

ORGANIZATION CITIZENSHIP BEHAVIOUR: A COMPARITIVE ANALYSIS OF EXECUTIVE EMPLOYEES IN BANKING SECTOR WITH SPECIAL REFERENCE TO MOTIHARI (BIHAR)

Shweta Malhotra Bhatia¹
Shikha²

ABSTRACT

Organization citizenship behaviour is a person's voluntary commitment within an organization that is not part of his or her contractual tasks. Organization citizenship behaviour has become a major concern in today's organizations as research has revealed that it impacts organizational efficiency. The present study aims to analyse the difference in the organizational citizenship behaviour of executive employees in the banking sector with respect to gender and experience in Motihari (Bihar). One Way Anova and T - Test were used to test the hypotheses. A significant difference was reflected by the results in the citizenship behaviour of male and female employees and also between certain categories of years of experience.

Keywords: Banking Sector, Experience, Female, Male, Organization Citizenship Behaviour.

INTRODUCTION

Organization Citizenship Behaviour (OCB) is a class of organizational behaviour that according to Organ (1988) is discretionary, not explicitly recognized by a formal reward system and that as a whole helps an organisation to work efficiently. He advocated that it is a discretionary behavior which cannot be an enforceable requirement of the role or the job description. OCB is a matter of personal choice, such that its omission is not generally understood as punishable. The researchers of organizational behaviour identified five dimensions that build OCB construct, such as: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue explained that the willingness of employees to support the organization's goals because of the employee identity.

REVIEW OF LITERATURE

Turnipseed (1996) observed that a recent focus of organization behavior and management theory has been on desirable, informal organizational behavior. He further explained that this behavior which is called organization citizenship includes pro-social behavior helping others, innovating, volunteering etc. The researchers who seek to advance the theory of organizational citizenship examine the association between organizational citizenship and the environment in which that citizenship behavior is manifested. OCB includes five behavior types –altruism, courtesy, sportsmanship, conscientiousness and civic virtue – all necessary for effective organization.

Podsakoff (2000) dissected the available literature on organizational citizenship behavior and other associated constructs. The study further examined the theoretical correspondences and dissimilarities between the various forms of citizenship behavior. It further identified the several

interesting aspects related to precursors and consequences of OCB.

Podsakoff (2005) conducted a study to explore the nuances underlying organisational citizenship behavior (OCB) which as a concept is now almost 25 years old. He advocated that in the present era of cut throat competition, where organizations are ready to achieve their targets at any cost, OCB may provide the answer. The paper qualitatively scrutinized the direct and indirect contributions of employees, which can hardly be ever captured by quantitative hard measure of output.

Sevi, (2010) investigated the OCBs determinants and consequences. The paper showed the OCB dark side and it asserted that there is no fixed pattern of citizenship on organization performance as generally expected. Efficacy is an outcome of a dynamic and selective OCB only towards good workers. The main objective of the study was to enhance the understanding of OCB on group performance.

Callan (2014) investigated and tried to fill the gap in the literature relating to the moderating effect of the big five personality dimension on the relationship between affective organizational commitment and organizational citizenship behavior. The findings of the show that there is a moderating effect of traits like agreeableness, conscientiousness, emotional stability, extra version or intellect/imagination on the relationship examined and it led to a significant change the nature of the organisational commitment and organisational citizenship behaviour relationship.

Dash and Pradhan (2014) investigated the significance of OCB in Indian organizations and recommended a new theoretical framework for future research and its application in the actual work environment. The paper critically examined the literature

¹ Assistant Professor, Gitarattan International Business School, Rohini, Delhi, e-mail id: shweta.gibs@gmail.com

² Student, Gitarattan International Business School, Rohini, Delhi, e-mail id:imshikha9570@gmail.com

and rationalized the determinants and consequences of organizational citizenship behavior in Indian context. The study provides a comprehensive conceptual model of organizational citizenship behavior for Indian organizations including human resource practices, employee engagement, and job embeddedness as determinants of organizational citizenship behavior.

Lamba and Choudhary (2014) conducted a study to understand how HRM practices influence organizational citizenship behavior and organizational commitment of employees in different sectors in India. The study revealed that HRM practices act as a catalyst in enhancing employee's commitment and OCB of employees. For an organization to be more effective it should have skillful and innovative employees to work and should also try to retain them.

