go further from their basic requirements of the job. This research study contributed in different domain, which added value for knowledge as well as for the practical scenario. This study gave the managers a message that organizations can develop strategies where enhanced the OCB of the followers through transformational leadership and psychological empowerment. It also conveyed that the importance of OCB to any Organization where it focused on enhancing the employees performance.

Research Methodology

The primary data was collected for the research. All the responses were collected through a structured Questionnaire (Fox & Spector, 2009). The sample included total 306 respondents. Data collected from Middle

level Managers of Corporate Service Organizations of Health/Hospital, Insurance, Banking, Financial Services, Hotel, Hospitality, Education, Telecommunication, IT & Software Development etc.

Objective of the Study

Based on the review of literature, the following sub objectives were identified as follows:

- To define the Organizational Citizenship Behavior towards Organization (OCB-O)
- To analyze the perception of employees regarding Organizational Citizenship Behavior towards Organization (OCB-O)

Profile of the Respondents

The sample survey for conducting the research was carried out in Delhi NCR. Table 1 gives demographic profile of all the respondents participated in this study.

table 1: profile of the respondents

		Frequency	%
No. of Respondents		306	100
Gender			
1	Male	170	55.6
2	Female	136	44.4
Total		306	100
Age Groups			
1	Up to 40	193	63.1
2	40-60	92	30.1
3	More than 60	21	6.9
Total		306	100
Sector			
1	Public	117	38.2
2	Private	189	61.8
Total		306	100
Industry			
1	Health/Hospital	33	10.8
2	Insurance, Banking & Financial Services	76	24.8
3	Hotel/Hospitality	30	9.8
4	Education	68	22.2
5	Telecommunication, IT & Software Development	74	24.2
6	Misc. Industries	25	8.2
Total		306	100
Job Tenure			
1	5-10 Years	73	23.9
2	10-20 Years	136	44.4
3	More than 20 Years	97	31.7
Total		306	100

Total 316 respondents were approached for survey. Some of the responses were incomplete or unengaged on the part of respondents. These responses were dropped before analysis & the analysis was done on total 306 responses.

OCB towards Organization (OCB-O): Analysis & Interpretation

OCB stands for Organizational Citizenship Behavior and it is considered as discretionary workplace behaviors that exceed some one's job requirement. Extensive study on OCB has been conducted since its initialization

was back in 1980s. The study on OCB has focused on the effects of OCB on employee and organizational performance. Large and successful organizations have shown the instances of employees who work beyond their assigned job responsibilities and freely give their time, experience and energy to organization. Such behavior is neither specified nor required; yet it contributes to the smooth functioning of the organization.

Organization could not sustain or prosper without their employees behaving as good citizens by engaging in all sorts of optimistic behavior. Organ (1988) stated that OCB is held to be significant to the survival of an organization. Organ further explained that Organizational Citizenship Behavior can increase the efficiency and productivity of both the individual and organization that ultimately contribute to the smooth functioning of the organization. The purpose of this study is to analyze the perception of employees towards two distinct dimensions of Organizational Citizenship Behavior.

In this study, data has been collected from 306 respondents through a structured questionnaire of (Suzy & Fox, 2009). There are 42 statements on 5 point likerts scale. From 42 statements, 13 statements related to OCB towards organization were undertaken. These 13 statements were analyzed to understand the extent of OCB towards Organization as perceived by the employees of corporate service organizations as shown in Table 2.

Table 2: OCB towards Organization (OCB-O)

Statements	N	Mean	Std. Deviation
Drove, escorted, or entertained company guests, clients or out of town employees	306	2.43	1.279
Used own Vehicle, Supplies or equipment for employer's Business	306	2.62	1.355
Offered suggestions for improving the work environment	306	3.71	1.117
Came in enjoy or stayed late without pay to complete a project or task	306	3.47	1.137
Volunteered for extra work assignments	306	3.37	1.164
Tried to recruit a person to work for your employer	306	2.64	1.276
Worked weekends or other days off to complete a project or task	306	3.27	1.194
Brought work home to prepare for next day	306	3.15	1.271
Volunteered to attend meetings or work on committee on own time	306	3.09	1.204
Said good things about your employer in front of others	306	3.58	1.134
Gave up meal and other breaks to complete work	306	3.35	1.181
Volunteered to work at after-hours or out of town events	306	2.87	1.237
Decorated, straightened up, or otherwise beautiful common work space	306	2.95	1.178
Overall Mean	306	3.11	

From the Table 2, it is observed that the mean score of 'Offered suggestions for improving the work environment" 3.71 is highest, followed by "Said good things about your employer in front of others" 3.58 & "Came in enjoy or stayed late without pay to complete a project or task" 3.47 as mean score is more than neutral value 3. So, it can be inferred that employees vary and employees work harder for the development of the organization. Mean score of "Volunteered for extra work assignments". "Worked weekends or other days off to complete a project or task", "Brought work home to prepare for next day", "Volunteered to attend meetings or work on committee on own time", "Gave up meal and other breaks to complete work" is near to neutral value 3. Hence, the OCB towards organization of above stated statements is quite high. However, in respect of "Drove, escorted, or entertained company guests, clients or out of town employees", "Used own Vehicle, Supplies or equipment for employer's Business", "Tried to recruit a person to work for your employer", "Volunteered to work at after-hours or out of town events", "Decorated, straightened up, or otherwise beautiful common work space" the mean scores are below the neutral value of 3 which means employees do these activities less frequently in their working life. The overall mean score for OCB towards organization is 3.11. So, it can be inferred that a fairly good extent of OCB towards organization has been depicted by the employees.

Conclusion

Organizational Citizenship Behavior towards Organization helps employees and organization to increase in their output. There is an open communication and there is a clear understanding in every employee of their role in the organization. In this study OCB towards Organization specify that activities related with OCB are helpful in increasing the work output of the employee, which ultimately help the organization as well as the employees. It is concluded that a fairly good extent of OCB towards organization has been shown by the employees.

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