A Study on Organizational Citizenship Behaviour towards People and Towards Organization in Public and Private Organisations

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Abstract: The study aims to measure the organizational corporate behaviour of the employees working in public and private organizations of Haryana state. The study was conducted on a sample of 285 employees from public and private organisations of Haryana state, including banks, insurance companies, and educational institutions and manufacturing units as well. Standard instrument was used for the survey. Descriptive statistics along with the correlation analysis was applied on the data to get the results. Overall it can be concluded from the study of organizational citizenship behaviour, that the employees were not cooperative toward each other, the organizational behaviour of employees was not satisfactory, the employees did not possess a cooperative behaviour, they rarely offered their help for co-workers in their need, they never defend their co-workers when required, the tendency of helping a less capable co-worker is very less among employees is very less, there is lack of belongingness among employees, they don't help their co-workers in their personal needs also. The organizational citizenship behaviour for organization of employees is quite positive and they help their co-workers in adverse situations, which affect the overall performance of organization and maintain a healthy relationship among them.

Keywords: Organizational citizenship behaviour, Private organisations, public organisations, Working environment, Haryana, India, and Job satisfaction.

I. INTRODUCTION

Organisational Citizenship behaviour was formally defined by Dennis Organ (1988) as individual behaviour that was discretionary (unrestricted and open), not recognised by the formal reward system overtly or explicitly, and that in the aggregate (cumulative) promotes the effective functioning of the organisation. The word discretionary reflects the fact that the nature of the behaviour is voluntary and not a compulsive requirement for the job; it is a matter of personal choice and the absence of such behaviour is not met with any kind of punishment (Pattanayak et al. 2003). It also means that as the behaviour cumulates over time, it contributes to the valuable functioning of the organisation.

Organisational Citizenship behaviour is necessary for the success and survival of organisations. Organisations cannot flourish without the individual roles played by the employees. As an employee, a person has numerous roles to play. Katz and Kahn (1978) defined role as set of expected activities which are generally linked or associated with occupancy of a job a position. However, at times the individual goes beyond these set roles or expectations and indulges in behaviour that benefits the organisation on the whole, and at the same time, adds to the appraisal of the performance of the employee by hierarchies and better ratings. This behaviour is called extra- role behaviour.

A second definition of organisational citizenship behaviour comes from Van Dyne et al. (1995) who defined extra-role behaviour as behaviour which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations. These extra behaviours by employees become operative in long-term success of the organisation and provide promise to the functioning, innovation, and productiveness of the same.

The reason for the importance of such behaviour is attributed to globalisation of the industrial world that necessitates the emphasis on productivity, responsiveness, flexibility and innovation. Thus, organisational citizens help in improving the status quo. The behaviours include helping each other, being energetic, taking up additional responsibilities voluntarily, putting in extra hours, defending the organisation and speaking explicitly on organisational issues (Organ et al. 2006). Moreover, OCB does not only involve enacting positive gestures on the part of the employees, but also refraining from certain other behaviours like complaining about trivial issues, arguing with others, finding faults in co-workers/ managers, expressing resentment, etc. (Kar and Tewari, 1999). When employees display this behaviour, their commitment to the organisation also grows significantly (Organ, 1988; Podsakoff and MacKenzie, 1997; Sevi, 2010). The organizations whose workers engage in OCB may enjoy improved strategic planning, rising managerial productivity and efficient 'on boarding' of new hires (Podsakoff and MacKenzie, 1997).

II. REVIEW OF LITERATURE

Mezginejad and Taherpour (2020) examined the relationship between the organisational citizenship behaviour and job satisfaction of the employees. The research revealed that transformation in the leadership and the perceived amount of organisational support has a direct impact on the OCB. The transformation in the leader shapes has been found to have a direct impact on the organisational citizenship behaviour towards the organisation and the values concern regarding the well-being of other employees leads towards a great level of satisfaction among the employees as well as enhance the job satisfaction motives.

Hansez (2020) elucidated the role of the safety motivation and safety knowledge pertaining to the safety citizenship behaviours. Altruism has been found to be positively related to safety knowledge. It has been found that the awareness about safety and the consciousness efforts decreases the level of risks and accidents involved in the work area. The voluntarily efforts by the workers to make the other workers aware about the safety climate lead towards a higher level of employee involvement. Individual dispositions and the leadership behaviours have been found to enhance the organisational citizenship behaviours.

Yang et al., (2020) compared the demographic and metabolic risk factors included in the citizenship and health insurance status. The study revealed that the resource availability and health status among the people with diabetic issues involved a higher level of risk. The health complications have been found to affect the quality of life of individuals. The various risk factors involved in the behaviour patterns such as exercise, smoking diet and obesity hindered the assessment to the healthcare facilities as well as the coverage under health insurance.

