

A Study of Organizational Citizenship Behaviour among the employees in the select banks in North India

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Abstract- With the increase in work pressure and demands has led to lower down in the overall life satisfaction of the employees which resulted into decrease in organizational efficiency. This has led to research the new aspects in behavioural sciences to redefine the positive domains of the employee with respect to his job. It has become a challenge for the modern psychologists and researchers to define the determinants for a well being and organizational behaviour of the employee. The organizational citizenship behaviour is an emerging organizational citizenship behaviour having its conception based on four of its determinants viz., self-efficacy, hope, resiliency and optimism. As well being of an employee is one of the harmonizing factors between the different components of life of an employee both at personal and professional level, the organizational citizenship behaviour plays an important role in achieving the same at both individual and organizational level. This study measures the organizational citizenship behaviour and its dimensions among the employees in Indian banking sector. A data of 474 employees working at different managerial levels was collected. The results showed that organizational citizenship behaviour and its dimensions are high among the employees working in banking sector in India.

Keywords: Positive Organizational Behaviour; Organizational Citizenship Behaviour; Indian banking sector.

1. INTRODUCTION

With the increase in work pressure and demands has led to lower down in the overall life satisfaction of the employees which resulted into decrease in organizational efficiency. This has led to research the new aspects in behavioural sciences to redefine the positive domains of the employee with respect to his job. It has become a challenge for the modern psychologists and researchers to define the determinants for a well being and organizational behaviour of the employee. The organizational citizenship behaviour is an emerging organizational citizenship behaviour having its conception based on four of its determinants viz., self-efficacy, hope, resiliency and optimism. As well being of an employee is one of the harmonizing factors between the different components of life of an employee both at personal and professional level, the organizational citizenship behaviour plays an important role in achieving the same at both individual and organizational level.

2. ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

The constructs of organizational citizenship behaviour have been studied since 1990's and definitions following different perspectives such as

individual, organizational and social exchange perspectives. In recent years it has become an interesting construct for both researchers and managers, in order to better understand employee's behaviours which contribute to organizational effectiveness; and find out the potential antecedents and consequences of it. Organizational citizenship behaviour has been associated with overall organizational effectiveness and improvement in productivity of the employees.

In the dynamic world of business it is crucial that employees stay on top of their game in order for organisations to remain successful. This may mean that employees have to perform above and beyond what is required of them. Contextual performance, discretionary behaviours and OCBs have become a necessity in the workplace these days and will continue to do so for a number of reasons. According to Borman and Motowidlo (1997) some of these reasons are that global competition continues to increase the effort levels required of employees to produce the best products and deliver the best service. Further to this, employee adaptability and willingness to exhibit extra exertion is crucial during times of downsizing. Finally, customer service is increasingly emphasised, particularly because customers can usually buy equivalent products for comparable prices at similar establishments. Employees need to utilise

their organizational citizenship behaviours to set themselves and their organisations apart from other organisations.

Katz's (1964) seminal framework to assist in understanding the motivational problems in organisations has become a factor influencing the thinking about organizational citizenship behaviours. Further, Bateman and Organ, 1983; Smith et al., 1983; Organ, (1988b) studied that the job satisfaction is related to performance which has the roots for the organizational citizenship behaviours in the organization. Thus the job satisfaction shall lead to employee's enthusiasm in the organization which is reflected as organizational citizenship behaviours. Others who at an early stage researched the topic of organizational citizenship behaviours include Brief and Motowidlo (1986) on pro-social behaviours and George and Brief's (1992) work-related organisational spontaneity. Although these constructs bear similarities, there are some evident differences. What is evident is that these constructs were all blocks in laying the organizational citizenship behaviours foundation. Dennis Organ is generally considered the father of organizational citizenship behaviour. Organ expanded upon Katz's (1964) original work. Organizational citizenship behaviour is a unique aspect of individual activity at work, first mentioned in the early 1980s. Organ (1988) defined organizational citizenship behaviour as behaviour of the individual which is discretionary not directly explained by reward system and promotes efficacy of the organization. This special behaviour has become a lively research field investigated by organizational sociologists, psychologists, and management researchers. However, whereas most of the studies appear to deal with the phenomenon from a behavioural/functional perspective the natural orientation of citizenship to the political science arena is overlooked.

