

Impact of Organization Citizenship Behavior on Organization Effectiveness: A Study of Universities in Rajasthan

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ABSTRACT

Educational systems are moving into an epoch of dynamism due to liberalization, privatization and globalization and are required to work in a cut-throat competition and complex setting. Success of educational institutions primarily depends on faculty and staff members who are devoted to goals and ideals of the institution and more willing to go above and beyond the call of duty to contribute to success, that is, to persistently engross in organizational citizenship behavior. Citizenship Behavior is indispensable because universities cannot predict through officially declared in-role job descriptions, the complete assortment of behaviors desirable for attaining aim; thus, leading to institutional strength. *Research Gap:* After extensive review of literature, it was found that the concept is popular at the organization level in the field of management; it is in comparative infancy especially in the education Sector in our context. *Objective of Study:* The aim of aforesaid study is to investigate the relationship and impact amongst citizenship behavior of faculty in universities and its institutional effectiveness. *Research Methodology:* In present study 104 faculties were chosen as per availability and consented convenience to form the statistical sample. The data was collected through a structured questionnaire including items for both the variables of study, with the reliability score of .76 for citizenship behavior scale and .71 for organizational effectiveness scale. Pearson correlation coefficient and multiple linear regression using ordinary least square method is used to test the relationships and effect between the study variables. *Results:* The study indicates that sportsmanship, civic-virtue and courtesy are more related the level of institutional effectiveness more in comparison to altruism and conscientiousness. The major impact of sportsmanship and civic-virtue was found respectively in decreasing order on institutional effectiveness. *Contribution and Future Implications:* This paper confers the necessity of the citizenship behavior in educational institutions and attempt to reveal about how to improve the same in coming times..

Keywords: organization citizenship behavior, organization effectiveness, universities

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INTRODUCTION

World is turning into a global village; business are becoming complex every now and then and this volatility highlights the value of creativity, adaptability, sensitivity, and amenability for long-term organizational prosperity. Business establishments are facing stern rivalry owing to the stream of information and cognition, and are competing with each

one in the pursuit to be at the top in competition [1]. With a view to evolve the combative position, the establishments could build up sense of strong attachment and commitment i.e. organizational citizenship within its “people” [2]. This type of committed behavior has been one of the vital areas in human resource studies and of late its importance has started growing in all kind of organizations

worldwide. It is considered to be one of the most quintessential forces in organizations.

Organizational Citizenship Behavior can be defined as behavior, which is discretionary, not directly acknowledged by the recognized compensation scheme [3]. These behaviors are relatively an affair of individual preference, such that their exclusion is not generally understood as punishable. Hence, this behavior is becoming an integral part of organizational culture today and nourishes the roots of the organization making it stronger, differentiated & bizarre by enhancing the organizational efficiency by enhancing the societal frame of the business setting [4]. Even Organ's organizational citizenship behavior (OCB) model entails that comprehensive citizenship behaviors enhances organizational effectiveness. Organizational effectiveness is dependent on high performance of an employee which is related to his job and also the extra effort put by the employee [5]. This extra effort put by employee though not tangible yet contributes towards effective organizational functioning [6].

Education sector in India; specifically the universities in this scenery are also overflowing with intense competition, as private and foreign players have also joined the expedition [7]. As per report of University Grants Commission (2017), India has a total of 789 universities. 47 central universities, 359 state universities, 260 private Universities, 123 deemed universities. A prospective growth pace of 16% is anticipated over the next 5 years and important activity in stipulations of fresh foreign competitors and contribution is projected to be witnessed in the coming years. So, the employee of these universities, where liberalization, privatization and impending growth loom, great offers an opportunity to study the behavior of employees in such a milieu.

The concept of citizenship behavior has been identified very important in organizations for their effective functioning, particularly important in service sector. It has been put into practice in Hospitals, Restaurants and various other organizations, although in educational institutions organization citizenship behavior is still a new concept. The concept has been neglected and it is in comparative infancy especially in the education sector. The literature available on Organizational Citizenship Behavior in education sector is in dearth, explicitly in Indian context. Hence, this study attempts to tap the horizon of Citizenship Behavior as a determinant of organizational effectiveness in universities of Rajasthan (India).

REVIEW OF LITERATURE

Organizational citizenship behavior (OCB) was initially highlighted in the work of Bateman and Organ (1983) and has latterly been gaining impulse [8]. It refers to the individualistic endeavor in the workplace that go beyond role requirements as stipulated in the job agreement (Lambert, 2006)

According to Aquino and Bommer (2003), they discovered that OCB can enhance the social attractiveness in a work unit. As OCB is usually tagged as constructive actions, the employees who display OCB may turn into more gregarious which forms to be praised as friends or mate.

