
**A STUDY ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN AN IT
FIRM**

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ABSTRACT

The feelings of organisational citizenship can have a significant impact on employee performance and job satisfaction. By identifying these motivations, employees can increase their performance and job satisfaction (Organ, et. al. 2006)

The variables influencing employees' organisational citizenship behaviour is the major research objective of the study. The study is descriptive in nature, and standardised questionnaires are used to help collect responses. An IT company's employees have responded with 112 responses. The Statistical Package for the Social Sciences (SPSS) Evaluation Version 16 is used to assist with analysis (Bass, B. and Riggio, R.E., 2010).

After factor analysis, it was discovered that the elements influencing OCB among employees are altruism, conscientiousness, civic virtue, courtesy, sportsmanship, and emotional intelligence.

Key words: Organisation Citizenship Behaviour, Emotional Intelligence, Altruism, Conscientiousness, Courtesy, IT Industry

I. INTRODUCTION

Employee discretionary activity outside of their official job description is known as Organisational Citizenship Behaviour (OCB). Supervisors who are knowledgeable about the benefits and drawbacks of OCB assist staff members in making the most contribution to the company and preventing burnout. Good OCBs lead to cost-saving ideas, increase worker morale, and lessen the need for monitoring, all of which free up managerial time (Organ, et. al. 2006; Bass, B. and Riggio, R.E., 2010). People tend to choose habits that they believe will fit into their future roles and display a forward-thinking attitude. Employees who demonstrate a willingness and enthusiasm to exceed their formal job duties can significantly assist organisations in navigating change and unpredictable situations. Organisational Citizenship Behaviour (OCB) is a developing concept that explores the motivations behind employees' voluntary contributions to their organisations beyond their prescribed roles. This concept has gained widespread

attention in recent years. Research on OCB seeks to understand the conditions that prompt individuals to go above and beyond in their workplace efforts.

II. LITERATURE REVIEW

In 1998, Allen, T. D., & Rush, M. C. determined which OCB components affect overall performance. According to this study, OCB and task-related performance both independently contribute to assessments of overall performance (Organ, et. al. 2006). A study on the causes of Organisational Citizenship Behaviour (OCB), focusing on motivational analysis. Their research highlighted that prosocial values motives were significantly linked to OCB aimed at individuals, whereas organisational concern motives were predominantly associated with OCB directed towards the organisation (Rioux and Penner 2001; Finkelstein and Penner 2004).

Podsakoff, MacKenzie, Paine, and Bachrach (2000) conducted a meta-analysis titled "Individual and Organisational Level Consequences of OCB, aiming to explore the relationships between Organisational Citizenship Behaviours (OCBs) and various outcomes at both individual and organisational levels (Bass, B. and Riggio, R.E., 2010). The study gathered data from 168 participants via survey methods. The findings indicated significant associations between OCBs and several individual-level outcomes, such as managerial assessments of employee performance, decisions on reward allocation, and various withdrawal-related indicators (e.g., absenteeism, actual turnover, and turnover intentions). Additionally, OCBs were found to correlate with several organisational-level outcomes, including customer satisfaction, productivity, efficiency gains, reduced costs, and unit-level turnover (Deluga 1995; McAllister 1995)

Chahal and Mehta (2010) aimed to investigate how Organisational Citizenship Behaviour (OCB) influences different measures of organisational performance, focusing on its antecedents and consequences. The study's findings indicate that factors such as role clarity, motivational drives, and organisational commitment have a positive impact on organisational performance (John, et. al., 2008).

Gullo, et. al. (2004); Strom, (2007) examined Organisational Citizenship Behaviour among hospital managers, assessing the average organisational behaviour score of employees. Data from 117 respondents were gathered via surveys, revealing statistically significant associations between gender, education

level, and field of study. Ramachandra, et. al (2011) examined the relationship between emotional intelligence and OCB and emotional labour in the service industry. The results showed that the connection between EI and OCB was partially mediated by Khurana, et al. (2014) revealed that both intrinsic and extrinsic job satisfaction play significant roles in predicting Organisational Citizenship Behaviour (OCB).

The goals of the research conducted by Lee, et. al. (2013) found out how procedural justice, complexity, and transformational leadership affect OCB inside the organisation and to investigate the connection between job satisfaction and OCB. The results demonstrated that employees' OCB was positively impacted by procedural justice, transformational leadership, and complexity, and that OCB is positively correlated with job happiness (John, et. al., 2008).