Taskiran and Iyigun (2019) investigated the complete relationship between the organisational citizenship behaviour and the entrepreneur orientation pertaining to the hospitality industries. It has been found that the entrepreneur's real orientation enables the organisations to achieve a higher level of profits. The behaviour patterns of the working employees and the attitudes of the managerial staff have a positive impact in improving the task performances and creating a stable environment at the workplace. Supportive leaders have been found to direct the employees towards improving their behaviour patterns and enhance their commitment levels towards the organisation.

Polat (2019) analysed the various levels of the teachers OCBs teaching at the secondary schools in accordance to the perceptions of administrators. The researcher revealed that the employees working with the senior secondary schools displayed a higher level of OCBs than the other schools. The sportsmanship qualities and consciousness has been found to increase the performance level and quality of services of the organisation.

Wong (2018) analysed the various perceptions of civic participation among the teachers in Hong Kong. The protest done by the teachers for their rights has been considered to be an effective part of active citizenship. The formation of the government policies against the choices of educator's has a negative impact on the development of harmony among the teachers. Active citizenship has been found to promote valuable if potential leader behavioural patterns.

Mills and Waite (2017) explored the various brands of youth citizenship. The researcher revealed that the performance of the younger generation has direct implications on the political scenario. The study revealed that the young people have a strong influence in increasing the ability to attract the workforce and directing the OCB in favour of the organisation. Meaningful and positive possible has been found to create an effective environment for social interactions between the management and employees as well as health introduction of stress levels at work.

Research Objective: The study aims to measure the organizational corporate behavior of the employees working in public and private ORGANISATIONS of Haryana state.

Research Methodology: The study was conducted on a sample of 285 employees from public and private organisations of Haryana state, including banks, insurance companies, and educational institutions and manufacturing units as well. Standard instrument was used for the survey, and sampling was based on random selection method. Descriptive statistics along with the correlation analysis was applied on the data to get the results.

III. OCB-20 ITEMS SCALE (SUZY FOX AND PAUL E SPECTOR, 2009)

The research instrument used for organizational citizenship behaviour was developed by Suzy Fox and Spector in the year 2012 including total 42 items, which was further reduced to 36 item scale and later on to 20 items scale. This scale was effectuated by 38 SMEs experts, on the data of 214 critical incidents. Scale was divided into two parts, first is related to the organizational citizenship behaviour towards the organization and towards the people, which are respectively known as OCBO and OCBP. In current study, 20 items scale for OCB was used divided into two parts one is OCBO and another is OCBP. Scale was measured on a five-point scale where one is never, two is rarely, three is sometimes, four is many times and five is always.

OCBO: OCBO includes the incidents or situations where an individual works for the benefits of the organization and shows his responsible behaviour towards the organization where he works by helping others, by improving the skills of others, by change in methods, or through any other ways.

OCBP: OCBP includes the incidents or situations where an individual works for the benefits of the people/co-workers and shows his responsible behaviour towards the co-workers of an organization where he works for helping others, solving problems of co-workers, work for the skill enhancement of the co-workers, involve in their personal and work-related conflicts or through any other ways.

IV. ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS PEOPLE

This section contains the organizational citizenship behaviour of employees towards the people engaged with the organization and the effect of such behaviour on the working atmosphere.

Table 1: Reliability Statistics	
Cronbach's Alpha	Statements
.706	10

Table 2: Descriptive Statistics				
	Number	Average	Std. Dev.	Var.
Picked up food for co-workers at workplace	285	2.5700	1.35232	1.829
Listened the work-related problems of colleagues empathetically	285	2.7400	1.26317	1.596
Spared time to listen the personal problems of colleagues empathetically	285	2.7400	1.27107	1.616
Completed some work for colleagues who need to leave early.	285	2.5800	1.21925	1.487
Lend a hand to some less capable colleague in lifting some heavy object.	285	3.0900	1.31353	1.725
Lend a hand to a co-worker who was overburden with work.	285	3.0700	1.38164	1.909
Went out of the way to give co-worker encouragement or express appreciation.	285	3.1285	1.19598	1.430
Adorned, smooth down up, or otherwise prettified shared work space.	285	2.8900	1.08640	1.180
Defended a colleague who was insulted by supervisor or other co-workers.	285	2.6900	1.03733	1.076
Rescheduled vacations, working days, or work shifts to fulfil the needs of co-workers.	285	2.2850	1.29358	1.673
Effective N (listwise)	285			

The descriptive analysis of various organizational activities of employees has been analysed and compared. On the basis of comparison of various activities, it was found that the highest mean value was 3.15 for the activity or feature of nature where the employees went out of the way to give co-worker encouragement or express appreciation. This shows that the employees not only encourage each other but also, they have a healthy environment of appreciating others, while the lowest mean value was 2.50 for the nature where the employees changed vacation schedule, work days, or shifts to accommodate co-worker's needs. It shows that in case of personal need there is lack of co-operation among each other. There could be many reasons like pre-planning of vacations, already pre-booking of tickets and hotels or some personal matters etc.

