

TO STUDY THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR POST DOWNSIZING AMONG IT PROFESSIONALS

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ABSTRACT

This paper focused on the organizational citizenship behaviour of the employees who are present in the organization post downsizing. These employees are termed as the survivors. Organizational Citizenship Behaviour is also termed as Extra Role Behaviour. Extra Role Behaviour are those activities which are not directly related to the jobs assigned to the employees. It relates to the citizenship behaviour of the employee in an organization such as helping others, helping co workers in their jobs, socializing in the healthy manner etc. Downsizing means the cutting off the manpower to reduce the organizational cost and it has a deep impact on the organizational citizenship behaviour of the survivors. The primary data has been collected to study the behaviour.

KEY WORDS:

Organizational Citizenship Behaviour, Downsizing, Altruism, Civic Virtue, Sportsmanship, Courtesy, Conscientiousness.

INTRODUCTION

Emotions and moods play the pivot role in deciding the behaviour of an individual in an organization. Effect of mood plays the pivotal role in framing the organizational citizenship behaviour. The Organizational Citizenship Behaviour is also termed as Extra Role Behaviour. This is not related to the jobs and responsibilities assigned to the employee.

The five big traits which have a strong influence on organizational citizenship behaviour are as follows:

1. Emotional Stability.
2. Extraversion.
3. Openness
4. Agreeableness.
5. Conscientiousness.

Emotional stability is relevant as it leads to less negative thinking and fewer negative emotions. Also, it leads to less hyper vigilant behaviour. So, the employees have higher job and life satisfaction and lower stress levels. Extraversion leads to better interpersonal skills, greater social dominance and more emotionally expressive. Hence the employees give higher performance, they relish enhanced leadership and higher job and

life satisfaction. Openness embarks the increased learning, more creativity, more flexibility. Therefore, it shows better results in training performance and employees are more adaptable to change. Agreeableness gives the better liking, more confidence and confirmations. This make the employees less deviant from their behaviour and it further yield to the higher performance.

Conscientiousness plays the important in shaping the organizational behaviour as it enables the employees to give their greatest effort and they are persistent. They highly motivated and are discipline. They organized and planned in a better way. All these traits ensure the higher performance and greater longevity.

There are other personality traits also that are relevant to the organizational behaviour. Such as core self-evaluation: people who have positive core self-evaluation like themselves and see themselves as effective, capable and in control of their environment. Those with negative core self-evaluation tend to dislike themselves, questions their capabilities and view themselves as powerless over their environment. Employees with positive core self-evaluation perform better and inculcate the higher standards for the organizational citizenship behaviour. Then we have Machiavellianism. An individual high in Mach is pragmatic, maintains emotional distance and believes ends can justify means. Narcissism is also considered as one of the traits to be studied while analysing about the organizational citizenship behaviour. Narcissism is the tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration and have a sense of entitlement. They consider other employees are meant to do their work and tasks. Self-Monitoring has been given due importance while studying the organizational citizenship behaviour.

In this paper is an attempt to study the various traits of organizational citizenship behaviour and analysing the traits which dominate the behaviour of the employees.

What Is Organizational Citizenship Behaviour (OCB)?

Organizational Citizenship Behavior (OCB) is defined as the context or performance in which any job or task takes place. It is basically being a person who is ready to serve the organization in matters that is outside the scope of his/her job domain. It includes being helpful, caring towards other employees in the organization.

Example, helping out a newcomer in an organization with his work, working overtime sometimes in order to get convert clients, etc.

We study the various aspects of the organizational citizenship behaviour such as:



Fig:1 .Dimensions of OCB

Farh,Zhong,Organ(2004) have discussed five extended dimensions of OCB as: 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 which is shown in Fig 2:

