



AN ANALYTICAL PERSPECTIVE TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH SPECIAL REFERENCE TO NCR'S SELECTED EDUCATIONAL INSTITUTES

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Abstract- The current study has been conducted considering the growing significance of organizational citizenship behavior in terms of its role in affecting the various aspects associated with employee behaviour. It is an empirical assessment of examining the relationship between the organizational citizenship behaviour and the independent variables. The independent variables incorporated in this study are emotional quotient, job satisfaction and employee engagement. In order to study the role of organizational citizenship behaviour towards the stipulated variables, hypothesis testing was conducted. Data was collected through a self-structured questionnaire with Cronbach's alpha greater than 0.65 hence, making it a reliable tool for data collection. The sample consisted of 200 educationists from NCR's top six ISO certified and NBA accredited institutions of Dr. APJ Abdul Kamal Technical University, Lucknow. The study was marked by the limitation of resources which usually exists in all studies to some degree. This research has managerial and practical implications as it provided concrete inputs to the organizational management with respect to the relevance and operation of organizational citizenship behavior and how it can be strengthened to gain desired outcomes.

Keywords: Organizational citizenship behavior, emotional quotient, job satisfaction, employee engagement, educationists.

I. INTRODUCTION

Though, the term 'Organizational citizenship behaviour' was coined few decades back yet, it has emerged to be extremely relevant over the passing years in the presence of dynamic organizational structures and changing job scenarios. The organizational citizenship behaviors which is also referred to as 'OCBs' can be defined as the individual, discretionary actions performed by the employees which are beyond their formal job description. The organization where management well understand this concept in terms of its contributions and challenges may help the employees function optimally to the organization and avoid the state of burnout (Ahern, T., Leavy, B. and Byrne, P., 2014). It can be noted that 'organizational citizenship behaviour' is indeed an evolving concept which is concerned with the aspects of how and why of employees' positive contribution to their organizations which is outside their defined work roles. Due to its positive reflection on organizational productivity and efficiency, the study of this concept has been continuously expanding over the recent years. The study of OCB involves the fundamental analysis of the circumstances under which the employees "go the extra mile" at their workplaces. OCB emphasizing on improving the employee and employer ability to maximise citizenship behaviour for the mutual benefit of both.

The whole concept of 'Organizational citizenship' had originated in the early 1980s for describing the employee behaviour within the different organizations' social systems. Since that period, it has got developed into a significant field of study because of the growing significance of autonomous and team-based work in place of the traditional systems of strict, traditional hierarchies (LePine et al., 2002). As a result, understanding organizational citizenship behaviour has become increasingly imperative to the maintenance of organizations' social systems and the associated employee roles. It is relevant as an area of study for the macro level which concerns the changing nature of all organizations as well as for the micro level focusing on the individual organizations and the role of employees.

Undeniably, organizational citizenship behavior is becoming popular due to the fact that working under the changing circumstances has become an essential feature of the different organizations. The work situations in the current times demand dynamism and adaptability because of which the relevance of organizational citizenship behavior could play a major role (Lee, Dendrick, & Smith, 1991). With changing scenarios, it has been seen that in future, the organizations will necessarily become more

dependent on the employees who would be willing to contribute to the successful change, regardless of formal job requirements (Somech and Drach-Zahavy, 2004).

This study apart from qualitatively studying the concept of organizational citizenship behaviour aims at statistically testing its relationship with some of the relevant independent variables. The variables undertaken in this study for examining the relationship with organizational citizenship behavior from have been emotional quotient, job satisfaction and employee engagement. Emotional quotient refers to the subset of social Intelligence which involves one's ability to monitor his own and others' feelings and emotions along with the ability to discriminate among them and then, utilize this information to guide one's thinking and actions (Mehta, S. and Singh, N., 2013). Also, it was found from related text that the present view in firms focuses on the general citizenship that affect the OCB while the past view focuses voluntary behavior gained attention from political science (Bonaparte 2008). Job satisfaction was incorporated as another independent variables. The concept of 'Organizational Citizenship Behavior' was developed by Dennis Organ and is subjected to various future explorations. Another independent variables as mentioned in this study was employee engagement. OCB covers organizational concerned act as working overtime without taking any remuneration. OCB aims at offering support, for instance, to a newcomer in the office who is struggling with deadline and change shifts. This also reflects the complex nature of performance by employees in the modern setups and workplace. Employees need to be made engaged with the organization by involving them in various activities apart from the routine tasks and also acknowledging them from time to time for their extra efforts (Borman and Motowidlo 2014).