Organisational citizenship behaviours are a special type of work behaviours that are defined as individual behaviours that are beneficial to the organisation and are discretionary, not directly or explicitly recognised by the formal reward system (Lo and Ramayah, 2009 and Organ, 1997). These behaviours are primarily matter of personnel choice as such their omission is not considered as punishable in the organisations. In other words, it is the extra role behaviour that is demonstrated by an individual, and is not a compulsory part of the job requirements but if existed boosts the organisational performance (Comeau and Griffith, 2005). Organisational citizenship behaviours can be analysed from both individual and organisational perspectives. If the Organisational citizenship behaviours of the employee is high then he will help the other employees in completion of the tasks, facilitate and support his colleagues in performing effectively where as from

organisational perspective, employees exhibiting high Organisational citizenship behaviours are more strategically aligned with the organisation goals and objectives and put their maximum potential and go beyond the limits in achieving the goals and objectives of the organisation. So, Organisational citizenship behaviours can be termed as the synergistic behaviour that intensify the employee positive attitude towards the organisation and excels the individual effort level that is beneficiary for the organisation (Williams and Anderson, 1991).

Conceptually, organizational citizenship behaviour has been associated with social responsibility or communal work, for which no monetary benefits are attached. Organizational citizenship behaviour is job related behaviour but is not tied to formal reward system, and is done to increase the effective operation of the organization. Organizational citizenship behaviour is a form of extra role behaviour which contributes to increase individual effectiveness in the service of overall organizational effectiveness.

Organizational citizenship behaviour is defined as set of discretionary workplace behaviours that exceed one's basic job requirements. They are often called as behaviours that go beyond the call of duty. Organizational citizenship behaviours are more like psychological contracts and play very important role in improving the general health and well being of the organization thereby creating an impact on efficiency and effectiveness of work teams and organizations. Organ and Ryan (1995) referred to organizational citizenship behaviour as the individual contributions in the workplace that go beyond the role requirement and contractually rewarded job achievements. Examples of organizational citizenship behaviour include helping co-workers, performing extra job activities and acting according to organizational policies and rules regardless of personal inconvenience.

3. NEED OF THE STUDY

The rise and growth of banking sector has made it imperative now to study these positive psychological behaviours in the organization to increase efficacy among employees. As Indian banking sector is undergoing through dynamic changes to become a world leader, the need to study these concepts have become necessary. Organizational Citizenship Behaviour has emerged as a new concept in the field of human resource management. The Organizational Citizenship Behaviour and its dimensions are need to be measured at an individual level and at the organizational level. The organization's productivity and its efficacy are affected by employees' psychological capital which is reflected in the behaviour of employees. In Indian context no major research has been done as compared

to other countries especially in the field of Organizational Citizenship Behaviour and employee behaviour. Further, the studies which have been done are not related to Indian banking sector. Thus, this study, intended to measure the Organizational Citizenship Behaviour and its dimensions among the employees in banking sector in India.

Research objectives

To study the Organizational Citizenship Behaviour and its dimensions viz. altruism, conscientiousness, sportsmanship, courtesy, and civic virtue of the existing employees in the select banks.

Scope of the research study

The research study is on Indian banking sector and northern region banks are covered under its scope. In total the research study has included seven banks i.e. SBI, two associate banks of SBI, three nationalized banks and three private sector banks. The various employees who are working at managerial position in the above banks would be sample frame for the research study. The various banks included in the study are majorly taken from the states of Punjab, Haryana, Chandigarh and Himachal Pradesh. The banks were selected according to their rank as per the list given in the RBI bulletin for the year 2015-16.

Research design

The determinants of the variables to be studied in the present research study are Organizational Citizenship Behaviour and its dimensions viz. altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Population and sample size

The managers who are working at various managerial levels in the banks in the states of Punjab, Haryana, Chandigarh and Himachal Pradesh are taken as population of the study. A sample of 474 respondents working at various managerial levels in the banks is the sample size of the research study.