Saxena, S., & Saxena, R. (2015) conducted a study titled "Impact of Job Involvement and Organisational Commitment on OCB." The study aimed to explore the connections between job involvement, organisational commitment, and Organisational Citizenship Behaviour (OCB), and to examine their impact among employees in the service and manufacturing sectors. Data from 150 respondents were collected through surveys. The results indicated a notable influence of both job involvement and organisational commitment on OCB.

Ranjbar, M., et. al. (2014) examined the relationship between organisational citizenship behaviour (OCB) and organisational productivity, specifically investigating whether a relationship exists between employee citizenship behaviour and organisational productivity. Data were collected from 360 respondents using a survey method. The findings revealed a significant relationship between employee organisational citizenship behaviour and organisational productivity. Additionally, the study found significant relationships between various dimensions of OCB—such as magnanimity, social etiquette, work ethics, organisational commitment, self-satisfaction, and altruism—and organisational productivity in the Islamic Azad University of Iran (John, et. al., 2008).

Thapliyal, S., & Kumari, P. (2019) conducted a study titled "Studying the Impact of Organisational Citizenship Behaviour on Organisational Effectiveness." The objectives were to examine the impact of organisational citizenship behaviour

(OCB) on organisational effectiveness in Jaiprakash Associate Ltd. (Cement Division), Noida. Data were collected from 40 respondents using a survey method. The findings revealed that among the constructs of OCB, altruism, sportsmanship, and civic virtue had the highest and most significant correlation with organisational effectiveness. Overall, the study found a significant impact of organisational citizenship behaviour on organisational effectiveness (Bass, B. and Riggio, R.E., 2010). Muthuraman, S., & Al-Haziazi, M. (2017) conducted a study titled Examining the Factors of Organisational Citizenship Behaviour with Reference to Corporate Sectors in Sultanate of Oman. The objectives were to analyse the factors of organisational citizenship behaviour (OCB) in Oman and determine the extent of employees' OCB. Data were collected from 91 respondents via surveys. The findings showed a significant association between OCB and factors such as altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. Four of these factors were identified as better predictors of OCB, revealing a positive relationship between the factors and OCB (Lok Peter. et. al. 2007).

Kandeepan, V., et. al. (2019) conducted a study titled "Impact of OCB on service quality in banking sector: Vavuniya District." The study aimed to assess the influence of Organisational Citizenship Behaviour (OCB) on service quality within banks in Vavuniya District, Sri Lanka. Data were collected from 160 respondents through surveys. The findings indicated a significantly positive relationship between Organisational Citizenship Behaviour and service quality; however, the study did not find a significant impact of OCB on service quality (Lok Peter. et. al. 2007).

Satya, Y., et. al. (2022) conducted a study titled Influence of OCB on Organisational Effectiveness (OE): Experiences of Banks in India. The objective was to explore how organisational effectiveness can be improved through the organisational citizenship behaviours (OCB) of commercial bank employees in India. Data were collected from 350 respondents using surveys. The findings showed that the OCB of bank officials had a positive and significant influence on organisational performance.

Hermawan, H., et. al. (2020) conducted a study titled "Impact of Organisational Citizenship Behaviour among Employees on Organisational Performance in the IT Industry." The study aimed to investigate the factors contributing to

Organisational Citizenship Behaviour (OCB) and employee performance. Data from 218 respondents were collected using survey methods. The findings indicated that all the independent variables significantly influenced OCB (Lok Peter. et. al. 2007).

III. RESEARCH METHODOLOGY:

The objective of this study is to identify factors affecting Organisational Citizenship Behaviour (OCB) among employees. Although the target population was 132 respondents, data were collected from 112 employees due to absenteeism, leaves, and notice periods. Primary data were collected from employees working in IT firms in Surat, Ahmedabad, and Nashik using a structured questionnaire. The questionnaire was distributed via social media platforms in the form of Google Forms.

IV. DATA ANALYSIS and INTERPRETATION

In the data analysis section, to justify the objective factor analysis was performed.

<Table 1>

The first component, "Civic Virtue," indicates that team members actively develop and support organisational policies and are clearly involved in the organisation's operations. Additionally, the team and its members stay updated with organisational developments and actively help others adopt changes. Participating in important functions/meetings, helping in organizing get-together, attending voluntary functions etc. are some behaviours that reflect the presence of civic virtue (Chahal and Mehta, 2010).

The second component, "Altruism," demonstrates that teamwork improves due to altruism, as it allows team members to understand each other's strengths and weaknesses and offer appropriate help. Altruism fosters positive exponential growth, especially during challenging times, and helps individuals understand their limits while ensuring their involvement does not negatively impact their coworkers (Molm, Collett, and Schaefer 2007). It involves team members assisting colleagues with heavy workloads and voluntarily orienting new hires about job tasks, even without being asked. Such behaviours foster a collaborative environment where everyone works towards common goals. This approach can

significantly enhance overall productivity and team cohesion (Chahal and Mehta, 2010).

