



“The Effect of Dimensions of the Organizational Citizenship Behavior on performance of employees in Finance Sector with special reference to Banking sector in Lucknow”

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Abstract: *The paper focuses on the effect of dimensions of organizational citizenship behavior on performance of employees in Finance sector with special reference to Banking sector in Lucknow. This paper brings out as to which dimension is present in higher proportion. The study was conducted on 400 employees of banking sector in Lucknow and it uses convenience sampling. The data was collected from both the private banks and nationalized banks. The study brings out that the conscientiousness is present to a greatest degree in the employees of banking sector. While the sportsmanship behavior is present to the least degree in the employees of banking sector.*

Keywords: Organizational citizenship behavior, dimensions, banking sector, performance

Introduction:

Organizational Citizenship Behavior means individual behaviors which are beneficial for the organization and not directly recognized by the formal reward system. Organizational citizenship behavior are known as discretionary behavior and extra –role behaviors .The discretionary behavior means that the behavior which is not enforceable but which is clearly specifiable terms of a person’s employment contract with the organization ; the behavior is rather a personal choice . Organization Citizenship behavior is also defined as extra work related behaviors which go above and beyond the routine duties prescribed by their job descriptions (Bateman & Organ 1983).The concept was introduced by Bateman and Organ in 1980’s ,Smith et al 1983) conceptualized OCB with Altruism (behavior targeted specifically at helping individuals) and generalized compliance (behavior reflecting compliance with general rules and expectations).In 1988 Organ identified five OCB dimensions namely altruism, courtesy, civic virtue, conscientiousness and sportsmanship.William and Anderson (1991) proposed a two dimensional conceptualization of OCB which includes the OCB-I (behavior targeted towards individuals) and OCB-II Behavior directed towards organization). Marockzy and Xin (2004) emphasized sportsmanship and courtesy OCB dimensions among the five dimensions recognized by Organ (1988). Nemeth and Staw, 1989 viewed organizational citizenship behavior as the one

which can help organization to improve performance and also in motivating the employees to perform beyond the formal job requirement.. Hackman & Oldham (1975), proposed job characteristic model (JCM) describing five core job characteristics (Task variety, task identity, task significance, task autonomy and task feedback). The premise behind introducing this model was that motivation level of employee is directly linked with the task assigned to the employee. According to them motivational feelings can never be linked with a monotonous task. Only a well defined and challenging task can arouse such feelings among employees. According to Hackman & Oldham (1975), five core job characteristic of JCM put their impact on three psychological states of an employee that are: meaningfulness of the task, accountability of an outcome and actual knowledge of an outcome .Organ (1990) founded that relationship exists between OCB and satisfaction .Podsakoff and associates (2006) defined the ways in organizational citizenship behavior affects organizational performance. By organizational citizenship behavior the organization are fostering group behavior and team spirit , attracting the manpower to work in close coordination in the organization and also enhancing the stability of organization and indeed the productivity of the organization.

Literature Review:

Organizational Citizenship behaviors are not required for the job but are considered to be important for the achievement of organizational objectives. A number of definitions were given by various scholars in the table 1

Barnard (1938)	Willingness of persons to contribute efforts to the cooperative System
Katz (1964)	Innovative and Spontaneous behaviors
Bateman and Organ (1983)	Discretionary behavior, not explicitly rewarded by the formal reward system, and which promotes effective organizational functioning
Graham (1991)	All positive community relevant behaviors

Source: Hanif Qureshi(2015) Study of Organizational Citizenship Behaviors (OCB) and