Sofiah (2014) conducted a study on organizational citizenship behavior in banking industry. The research aimed to provide better understanding of importance of organization citizenship behavior & factors that affect OCB in organization. Variables identified are leader member exchange, empowerment & competence. The study established that organizational citizenship behavior improved organizational efficiency. Finally the study intended to explore the factors which encourage the exhibition of OCB in banking industry addressing variable such as leader member exchange, empowerment & competency.

Kiziloglu (2018) examined the relationship between whistle blowing and organizational citizenship behavior. The study concluded that there was a positive relationship between the two. The researcher advocated that employees who showed organizational citizenship behavior tend to be whistleblowers. Another result indicated that there is a significant and positive relationship between whistle blowing and dimension of conscientiousness and civic virtue. This research has produced consistent results with previous research although not much research has been conducted about relationship between whistle blowing and OCB.

OBJECTIVES OF THE STUDY

- 1) To investigate the difference in the organizational citizenship behaviour of executive employees in the banking Sector with respect to gender.
- 2) To examine the difference in the organization citizenship behaviour of employees with respect to experience level.

SCOPE OF THE STUDY

The study aims to cover the functional area of human resource management. The scope of the paper was to analyze organisation citizenship behaviour in the banking sector. The study has been conducted in State Bank of India and Allahabad Bank branches of Motihari region in Bihar.

METHODOLOGY

The study was based on descriptive research design. Data collection involved both primary and secondary sources. Primary data was collected through the questionnaire developed by David Callan (2014) for organisational citizenship behaviour. Convenience sampling was used for the same. The sample size for the study was 150. Secondary data was collected from the bank websites and other internet sources.

HYPOTHESES

H_{a1}: There is a significant difference between (organization citizenship behavior) OCB level of executive employees with respect to gender.

H_{a2}: There is a significant difference between (organization citizenship behavior) OCB level of executive employees with respect to experience.

DATA ANALYSIS

For assessing the reliability of questionnaire, Cronbach's Alpha was calculated as shown in Table 1. Reliability coefficient was considered acceptable if their value is near 0.70. Cronbach's Alpha values for Organizational Citizenship behavior were 0.775 showed that the questionnaire was reliable.

Table 1: Reliability Test Output for Organisational Citizenship Behavior

Reliability Statistics	
Cronbach's Alpha	N of Items
0.775	20

Table 2: Group Statistics for Gender of Organisational Citizenship Behaviour

	Gender	N	Mean	Std. Deviation
O C B	Male	83	79.89	6.520
	Female	67	74.72	9.459

Table 3: Independent Samples T-Test of Organisational Citizenship Behaviour

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tailed)
OCB	Equal variances assumed	6.361	0.013	3.956	148	0.000
	Equal variances not assumed			3.807	112.960	0.000

Table 4: One Way Anova for Organisation Citizenship Behaviour and Experience of Employees

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	878.999	4	219.750	3.352	0.012
Within Groups	9505.541	145	65.555		
Total	10384.540	149			

Table 5: Independent Samples T-Test of Organizational Citizenship Behaviour

(I) Experience	(J) Experience	Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Upto 1 Year	2-4 years	2.226	2.148	0.838	-3.71	8.16
	5-7 years	-5.014	2.014	0.029	-10.58	0.55
	8-10 years	-0.950	2.058	0.991	-6.63	4.73
	11 years and above	-1.777	2.169	0.924	-7.77	4.22
2-4 years	Upto 1 Year	-2.226	2.148	0.838	-8.16	3.71
	5-7 years	-7.240*	2.074	0.006	-12.97	-1.51
	8-10 years	-3.176	2.116	0.563	-9.02	2.67
	11 years and above	-4.003	2.225	0.378	-10.15	2.14
5-7 years	Upto 1 Year	5.014	2.014	0.029	-0.55	10.58
	2-4 years	7.240	2.074	0.006	1.51	12.97
	8-10 years	4.064	1.980	0.247	-1.41	9.53
	11 years and above	3.237	2.096	0.536	-2.55	9.03
8-10 years	Upto 1 Year	0.950	2.058	0.991	-4.73	6.63
	2-4 years	3.176	2.116	0.563	-2.67	9.02
	5-7 years	-4.064	1.980	0.247	-9.53	1.41
	11 years and above	-0.827	2.138	0.995	-6.73	5.08
11 years and above	Upto 1 Year	1.777	2.169	0.924	-4.22	7.77
	2-4 years	4.003	2.225	0.006	-2.14	10.15
	5-7 years	-3.237	2.096	0.536	-9.03	2.55
	8-10 years	0.827	2.138	0.995	-5.08	6.73

