

Organizational Citizenship Behavior: A Review Based Study

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Submitted: 15-02-2022

Revised: 25-02-2022

Accepted: 28-02-2022

ABSTRACT

Organizational Citizenship Behavior refers to the effort which one employee use to do extra things in organization`s interest and this behavior should be rewarded by providing compensation to the employee who want to improve organization efficiency and effectiveness. This paper will discuss the concept of organizational citizenship behaviors comprehensively and review of related journal has been done. Organizational citizenship behavior is a term that covers anything positive and constructive that employees do, of their own desire, which supports co-workers and benefits the company. Nowadays, Organizational Citizenship Behavior is seen as a competitive advantage for the organizations.

Keywords: Organizational Citizenship Behaviour, Employees, Company, Organizations

I. INTRODUCTION

Organizational citizenship behaviors can be explained as actions in which employees are willing to go above and beyond their prescribed role requirements. Organizational Citizenship Behavior is relatively a new concept in performance analysis but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. The concept was first introduced in the mid 1980s by Dennis Organ.

Organizational Citizenship Behavior refers to the effort which one employee use to do extra things in organization`s interest and this behavior should be rewarded by providing compensation to the employee who want to improve organization efficiency and effectiveness. Organization culture is one of the most important factor which affects organization when we talk about organizational citizenship behavior. Example of organizational citizenship behavior is like helping out a newcomer in an organization with his work, working overtime sometimes in order to get convert clients, etc Podsakoff defined 30 different types of organizational citizenship behavior which he

arranged into seven different groups by the following order:

- Helping behavior
- Sportsmanship
- Organizational loyalty
- Organizational compliance
- Individual initiative
- Civic virtue and
- self-development

Polat in his work describes 5 dimensions of OCB including

- Altruism
- Courtesy
- Conscientiousness
- Sportsmanship and
- Civil virtue.

This study discusses the concept of organizational citizenship behavior comprehensively. And then review of the related literature has been done from the time period

II. REVIEW OF LITERATURE

Chien (1988) explained how organizational citizenship behavior can be improved and also discussed the implications of organizational citizenship behavior. Results of the study indicate that positive work climate, organization resources, employee`s personality, organizational culture. Organizations also want the employees who do those things that aren`t in any job description. Organizations that have such employees outperform than those don`t have. Successful organizations need employees who do more than their usual job duties and have performance that is beyond expectations.

Velickovska (2011) analyzed the relation between organizational citizenship behavior and other related concepts like organizational culture, attitudes, values, etc. and also considered the phenomenon of organizational citizenship behavior from the time when the concept appeared in the literature till now. OCB had many advantages like it improved organization relationships among

employees, improved organization results, increased job satisfaction, improved work performance, environmental protection etc. OCB is seen as a competitive advantage for the organizations.

Khan & Rashid (2012) investigated the impact of organization culture, leadership style, organizational justice, organization commitment on the organization citizenship behavior. Data was collected from the 30 academicians of private university through questionnaire. Data was analysed using descriptive statistics, ANOVA, chi-square test, t-test, correlation, regression etc. The findings of the study suggested that there was a relationship between organization culture, leadership style and organizational justice. Among all the variable organizational commitment was the most significantly impactful variable in explaining exhibition of OCB among employees.

Pickford & Joy (2016) described organisational citizenship behaviour as an evolving concept concerning how and why people contribute positively to their organisations beyond defined work roles. OCBs flourish in work environments where initiative is possible and motivated employees are able to develop their work roles.

Chaudhary & Maini (2019) analyses the organizational citizenship behaviour of College teacher from Haryana state. The study was exploratory-cum-descriptive in nature. For the study, a sample of 120 college teachers were selected from Sirsa District but only 101 teachers responses were received. Primary data was collected with the help of questionnaire from college on five point Likert scale. The secondary data was collected from the websites and journals, etc. Factor analysis technique had been used for the data analysis. The study suggested that organizational citizenship behaviour of teachers in college can be improved by the help of organizational commitment and the impact of training & development opportunities, work-life policies and empowerment practices on organizational commitment. Teachers' view point towards the organizational citizenship behavior in the colleges are willingly help fellow professionals when they have work related problems, willingly help new comers to get oriented towards job, always try to avoid creating problems for co-workers, am mindful of how my behavior affects other people's jobs, don't abuse the rights of others, always keep myself abreast of changes in the organization, keep myself updated with organizational announcements and memos, attend meetings that aren't compulsory.

