

## **Organizational Citizenship Behaviour & Its Relationship with Human Resource Systems**

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### **Abstract:**

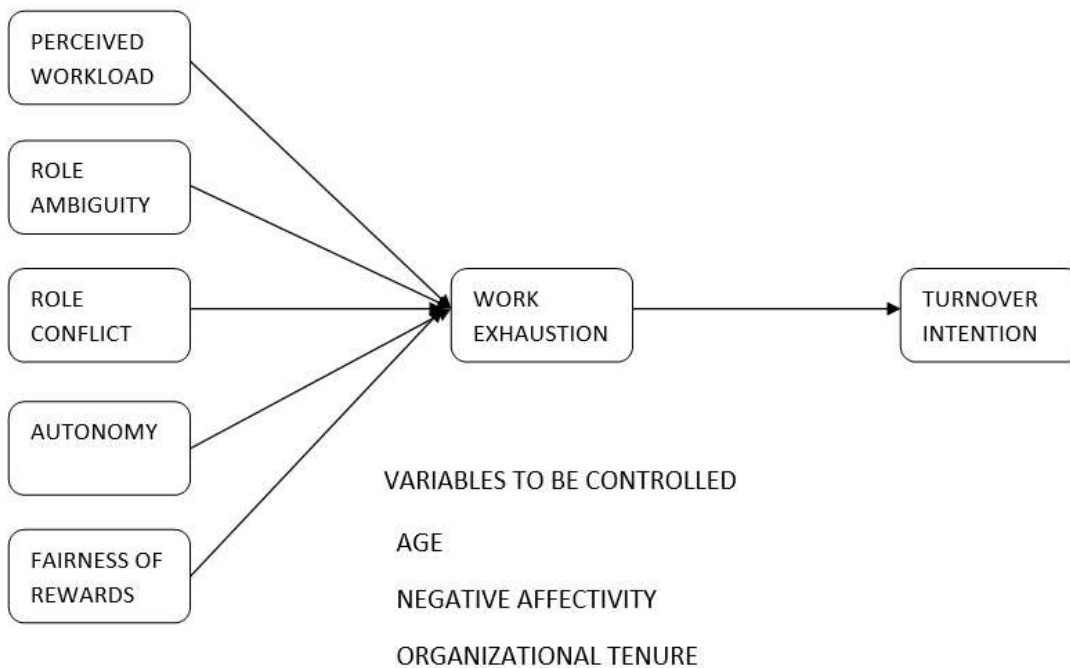
Citizenship in Organizations Behaviour as a phenomenon has received a great deal of attention. This is a behaviour, characterized by a set of spontaneous actions, which bring beneficial consequences to the organization as a whole, not included in the requirements of the formal role or in the formal schemes of rewards or sanctions provided by the organization, is termed as organizational citizenship behaviour (SIQUEIRA, 2003). Various factors which affect OCB are Altruism, Courtesy, Sportsmanship, Conscientiousness, Civic Virtue. This paper studies the available literature, relationship of OCB with HR systems and the initiatives taken by various organizations for improving OCB. It concludes that more research in this area is required, and that more organisations should implement OCB practices in order for organisations to grow.

### **Key Words:**

Human resource system, Initiatives, Indian Organisations, Organisation Citizenship Behaviour

### **Introduction:**

The advancement of technology and globalisation have had an impact on organisational productivity, functioning, and overall work culture. Timely delivery of high-quality products has always been a priority for businesses, and in order to achieve this, organisations frequently put employees under pressure. (Chegini, 2009)



