



THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE'S PERFORMANCE IN INDUSTRIAL ENVIRONMENT: A CASE STUDY

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Abstract

In the present scenario, every organization required to have skilled and trained employees those who not only work hard for them but also show good character for development of the organization under highly global competition. The purpose of this study was to examine the effect of different factors of organizational citizenship behavior on employee's performance within their industrial environment. The data has been collected in form of questionnaires and rated on five point Lickert scale. The data obtained from 70 respondents of six different industries located in Indore and Dewas of Madhya Pradesh (India) and the comparative study performed among different factor of organizational citizenship behavior and its effect on employee's performance in their industrial environment. Study also focus on identifying the relationship amongst job satisfaction, control beliefs of employees within their working environment.

Keywords: *Organizational Citizenship Behaviors; Job Satisfaction; Industrial Environment; Work Locus of Control.*

1. INTRODUCTION

Organizational citizenship behavior is voluntary commitment of person within organization that is not part of her assigned legal task. For the influential working of any organization hardly depends on the extra role or voluntary behavior of organizational members (Katz & Khan 1996). During the working of employees in organizations there are some behavior required from him and are lasting on him by the organizations rule, regulation, procedure and also exhibit some behavior which are not part of her contractual task such a behavior is known as Organizational citizenship behavior. Organizational citizenship behavior was first used by Bateman and Organ (1985). Later, Organ (1988) defines organizational citizenship behavior as "individual behavior that is not distinctly or clearly recognizes by formal reward system and that behavior plays an important role in influential function of organization". Organizational citizenship behavior is also called as extra role behavior and also suggested five dimensions of organizational citizenship behavior include altruism, sportsmanship, civic virtue, courtesy and conscientiousness. For the continuity of the organization and capability is the employees are committed toward achieving the goal of organization by engaging in legal task and voluntary behavior. The voluntary behavior includes sportsmanship among them, willingness to help other who had work related problems, willingness to tolerate awaited difficulties without complaining, follows rule regulation and procedure of company. Many studies have analyzed and observed that organizational citizenship behavior have positive effect on organizational success to achieve goal. In this study, various dimensions or factors which are related with organizational citizenship behavior was studied and by using these factors a comparative study was analyzed and found the dominating one.

2. LITERATURE REVIEW

The organizational citizenship behavior came into existence from the perception of management theorist Chester Barnard (1968, first publication was in 1938). According to him the continuity of organization depends on the eagerness of individuals to committed force to cooperative system. In 1964 Katz was considered essential addition to his ideas but original work extended by (Bateman and Organ 1983). Later Organ (1988) given first conceptualization and definition of organization citizenship behavior as positive behavior that is not distinctly or clearly recognizes by formal reward system and that behavior play influential function of organization and increase worker productivity. Organizational citizenship behavior for environment, defines as "individual and discretionary social behavior not explicitly recognized by formal reward system and contribution to improve the effectiveness of environmental management of organizations" (Boiral, O., Paille, P., 2012). (Lee and Allen, 2002), define organizational citizenship behavior as "employee behavior as behavior are not part of her legal task or handle to expedite organization working". The behavior that goes beyond the basic requirement of job, is to large extending discretionary, and is of benefit to the organization Lambert (2006). Organizational citizenship behavior has been linked to job satisfaction, fairness, and leader support Chiu & Tsai (2011). According to Penner (1997) the job satisfaction is not only antecedents of organizational citizenship behavior it is finding of employee perception of organizational citizenship behavior. (Podsakoff et al, 2009) proved that worker who engage in organizational citizenship behavior tends to receive better rating is linked to gaining rewards- such as bonuses, promotion or work related benefits. Organizational citizenship behavior might be enacted differently in different culture contexts, given that what it means to be a 'good citizen' may vary (Gautam, Dick, Wanger, Upadhyay & Davis, 2005). Man are rewarded for organizational citizenship behavior more than women (Heilman & Chen, 2005), as women are expect to

engage in certain type of citizenship behavior more than men. Halbesleben and Bellairs (2015) suggest that organizational citizenship behavior is selected by individual in alignment with personal goals and with how they see their future work selves. Through extensive literature review various factors responsible for organizational citizenship behavior have been identified and based on these factors a detailed questionnaire prepared to obtain the data related to employee's performance in industrial environment.