Figure 1 A concentric model of OCB Dimensions

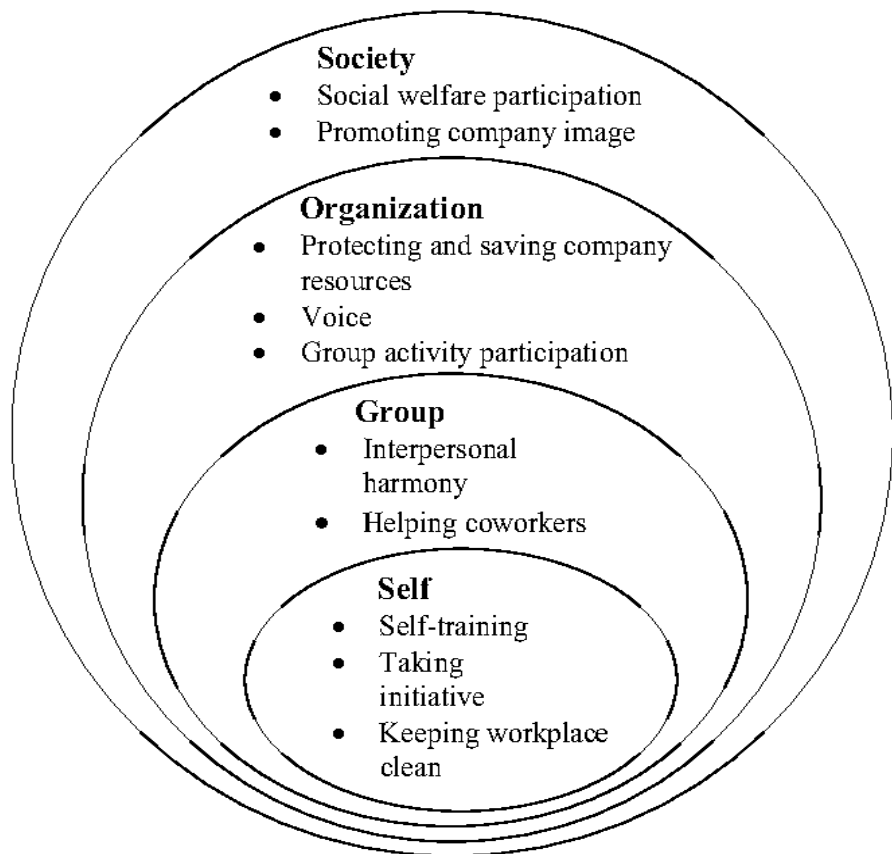


Fig: 2 Concentric Model of Organizational Citizenship Behaviour Dimensions

The inner most circle is self-domain and includes contributions made purely out of one’s own violation. The group domain refers to the contribution 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. Society

dimensions transcends beyond the boundaries of the organization and refer to contributions with reference to external environment and all the stakeholders.

Organizational citizenship behaviour deals with the actions and behaviours that are beneficial for the team and encourage greater organizational functioning and efficiency.

This is typically categorized as a worker “**going above and beyond**”. They look at their job as more than just a salary and endeavour to do all they can to make their work environment run effortlessly; even if it has a minimal connection to their current duties.

Organizational citizenship behaviour has been considered since the late 1970s. Over the past three decades, interest in studying these behaviours has increased substantially. Organizational behaviour has been linked to overall organizational effectiveness; thus, these types of employee behaviours have important consequences in the workplace.

Organ (1988) defines OCB as "individual behaviour 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."

Bateman and Organ's (1983) study was one of the first to tackle the measurement of OCB. Their definition of OCB "includes any of those gestures (often taken for granted) that lubricate the social machinery of the organization but that do not directly in here in the usual notion of task performance" (Bateman & Organ, 1983, p. 588). Based on this definition, they constructed a 30-item OCB scale that measured cooperation, altruism, compliance, punctuality, housecleaning, protecting company property, conscientiously following company rules, and dependability.

This research paper intends to gauge the organizational citizenship behaviour post downsizing. Organizational downsizing, defined as a reduction in workforce, is a common strategy implemented by firms for the purpose of improving organization's efficiency, work processes, or cost structure.

Next we shall throw light on the term downsizing.

WHAT IS DOWNSIZING

Organizational downsizing, defined as a reduction in workforce, is a common strategy implemented by firms for the purpose of improving organization's efficiency, work processes, or cost structure. However, previous research has shown downsizing seldom generates positive results at a macro or micro level. It has been demonstrated that downsizing has a negative impact on financial performance, such as Return on Assets, Return on Investments and profits in the long term. Downsizing also has a negative impact on the remaining workers left employed, referred to as the “**Survivors**”. Survivors typically respond to downsizing by exhibiting negative attitudes and behaviours such as decreasing employee morale, commitment, motivation, loyalty, work effort, and trust. Trust and **motivation** have been shown to be critical components in survivor's

responses to downsizing and are decreased through perceived violations of psychological contracts of employment and perceptions of organizational injustice. However, there is little understanding about how to downsizing impacts survivors collective trust in the long term.