**Figure1 : Work Exhaustion Model(Moore, 2000)**

## Literature Review

In 1983, Bateman and Organ introduced the “citizenship” term as “behaviours that include any of those gestures that lubricate the social machinery of the organization but that do not directly appear in the usual notion of task performance”. Although OCB does not have a very old history, its roots can be found as early as in 1938 by Barnard (1938) who discovered that for organizational goals to be achieved, employees must have the willingness to make an effort in contributing to the cooperative system. Both Katz (1964) and Katz and Kahn (1966) discovered that the success of an organization's functioning must be coupled with constructive and cooperative behaviours that go beyond traditional job requirements, similar to the discussion that took place among Lester et al (2008). Therefore, three fundamental behavioural types that were crucial to an organization to ensure survivability and well- functioning had been highlighted by Katz (1964). According to him, I people must be persuaded to enter and remain in the organisation, (ii) given role assignments must be carried out in a reliable manner, and (iii) activities that are spontaneous and innovative must be present in order for the organization's objectives that go beyond the role specification to be met. The third type of fundamental behaviour proposed by Katz (1964) appeared to describ

e OCB. According to Katz (1964), situations such as environmental changes in an organisation,

human resource variability, and diverse conditions in operations may occur at times. These were situations that organisations had failed to anticipate. As a result, organisations may not be able to take the necessary actions in time. As a result, innovative and spontaneous behaviours are required for employees in order to overcome such circumstances on time and ensure that the organization's functioning is effective (Organ, 1988). With the introduction of OCB to the literature, OCB review was extended by Organ (1988). For the first characteristic, OCB is discretionary in nature, meaning it exceeds existing job demand. This is very different from the written contract that stated the formal job description between the organisation and the employee while also stating that the employee is not restricted to any pursuit of OCBs in the organisation. Instead, it is dependent on employees' willingness to exhibit such behaviours, which were not induced by any direction given by the supervisor (Smith et al., 1983). Second, the reward system does not recognise OCB formally or directly. Although participating

in OCB may result in a salary increase or promotion based on the boss's recommendation, the contract terms did not guarantee such benefits (Organ, 1997). For the third characteristic, OCB as a whole can encourage an organization's functioning to be efficient and effective. Organ (1997) clarified this characteristic by using the example of helping a coworker. He pointed out that assisting a coworker could contribute to the employee's dysfunctional condition. However, if a large number of employees engage in this type of behaviour on a regular basis, an organization's effectiveness can be improved. Finally, HRM practises were identified as one of the key organisational factors associated with OCB (Werner, 1994). Begum et al. (2014) studied the relationship between recruitment and selection practises (RSP) and OCB of Chinese commercial banks. They concluded that recruitment and selection were positively related to OCB, as were other HR practises such as performance appraisal (PA) (MacKenzie et al. 1993), training and development (Noor, 2009), and compensation and reward system (CRS) (Deckop et al. 1999). Overall, the implications of HRM practises were quite profound in the OCB articles.

This behaviour, characterized by a set of spontaneous actions, which bring beneficial consequences to the organization as a whole, not included in the requirements of the formal role or in the formal schemes of rewards or sanctions provided by the organization, is termed as organizational citizenship behaviour (SIQUEIRA, 2003). There has been a significant amount of research on desirable, yet informal organization behaviour. This behaviour is called organization citizenship behaviour (OCB), or the "good soldier syndrome" (Organ, 1988).

Behaviour consistent with most definitions of being a "good soldier" include prosocial behaviours (Brief and Motowidlo, 1986), punctuality, helping others, innovating, and volunteering (Organ, 1988), as well as the lack of undesirable actions such as complaining, arguing and finding fault with others (Organ, 1990). Organization citizenship behaviour is job-related, but not tied to the formal reward system, and it functions to advance the effective operation of the organization. Organ's (1988) conceptualization of OCB includes five behaviour types – altruism, courtesy, sportsmanship, conscientiousness and civic virtue – all necessary for effective organizations

The personal basis of extra role behaviour can be found in Barnard's (1938) organisational analysis, which emphasised the "willingness of persons..." to contribute their energy to the organisation. This willingness has been described as spontaneous, cooperative, and protective of the organisation, as well as actions that improve the image of the organisation (Katz and Kahn, 1966). (Benjamin, 2012)