its Antecedents in an Indian Police Agency, PhD thesis, pg 32

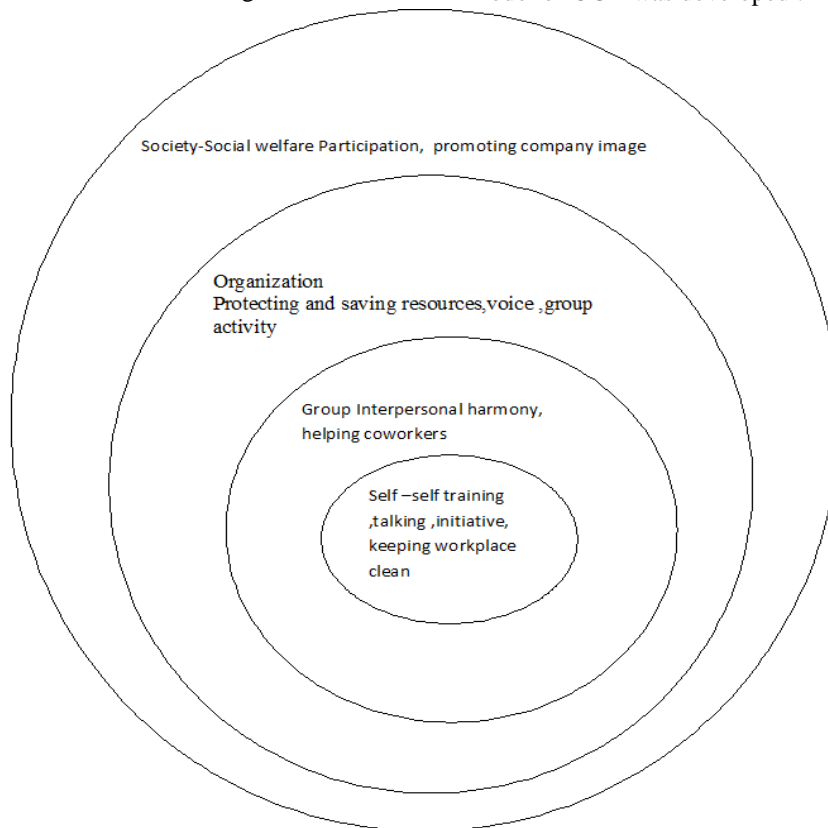
The definitions proposed by **Barnard** focused on the “Willingness of persons to contribute efforts to the cooperative system”.**Katz (1964)** identified innovative and spontaneous behaviors.**Dennis Organ and Bateman (1983)** coined the term organizational citizenship behavior. The definition contains three parts, the first part focuses on the discretionary behaviors which is not recognized by the formal reward system. The second part of the definition focuses on that the OCB is not recognized by the formal reward system. The third part of Organizational Citizenship Behavior focuses that this behaviors rewarded for the effective functioning of the organization. Graham (1991) proposed a definition which includes all positive community relevant behaviors which includes in – role and extra –role behaviors.

Dimensions of the Organizational Citizenship Behavior

Bateman and Organ were responsible for introducing the concept of Organizational Citizenship Behavior in 1983. Different researchers conducted research and thirty different forms of OCB were identified by (Podasakoff, MacKenzie, Pain & Bachrach, 2000). Smith, Organ and Near (1983) identified two factors of Organizational

Citizenship Behavior which includes altruism and Generalised Compliance using 16 point OCB scale. Organ (1988) identified five factor model of OCB which includes the altruism, courtesy, civic virtue, conscientiousness and sportsmanship. Research conducted by Lin (1991) bring about a six dimensional scale which includes identification with the organization, assistance to colleagues, harmony, righteous, Discipline and Self –Improvement. In 1991 William and Anderson classified OCB into two dimensions which includes OCBI (Organizational Citizenship targeted towards Individuals) and OCB-O (Organizational Citizenship Behavior targeted towards Organisations). Graham, Van Dyne (1994) introduced a three dimensional model which includes obedience, loyalty and participation. Further Podsakoff (2000) classified it into the following and includes Helping behavior Sportsmanship Organizational loyalty Organizational compliance Individual initiative Civic virtue Self-development **Extended Dimensions of OCB**

Farh Zhong, Organ (2004) proposed five dimensions of OCB which includes self training, social welfare participation, protecting and saving company resources, keeping the workplace clean and interpersonal harmony. Further a concentric model of OCB was developed.



Source: Sukhada Tambe, Dr.Meera Shanker: “A Study of Organizational Citizenship Behaviour (OCB) and Its Dimensions: A Literature Review”, International journal of Business and Management, vol1, 2014.