Jha and Jha (2012) [9] justified in his work that Citizenship Behaviour is represented by flexible efforts of the employees for the benefit of an institution without some expected rewards.

After reviewing the available literature of organizational citizenship behavior, nonconformity regarding the parameters of the concept is concluded [10]. Nevertheless between the dissimilar types

of organizational citizenship behavior that are being known by researchers, there is conceptual intersection between the concepts [9]. But still the most frequently quoted forms of citizenship behavior are Sportsmanship, Civic virtue, Altruism, Conscientiousness, Courtesy [11].

Organ (1988) [11] suggested five factors of OCB, but this is mainly based on empirical evidence that is obtained from

several other studies (i.e. Bateman and Organ, 1983; Smith et al., 1983). The five dimensions of OCB identified by Organ are altruism, civic virtue, conscientiousness, courtesy, and sportsmanship (Podsakoff et al, 1990: 107–142 and Podsakoff et al, 2000). Smith, Organ and near (1983) linked certain behaviors to potential beneficial outcomes for organizations as shown in Table 1.

Table 1. Forms of OCB and its outcomes (Organ 1988).

OCB type	Description	Outcome for organization
Altruism	Helping co-workers	Reduced need for supervision, training and crisis management costs
Generalised compliance	More impersonal conscientiousness	
Courtesy	Gestures preventing problems for work associates	
Sportsmanship	Willingness to forbear minor inconveniences without appeal or protest	Fewer minor complaints – allows managers to focus on important job functions
Civic virtue	Constructive involvement in issues of governance	Employees provide constructive suggestions that may save costs

Lovell, Kahn, Anton, Davidson, Dowling, et al., (1999) [12], describes citizenship behaviors as the behaviors which go beyond the required indicators of performance in formal job descriptions within an organization and thereby promoting the well-being of fellow workers, work groups, and/or the organization.

Lee and Allen (2002) [13] and Ozturk (2010) [14] discussed in their studies that organizational citizenship behavior are such behavior of the people of any organization which directly serve to aids in well-functioning of the organization.

Organizational Citizenship Behavior is are expected to have a significant effect on the effectivity Moorman, 1991 [15]; Podsakoff and Mackenzie, 1994 [16]; Walz & Niehoff, 2000 [17]; Yen & Niehoff, 2004 [18] and skillfulness of work group and establishments; therefore, contributing to the overall productiveness of the system.

Davoudi (2012) [10] in his findings depicted the fact that it's evident from number of empirical researches that there exist a positive relationship between citizenship behavior and the performance of any organization.

Kaferstani et al. (2013) [5] stated that organizational citizenship behavior seems to be indispensable much more than ever before for development of the organizational effectiveness. He also said that prosperous businesses are made by employees who are willing to do more than what is expected out of them in terms of their responsibilities with full zeal and energy without any anticipated returns. This selflessness is not obligatory but still it helps in smooth functioning of the business. Organizations may not be able to cannot survive and sustain without these people performing as citizens by involving themselves in every form of positive conduct. This not only enhances the organizational results and achievements but also provide assurance to the

individualistic maturity in different domains on the far side of the official work and structure. It is positively connected merely not to the welfare of individuals but to the establishments entirely.

Podsakoff et al. (1997) stated that over time and persons, citizenship behaviors become important because it helps to facilitate the accomplishments of organizational goals and thus enhances organizational performance. Murphy et al. (2002) then reiterated that OCB is vital to the survival of an organization, in the sense that OCB can maximize the efficiency and promote effective functioning of an organization.

Therefore, Organizational citizenship behavior is imperative to the task or job but it will also facilitate organizational working and effectiveness [17]. In fact it has a meticulous effect on the total strength of businesses by increasing in the collective frame of job settings [18].

RESEARCH METHODOLOGY

Objectives of Research

The purpose of the study is to:

- (1) To study the relationship among organizational citizenship behavior of faculty and effectiveness of universities in Rajasthan.
- (2) To study the impact of different forms of citizenship behavior, i.e., altruism, civic virtue, conscientiousness, courtesy and sportsmanship on institutional effectiveness.

Research Variables

- (1) Independent variable – organization citizenship behavior (sportsmanship, civic virtue, altruism, conscientiousness, courtesy)
- (2) Dependent variable – organizational effectiveness

Hypothesis of Research

H₀1: There is no correlation among dimensions of citizenship behavior (altruism, conscientiousness, courtesy, civic-virtue, sportsmanship) and organizational effectiveness.