The third component, "Emotional Intelligence," indicates that employees exhibit self-awareness, self-management, social awareness, and relationship management.

The fourth component, "Conscientiousness," reveals that members' highest level of conscientiousness is demonstrated by their timeliness and attendance at work. Conscientious team members always abide by the policies and procedures of the business and its divisions, while diligent team members go above and beyond in their work. The elements leading to conscientiousness behaviour include obeying rules, following timely breaks, punctuality etc (Chahal and Mehta, 2010).

The fifth component, "Courtesy," demonstrates that there is a constructive communication style among organisation members as well as a healthy environment of ongoing contact among teams. Additionally, a pleasant, considerate, and courteous workplace fosters group communication and the demonstration of daring decision-making skills among its constituents. Assessing and doing what is best for the patients as well as for the employees will help in strengthening courtesy dimension (Chahal and Mehta, 2010).

The sixth element, "Sportsmanship," demonstrates how the team members in the organisation behave responsibly when they make a mistake and cover up to prevent further harm. Additionally, the bothersome problems are resolved with an optimistic outlook and excellent resistance. It is the willingness to tolerate less than ideal circumstances without complaining and refraining from activities such as complaining and petty grievances (Chahal and Mehta, 2010). Factor loadings for the same range from 0.785 to 0.311.

V. CONCLUSION

Organisations want and need employees who will perform tasks beyond their job descriptions. Evidence shows that organisations with such employees outperform those without them. While there are research studies on Organisational Citizenship Behaviour (OCB) and its effects on organisational performance, these studies often have varied and inadequate viewpoints. The present study clearly indicates that various factors play a vital role in influencing OCB.

OCB is influenced by many variables. Negative feelings about work, emotional exhaustion, and doubtfulness tend to reduce OCB levels. Conversely, factors such as positive workplace feelings, support, equality, job satisfaction, loyalty to the organisation, organisational confidence, fairness, organisational identity, organisational substitution, perception of satisfactory wages, good feelings about work, interest in the organisation, social responsibility, and motivation tend to increase OCB levels.

Organisations should be aware of these variables to take necessary measures to improve OCB levels among employees. The study's findings provide top management with a comprehensive view to adopt effective strategies to enhance employee commitment and involvement, thereby achieving higher OCB. Management must strive to maintain and promote organisational citizenship, as it leads to improved performance, benefiting both employees and the organisation. This results in swift achievement of organisational objectives and a better work-life for employees.

Although organisations typically select employees based on their ability to meet task performance requirements, research indicates that citizenship behaviour is crucial for organisational success. This behaviour becomes even more important in a competitive business environment that relies heavily on teamwork and faces the threat of downsizing. In such conditions, adaptability, willingness to exert extra effort, and initiative are essential.

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List of Tables:

Table: 1 Component Matrix

Statements	Component					
	1	2	3	4	5	6
Meetings not mandatory but important	0.624					
Reputation of Company	0.611					
Announcements & Memos	0.578					
Colleagues on work related problem	0.531					
Attend function help organisation image	0.485					
Focus on right rather than negative	0.410					
Behaviour affects others job	0.367					
Work Assignment for peers	0.355					
Confident on abilities		0.692				
Assist peers to adjust		0.662				
Challenging Assignment		0.551				
Coordinate & communicate		0.514				
Help Coworkers		0.494				
Develop According to changes		0.480				
Advance Notice			0.688			
Abuse right of others			0.628			
Interruptions at work			0.617			
Problems with other workers			0.541			
Face others in difficult situations			0.392			
Complete work on time				0.762		
Arrive Early				0.561		
Emotions at workplace				0.531		
Difficult situation with Positive attitude				0.439		
Negative rather than positive				0.330		

Statements	Component					
	1	2	3	4	5	6
Avoid Action Hurts					0.787	
No action before consulting					0.720	
Obeys rules & regulations					0.565	
Complaining unnecessary matters						0.785
Fault in Organisation						0.740
Disappointment without discomfort						0.311

Table: 2 Component Name

Component No.	Component Name	Factor Loading
1.	Civic Virtue	0.624
2.	Altruism	0.692
3.	Emotional Intelligence	0.688
4.	Conscientiousness	0.762
5.	Courtesy	0.787
6.	Sportsmanship	0.785

Author Profile

Dr Parinaz Bharucha is associated with S. R. Luthra Institute of Management since 2010. She has worked as an Academic Associate at Indian Institute of Management, Ahmedabad in Organizational Behavior Area from May 2009 to May 2010.

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