Organizational citizenship behaviour is deeply affected by downsizing. In this paper we shall explore how much impact has downsizing made on the employee's organizational citizenship behaviour.

PURPOSE OF THE STUDY

The paper studies the organizational citizenship behaviour of the survivors. It becomes important to analyse the citizenship behaviour of the employees post downsizing as it provides the great support in renormalizing the organizational goals. The OCB study helps the organization to understand their employee's insight behaviour. Our main research question is what factors of organizational citizenship behaviour dominates among the survivor's post downsizing. And how much it is important to study OCB post downsizing. Researches conducted a multipart study to analyse the importance of the organizational citizenship behaviour. They found that people who engaged in more OCB during the day had higher levels of work meaningfulness at the end of the day. Work meaningfulness is the extent to which employees feel their job is useful or significant. The authors posted that engaging in OCB allows employees to feel more control over other activities as well as feel more control over their activities as well as feel good helping others. The researchers also found that employees who are engaged in good OCB at the end of the day also feel more vigour which means feeling more energized as compare to those employees who are not engaged in the good OCB.

LITERATURE REVIEW

Importantly early study was Smith et al. (1983), which took a slightly more complicated measurement approach by developing a scale in stages. In order to develop their 16-item scale, these researchers interviewed managers in manufacturing organizations and asked them to "identify instances of helpful, but not absolutely required behaviour" (Smith et al., 1983, p. 656). The researchers created a 20-item scale based on the interviews in addition to the scale items used in the Bateman and Organ (1983) study mentioned previously. The third step involved administering the scale to a group of 67 students who had managerial experience. The students were asked to complete the scale while thinking of someone who currently, or had in the past, worked for them. Students then described the person's work behaviour and their responses to the scale items. After **factor analysis**, four items were dropped resulting in the 16-item scale. It is with this scale that the authors found results indicating the first two distinct dimensions of OCB: altruism and generalized compliance. Examples of items in Smith et al.'s (1983) scale include:

- Helps others who have been absent.
- Gives advance notice if unable to come to work.
- Assists supervisor with his or her work.
- Attend functions not required but that help company image.

In 1990, Podsakoff, MacKenzie, Moorman, and Fetter conducted an important study using the five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These researchers developed a 24-item scale by having 10 of their colleagues' sort each of the 24 items into one of the five OCB dimensions or an "other" category if they felt the item did not fit any of the five defined conceptual dimensions. Participants were asked to indicate their level of agreement using a 7-point scale ranging from "strongly disagree" to "strongly agree." This five-factor structure has served as the building block for a substantial amount of OCB research. Examples of items in Podsakoff et al.'s (1990) scale include:

- Obeys company rules and regulations even when no one is watching.
- Attends meetings that are not mandatory, but are considered important.
- Mindful of how his/her behaviour affects other people's jobs.
- Willingly helps others who have work related problems.

The prominent dimensions of the OCB are stated as:

- **Altruism**

This type of Organizational Citizenship Behaviour is when a person decides to help someone else without expecting anything in return. In a business setting, this would likely take the form of a worker choosing to help a co-worker finish a project or a set of tasks even though the work does not necessarily relate to what they need to get done in their regular workday.

- **Courtesy**

This is when a worker is considerate or polite to those they work with. This could look like a worker taking care to watch their noise levels if they need to speak on the phone with clients or checking in with co-workers about a troubling personal issue that could impact their performance.

- **Sportsmanship**

This principle means an employee decides to stay in good spirits even when something does not go their way, or when something that creates a considerable amount of annoyance or frustration. In a regular business setting, this could be exemplified by a worker refraining from complaining or gossiping about a rejected project proposal.

- **Conscientiousness**

When employees go above and beyond, the quality of conscientiousness is likely at work. Coming into work early to finish a project, working to ensure team goals are exceeded for the quarter, developing a new

way to approach a process or procedure even when this duty is not outlined in their job description are all ways that workers can exemplify this trait.

- **Civic Virtue**

This is when a worker represents the company they are associated with in a positive light. This could occur within or outside of the business. It encourages a sense of community and strong interpersonal ties between co-workers. Employees could engage in this type of Organizational Citizenship behaviour by speaking favourably about the organization to those outside of it, participating in charity projects the company participates in, and planning or attending company-sanctioned social events.