Source of the Data

The data collection has been done from the primary as well as secondary sources. A questionnaire was given to the employees of the banks and the responses become the primary source of the study. The data collected from various books, journals, documented reports, online resources, researches done on the variables etc. become the secondary source of the data.

Data collection tools

The organizational citizenship behaviour was measured by means of a modified version of 24-item questionnaire which was adapted from Podsakoff et al., (1990). The original instrument is based on a conceptualisation of organizational citizenship behaviour as developed by Organ (1990) and measures altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Typically, this scale would require another party to measure the construct, however in the present study it was necessary for the individuals to report on their perceptions of their own organizational citizenship behaviours. This was also required because of the way in which the data was gathered, which was by means of an electronic questionnaire.

The original questionnaire yielded satisfactory psychometric qualities when applied to research samples in the United States, with Cronbach's coefficients as follows: conscientiousness (0.82), sportsmanship (0.85), civic virtue (0.70), courtesy (0.85) and altruism (0.85). However, when applied to a South African sample the items only loaded onto two factors after numerous rounds of factor analysis (Bosman, 2003). These two factors were named sportsmanship and functional participation, demonstrating satisfactory reliability with Cronbach's coefficients of 0.79 and 0.91 respectively (Bosman, 2003). The 20-item instrument rates employee perceptions of their organizational citizenship behaviours on a 7-point Likert response scale, where "1" means strongly disagree and "7" means strongly agree. Examples of the items include "I help others who have been absent" (altruism); "I do not abuse the rights of others" (courtesy) and "I do not take extra breaks" (conscientiousness). The organizational citizenship behaviour is calculated by averaging all the subscales across all the items, bearing in mind that items 7, 11, 12 and 14 are negatively phrased and therefore are reverse scored.

Descriptive analysis of the organizational citizenship behaviour and its dimensions among the employees of the selected banks under study

As can be seen in Table 1 the mean score for the organizational citizenship behaviour (127.14) falls into the high range suggesting that, on average, the employees score high on organizational citizenship behaviour. This is supported by a median of 130.00. It is seen that for the most part, the employees have high levels of organizational citizenship behaviour. Further, the mean scores of five of the organizational citizenship behaviour dimensions were namely conscientiousness (27.16) which is the highest, courtesy (26.93) which is at higher level, altruism (21.58), civic virtue (21.16) and sportsmanship (19.73) which is at lowest level. The organizational citizenship behaviour in total and all the five dimensions of

organizational citizenship behaviour are negatively skewed. With all the skewness coefficients displaying negative signs, it is an indication of a negatively

skewed distribution, which in this instance means that respondents tended to score on the high side.

Table 1: Descriptive statistics for scores on organizational citizenship behaviour and its dimensions

	N	Mean	Median	Std. Deviation	Skewness	Kurtosis	Minimum	Maximum
Altruism	474	21.58	22.00	3.56	-0.87	1.41	4.00	28.00
Consciousness	474	27.16	28.00	4.10	-0.96	2.19	5.00	35.00
Sportsmanship	474	19.73	21.00	4.51	-0.94	0.67	4.00	28.00
Courtesy	474	26.93	27.00	4.74	2.00	28.88	5.00	78.00
Civic virtue	474	21.16	21.00	3.50	-0.82	1.34	6.00	28.00
Organizational citizenship behaviour	474	127.14	130.00	17.44	-0.81	2.65	34.00	190.00

The frequency distribution Table 2 supports the first descriptive statistics table giving information about organizational citizenship behaviour level of

employees. Looking at the mean value it is referred that the majority of employees are at high percentage 81.2%, 18.4% employees are at medium level and .4% are at lower level of organizational citizenship behaviour.

Table 2: Frequency distribution of scores of organizational citizenship behaviour

		Frequency	Percentage
Organizational citizenship behaviour Level	Low Score	2	.4%
	Medium Score	87	18.4%
	High Score	385	81.2%
	Total	474	100.0%

The frequency distribution Table 3, supports the first descriptive statistics table giving information about altruism dimension of organizational citizenship behaviour level of employees. Looking at the mean

value it is referred that the majority of employees are at high percentage 74.3%, 25.1% employees are at medium level and .6% are at lower level of altruism dimension of organizational citizenship behaviour.