Ha1: There is a correlation among dimensions of citizenship behavior (altruism, conscientiousness, courtesy, civic-virtue, sportsmanship) and organizational effectiveness.

H₀2: There is no significant impact of dimensions of citizenship behavior on organizational effectiveness.

Ha2: There is a significant impact of dimensions of citizenship behavior on organizational effectiveness.

Sample of Study

A total of 104 faculty members from different universities in Rajasthan was taken as per availability and consented convenience. Questionnaires were distributed to 125 faculties of different universities out of which 113 were received, and after data cleaning we found 104 questionnaires duly filled, hence forming the sample.

Data Collection

The data were collected through primary and secondary sources. The firsthand information was gathered through structured form consisting of close ended questions. Organizational citizenship behavior was measured on five-point Likert Scale [16]. Scale consisted of 24 items representing 5 types citizenship behavior i.e. Altruism, Civic virtue, Conscientiousness, Courtesy and Sportsmanship and Organization effectiveness. Reliability analysis was also conducted for questionnaire using scale Cronbach Alpha scale which has coefficient of .76 and .71 respectively that fulfills the reliability criteria.

Analysis of Data

For quantifiable data, the Pearson correlation coefficient is used to test the

relationships between the study variables. Multiple linear regressions using ordinary least square method was also used for estimation of regression coefficients to test the impact of dependent variables on independent study variable (Table 2) [19].

Table 2. Descriptive statistics.

	Mean	Std. deviation	N
Orgeff	3.281250	.9144621	104
Altruism	3.808	.4613	104
Consciet	3.438	.3391	104
Courtsey	4.077	.4022	104
Civicvir	3.5769	.43938	104
Sports	2.769	.5160	104

RESULTS AND DISCUSSION

Correlation among Different Dimensions of Organizational Citizenship Behavior (OCB) and Organizational Effectiveness

Statistical inferences points out that there is a connection betwixt citizenship behavior and organizational effectiveness based on evaluation. Since the significance values in case of sportsmanship, civic-virtue and courtesy are less than 0.05 (0.000, 0.001 and 0.006 respectively) which shows a significant co-relation with organizational effectiveness in comparison to conscientiousness and altruism whose values are more than 0.05 (0.093 and 0.429), respectively, showing a non-significant relationship with effectiveness (Table 3).

Table 3. Co-relation coefficients.

		Orgeff
Pearson correlation	Altruism	.018
	Consciet	.131
	Courtsey	.306
	Civicvir	.246
	Sports	.602
Sig. (1-tailed)	Altruism	.429
	Consciet	.093
	Courtsey	.001
	Civicvir	.006
	Sports	.000

Based on the statistical evaluation the first alternative hypotheses have been chosen and null hypotheses are rejected which shows the existence of co-relation between organization citizenship behavior and organizational effectiveness.

Impact of Dimensions of Organizational Citizenship Behavior and Organizational Effectiveness

The multiple regression model with predictors of organization Citizenship

behavior (Sportsmanship, Civic virtue, Altruism, Conscientiousness, Courtesy) produced $R^2 = 0.405$, $F(5, 98) = 15.003$, $p < .05$, which can be observed from tables model summary and ANOVA (Tables 4, 5). The fitness of the model/regression can be observed from the pp plot of residuals given in annexures (Charts 1, 2). Hence, we may conclude that the 40.5% variability was observed in organizational effectiveness due to different dimensions of citizenship behaviors (Table 4).

Table 4. Model summary.

Model	R	R square	Adjusted R square	Std. error of the estimate	Change statistics				
					R square change	F change	df1	df2	Sig. F change
1	.658 ^a	.434	.405	.7055690	.434	15.003	5	98	.000

Table 5. ANOVA.

Model	Sum of squares	df	F	Sig.
1 Regression	37.346	5	15.003	.000 ^a
Residual	48.787	98		
Total	86.133	103		