Organ (1988) defined organization citizenship behavior (OCB) as non-mandatory behavior of an individual, which the formal reward systems do not directly or clearly recognize and that in sum contributes to the organization's effective functioning. Organ explained what he meant by non-mandatory, as the behavior that is not the written requirement of the role or the job description, that is, the specified terms of the individual's employment contract with the individual. Organ (1998) further elaborated that OCBs exist in various forms, including altruism, courtesy, sportsmanship, civic virtue and conscientiousness. The positive

contribution of OCB to organizational performance is widely accepted by literature (Podsakoff and MacKenzie, 1994, 1997; Podsakoff et al., 2000). Indeed these behaviors have been described by the service literature as being essential to obtain superior returns. MacKensie, Podsakoff, and Praine (1999) stated several dimensions of OCB such as, 'helping' behaviors by employees (e.g. supportive actions to assist others and going beyond the requirements of the job); 'sportsmanship' (tolerating the work environment without excessive complaining); and 'civic duty' (constructive involvement in the processes of the organization beyond the requirement of the job). (Wee Jim et al., 2013)

The banking industries faced difficult times and new challenges as the governments tried to lower the interest rate. They need to gain more market, either by snatching their competitor's market or opening new one. (Prasetio et al., 2017)

### **Factors affecting OCB**

OCB is reported to have seven common themes. These are: helping behavior, sportsmanship, organisational loyalty, organisational compliance, individual initiative, civic virtue and self-development. OCB, therefore, may contribute to organisational success for the following reasons: enhanced co-worker and managerial productivity, freeing up resources that can be used for more productive purposes, helping to coordinate activities within and across groups, strengthening the organisation's ability to attract and retain the best employees, increasing the stability of the organisations performance and allowing the organisation to adapt more effectively to organisational changes (Podsadoff et al., 2000).

According to Organ, the five most common organisational citizenship behaviours are:

**Altruism** – When an employee helps or assists another employee without expecting anything in return, this is referred to as altruism in the workplace. Employee morale, productivity, and effectiveness can all benefit from altruism in the workplace.

**Courtesy** – Courtesy is polite and considerate behavior towards other people, in this case, other employees.

**Sportsmanship** – It all comes down to an employee's ability to be a good loser. It is about being able to deal with situations that do not go as planned – or negative surprises – and not displaying negative behaviour when this occurs.

**Conscientiousness** – Conscientiousness is defined as behaviour that goes above and beyond the minimum requirements in terms of self-control and discipline.

**Civic virtue** – Civic virtue is about how well someone represents the organization they work for.

### **Relationship of OCB with HR subsystems Recruitment, Selection and OCB**

Begum et al. (2014) investigated the link between recruitment and selection and OCB in the banking industry. They intend to demonstrate how recruitment and selection affect the four OCB dimensions of altruism, courtesy, civic virtue, and conscientiousness. Begum et al. (2014) investigated the link between recruitment and selection and OCB in the banking industry.

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### **Training and Development Practices and OCB**

As a result, a positive relationship can be found between compensation and OCB. As previously stated, in order to cultivate OCB, organisations should design reward systems that encourage cooperation rather than competition (Cloninger et al., 2011). As a result, it is necessary to investigate whether or not there is a significant

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### **Performance appraisal (PA) and OCB**

Performance appraisal is among the most crucial HRM practices development (Levy and Williams, 2004) because long-term success of organization depends on its ability to manage employee performance by ensuring performance measures align with the organization's needs (Boswell and Boudreau, 2000). Folger and Konovsky discovered a significant relationship between fair and equitable PA and OCB (1989). Hence, many including both researchers and scholars have evaluated PA and OCB relationship. Previously, Folger and Konovsky discovered a significant relationship between fair and equitable PA and OCB (1989). Hence, many including both researchers and scholars have evaluated PA and OCB relationship. Organ (1990) discovered that PA plays a crucial role in cultivating OCB as PA's criteria will educate employees on which behaviour the organization valued highly. This will have a direct impact on employees' attitudes. According to Ahmad (2011), there is little evidence of