Table 3: Frequency distribution of scores of altruism

		Frequency	Percentage
Altruism level	Low Score	3	.6%
	Medium Score	119	25.1%
	High Score	352	74.3%
	Total	474	100.0%

The frequency distribution Table 4 supports the first descriptive statistics table giving information about consciousness dimension of organizational citizenship behaviour level of employees. Looking at the mean value it is referred that the majority of

employees are at high percentage 74.1%, 25.3% employees are at medium level and .6% are at lower level of consciousness dimension of organizational citizenship behaviour.

Table 4: Frequency distribution of scores of consciousness

		Frequency	Percentage
Consciousness level	Low Score	3	.6%
	Medium Score	120	25.3%
	High Score	351	74.1%
	Total	474	100.0%

The frequency distribution Table 5 supports the first descriptive statistics table giving information about sportsmanship dimension of organizational citizenship behaviour level of employees. Looking at the mean value it is referred that the majority of

employees are at high percentage 61.4%, 34.8% employees are at medium level and 3.8% are at lower level of sportsmanship dimension of organizational citizenship behaviour.

Table 5: Frequency distribution of scores of sportsmanship

		Frequency	Percentage
Sportsmanship level	Low Score	18	3.8%
	Medium Score	165	34.8%
	High Score	291	61.4%
	Total	474	100.0%

The frequency distribution Table 6 supports the first descriptive statistics table giving information about courtesy dimension of organizational citizenship behaviour level of employees. Looking at the mean value it is referred that the majority of

employees are at high percentage 76.2%, 23.4% employees are at medium level and .4% are at lower level of courtesy dimension of organizational citizenship behaviour.

Table 6: Frequency distribution of scores of courtesy

		Frequency	Percentage
Courtesy level	Low Score	2	.4%
	Medium Score	111	23.4%
	High Score	361	76.2%
	Total	474	100.0%

The frequency distribution Table 7 supports the first descriptive statistics table giving information about civic virtue dimension of organizational citizenship behaviour level of employees. Looking at the mean value it is referred that the majority of

employees are at high percentage 72.8%, 26.4% employees are at medium level and .8% are at lower level of civic virtue dimension of organizational citizenship behaviour.

Table 7: Frequency distribution of scores of civic virtue

		Frequency	Percentage
Civic virtue level	Low Score	4	.8%
	Medium Score	125	26.4%
	High Score	345	72.8%
	Total	474	100.0%

4. CONCLUSION

The mean score for the organizational citizenship behaviour is (127.14) falls into the high range suggesting that, on an average, the employees working in the banking sector are having score high on psychological capital. This is supported by a median of 130.00. It is seen that for the most part, the employees have high levels of psychological capital. Further, the mean scores of four of the organizational citizenship behaviour were namely altruism (21.43), consciousness (27.13), sportsmanship (19.81) courtesy (26.31) and civic virtue (21.15). The psychological capital in total and all the four dimensions of psychological capital negatively skewed. With all the skewness coefficients displaying negative signs, it is an indication of a negatively skewed distribution, which in this instance means that respondents tended to score on the high side. One of the practical implications of organizational citizenship behaviour is identifying the employee's strengths and

use them to increase and sustain their respective wellness levels in the organization. A better healthy work environment in the terms of effectiveness and efficiency can be achieved when organizational citizenship behaviour is applied accurately where the employees get an opportunity to use their skills in the organization. By changing the working conditions the organization may increase the stress level of its employees if there is lack of support by the organization in achieving goals by the employee.

5. LIMITATIONS OF THE STUDY

In the research the researcher has to design the research in such a way that all the possibilities are taken into account so that the planned objectives are successfully attained with minimum error and better applicability. The intervening variables are controlled in the research by designing a research plan which minimizes the effect of intervening variables. However in every research there are some limitations

which cannot be controlled as the research is done on the working population in banking sector only which limits its generalization on general population and the present study has dealt only with the effect of positive variables and ignores the effect of negative variables. Lastly, the sample size of the research study is taken only from the banking sector in Northern India and an effort to study psychological capital of employees was made. The variables should be studied on larger sample for better generalization and applicability.

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