3. RESEARCH METHODOLOGY

In order to identifying the effect of organizational citizenship behavior on employee's performance in industrial environment, the following seven factors are:

- I. Work locus of control.
- II. Job satisfaction.
- III. Sportsmanship.
- IV. Altruism.
- V. Civic virtue.
- VI. Courtesy.
- VII. Conscientiousness.

Firstly, organizational citizenship behavior was scaled (by Tataru, 2003). The scale was very effective for measurement of organizational citizenship behavior. In this 20 items scale measure the fives factors of organizational citizenship behavior namely sportsmanship, altruism, civic virtue, courtesy, conscientiousness. Sixth factor is job satisfaction which evaluates the employees job satisfaction items like

opportunities to utilize skill and talent, varieties of job responsibility, relationship among workers, promotion, pay, benefits like (life insurance , health insurance etc), working procedure etc. This factor has 22 items which refers to mentioned dimension, being measured on lickert scale on 5 levels. Seventh factor is work locus of control factor (Spector 1988) it was used to obtain the out control beliefs of employee in the work place. It includes 10 items which measured on lickert scale on 5 levels.

The investigation had been performed on sample of 70 target employees from six different industries from Indore and Dewas of Madhya Pradesh (India) region. The responses from these participants are obtained and analyzed on five point lickert scale “a scale to represent people views towards items” which have been rating 1 to 5 where:

- 1 = Strongly-Disagree,
- 2 = Disagree,
- 3 = Somewhat-Agree,
- 4 = Agree,
- 5 = Strongly-Agree.

SPSS (Statistical Package for the Social Science) Software was used for statistical analysis of data. The latest version 21.0 of SPSS is used in this analysis. A paired Comparison Analysis was used for the analysis of different factors. It is generally any process of industries items in pair to judge which of each item is preferred or has greater amount of effect, whether two identical or not . In this research, the work method used for weighing up the relative important of all seven factors and comparison is done among all the factors and finding the dominating one.

Table 1- Factors of Questionnaires

Content	Factors	Descriptions
Organizational Citizenship Behavior Factors	Work locus of control (F1)	Control beliefs of employee in work place
	Job Satisfaction (F2)	Its evaluates the employees job satisfaction items like job responsibility, relationships among other workers, promotion ,pay, benefits etc.
	Sportsmanship (F3)	Attribute of employee toward their work whether they are accommodating to sustains awaited in opportunities and securing work without protesting or regretting
	Altruism (F4)	Helping other employee within their task
	Civic Virtue (F5)	It refers to willingness of employee how he associated in administration of organization
	Courtesy (F6)	It illustrates the behavior of employee in which they functioning whether they adapting changes in organizations which affects their task or work.
	Conscientiousness (F7)	It is personality attribute of being attentive and cautious

4. DATA COLLECTION AND ANALYSIS

In all six industries were visited which are situated at Indore and Dewas in Madhya Pradesh. In this study the data collected through questionnaire based containing response of 70 employees from six industries. Table 2 shows the details of employee ratings for different factors of organizational citizenship behavior on the basis of their responses. The overall

mean of employee's is finding by taking mean of N^{th} factor rating of n employee to the number of employee's (n) where, F_1 = Mean of work locus of control factor, F_2 = Mean of job satisfaction factor, F_3 = Mean of sportsmanship factor, F_4 = Mean of altruism factor, F_5 = Mean of civic virtue factor, F_6 = Mean of courtesy factor, F_7 = Mean of conscientiousness factor.

