



## ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND ORGANIZATIONAL COMMITMENT IN REFERENCE TO GENDER DIFFERENCES

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**ABSTRACT** The major objective of present study was to compare the organizational citizenship behaviour and organizational commitment between male and female bank employees. A total of 100 (50 male and 50 female) bank employees were randomly selected from different banks of Azamgarh city of U.P., ranging between 30-45 years of age. Upinder Dhar, Prashant Mishra & D.K. Srivastava's organizational commitment scale & Dr.Sangeeta Jain & Dr. Vivek Sharma's organizational citizenship behaviour scale were administered to measure the organizational commitment and organizational citizenship behaviour of bank employees. The results indicated that there was insignificant differences between organizational citizenship behaviour of male and female bank employees. At the same time in this research, significant differences have been found in the Commitment level of the male and female bank employees.

**KEYWORDS** :Organizational citizenship behaviour, Organizational commitment and male and female bank employees.

### Introduction:

The success of any organization depends on the fact that the employees working in that organization are contributing in that organization with the loyalty and affinity. If any employee spends their time and energy in addition to their formal duty for the development of their organization, it shows an attachment to their work. In general, we can say that if any employee does all the work beyond any reward and promotion, so that the organization citizenship behaviour. In any organization every individual is expected to perform certain roles as specified by job description and superior's expectations. However, sometime individual performs certain tasks or exhibits certain behaviour above and beyond his call and duty. There is a large number of instances in an organization when employees assist their fellow employees which are not part of their job duties. This assistance is spontaneous and does not result in any reward. Such 'extra role behaviour' is termed as organizational citizenship behaviour.

The term organizational citizenship behaviour was derived by Organ (1988) and defined it as "Individual's behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization." Organisational citizenship behaviour (OCB) is a term that encompasses anything positive and constructive that employees do, of their own decision, which supports co-workers and benefits the organization. Organ studied OCB in five dimensions: altruism, sportsmanship, courtesy, civic virtue and conscientiousness.

Altruism refers to behaviors by which an employee is concerned about his/her colleagues and new entrants to work, helps them on a voluntary basis, supports them, and thus improves their performance (Podsakoff et al, 2000; Dilek, 2005; Cetin, 2004).

Sportsmanship refers to an employee's tolerance and willingness to work without complaining about difficulties, inconveniences, workplace impositions and pressures faced in the organization (Podsakoff et al., 2000; Sezgin, 2005; Cetin, 2004; Iplik, 2010).

Courtesy refers to an employee's behaviors such as informing other employees in advance in order to avoid problems likely to arise in the workplace, warning them against the circumstances likely to affect them negatively and counseling them (Podsakoff et al., 2000).

Conscientiousness refers to an employee's voluntary contribution to the organization beyond the requirements of the written rules and expectations in order to perform the duties and tasks he/she undertakes (Podsakoff et al., 2000; Organ, 1988; Sezgin, 2005, Iplik, 2010).

Finally, civil virtue refers to an employee's behaviors such as being constructive and responsible for the organization and its development, being very much concerned for and supportive of the interests of the organization and participating in organizational activities voluntarily (Podsakoff et al., 2000; Organ, 1988; Sezgin, 2005; Cetin, 2004; Iplik, 2010).

### Organizational Commitment:

In the context of the present scenario, organizational commitment is regarded as an attitude, as it relates to individuals' mindsets about the organization (Allen & Meyer 1990). Organizational commitment is generally assumed to reduce deserted behaviors, which include tardiness and turnover. In addition, employees who are committed to their organization may be more willing to participate in "extra-role" activities, such as being creative or innovative in their work process, which frequently guarantee an organization's competitiveness in the market (Katz & Kahn 1978).

Organization commitment refers to the employee's attachment to, identification with, and involvement in the organization. In essence, measuring organizational commitment is an assessment of the similarity between an individual's own values and beliefs and those of the organization. There are three-component model of organizational commitment which are affective, continuance, and normative commitment. Individuals who have strong affective commitment remain in the organization because they feel they want to, some with a stronger normative commitment continue because they ought to and those with strong continuance commitment remain because they need to.