The table below highlights the various researches done in order to study the organizational citizenship behaviour.

TABLE 1
Classification of organizational citizenship behaviors

Smith, Organ, and Near (1983)	Altruism Generalized Compliance
Organ (1988)	Altruism Conscientiousness Sportsmanship Courtesy Civic Virtue
William and Anderson (1991)	OCBs directed toward individuals OCBs directed toward the organization
Van Dyne, Graham, and Dienesch (1994)	Social Participation Loyalty Obedience Functional Participation
Morrison (1994)	Altruism Conscientiousness Sportsmanship Involvement Keeping up with Changes
Van Scotter and Motowidlo (1996)	Interpersonal Facilitation Job Dedication
Coleman and Borman (2000)	Interpersonal Citizenship Performance Organizational Citizenship Performance Job/Task Citizenship Performance

SOURCE: An evaluation of organisational citizenship behaviour: psychometric characteristics of the Italian version of Podsakoff et al's scale.

- Argentero Piergiorgio, Claudio Giovanni Cortese, Maria Santa Ferretti
- Published 2008

RESEARCH METHODOLOGY

In order to study the organizational citizenship behaviour, the questionnaire was drafted and was circulated among the IT professionals. The primary data was collected. The population was selected from Delhi NCR. The OCB has been analysed hierarchy wise and age wise.

The valid scale has been taken to collect the responses. The detailed analysis and description of the scale taken has been mentioned as:

It is named as Organizational Citizenship behaviour Checklist (OCB-C) Suzy Fox, Loyola University Chicago, Paul E. Spector, University of South Florida

The original Organizational Citizenship behaviour Checklist (OCB-C) was a 42 item instrument designed to assess the frequency of organizational citizenship behaviours performed by employees. It has since been refined and shortened first to 36 items and then to the final 20 item scale that we recommend (Fox, Spector, Goh, Bruursema, & Kessler, 2012). The OCB-C was specifically designed to minimize overlap with scale of counterproductive work behaviour, a limitation noted in prior scales (Dalal, 2005; Spector, Bauer, & Fox, 2010). Included were items that reflected acts directed toward the organization as well as people in the organization, such as co-workers. Some items asked about altruistic acts that helped co-workers with personal as opposed to workplace issues. Separate subscale scores can be computed that reflect acts directed toward the organization that benefit the organization (OCBO) and acts directed toward co-workers that help with work-related issues (OCBP).