a significant relationship between PA and employee citizenship behaviour. According to Ahmad et al. (2011), the relationship between PA and OCB is complicated, so organisations should thoroughly understand the PA system (PAS) before forming any appraisal policy. The goal here is to develop an effective PAS within the organisation. Furthermore, Colquitt et al. (2001) stated that organisations can make better appraisal reports in measuring performance if they have a proper and clear appraisal policy. In contrast, Wyer and Srull (1989) argued that without a clear appraisal policy, it is impossible to include discretionary and subjective citizenship behaviour. Hence, organisations can choose to include citizenship performance by having an unclear appraisal policy or ignoring citizenship performance by having a clear appraisal policy in evaluating employees (Podsakoff et al. 2009). According to Poursafar et al. (2014), implementing "developmental" PA policy in an organisation can overcome citizenship performance subjectivity in PA. This enables citizenship behaviour to be considered when evaluating an organization's employees' performance.

### **Compensation and OCB**

Compensation is a critical strategic area that impacts organisations by influencing employers' ability to attract and retain employees and ensure optimal performance levels from employees in order for the organization's strategic objectives to be met (Mello, 2014). Wilson (1995), a compensation expert, did not agree on strong links between individual performance and pay. Organ (1988) disagreed as well, but later conceded defeat to MacKenzie et al. (1991) by admitting MacKenzie et al.'s correctness on the relationship between reward and citizenship behaviour. As a result, CRS is viewed as a key factor that can assist organisations in cultivating employees' citizenship behaviour. According to Ahmad (2013), there are several factors that contribute to higher organisational citizenship and higher compensation. High compensation may lead employees to feel that organization does value them, thus, enhancing their self-worth and feeling important to the organization. Employees may put in extra effort to complete their tasks as a result of this, leading to OCB. As a result, compensation and OCB have a positive relationship. As a result, there is a positive relationship between compensation and OCB. As previously stated, organisations should design reward systems that encourage cooperation rather than competition in order to cultivate OCB (Cloninger et al., 2011). As a result, it is necessary

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### Outcomes of OCB

Given the increasing complexity, financial, and ethical challenges that organisations face today, employees' need for these tools has never been greater. Because of the current popularity of organisational citizenship behaviour, there is a growing body of knowledge about these constructs. Despite this increasing interest, OCB is still a new field of study, with many of the issues that come with the development of any new theory. Definitional issues remain a source of concern. Most researchers distinguish between in-role and out-of-role behaviour. Many organisations in various countries have empirically tested organisational citizenship behaviour.

organisational citizenship behaviour has shown results in altruism and conscientiousness,

self-career management, reduced inter-role conflict, decreased frustration, organization-based

self-esteem, involvement, retention and ethical behaviour. Managers can use the findings of

Many of the empirical studies demonstrate a positive effect of OCB

on job commitment, satisfaction, and performance. Furthermore, empirical research on

In order for researchers to make further progress in empirically testing organisational citizenship behaviour, definitional issues must evolve into constructs that are acceptable to the researchers.

assembles in Organizational Behavior, Organizational Development, and Positive

Other questions need to be studied including "Is it possible to develop

citizenship behavior in employees"? and "How do the OCB constructs differ from related

Psychology"? Better defining organizational citizenship behavior in context with helping others and other disciplines will ultimately determine if the movement is a unique body of knowledge or merely an extension of already existing disciplines. The outcomes of the study or review may open new outlooks for new researcher on the subject by concentrating exact personal and organizational variables.

The following table demonstrates the initiatives taken by Indian organizations to improve OCB.