II. LITERATURE REVIEW

This section aims at reviewing several studies pertaining to the organizational citizenship behavior and identifying the research gaps which made the current study relevant to be conducted in the current scenario. Dennis Organ was the father of OCB. Organ elaborated from Katz's original work. The concept of OCB in its crude form has been studied from the late 1970s. However, it was in the year 1988, the organization citizenship behavior was first defined by Dennis Organ as the individual behavior that was not rewarded by normal reward method (Organ, D. W., Podsakoff, P. M. and MacKensie, S. B., 2006). Periodic studies have shown that Organizational Citizenship Behavior is productive for every firm. Also, it was significant to consider the elements that affected engagement of employees in the Organizational Citizenship Behavior in the job (Castro, C. B., Armario, E. M. and Ruiz, D. M., 2004). The past studies have segregated the antecedents of the organizational citizenship behavior into three major fields, namely, the personality or the traits, the leadership or group elements and the employee attitudes. It is revealed by studies that the shape of personality on tendency to present OCB was minimum (Somech & Oplatka 2014). Although, it did not imply that the employee will be decreased towards engaging in OCB as compared to others. The other categories were more promising in that attitude concern. This study thus didn't incorporate the variables taken in the current study and hence, generates scope for the current study to be conducted for further drawings.

Also, literature from the past postulated the behaviors associated with organizational citizenship behavior which concerned understanding the types of behaviour that fell under OCB. According to the past study, it was seen as a useful way to identify and encourage them in employees (Tambe, S., 2014). Lubis, S. (2020) conducted a study to examine the factors that influence employee performance such as human capital practices, transformational leadership and organizational citizenship behaviour through a census survey in an organization in Indonesia. Further, in the review of the literature, Podaskoff, et al. (2000) condensed more than 30 types of citizenship behaviour found in the literature into seven categories such as the helping behaviors, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue as well as self-development.

Halbesleben and Bellairs (2015) point out in their research that employees' organizational citizenship behavior could be affected by their predispositions as well as their adaptation to perceived benefits from this type of behaviour. It was also found that since, two people may exhibit the same form of OCB, there was no indication that it stemmed from the same motivation. Therefore, of the two people exhibiting, for instance, courtesy, one may be motivated by image management, and another by concern for the quality of the work climate. Similarly, a single OCB may serve more than one motive (Wepapers, 2020). One employee may work extra hours from desires both to contribute to an excellent result, and to gain attention in hopes of promotion, the extra hours scoring benefits both to the individual's status and the quality of the organization's work. Halbesleben and Bellairs (2015) had also suggested that OCBs were selected by individuals in alignment with personal goals, and with how they saw their future work

selves. The term “equifinality” was used in situations where a choice of paths could attain one goal, and “multifinality” for a behaviour type in which imminent and distant goals could both be served by one behaviour. Also, another study portrayed that employees would learn from how their behaviour was (formally or informally) rewarded (or not), and selected continuing behaviors accordingly. In addition, individuals’ development of their goals was influenced by the stipulated rewards or a lack of them (Podsakoff, N., Podsakoff, P., MacKenzie, S., Maynes, T. and Spoelma, T. (2014).

The major research gaps that were identified were that the independent variables taken in the current study were not incorporated in absolute terms in the past studies. Some of the studies were just secondary in nature. In some studies, quantitative analysis was not taken extensively. Few studies were conducted outside India and didn’t incorporate national scenario. Also, the growing importance of organizational citizenship behavior has made the current study relevant and justified.

III. RESEARCH METHODOLOGY

The research design is descriptive for this research study. Data was collected using a self-structured questionnaire with Cronbach’s alpha above 0.65 making it a reliable instrument. Validity was tested through the opinions of experts and academicians concerned with this field. The questionnaire consisted of 21 statements based upon the identified dimensions of types of behaviors (Somech and Drach-Zahavy, 2004) reflecting the organizational behaviour of the respondents on a 5-point Likert’s scale. The responses were summated in order to obtain the score of the dependent variable. Further, 5 statements each for the independent variables, namely, emotional quotient, job satisfaction and employee engagement were formulated to measure them on a 5-point Likert’s scale. Scoring for each component was done individually for the statements given. Further, the relationships were examined between the independent variables and the dependent variable. Purposive sampling was used for data collection consisting a sample size of 200 educationists from NCR’s top six ISO certified and NBA accredited institutions of Dr. APJ Abdul Kamal Technical University, Lucknow. It is based on primary data with the following objectives and corresponding null hypotheses:

Objective 1: To examine the impact of emotional quotient on organizational citizenship behaviour.

Objective 2: To examine the impact of job satisfaction on organizational citizenship behaviour.

Objective 3: To examine the impact of employee engagement on organizational citizenship behaviour.

H₀1: Emotional quotient doesn’t impact organizational citizenship behaviour.

H₀2: Job satisfaction doesn’t impact organizational citizenship behaviour.

H₀3: Employee engagement doesn’t impact organizational citizenship behaviour.

In order to test the formulated hypothesis, multiple regression was applied as the research technique and level of significance considered was 5%.

