

# Organizational Citizenship Behavior Dimensions in Indian Companies

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**Abstract--** In today's global competitive world, every organization wants to have excellent employees those who do not only work hard but also display good traits, cooperative nature, tendency to work in team to achieve organizational goal. Organizations are encouraging their employees to engage in Organizational citizenship behavior. The present study is an attempt to find out various dimensions of organizational citizenship Behavior existing in Indian companies. All together four hundred ten respondents participated in the study from middle to higher level of the organizations. The principle axis factor analysis revealed five dimensions of OCB, namely- sportsmanship, altruism, courtesy, civic virtue, conscientiousness which is being used in Indian organization.

**Keywords--** Organizational Citizenship Behavior, Indian Organization, Cooperative

## I. INTRODUCTION

Now the world market has turned in to single market structure where organizations have to improve their competitive ability further, and advance the individual efficiency to become more valuable and effective. In order to achieve effectiveness organizations are drifting away from hierarchical structure and accepting team oriented system. Managers are motivating their employees for cooperation and OCB to attain effective organizational functioning. Organizational citizenship behavior includes positive and constructive act of employees which they do on their own wish, in turn it supports co-workers and benefits the company. They are known to go extra miles to help their colleagues. OCB has shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism (Podsakoff, Whiting, Podsakoff & Blume, 2009).

### A. Organizational Citizenship Behavior

Organizational Citizenship Behavior is 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 (Organ, 1997). The factors of OCB is not rooted by theory or construct thus the behavioral dimensions of OCB May vary, it is not a construct but a set of behaviors that belong together. Smith et al. (1983) identified two dimensions namely: Altruism and generalized compliance which was modified by organ (1988), included altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Podsakoff, MacKenzie,

Moorman, and Fetter (1990) provided operationalization of these dimensions, which have served as the basis for OCB measurement in various studies (Podsakoff, MacKenzie, & Bommer, 1996; Van Dyne et al., 1994). Morrison (1994) presented sportsmanship and involvement dimensions, which was included components of Organ's sportsmanship and civic virtue dimensions. There are large number of constructs demonstrates widespread interest in and relevance of organizational citizenship research.

Though the OCB Dimensions are measured in many studies, but there is a dearth in Indian context. Considering the importance OCB in the new challenging and changing business world the purpose of the present study was to find out the dimensions of OCB in Indian Companies.

## II. OBJECTIVE

The main objective of the present study was to find out various dimensions of the OCB in Indian Organizations as perceived by Managers.

## III. HYPOTHESIS

Literature review suggests various dimensions of the OCB, namely: altruism, courtesy, sportsmanship, conscientiousness, civic virtue (Smith, Organ, and Near, 1983), interpersonal facilitation, job dedication (Van Scotter and Motowidlo, 1996), helping co-workers (George and Brief, 1992), loyalty, obedience, participation (Van Dyne et al., 1994), loyal boosterism, personal industry, individual initiative (Moorman and Blakely, 1995). Though there are various dimensions of the OCB were suggested by the researcher but more or less clubbing them together many dimensions are overlapping. Common factors have emerged are: Helping Behavior, Sportsmanship, Organizational Loyalty, Organizational Compliance, Individual Initiative, Civic Virtue, and Self Development. Based on various research studies it was hypothesized that -

**H1.** There will various dimension of Organizational Citizenship Behavior be emerged in the Indian organization.

## IV. METHOD

### Sample

The study was conducted in various service organizations situated in Western Region of India. The sample was obtained in probability sampling method. The respondents

represented a cross-section of industries with varied background. Heterogeneity of the sample secured varying level of achievements of managers at different hierarchal levels of the organization. Over all, four hundred ten executives responded to the questionnaire, of which 12 per cent belonged to upper and 88 per cent to the middle management cadre. The age of respondents varied from 23 years to 40 years with median age being 31 years. The work experience ranged from 3 to 22 years with median 8 years of work experience.

## V. INSTRUMENT

### A. Organizational Citizenship Behavior

Research studies have revealed several scales to measure the Organizational citizenship behavior, though they vary in numbers of dimensions. OCB scale was developed by Smith, Organ, & Near (1983), Organ (1988); Graham (1989); Moorman & Blakely (1995); George & Jones (1997). For the purpose of present study, scale to measure the OCB was used developed by Podsakoff, MacKenzie, Moorman, & Fetter, (1990). There were 24 items containing 5 dimensions of OCB namely: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The OCB scale has been shown to be reliable and valid. Reliability reported by previous research ranges from 0.70 to 0.93 (Farh, Earley, & Lin, 1997).

## VI. RESULTS

### A. Organizational Citizenship Behavior Measures

The factor structure was extracted many times using varying number of factors to accept a given internal structure of organizational citizenship behavior items. Negative items were reverse in the process of doing factor analysis. The final analysis resulted in five factors of organizational citizenship behavior described as below. Table 1 presents various rotated factor structure comprising five dimensions

of Organizational Citizenship Behavior. Though the present analysis revealed 5 factors of OCB but the order of OCB was different as compared to original scale which was altruism, courtesy, conscientiousness, sportsmanship, civic virtue respectively ((Podsakoff, MacKenzie, Moorman, & Fetter, 1990),

*Factor 1: Sportsmanship:* this factor revealed the nature of the employees where they are willing to tolerate expected inconvenient and getting work without complaining.