**Table No: 1 Initiatives taken by organizations for improving OCB**

Sr No	Name of the organizations	Initiative
1	State Bank of India	State Bank of India (SBI), the country's largest lender, today launched Citizen SBI, a new programme aimed at attitudinal change and transformation of its employees through a series of human resources activities. <sup>1</sup>
2	Google Inc.	Google's HR department is vastly different from the hundreds of other HR departments. To begin with, the function is known as "people operations" rather than "human resources" at Google. Laszlo Bock, VP and leader, has learned to demand data-driven decisions everywhere. The powerful "people analytics team" at Google guides people management decisions. <sup>2</sup>

3	Tata Consultancy Service	ITata Teleservices, a telecom company, has rolled out various initiatives to ensure employee safety and enable them to work from home in a seamless manner in an effort to ensure that employees can continue working uninterruptedly. <sup>3</sup>
4	Marriott International	Apart from providing a competitive pay package, Marriott strived to give its employees a good work life. The company gave equal importance to non-monetary factors such as work-life balance, good leadership, better growth opportunities, a friendly work environment and training.  Employees stayed longer with Marriott as they were happy with these non-monetary factors and thought them more important. <sup>4</sup>
5	Accenture	Keeping in mind that sharing is caring, Accenture India has implemented a policy known as 'Hours That Help,' which allows employees to donate their vacation time to their coworkers. The multinational corporation has recently abandoned annual performance reviews in favour

<sup>1</sup>[https://www.business-standard.com/article/finance/sbi-launches-fresh-hr-initiative-109090200055\\_1.html](https://www.business-standard.com/article/finance/sbi-launches-fresh-hr-initiative-109090200055_1.html)

Accessed on 28/07/2021

<sup>2</sup><https://www.insidehr.com.au/how-google-reinvented-hr/> (Accessed on 28/07/2021)

<sup>3</sup><https://www.hrkaatha.com/news/tata-teleservices-comes-up-with-new-initiatives-for-employee-well-being-during-covid-19/> (Accessed on 28/07/2021)

<sup>4</sup><https://www.icmrindia.org/casestudies/catalogue/human%20resource%20and%20organization%20behavior/Human%20Resource%20Management-Best%20Practices-Marriott%20International-Case%20Studies.htm>(Accessed on 28/07/2021)

		of a more fluid system in which employees will receive honest, timely feedback from their managers. <sup>5</sup>
6	BHEL	BHEL has a strong reputation for long-term employee retention. Bharat Heavy Electricals Limited provides its employees with flexible work roles in which they can also manage other verticals. So, if you're an engineer who is also interested in finance, you can look into both. Aside from this policy, the company offers commendable perks such as housing and relevant training. <sup>6</sup>
7	Godrej	Godrej has set a good example for others to follow by removing the cap on sick leave. The company has also launched programmes such as Godrej LOUD (Live Out Ur Dreams), which identifies and recruits top talent from business schools and campus recruitments. <sup>7</sup>



## Conclusion

Organizations want and need employees who will do things that are not part of their job description, and evidence shows that those organisations with such employees outperform those that do not. As a result, some human subject studies focus on organisational citizenship as a dependent variable. Organizational citizenship behaviours are frequently viewed as an inherently socially desirable set of behaviours. As a result, a variety of motives can be investigated as potential reasons why employees may exhibit OCB. Achievement, affiliation, and power are not new concepts, but applying them to the study of OCB provides a new lens through which to view OCB. This paper attempts to investigate the literature on OCB, its relationship with HR systems, and some initiatives undertaken by Indian organisations. It concludes that more research in this area is required, and that more organisations should implement OCB practices in order for organisations to grow.

<sup>5</sup><https://www.indiatimes.com/news/india/10-companies-in-india-that-take-great-care-of-their-employees-243744.html> (Accessed on 28/07/2021)

<sup>6</sup><https://www.bhel.com/people-management> (Accessed on 28/07/2021)

<sup>7</sup><https://spiritofhr.wordpress.com/2017/03/31/best-hr-practices-from-godrej/> (Accessed on 28/07/2021)

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