Research Objectives:

1. To study the impact of each dimension of OCB on the employees of financial sector.
2. To investigate which dimension exists in the greatest degree in the employees of financial sector.
3. To find out which dimension exists in the lowest degree in the employees of financial sector.
4. To develop a ranking of the dimensions of OCB from highest to lowest with reference to financial sector.

Research Methodology:

The research is basically a descriptive research concerned with dimensionality of employees on the organizational citizenship behavior of employees in finance sector with special reference to banking sector in Lucknow. The research was carried on 400 employees of banking sector in Lucknow. The research used convenience sampling. The sources of data include the primary and secondary both. The primary sources include the questionnaire, interview and observation method. While the secondary sources includes the data which available with the organization .These includes the books ,periodicals ,journals, published data ,reports

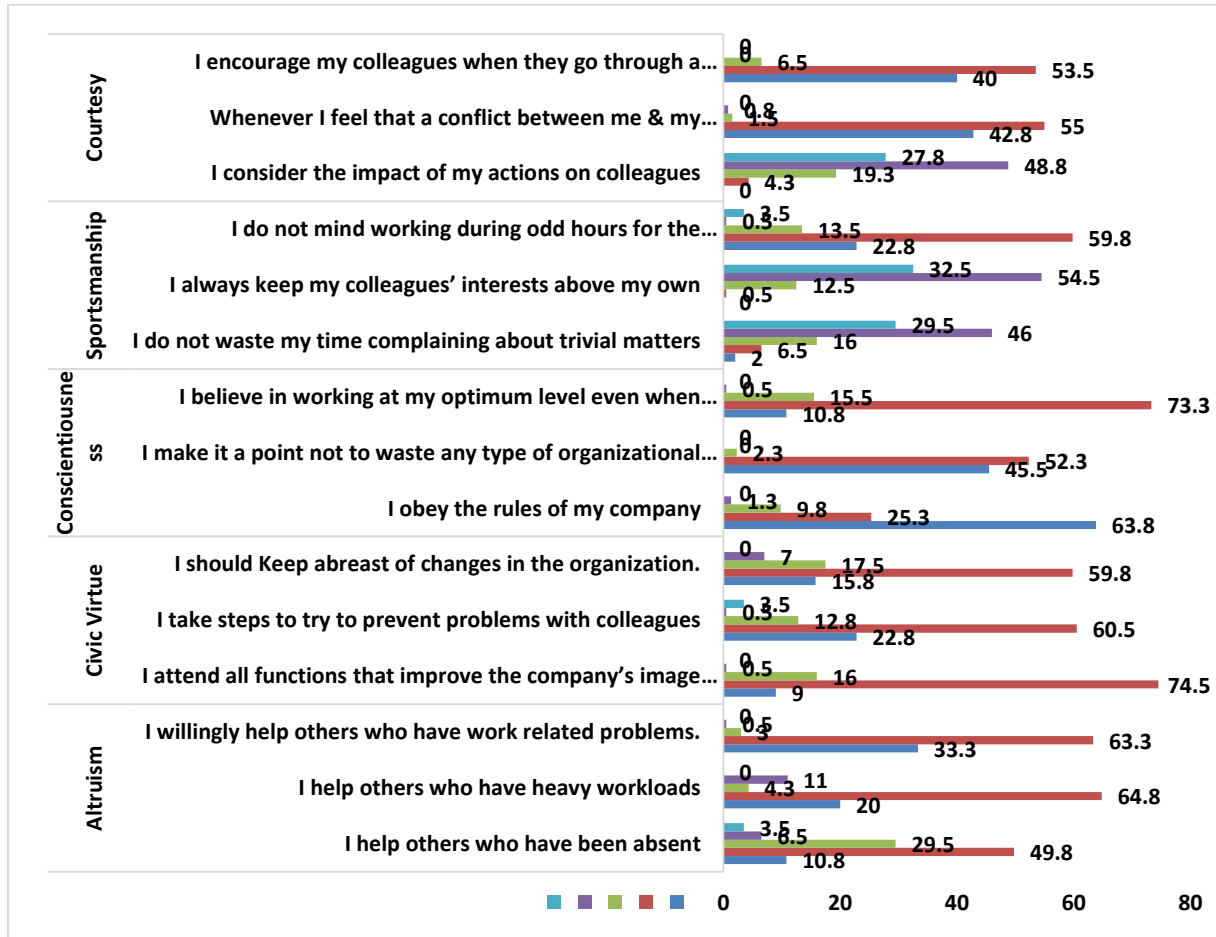
,Statistical records maintained by the financial institution i.e the banking sector in Lucknow.