RESULT AND DISCUSSION

SIGNIFICANT DIFFERENCE BETWEEN (ORGANIZATION CITIZENSHIP BEHAVIOR) OCB LEVEL OF EXECUTIVE EMPLOYEES WITH RESPECT TO GENDER

Table 2 depicts that among 150 respondents there were 83 male and 67 female. The mean for male group is 79.89 and the mean for female group is 74.72. The standard deviation for male group is 6.520, whereas for female group it is 9.459. In table 3 Levene's test checks null hypothesis that the two groups have equal variances. Small value of significance associated with Levene's test indicates that two groups have unequal variances. The sig. (2 tailed) value here is 0.013 which is much less than 0.05. Hence H_{a1} is accepted. It can be concluded that there is a significant difference between OCB level of male and female executive employees.

SIGNIFICANT DIFFERENCE IN OCB LEVEL OF EXECUTIVE EMPLOYEES WITH RESPECT TO EXPERIENCE.

Table 4 shows the output of the ANOVA analysis and whether there is a statistically significant difference between group means. The significance value is 0.012, which is below 0.05, therefore there is a significant difference in the OCB level of executive employees with respect to experience. Hence, H_{a2} is accepted. It can be concluded that there is a significant difference between OCB levels of executive employees with respect to Experience.

Table 5 shows the output the result of the comparison between all the possible pairs. The results depict that there is a significant difference in OCB level for executives with upto 1 year of experience and 5-7 years of experience (sig value $.029 < 0.05$). Further there is a significant difference between 2-4 years and 5-7 years experience (sig value $0.006 < 0.05$), and 2-4 years and 11 years and above (sig value $0.006 < 0.05$).

IMPLICATIONS

The study reveals that there is a significant difference in the OCB level of male and female executive employees. Further there is a significant difference in the OCB level of employees based on number of years of experience in the government banks in Motihari, Bihar. The study has implications for managers in the banking sector for managing diverse set of employees with respect to age, experience, gender and so on.

CONCLUSION

The results of the study divulge that there is a significant difference between (organization citizenship behaviour) OCB level of executive employees with respect to gender and experience. On the basis of the research it can be concluded that the management of banks should promote an office social environment conducive to employees demonstrating OCB. Supervisor awareness is a precursor to any such environment

and managers should be sensitized in urban as well as rural areas regarding OCB and its possible advantages to performance at organisational level. The banks can also ingrain psychometric testing as a part their interview/hiring process and look out for traits related to OCB in future employees.

REFERENCES

1. Callan, D. (2014). Moderating effect of personality on the relationship between affective organisational commitment and organisational citizenship behaviour. *Dublin Business School*, 3(3), 6-53.
2. Dash, S. & Pradhan, R.K. (2014). Determinants & consequences of organizational citizenship behavior: a theoretical framework for Indian manufacturing organisations. *International Journal of Business and Management Invention*, 3(1), 17-27.
3. Kiziloglu, T. (2018). The organizational citizenship behaviour in textile sector. *International Journal of Organizational Leadership*, 7 (4), 398-403.
4. Lamba & Chaudhary. (2014). Investigating the relationship of organization citizenship behaviour with job satisfaction, organizational commitment. *Journal of Management and Business Research*, 2(3), 408-418.
5. Organ, D. W. (1988). *Organizational citizenship behavior: the good soldier syndrome*. USA: D.C. Heath and Company.
6. Podsakoff, P. M. (2000). Organizational citizenship behavior: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
7. Podsakoff, P. M. (2005). Organizational citizenship behaviour: its nature antecedents and consequences. *Journal of Applied Psychology*, 68 (4), 653-663.
8. Sevi, E. (2010). Effects of organizational citizenship behaviour on group performance: results from an agent-based simulation model. *Journal of Modeling in Management*, 1(5), 25-37.
9. Sofiah, K. K. (2014). A study on organizational citizenship behaviour in banking industry. *International Journal for Innovation Education and Research*, 2 (7), 73-82.
10. Turnipseed, D. (1996). Organizational citizenship behavior: an examination of the influence of the workplace. *Leadership and Organizational Development Journal*, 17 (2), 42 - 47.