Table 2: Details of means of employee's responses

Industry	Organizational citizenship behavior factors						
	F_1	F_2	F_3	F_4	F_5	F_6	F_7
Industry 1.1	4.00	3.955	1.50	3.25	4.00	4.25	3.75
Industry 1.2	3.50	3.364	3.00	1.50	2.50	3.25	2.75
Industry 1.3	3.40	3.045	2.5	1.75	2.75	2.75	3.00
Industry 1.4	3.50	3.591	2.50	2.25	4.00	3.25	3.00
Industry 1.5	3.60	3.636	2.75	3.00	4.25	3.25	3.00
Industry 1.6	3.90	3.318	1.50	2.75	3.50	4.00	4.00
Industry 1.7	3.20	3.136	2.75	1.50	3.00	3.50	3.75
Industry 1.8	3.00	3.591	2.00	3.00	3.50	4.50	4.50
Industry 1.9	3.50	3.182	2.25	2.00	3.75	3.75	5.00
Industry 1.10	3.30	3.455	1.75	2.50	3.00	3.25	3.25
Industry 1.11	3.70	3.136	3.25	3.50	3.00	4.00	3.50
Industry 1.12	3.30	3.273	2.00	3.00	4.00	4.00	3.50
Mean	3.491	3.390	2.3125	2.500	3.437	3.645	3.666
Industry 2.1	3.10	3.545	2.00	3.00	4.75	5.00	4.75
Industry 2.2	3.40	3.818	3.00	3.00	3.75	4.75	4.50
Industry 2.3	3.60	3.364	2.50	2.00	3.25	4.50	3.75
Industry 2.4	3.20	3.818	2.75	4.00	2.75	4.50	3.75
Industry 2.5	3.60	3.773	3.00	2.75	4.25	4.50	4.00
Industry 2.6	3.60	3.318	2.50	3.25	3.75	3.50	4.00
Industry 2.7	3.70	3.50	2.25	2.50	4.75	3.75	4.00
Industry 2.8	3.60	3.773	2.50	2.25	3.00	3.25	4.75
Industry 2.9	3.30	4.136	3.50	1.50	4.00	3.25	2.75
Industry 2.10	3.70	4.227	2.00	2.50	3.50	4.75	3.50
Industry 2.11	3.60	3.682	3.50	2.00	3.25	4.50	3.75
Industry 2.12	3.60	4.136	3.50	4.25	4.50	4.50	4.50
Industry 2.13	3.30	3.455	3.25	4.00	4.25	4.25	4.50
Mean	3.461	3.734	2.788	2.846	3.826	4.230	4.000
Industry 3.1	3.20	3.727	3.25	3.25	3.75	3.75	4.00
Industry 3.2	2.90	3.409	4.25	2.25	4.50	4.75	3.50
Industry 3.3	3.50	3.227	2.75	2.25	4.75	3.75	2.75
Industry 3.4	3.10	3.455	2.25	3.25	4.25	3.50	2.75
Industry 3.5	3.50	3.727	2.00	2.25	4.50	4.50	3.00
Industry 3.6	3.90	3.636	2.00	1.50	3.25	2.75	3.75
Industry 3.7	3.60	3.000	2.75	1.50	4.00	4.00	3.25
Industry 3.8	3.40	3.500	2.00	3.00	3.25	4.50	3.75
Industry 3.9	3.50	3.500	3.50	2.00	4.00	3.50	3.25
Industry 3.10	3.30	3.591	2.75	2.50	4.25	3.875	3.50
Mean	3.390	3.477	2.750	2.375	4.050	3.875	3.350
Industry 4.1	3.50	3.591	3.00	2.50	3.00	4.00	4.00
Industry 4.2	3.60	3.227	3.25	2.50	3.00	4.00	4.00
Industry 4.3	3.70	3.545	3.50	1.75	3.25	3.25	3.25