Overall it can be interpreted that the employees were not cooperative toward each other, the organizational behaviour of employees was not satisfactory, the employees did not possess a cooperative behaviour, they rarely offered their help for co-workers in their need, they never defend their co-workers when required, the tendency of helping a less capable co-worker is very less among employees is very less, there is lack of belongingness among employees, they don't help their co-workers in their personal needs also. Anyhow the employees appreciate their co-workers up to some extent and tried to beautify their common work space.

V. ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS ORGANIZATION

This section contains the organizational citizenship behaviourof employees towards the organization and the effect of such behaviour on the overall performance and outcome of the organization.

Table 3: Reliability Statistics	
Cronbach's Alpha	N of Items
.753	10

The reliability analysis was done using Cronbach's Alpha Method. The analysis was performed on 10 items and the result of analysis was .753, which shows that the data collected is reliable.

Table 4: Descriptive Statistics				
	Number	Average	Std. Dev.	Var.
Spared time to coach, advice, or mentor a colleague.	285	2.5700	1.34489	1.809
Helped colleagues in learning new job skills or have shared knowledge related to job.	285	2.8000	1.30515	1.703
Helped newly joined employees in getting oriented to their current job.	285	2.7900	1.33771	1.789
Offered job related advice/suggestions to improve their job.	285	2.5900	1.32113	1.745
Provided suggestions for creating a healthy work environment.	285	2.7100	1.33771	1.789
Volunteered for job assignments other than regular assignments/tasks.	285	3.0900	1.34369	1.806
Taking phone calls or messages in case some co-worker is absent or busy.	285	3.1200	1.21183	1.469
Spoken good or praising your superior in public.	285	3.2800	1.17659	1.384
Delayed or missed meal breaks to complete work.	285	3.0200	1.12344	1.262
Voluntarily to helped co-workers to deal with problematic vendors, customers, or colleagues.	285	2.7900	1.08085	1.168
Total	285			

The descriptive analysis contains various aspects of organizational citizenship behaviourof employees towards organization. While comparing various aspects, the highest mean value was found to be 3.28 for the aspect "said good things about employer in front of others". This shows a positive attitude of the behaviour of employees towards organization, while the lowest mean value was 2.57 for the aspect "took time to advise, coach or mentor a co-worker". Sometimes due to seniority complex or lack of knowledge in that field the employees hesitate while helping co-workers.

Table 5: Correlations			
		OCBP	OCBO
OCBP	Correlation	1	.774[**]
	p-value		.000
	Total	285	285
OCBO	Correlation	.774[**]	1
	p-value	.000	
	Total	285	285
**. Correlation is substantial at the 0.01 level.			

The correlations among organizational citizenship behaviour for people and organizational citizenship behaviour for organization have been analysed by using Pearson correlation method. The correlation was found to be substantial for both the behaviour.

Overall it can be said that majority of employees never took time for such activities, sometimes helped co-workers learn new skills, rarely helped new employees get oriented to the job, rarely offered suggestions for improvement of work, were not volunteer for extra work, never gave up their meal or break for completion of work, never took phone messages for absent or busy co-workers, never help the co-workers dealing with a difficult vendor. But, the employees many times said positive things about employer in front of others. The organizational citizenship behaviour for organization of employees is quite positive and they help their co-workers in adverse situations, which affect the overall performance of organization and maintain a healthy relationship among them.

VI. CONCLUSION

Overall it can be concluded from the study of organizational citizenship behaviour, that the employees were not cooperative toward each other, the organizational behaviour of employees was not satisfactory, the employees did not possess a cooperative behaviour, they rarely offered their help for co-workers in their need, they never defend their co-workers when required, the tendency of helping a less capable co-worker is very less among employees is very less, there is lack of belongingness among employees, they don't help their co-workers in their personal needs also. Anyhow the employees appreciate their co-workers up to some extent and tried to beautify their common work space. The organizational citizenship behaviour for organization of employees is quite positive and they help their co-workers in adverse situations, which affect the overall performance of organization and maintain a healthy relationship among them. Overall it can be said that majority of employees never took time for such activities, sometimes helped co-workers learn new skills, rarely helped new employees get oriented to the job, rarely offered suggestions for improvement of work, were not volunteer for extra work, never gave up their meal or break for completion of work, never took phone messages for absent or busy co-workers, never help the co-workers dealing with a difficult vendor. But, the employees many times said positive things about employer in front of others.

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