Organizational citizenship behavior was measured with employees responses to a 24-item self report scale adapted from Podsakoff et al. (1990). Each of these items was measured using a seven-point Likert scale ranging from (1) Strongly Disagree to (7) Strongly Agree. The scale measures five facets of OCB identified by Organ (1988): altruism (ALTR), conscientiousness (CONSC), sportsmanship (SPORT), courtesy (COURT), and civic virtue (CIVIC). The study was carried to establish the relationship between the five dimensions on the organizational citizenship behavior of the employees in finance sector with special reference to banking sector in Lucknow. The study was focused on bringing the impact of dimension on the organizational citizenship behavior. The study also brings out which dimension exists to the greatest in the finance sector .The study also brings out which dimension exists to the lowest in the finance sector. The study also brings out what is the impact of each dimension on the performance of the employees in banking sector

Data Analysis and interpretation:

Dimensions	Variables in each Dimension	Respondent's Response in %				
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Altruism	I help others who have been absent	10.8	49.8	29.5	6.5	3.5
	I help others who have heavy workloads	20.0	64.8	4.3	11.0	0
	I willingly help others who have work related problems.	33.3	63.3	3.0	0.5	0
Civic Virtue	I attend all functions that improve the company's image even if I do not get any personal advantage	9.0	74.5	16.0	0.5	0
	I take steps to try to prevent problems with colleagues	22.8	60.5	12.8	0.5	3.5
	I should Keep abreast of changes in the organization.	15.8	59.8	17.5	7.0	0
Conscientiousness	I obey the rules of my company	63.8	25.3	9.8	1.3	0
	I make it a point not to waste any type of organizational resources	45.5	52.3	2.3	0	0
	I believe in working at my optimum level even when there is no supervision on me	10.8	73.3	15.5	0.5	0
Sportsmanship	I do not waste my time complaining about trivial matters	2.0	6.5	16.0	46.0	29.5
	I always keep my colleagues' interests above my own	0	0.5	12.5	54.5	32.5
	I do not mind working during odd hours for the organization in case of an emergency	22.8	59.8	13.5	0.5	3.5
Courtesy	I consider the impact of my actions on colleagues	0	4.3	19.3	48.8	27.8
	Whenever I feel that a conflict between me & my colleague is about to arise, I choose to keep quiet to avoid the conflict	42.8	55.0	1.5	0.8	0
	I encourage my colleagues when they go through a rough time	40.0	53.5	6.5	0	0





Graph1- Descriptive Analysis of Dimensions (Data in %)

Interpretation: The Table 1 and Graph 1 shows that the conscientiousness is present at the higher degree in banking sector .While the sportsmanship behavior is present at the least degree in the bank employees.

Testing of Hypothesis:

H1 (NULL): There is no positive correlation between the means of antecedents and the OCB behavior in financial sector.

H1: There is a positive correlation between the means of antecedents and the OCB behavior in financial sector.

Interpretation: Value of correlation lies between +1 to -1 .Value with positive sign shows positive relation between the variables i.e if there is increase in one variable the other will also increase and vice-versa. Values with negative sign show negative relation between the variables i.e if there is increase in one variable the other will decrease and vice-versa. Zero shows no relationship between between variables.

H2(Null): The Altruism & Conscientiousness are the most important dimensions determining OCB.

H2: Conscientiousness is the important dimension determining OCB.