IV. DATA ANALYSIS AND INTERPRETATION

Table 1 given below represents the descriptive analysis for the Organizational citizenship behavior (OCB), emotional quotient (EMQ), job satisfaction (JS) and employee engagement (EE). The mean score for OCB was 117.66 (S.D.=16.48), EMQ was 22.37 (S.D.=4.5), JS was 25.76 (S.D.=5.24) and EE was 22.90 (S.D.= 4.05). The mean score for the independent variables was the highest for job satisfaction.

Table1: Descriptive Statistics of OCB and IV’s

	Mean	Std. Deviation	N
OCB	117.66	16.48	200
EMQ	22.37	4.50	200
JS	25.76	5.24	200
EE	22.90	4.05	200

Table 2 given below shows the correlation between the stipulated variables. It is clear from the given matrix that there was a positive and statistically significant correlation between emotional quotient and organizational citizenship behavior with $r=0.350$, $p<0.05$. Similarly, there was a positive and statistically

significant correlation between job satisfaction and organizational citizenship behavior with $r = 0.356$, $p < 0.05$. Also, there was a positive and statistically significant correlation between employee engagement and organizational citizenship behavior with $r = 0.330$, $p < 0.05$.

Table 2: Correlations matrix

		OCB	EMQ	JS	EE
Pearson Correlation	OCB	1.000	.350	.356	.330
	EMQ	.350	1.000	.759	.970
	JS	.356	.759	1.000	.755
	EE	.330	.970	.755	1.000
Sig. (1-tailed)	OCB	.	.000	.000	.000
	EMQ	.000	.	.000	.000
	JS	.000	.000	.	.000
	EE	.000	.000	.000	.
N	OCB	200	200	200	200
	EMQ	200	200	200	200
	JS	200	200	200	200
	EE	200	200	200	200

Table 3 and 4 depict the model to be significant. From table 5, the regression equation obtained is as follows:

$$\text{OCB} = 88.136 + 1.014 (\text{EMQ}) + 0.321 (\text{JS})$$

Thus, it can be interpreted that emotional quotient has a significant impact on the organizational citizenship behavior at $p < 0.05$. With a unit increase in emotional quotient, the organizational citizenship behavior increases by 1.014 units. Thus, H_{01} is rejected. Similarly, job satisfaction has a significant impact on the organizational citizenship behavior at $p < 0.05$. With a unit increase in job satisfaction, the organizational citizenship behavior increases by 0.321 units. Thus, H_{02} is rejected. Employee engagement does not have a significant impact on the organizational citizenship behavior at 5% level of significance as $p > 0.05$. Thus, H_{03} is not rejected.

Table 3: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Sig. F Change	Durbin-Watson
1	.381 ^a	.145	.132	15.35497	.145	.000	1.772

Table 4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7854.620	3	2618.207	11.105	0.001 ^b
	Residual	46211.935	196	235.775		
	Total	54066.555	199			

a. Dependent Variable: OCB

b. Predictors: (Constant), EE, JS, EMQ

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	88.136	6.823		12.918	0.001
	EMQ	1.534	1.014	.419	1.513	0.043
	JS	.703	0.321	.223	2.188	0.030
	EE	-1.000	1.118	-.246	-.894	0.372

a. Dependent Variable: OCB

V. FINDINGS

From the results obtained from the statistical analysis above, it is clear that there existed significant correlation between organizational citizenship behaviour and the three independent variables, namely, emotional quotient, job satisfaction and employee engagement. However, from the hypothesis testing, it was found that the impact of emotional quotient and job satisfaction was statistically significant on the organizational citizenship behaviour in the stipulated academic organization considering the educationists. Thus, null hypothesis, H₀₁ and H₀₂ were rejected and H₀₃ was not rejected.

VI. CONCLUSION AND RECOMMENDATIONS

From the findings, it can be concluded that the emotional quotient and job satisfaction of employees in academic institutions in higher education significantly impacted their organizational citizenship behavior. Hence, these organizations should work on enhancing these variables so as to generate higher degree of employee performance and organizational productivity. This research has immense future scope in terms of better understanding the organizational structures and practices that allow OCBs to emerge, and considering how they could be used to maximize performance and that they would have interesting implications for employers. It also generates the scope of exploring what group practices as well as mechanisms would allow diverse intelligence types to maximize employee performance would facilitate OCBs and employee satisfaction. Also, this research apart from adding to existing literature provided inputs to differentiate between employee behaviors that are beneficial to all versus those that promote job creep, a poor work/life balance and other negative effects that would help maintain a healthy work environment. The tipping point from positive to negative OCB may be linked to the extent of the behaviour, the way it is encouraged by colleagues and employers, or indeed pre-existing personality traits. This study hence is quite useful in terms of the inputs it provided particularly in the light of new ways of operating educational institutions in a University that are more entrepreneurial, innovative and team-based.

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