*Factor 2: altruism:* This factor identified as willingly helping others with, or preventing the happening of work related problems

*Factor 3: civic virtue:* revealed the willingness of the employees in participating in the governance of the organization, engage in policy debates, and keep the company's best interest in mind, even at great personal costs.

*Factor 4: courtesy:* factor indicated the behavior of the employees where they alerting others in the organization about changes that may affect their work, hence prepare others for the change related problem which employee may have to face days to come.

*Factor 5: conscientiousness:* conscientiousness: carrying out one's duties beyond the minimum requirements, where employees pay attention to the details and following rules, regulations and procedures. They maintain predictable work schedules, increasing the reliability of the service.

Item analysis carried out for finally accepted items of the organizational citizenship behavior. The reliabilities ranged from low of .81 courtesy to a high of .93 for altruism organizational citizenship behavior. Another dimensions namely- Sportsmanship, civic virtue, and conscientiousness, alpha reliabilities was of .86, .89 and .82 respectively. Table 3 presents summary of item analysis

Table1: Factor loading of organizational citizenship behavior

Item no.	Items	SS	AL	CV	CR	CS
11	I am the classic "squeaky wheel" that always needs greasing	.84				
12	I consume a lot of time complaining about trivial matters.	.89				
13	I tend to make "Mountains out of molehills	.91				
14	I always focus on what's wrong, rather than the positive side.	.88				
15	I always find fault with what the organization is doing	.84				
1	I help others who have heavy workloads		.81			
2	I am always ready to lend a helping hand to those around me.		.84			

3	I help others who have been absent.			<b>.83</b>			
4	I am willing to help others who have work-related problems.			<b>.81</b>			
5	I help orient new people even though it is not required			<b>.75</b>			
16	I try to avoid creating problems for co-workers.				<b>.63</b>		
17	I consider the impact of my actions on co-workers				<b>.77</b>		
18	I do not abuse the rights of others.				<b>.72</b>		
19	I take steps to try to prevent problems with other workers.				<b>.77</b>		
20	I am mindful of how my behavior affects other people's jobs				<b>.74</b>		
21	I keep myself abreast of changes in the organization.					<b>.70</b>	
22	I attend meetings that are not mandatory but are considered important.					<b>.83</b>	
23	I attend functions that are not required but help the company image.					<b>.84</b>	
24	I read and keep up with organization announcements, memos and so on.					<b>.75</b>	
6	I am one of the most <b>conscientious</b> employees						<b>.50</b>
7	I believe in giving an honest day's work for an honest day's pay.						<b>.57</b>
8	My attendance at work is above the norm.						<b>.66</b>
9	I do not take extra breaks.						<b>.74</b>
10	I do not take extra breaks.						<b>.64</b>

Note: SS= Sportsmanship, AL= altruism, CV= civic virtue, CR =courtesy, CS= conscientiousness. N=410

Table 3: Descriptive statistics & Inter- correlation between Organizational Citizenship Behavior and Employee Engagement (Diagonal line presents Alpha coefficient)

	Mean	SD	SP	AL	CT	CV	CS
SP	39.25	7.53.	<b>86</b>	.			
AL	35.20	9.63	21*	<b>93</b>			
CV	37.82.	7.68	17**	27**	<b>89</b>		
CR	35.76	9.02	22**	26**	16*	<b>81</b>	
CS	36.72	7.28	05	33**	35**	34**	<b>82</b>

Note: SS= Sportsmanship, AL= altruism, CV= civic virtue, CR =courtesy, CS= conscientiousness, N=410. \*\*. Correlation is significant at the 0.01 level. \* Correlation is significant at the 0.05 level

*B. Discussion*

The objective of the present study was to find out the dimensions of the OCB in Indian organization as perceived by the managers. Statistical analysis revealed five dimensions of OCB as perceived by the managers in the organization. They were Sportsmanship, altruism, Civic virtue, courtesy and conscientiousness. Though the order of the dimensions of OCB varies as compared to Podsakoff, MacKenzie, Moorman, & Fetter (1990), it reflects that Employees do believe in helping others and lending their helping hand to the coworkers. In Indian organization as

expected employees do not go about complaining other’s work, instead they prefer to complete their own task while helping their colleagues in demanding situation. Further, willingly they are ready to help other employee in difficult situation or at the time of need. Employees are ready to participate and debate in the organizational issue, not only they are ready for the change but also prepare other employees and co workers for the same. As result revealed that employees work hard and go beyond their expected time of work, and work for longer hour. It can be suggested that OCB does exist in Indian Organizations, which is essential for the organizations and employees for Motivation, positive attitude organizational commitment etc.

Though organizational citizenship Behavior is spontaneous initiative taken by the staff, an opportunity should be provided to display the OCB by the organizations. Organization should create a workplace environment that not only allows for, but is conducive and supportive of OCB (Organ, Podsakoff&MacKenzie, 2006).

*C. Implication of the Study*

Today all employees have to work together to achieve the organizational objectives. OCB will play a major role in the process of accomplish the task, to face the challenges given by the work environment. organizational citizenship behavior inculcate the helping and cooperative behavior among the employees , where employees feel on their own

to lend the helping hand to their colleagues, seniors and junior without expecting anything in return. Hence it has become one of the important aspects for the organization. Organizations should create work environment which should allow conducive and supportive OCB and also educate the employees about OCB.

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