Jahangir, Akbar & Haq (2004) explored various definitions of OCB and then examined the dimensions of OCB. Based on the discussion on the dimensions of OCB, a number of antecedents were identified. When the antecedents are known, managers would be able to endorse OCB among their employees for better performance. The review of the recent literature on OCB had distinguished between various dimensions of OCB and had examined the relationships between them. Apart from the traditional measures of employee productivity, it was imperative for managers to keep an eye on that set of work behaviors that goes beyond the role description but also are important contributors to the usefulness of the organization.

Yadav & Kumar (2017) investigated the empirical association between role clarity and organizational citizenship behavior and how this relation was moderated by gender. The data of 272 executives had been collected from management development programs conducted in various public and private Indian organizations. Chi-square test), latent mean approach, sub-group analyses, and multiple group confirmatory factor analysis have been used to analyze the responses. Results indicate that role clarity was positively related to all dimensions of organizational citizenship behavior. Out of five, four dimensions showed the signs of gender's moderation; women scored higher in role clarity's relation with altruism, courtesy, and conscientiousness and men showed higher role clarity-civic virtue relationship.

Noor (2009) explored the importance of OCB of universities teachers of Pakistan as the outcome of organizational commitment. In the study the impact of training & development opportunities, work-life policies and empowerment practices on organizational commitment had also been analyzed. The data was collected from 160 universities teachers of Pakistan through questionnaires. The result of 134 respondents reveals that training & development opportunities, work-life policies and empowerment practices have significant positive relationship with organizational commitment and also organizational commitment impacts positively in enhancing the organizational citizenship behavior of the teachers. The results of this study showed that the training and development opportunities, work-life policies and empowerment practices had a direct and positive impact on the organizational commitment which means the enrichment of one determinant causes the enhancement in the organizational development.

Dash & Pradhan (2014) examined the relevance of OCB in Indian organizations and proposed a new theoretical framework. The model included human resource practices, employee engagement, and job embeddedness as determinants of organizational citizenship behavior. High employee retention, job satisfaction and low absenteeism had conceptualized as positive consequences and work-family conflict and role overload as negative consequences.

Chen & Hui (1998) conceptualized levels of organizational citizenship behavior performance as a behavioral predictor of employee turnover and empirically examined the strength of this relationship. Data were collected from 205 supervisor-subordinate from 11 companies in the People's Republic of China. The results of the study concluded that OCB had predictive utility regarding employee turnover. Employees who exhibit low levels of OCB were more likely to leave an organization than those who exhibit high levels of OCB. The results also showed that this relationship held across the 11 companies investigated, suggesting that OCB is a valid predictor of employee turnover.

Zhang (2011) explained organizational citizenship behavior come in many distinct shapes and forms. Traditionally thought of as the worker who 'goes above and beyond' the bare minimum requirements, it can also be the employee who takes the inventiveness and always offers to lend a hand; the conversant, helpful and cooperative colleague; the senior staff member who is able to roll with the punches; or the friendly, approachable manager who shows the new employees around the office and introduces them to other staff.

III. CONCLUSION

Organizational citizenship behavior is a term that covers anything positive and constructive that employees do, of their own desire, which supports co-workers and benefits the company. OCB had garnered much academic consideration since its conception. It is perceived to be something intangible; OCB was not always formally recognised or rewarded. Yet OCB has been shown to have a considerable positive impact at the organisational level. Nowadays, it has become a priority for organizations to have OCB in order to conquer the challenges of becoming dynamic, efficient, down to business, innovative, and flourishing organizations being able to quickly respond to changes.

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