After review of literature, we found that most have been studies of the organizational citizenship behaviour and organizational commitment with other psychological factors and variables, but organizational citizenship behaviour and organizational commitment are not simultaneously studied. Those who were also studied, in that there are contrasting findings about the effect of gender on organizational citizenship behaviour and organizational commitment. Consequently, the present study is designed to compare the organizational citizenship behaviour and organizational commitment between male and female bank employees.

### Objectives:

- To compare the organizational citizenship behaviour and organizational commitment between male and female employees.

### Hypotheses:

- There will not be significant difference between organizational citizenship behaviour of male and female bank employees.
- There will not be significant difference between organizational commitment of male and female bank employees.

### Method

#### Sample

The present study was conducted on 100 sample (50 male & 50 female) Bank employee belonging to 25-45 years of age group and were randomly selected from different banks of Azamgarh city.

#### Tools

In this present study tools used are:

- Organizational commitment Scale :

Its scale constructed by Upinder Dhar, Prashant Mishra & D.K. Srivastava.

**Organizational Citizenship Behaviour Scale :**

Its scale constructed by Dr.Sangeeta Jain & Dr. Vivek Sharma.

**Procedure:**

In the Present Study researcher personally approached the respondents and collected information about them. After that questionnaires were administered and scored as per manual of the scale.

**Statistical Techniques Used:**

Mean, Standard deviation and 't' test were the statistical techniques used for carrying out the analysis and interpretation of the data collected.

**RESULT AND DISCUSSION**

**TABLE-1 Values of Mean, Standard deviation & 't' of organizational citizenship behaviour of bank employees**

Variables	N	M	S.D	't' value
Male	50	146.58	10.50	1.16 *
Female	50	149.22	12.25	

\*.01 significance level

An inspection of table-1 shows that mean score of organizational citizenship behaviour of female bank employees (M=149.22±12.25) is comparative higher than male bank employees (M=146.58±10.50).

It is evident from table -1 that obtained 't' value between male and female bank employees is 1.16 respectively. Organizational citizenship behaviour with reference to gender were found to differ insignificantly at respectable level of significance.

**TABLE-2 Values of Mean, Standard deviation & 't' of organizational commitment of bank employees**

Variables	N	M	S.D	't' value
Male	50	24.94	7.13	5.19*
Female	50	18.76	4.46	

\*.01 significance level

An inspection of table-2 reveals that mean score of organizational commitment of male bank employees (M=24.94±7.13) is comparative higher than female bank employees (M=18.76±4.46).

It is evident from table -2 that obtained 't' value between male and female bank employees is 5.19 respectively. Organizational commitment with reference to gender were also found to differ significantly at respectable level of significance.

In present study female bank employees shows higher level of organizational citizenship behaviour, because they have very soft hearted, seeing someone in a trouble melting very quickly, that's the reason they have always look forward to helping the new employees and their Co workers, They do his work extremely honesty, sincerity tolerance. They try to create healthy and cheerful environment at the work place. They listen to the problem of their colleagues and advised them. They are always ready for creative reform in the organization. They have more enthusiastic to his job and Co worker's welfare. They want to present a good image of their organization to the people, for which they always look forward. At the same time, in this study, the level of organizational commitment has been found to be high in men, which shows that, male employees are more willing to be with the organizational's goals and values because they think organization has a great deal of meaning to them. Committed male bank employees have strong work ethics. They take initiative to complete tasks, and don't need their bosses continuously reminding them what's next on the agenda. They help their boss and colleagues. They are result oriented and focussed. They set goals for themselves, such as completing important projects, and get great satisfaction from their efforts. They constantly challenge themselves to perform better, and align their goals with those of the company. In contrast, the commitment levels in women who would work it his cause that, they are also responsible for the family except for work place due to which they can't show more commitment towards their work at the work place. They know that they will not be able to give much time to the organization, society, family and many situational factors that affect their commitment.

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