Industry 4.4	3.70	3.500	3.25	3.50	3.50	3.00	2.75
Industry 4.5	3.50	3.409	3.25	2.50	4.25	4.00	4.25
Industry 4.6	3.80	3.136	2.75	2.25	3.50	3.50	3.50
Industry 4.7	3.60	3.682	2.25	1.50	2.25	2.25	3.50
Industry 4.8	4.00	3.727	2.25	3.00	2.25	2.75	3.50
Industry 4.9	4.10	3.909	3.25	1.75	3.00	4.00	4.25
Industry 4.10	4.40	3.455	3.00	2.50	4.00	4.00	3.50
Industry 4.11	4.00	4.045	3.75	2.75	3.50	3.00	3.50
Industry 4.12	4.00	3.727	3.50	1.50	2.50	4.00	3.75
Mean	3.825	3.579	3.083	2.333	3.166	3.479	3.645
Industry 5.1	4.50	3.773	2.25	2.75	2.75	3.50	2.75
Industry 5.2	4.40	4.045	2.75	2.00	3.25	3.75	2.00
Industry 5.3	4.70	3.682	4.50	2.25	3.50	3.75	2.00
Industry 5.4	4.30	3.364	3.00	1.75	3.00	4.00	1.75
Industry 5.5	4.00	4.227	3.50	3.25	3.50	3.75	2.25
Industry 5.6	4.40	3.773	3.25	2.00	3.50	4.50	2.00
Industry 5.7	4.70	3.818	3.00	3.00	4.00	3.75	3.00
Industry 5.8	4.20	3.682	4.50	2.25	3.50	3.75	2.25
Industry 5.9	4.50	3.50	3.50	3.75	3.25	3.25	3.75
Industry 5.10	4.10	3.636	4.25	2.75	4.00	4.00	2.75
Industry 5.11	4.10	3.909	3.50	2.25	2.75	3.00	2.25
Mean	4.354	3.764	3.272	2.613	3.454	3.795	2.624
Industry 6.1	4.40	3.727	3.25	3.25	2.75	4.25	3.50
Industry 6.2	4.40	3.636	3.00	3.75	2.25	3.75	4.25
Industry 6.3	3.80	3.682	3.25	3.00	3.00	4.25	2.75
Industry 6.4	4.40	3.455	4.50	3.00	2.50	3.75	3.50
Industry 6.5	4.50	3.727	4.00	3.25	2.50	3.75	3.50
Industry 6.6	4.10	4.136	3.00	2.75	2.00	3.25	3.25
Industry 6.7	4.20	4.045	3.50	3.25	2.50	3.75	3.50
Industry 6.8	3.90	3.455	4.00	3.00	2.25	3.25	4.75
Industry 6.9	4.30	3.455	3.00	3.00	1.50	3.50	3.75
Industry 6.10	4.40	3.727	2.50	4.75	2.25	3.75	2.75
Industry 6.11	4.70	3.955	2.75	4.25	3.25	3.50	2.75
Industry 6.12	4.60	3.682	3.25	2.75	4.00	4.75	3.25
Mean	4.308	3.723	3.341	3.333	2.562	3.791	3.458
Overall Mean	3.804	3.614	2.921	2.678	3.403	3.807	3.478

Now the technique of pair comparison is used to find out the relative weightage for each factor out of among seven factors. Above 1= Minor difference, 2= Medium difference, 3= Major difference

Table 3 shows the paired comparison method which was applied for finding the most dominating factor among all the factors. The overall means of 70 employees in six industries are as “F₁ = 3.804”, “F₂ = 3.614”, “F₃ = 2.921”, “F₄ = 2.678”, “F₅ = 3.403”, “F₆ = 3.807”, “F₇ = 3.478”.

Table 3: Paired Comparison method

F1	F2	F3	F4	F5	F6	F7
	F ₁ 1	F ₁ 2	F ₁ 2	F ₁ 1	F ₆ 1	F ₁ 1
	F2	F ₂ 1	F ₂ 2	F ₂ 1	F ₆ 1	F ₂ 1
		F3	F ₃ 1	F ₃ 1	F ₆ 2	F ₇ 1
			F4	F ₅ 1	F ₆ 2	F ₇ 1
				F5	F ₆ 1	F ₇ 1
					F6	F ₆ 1
						F7

On the basis of paired comparison method the Rating and score of seven factors are shown in Table 4.

Table 4: Rating of Factors

Alternatives	Score to factors	Rating = [score / total]
F1	6	0.214
F2	5	0.178
F3	2	0.071
F4	1	0.035
F5	3	0.107
F6	7	0.250
F7	4	0.142

The following is the descending order of the seven factors

$$F6 > F1 > F2 > F7 > F5 > F3 > F4$$

Factor F6 has highest value among all the factors so this factor is most important and dominating. Least important among all are altruism (F4) and sportsmanship (F3). Similarly paired comparison is applied to six different industries separately F3 and F4 find the least among all the factors. A reliability analysis was also performed and found a dominating factor on

employee's performance. It is most important for the measure of internal consistency reliability, it is basically for multiple Lickert questions in survey and found weather this scale reliable or not. All estimation of Cronbach's alpha is over 0.5 the information gathered is said to be solid for examination (Flynn etal. 1990). The results of Reliability analysis shown in Table 5, and their comparison shown in figure 1.

Table 5: Result of reliability analysis

Parameters	Cornbach's alpha
Work locus of control (F1)	0.808
Job Satisfaction (F2)	0.776
Sportsmanship (F3)	0.524
Altruism (F4)	0.817
Civic Virtue(F5)	0.817
Courtesy (F6)	0.661
Conscientiousness(F7)	0.772