		I help others who have been absent	I attend all functions that improve the company's image even if I do not get any personal advantage	I obey the rules of my company	I do not waste my time complaining about trivial matters	I always keep my colleagues' interests above my own	I do not mind working during odd hours for the organisation in case of an emergency	I consider the impact of my actions on colleagues	Whenever I feel that a conflict between me & my colleague is about to arise, I choose to keep quiet to avoid the conflict	I encourage my colleagues when they go through a rough time	The organization consults me or other individuals who might be affected by its actions or decisions
I help others who have been absent	Pearson Correlation	1	.019	.109	.048	.101	.178	-.028	-.029	-.129	.078
	Sig. (2-tailed)		.705	.030	.336	.043	.000	.577	.563	.010	.120
	N	400	400	400	400	400	400	400	400	400	400
I attend all functions that improve the company's image even if I do not get any personal advantage	Pearson Correlation	.019	1	-.132	.241	.014	-.010	-.012	.024	-.051	-.034
	Sig. (2-tailed)	.705		.008	.000	.777	.841	.808	.638	.304	.500
	N	400	400	400	400	400	400	400	400	400	400
I obey the rules of my company	Pearson Correlation	.109	-.132	1	-.141	.006	.185	.095	-.061	.058	.035
	Sig. (2-tailed)	.030	.008		.005	.905	.000	.057	.223	.244	.484
	N	400	400	400	400	400	400	400	400	400	400
I make it a point not to waste any type of organisational resources	Pearson Correlation	.000	-.038	-.026	.007	-.008	-.017	-.035	.068	-.007	.009
	Sig. (2-tailed)	.992	.453	.599	.884	.874	.731	.488	.174	.882	.853
	N	400	400	400	400	400	400	400	400	400	400
I believe in working at my optimum level even when there is no supervision on me	Pearson Correlation	-.046	.757	-.145	.192	.019	.020	-.012	.035	-.026	-.043
	Sig. (2-tailed)	.357	.000	.004	.000	.706	.694	.814	.486	.601	.391
	N	400	400	400	400	400	400	400	400	400	400
I do not waste my time complaining about trivial matters	Pearson Correlation	.048	.241	-.141	1	.121	-.151	-.076	.124	-.068	.028
	Sig. (2-tailed)	.336	.000	.005		.015	.003	.129	.013	.172	.582
	N	400	400	400	400	400	400	400	400	400	400
I always keep my colleagues' interests above my own	Pearson Correlation	.101	.014	.006	.121	1	-.044	-.057	.028	.067	.023
	Sig. (2-tailed)	.043	.777	.905	.015		.379	.256	.570	.182	.641
	N	400	400	400	400	400	400	400	400	400	400
I do not mind working during odd hours for the organisation	Pearson Correlation	.178	-.010	.185	-.151	-.044	1	.026	-.018	.086	.082
	Sig. (2-tailed)										
	N	400	400	400	400	400	400	400	400	400	400



