



## A Conceptual Study of Organizational Citizenship Behaviour

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**ABSTRACT**

Organizational Citizenship Behaviour (OCB) has been presumed as a set of desirable organizational behaviours which demonstrate multi-dimensional relationships with positive organizational consequences that contributes to the organizational effectiveness. It can be defined as the compilation of individual behaviours in a group setting. It helps to attract and retain good employees through creating and maintaining a friendly, supportive working environment and a sense of belonging. This study attempts to discover various existing definitions and dimensions of OCB.

**KEYWORDS**

**INTRODUCTION**

The term Organisational citizenship behaviour (OCB) was coined in the late 1980s. It refers to the willingness of employees to do a work which is not included in their specified contractual obligations i.e. it is discretionary in nature. OCB may not always be directly and formally recognised or rewarded by the company, through salary increments or promotions but of course may be reflected in favourable supervisor and co-worker ratings, or better performance appraisals. Organizational citizenship behavior was first defined by Dennis Organ in 1988 as "an individual behavior which is not rewarded by a formal reward system but that, when combined with the same behavior in a group, results in effectiveness" Organ is generally considered as the father of OCB. The unique contribution of Organ was to identify a class of employee work behaviours i.e. organizational citizenship behaviours whose relationship with job satisfaction, among other variables, might be meaningfully examined in this research for a practically significant workplace behaviours related to employee job attitudes.

**SIGNIFICANCE OF OCB**

- It improve efficiency by helping new co-workers and helping colleagues to meet deadlines
- It is autonomous in nature. Cooperative employees give managers more time to clear their work and their helpful behaviour facilitates cohesiveness .
- It attract and retain good employees through creating and maintaining a friendly, supportive working environment and a sense of belonging.
- It create better communication and stronger networks which facilitate accurate information transfer and improve efficiency.

**DIMENSIONS OF OCB**

**Altruism**

Altruism is defined as the desire to help or assist another individual without expecting a reward in compensation for that assistance. For e.g., helping new colleagues and freely giving time to others is typically directed toward other individuals but contributes to group efficiency by enhancing individuals' performance. Altruism in the workplace leads to productivity and effectiveness because it encourages good inter-employee relations and reduce the stress load on other employees.

**Conscientiousness**

Conscientiousness enhances the efficiency of both an individual and the group. It is defined as a behavior that suggests a reasonable level of self-control and discipline. For e.g., efficient use of time and going beyond minimum expectations. In sim-

ple words, doing more than just the minimum and attention to prevent or minimise error.

**Courtesy**

Courtesy is being polite and courteous which prevent conflicts. It is defined as the behaviour of being respectful and considerate towards other people. For e.g., giving advance notices, reminders, and communicating appropriate information to employees which helps prevent problems and facilitates constructive use of time. Courtesy not only encourages positive social interactions between employees which improve the work environment but they can reduce any potential stress that might occur from employees who do not have the courtesy to inform their coworkers about issues such as upcoming absences from work and so on.

**Sportsmanship**

Sportsmanship is tolerating less-than-ideal conditions, accepting of changes and performs requests without complaints. It is defined as exhibiting no negative behavior when something does not go as planned or when something is being perceived as annoying, difficult, frustrating or otherwise negative. For e.g., avoids complaining and Whining that improves the amount of time spent on constructive endeavours in the organization.

**Civic Virtue**

Civic virtue is showing interest and involvement with the organisation, defending organisational policies and practices. It is defined as a behaviour which exhibits how well a person represents an organization with which they are associated, and how well that person supports their organization outside of an official capacity. For e.g., serving on committees and voluntarily attending functions that promotes the interests of the organization.

**Antecedents of OCB**

There are many prominent reasons for engaging in OCB. The antecedents of OCB have been broadly categorised which includes job satisfaction, the perceived fairness of the organization, employee characteristics such as personality meshing with the organizational culture, and the relationship between supervisors and subordinates.

**Job Satisfaction**

Job satisfaction has been found to have a positive relationship with OCB. It has a significant influence on employees' absenteeism, turnover, and psychological distress. Individuals with

higher levels of jobsatisfaction demonstrate decreased propensity to search for another job and a decreasing propensity to leave.

### Perceived Fairness

If an employee feels that they are putting in more than they are getting out of the organization, the employee will perceive the organization as unfair. If the employees feel organizational decisions are made equitably and with the necessary employee input it is usually called as procedural justice and if the employees perceive that they are fairly rewarded given their level of training, tenure, responsibility or workload it is called as distributive Justice.

### Personality

Among Myers and Briggs personality traits extraversion, conscientiousness and agreeableness are directly connected with OCB. The organisation has to assess the personalities of the employees and must see whether they fit the organisational values and beliefs.

### Leader member relationship

Leadership appears to have a strong influence on an employee's willingness to engage in OCB. There are three leadership styles that encourage OCB.

**Instrumental Leadership:** It facilitates role clarity, for eg. the supervisor should inform subordinates clearly what is expected of them.

**Supportive Leadership:** It anxieties for employee wellbeing more likely to be reciprocated with altruistic behaviours.

**Transformational Leadership:** Facilitates motivation, inspire and support employees, high performance expectations.

The quality of the relationship between a member and a leader is often called leader member exchange (LMX). Leadership behaviours may also influence OCB indirectly.

### CONCLUSION

Employees who frequently engage in OCB are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. Research on OCB is important because managers view it as beneficial and view those who engage in it as an asset. So it is essential for a Management to be educated about OCB and to include OCB in performance evaluations to encourage its employees.

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