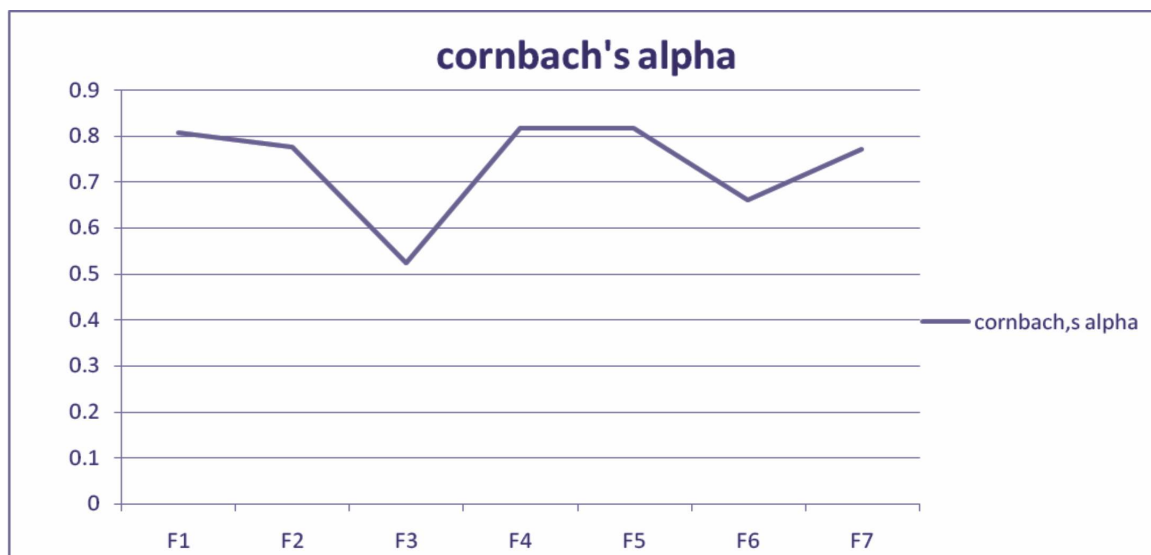


Fig.1 Comparison between factors based on Reliability Analysis

5. CONCLUSION

The main objective of this study was to examine the effect of different factors of Organizational citizenship behavior on employee's performance within their working environment in industries and to develop a culture specific measure of these factors of Organizational citizenship behavior in Indian context. Response of employees is collected on uniform five

point Lickert's scale which has rating 1 to 5. From the Table 4 Rating of factors the result shows that weightage given to 'Courtesy' (0.25) is highest amongst the all factors followed by 'Work locus of control' (0.214), 'Job satisfaction' (0.178), 'Contentiousness' (0.142), 'Civic virtue' (0.107), 'Sportsmanship' (0.071), 'Altruism' (0.035). As from the analysis, it was found that courtesy level is more among

employees. Since factor (F6) has more weightage among all factors. Courtesy behavior includes that they adapting changes in organizations, which might affect their work. Employees do not misuse others right, they careful of how my behavior effect others jobs. Work locus of control factor (F1) is good among the employees and they beliefs that their job are as per desire and future goal are accomplished up to certain level. The least value of factor among all the factors is altruism. Employee's helping nature is not good they mainly focus on their own work and task. Others factors like Job Satisfaction. Civic virtue, Conscientiousness has satisfactory value amongst them, means employees are satisfied with their jobs, and they associated in administration of organization in better way, they are attentive and cautious about work.

The study of Organizational citizenship behavior in other countries as compare to Indian industries is at more appropriate level and their organizational success mainly depend on Organizational citizenship behavior. . From this study we can also conclude that the contribution of Altruism and Sportsmanship is quite less in employee's performance in their industrial environment. Hence organizational citizenship behavior is important aspect for success of any organizations. Today in huge global competition, all employees have to work together to accomplish their organizational goals. Employees should observe on their own and providing helps to other workers, juniors, seniors without awaiting something in return or own benefits. They help other who have huge work load, who have absent or who have work related difficulties. For achieving these objectives an organization needs to develop an environment which has favor of organizational citizenship behavior and effects of different factors of organizational citizenship behavior on employee's performance are analyzed and minimized.

6. LIMITATION AND FUTURE SCOPE

Research has been done on limited number of people in only six industries; if research has been done on more number of people in different industries the rating will be different. Research has been done on industrial employee of lower or middle level however it can also be done for top level employee. Some industries employees were hesitate to give rating to questions due to security concern. The future scope of this work can be covering a wider range of industries so that more approximate effect of organizational citizenship behavior on employee within their work environment. In the present study, some factors of organizational citizenship behavior has considered related with employees, study can also done by discussing more different factors.

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