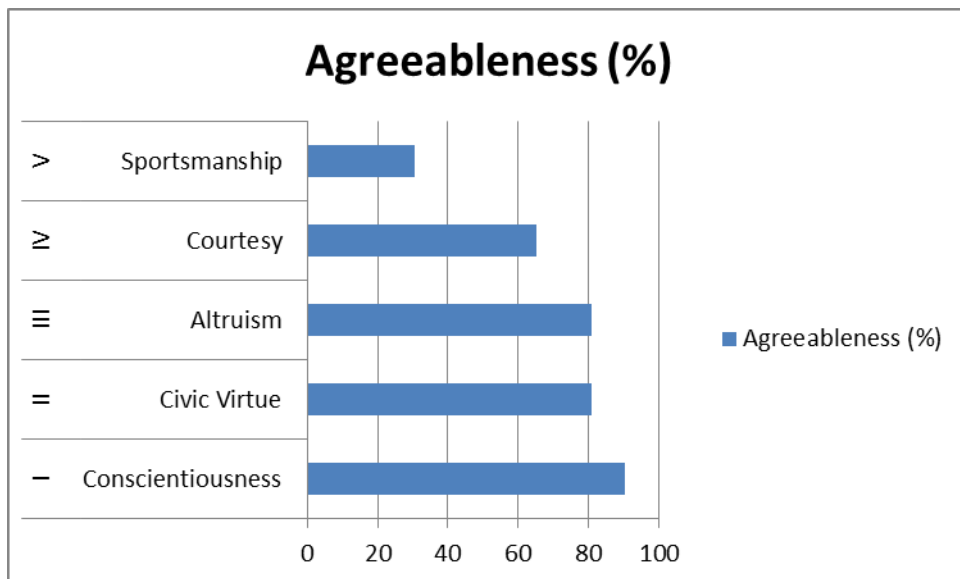
		I help others who have been absent	I attend all functions that improve the company's image even if I do not get any personal advantage	I obey the rules of my company	I do not waste my time complaining about trivial matters	I always keep my colleagues' interests above my own	I do not mind working during odd hours for the organization in case of an emergency	I consider the impact of my actions on colleagues	Whenever I feel that a conflict between me & my colleague is about to arise, I choose to keep quiet to avoid the conflict	I encourage my colleagues when they go through a rough time	The organization consults me or other individuals who might be affected by its actions or decisions
in case of an emergency	Sig. (2-tailed)	.000	.841	.000	.003	.379		.601	.716	.087	.102
	N	400	400	400	400	400	400	400	400	400	400
I consider the impact of my actions on colleagues	Pearson Correlation	-.028	-.012	.095	-.076	-.057	.026	1	-.039	.063	-.028
	Sig. (2-tailed)	.577	.808	.057	.129	.256	.601		.437	.208	.583
	N	400	400	400	400	400	400	400	400	400	400
Whenever I feel that a conflict between me & my colleague is about to arise, I choose to keep quiet to avoid the conflict	Pearson Correlation	-.029	.024	-.061	.124	.028	-.018	-.039	1	.096	-.007
	Sig. (2-tailed)	.563	.638	.223	.013	.570	.716	.437		.056	.882
	N	400	400	400	400	400	400	400	400	400	400
I encourage my colleagues when they go through a rough time	Pearson Correlation	-.129	-.051	.058	-.068	.067	.086	.063	.096	1	.051
	Sig. (2-tailed)	.010	.304	.244	.172	.182	.087	.208	.056		.310
	N	400	400	400	400	400	400	400	400	400	400
The organization consults me or other individuals who might be affected by its actions or decisions	Pearson Correlation	.078	-.034	.035	.028	.023	.082	-.028	-.007	.051	1
	Sig. (2-tailed)	.120	.500	.484	.582	.641	.102	.583	.882	.310	
	N	400	400	400	400	400	400	400	400	400	400

Interpretation: Value of correlation lies between +1 to -1 .Value with positive sign shows positive relation between the variables i.e if there is increase in one variable the other will also increase and vice-versa. Values with negative sign show negative relation between the variables i.e if there is increase in one variable the other will decrease and vice-versa. Zero shows no relationship between variables.

H2(Null): The Altruism & Conscientiousness are the most important dimensions determining OCB.

H2: Conscientiousness is the important dimension determining OCB.

Rank	Dimensions	Agreeableness (%)
I	Conscientiousness	90.33
II	Civic Virtue	80.8
III	Altruism	80.67
IV	Courtesy	65.2
V	Sportsmanship	30.53



Interpretation:

In the table 3 conscientiousness is present at about 90.33% as compared to civic virtue 80.8%,Altruism 80.67% ,Courtesy 65.2% and Sportsmanship 30.53% .

Discussion:

Organizational Citizenship Behavior are the extra – role behaviors which are not awarded by the formal system but are considered essential for the effective functioning of the organization. Organ (1988) identified five factor model of OCB which includes the altruism, courtesy, civic virtue, conscientouseness and sportsmanship. In the present study focused on the comprehensive analysis of Organizational citizenship behavior of employees in the financial sector with special reference to Banking sector in Lucknow. The dimensions were assessed and ranked on the five dimension likert scale .These included the scale which ranges from strongly agree ,agree,undecided ,disagree,strongly disagree.The dimension which existed in the banking sector employees was conscientouseness .Conscientouseness is the punctuality of the employees ,adherence to company rules and regulations .This shows that the bank employees were more punctual and abided by the rules and regulations of the organization.While the sportmanship existed to the least in the banking sector employees in lucknow.Sportmanship is the behavior of the employees in the organization which enables them avoid finding faults and finding the problems of the employees in the organization.It also seeks to identify the grievances of the employees in the organization .This shows that the employees were reluctant in the approach of identifying the grievances of the employees in the organization.Organ gave the five dimensional Organizational citizenship behavior which was later operationalized by Podsakoff in 1988. The