Reliability

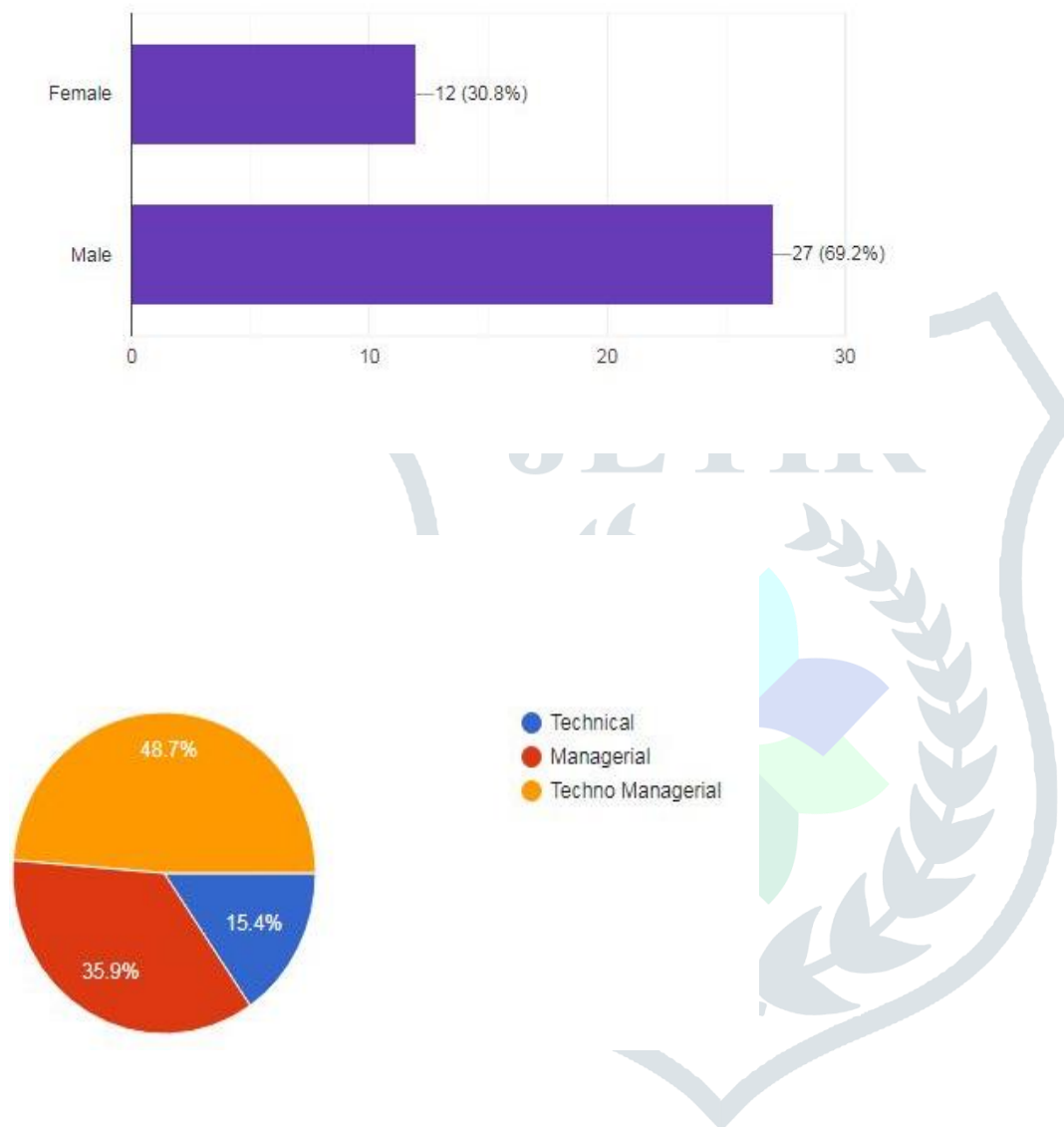
The OCB-C is a casual indicator scale that consists of items that are not at all parallel assessments of a single underlying construct. For such scale's items are not necessarily expected to be highly related and thus internal consistent reliability is not a good indicator of reliability (Bollen & Lennox, 1991; Edwards & Bagozzi, 2000). The Internal consistency reliability (coefficient alpha) was found to be .97 for the total scale, .92 for OCBO and .91 for OCBP (Fox, Spector, Goh, Bruursema, & Kessler, 2009) for the 42 item scale. This scale is further divided into OCB-C and OCB-P.

The analysis has been drawn as which factors define the organizational citizenship behaviour of the survivor's post downsizing. We shall also throw light on the factors which are motivating in the existence scenario ie post downsizing, as these factors shall define the survivor's extra role behaviour and shall contribute for the development of the organization.

The valid scale questionnaire had been circulated among the IT professionals. The sample size is around 150. It captures all parameters which define the extra role behaviour of the survivors. It targets the professionals who are in technical role, managerial role and techno managerial role. Also, it captures the work experience of the survivors in the current organization. The questions are simple and easy to understand. And the questions correctly capture the instinct of the survivor's extra role behaviour.

RESEARCH ANALYSIS

The research analysis has been done with the IT Professionals who are the survivors. The male respondents were 69.2% and the female respondents were 30.8%. Most of the respondents were at techno managerial position.



As we evaluate the responses, it clearly depicts that the survivor's inclination is more towards solving the work-related issues of their co-workers. Which means they are high on the OCB-P. The survivors who engage in good OCB-P have more control over their activities.

Almost more than 50 % employees showed the high organizational citizenship behaviour towards creating harmony and a helpful environment for their co workers. They showed mutual respect and admiration towards each other. Also, ready to help them in long working hours, mentor them, arranged something special for their birthdays and for any other special occasions. Most importantly lend their ears to hear out their problems and tried to solve it also. They also finished their co workers work if they had to leave early because of some urgent home assignment. They also showed their full support in beautification of their work places on special occasion to generate feel good factor.

CONCLUSIONS

Post downsizing, the employers showed the great team work either by improving their own work performance or by engaging themselves in helping their co-workers. Although their trust on the organization had been shaken but they shifted their focus to more diligently and effectively.

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