scale used by Organ for OCB measurement was used in the various researchs (e.g MacKenzie, Podsakoff, & Fetter, 1991; Moorman,1991,1993;Moorman,Niehoff,&Organ,1993; Niehoff & Moorman, 1993;Podsakoff & MacKenzie, 1994; Podsakoff, MacKenzie,& Bommer,1996; Podsakoff, MacKenzie, & Fetter, 1993; Tansky. The various researches were carried out on OCB dimensions by various researchers Borman & Motowidlo, 1993;Morrison, 1994; Van Dyne et al., 1994). Morrison (1994) gave another framework of OCB dimension .In the conceptualization given by the researcher on conscientiousness was narrower to the concept given by organ .

In the present study the dimensions are ranked in accordance which includes conscientiousness 90.33%, Civic virtue (80.8%), Altruism (80.67%), Courtesy (65.2%), Sportsmanship (30.53%).The present analysis shows that the employees of banking sector are more conscientiousness than other dimensions. Conscientiousness which means the punctuality of employees, adherence to rules and regulations, report to the duties on time, fulfilling the instructions given by the superior. This shows the commitment of the employees towards organization goals and towards achievement of organizational objectives. Second dimension which according to the analysis was ranked was Civic virtue .Civic virtue is the engagement of the employees in the social activities, Participation in various functions etc. By indulging in these activities it keeps the development of the organization. Thirdly ranked dimension according to the present study on bank employees is Altruism .Altruism is the helping behavior of the employees in the organization. By such behavior employees of the banking sector it shows that the employees are helpful, have team spirit, committed towards the organizational goals.





Fourthly ranked dimension according to the present study is Courtesy which is concerned with preventing work related problem with others and also assessment of what is best for the employees. The bank employees are courteous to an extent which shows their kindness, politeness towards their colleagues. Fifthly ranked dimension according to the present study is Sportsmanship. Sportsmanship is the willingness to tolerate less than ideal circumstances without complaining and refraining from activities. It seeks to identify the grievances of the employees in the organization.

The employees of the banking sector are more conscientiousness which shows they are more bound to the rules, regulations, organizational culture. This shows the commitment of the employees towards the organization. The bank employees are involved in the social activities and hence shows the group behavior of the employees. The banking employees have the helping behavior towards their subordinates or colleagues. The courtesy of the employees is depicted in the bank employees. The employees of the banking sector shows least sportsmanship which shows that the employees are resistant to the problems they are facing in the organization. They will keep on finding faults with the organization and will identify the grievances with the employees in the organization. This might lose their sense of loyalty with the organization and affect the performance of the employee. This would indeed affect the Organizational citizenship behavior of the employees in the organization.

Findings of the study:

1. Conscientiousness exists in the greatest degree in the employees of Banking sector with 90.33% of agreement.
2. Sportsmanship exists in the lowest degree in the employees of Banking sector with 30.53% of agreement.
3. Ranking of dimensions is as follows: I- Conscientiousness (90.33%), II- Civic Virtue (80.8), III- Altruism (80.67%), IV- Courtesy (65.2%), V- Sportsmanship (30.53%).

Conclusion:

Organizational citizenship behavior are extra –role behaviors which are considered essential for the organization. These behaviors are not well defined but present in employees help the organization to function properly. In the employees conscientiousness is present at the greatest degree in the employees of banking sector. While the sportsmanship is present at the lowest degree in the banking sector. Conscientiousness is present at the highest rank in the bank employees as compared to Sportsmanship behavior. Employees of the banking sector follow the rules, regulations, adhere to policies, goals of the organization. This shows that the employees of the banking sector are more conscientious and perform properly. Therefore the employees of the banking sector exhibited more organizational citizenship behavior. The less sportsmanship behavior which shows that the banking sector employees do not adjust than the normal circumstances. This helps to identify their grievances with the organization.

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