Normal P-P Plot of Regression Standardized Residual

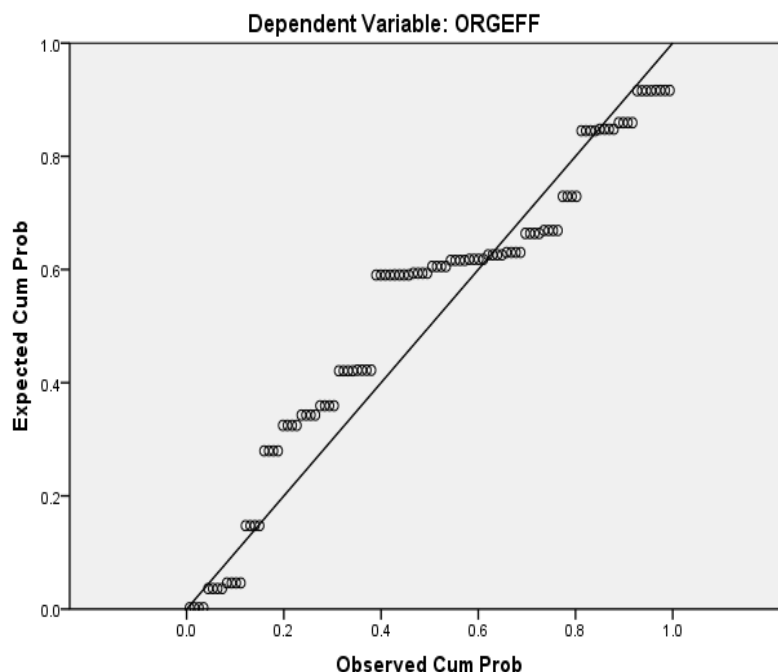


Chart 1.

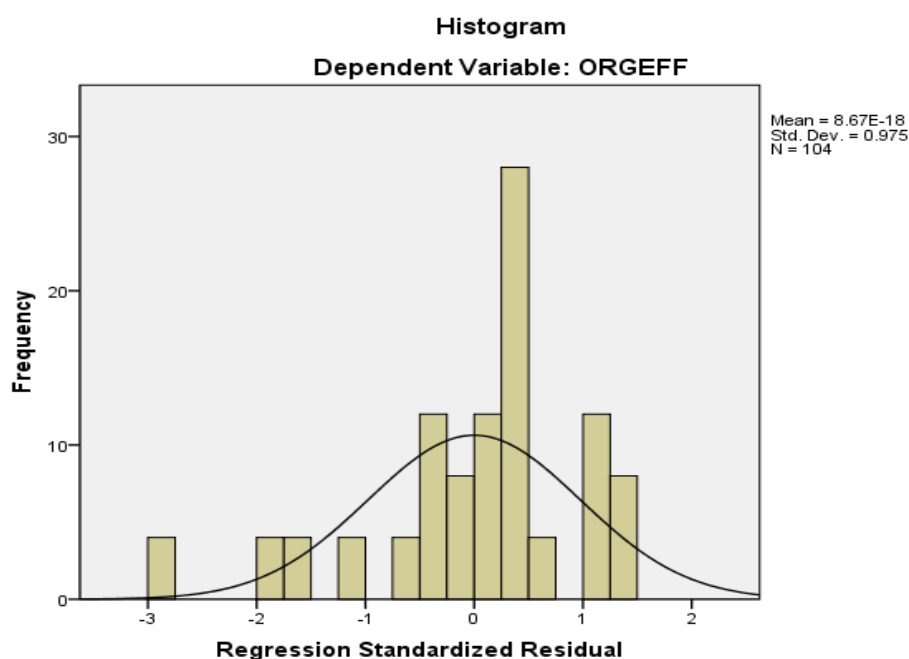


Chart 2.

There exists a difference in extent of citizenship behavior dimensions above-mentioned and organizational impact of among various organizational

effectiveness having different standardized coefficients. Sportsmanship and Civic-Virtue have more constructive impact on

the effectiveness of organization in comparison to Altruism, Conscientiousness and Courtesy (Table 6).

Table 6. Regression coefficients.

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
		B	Std. error	Beta			Tolerance	VIF
1	(Constant)	1.633	1.454		1.123	.264		
	Altruism	.291	.160	.147	1.820	.072	.886	1.129
	Consciet	.252	.211	.093	1.196	.235	.948	1.055
	Courtsey	.025	.208	.011	.118	.906	.688	1.454
	Civicvir	.415	.179	.199	2.311	.023	.778	1.286
	Sports	1.079	.150	.609	7.187	.000	.806	1.241

As can be seen in the table of coefficients (Table 6), the persistence and religiousness had significant positive regression weight, indicating respondents with higher scores

on these variables were expected to have higher dependent variable, after controlling for the other variables in the model (Table 7).

Table 7. Residual statistics.

	Maximum	Mean	Std. deviation	N
Predicted value	4.551641	3.281250	.6021459	104
Residual	.9744759	.0000000	.6882305	104
Std. predicted value	2.110	.000	1.000	104
Std. residual	1.381	.000	.975	104

RECOMMENDATIONS AND SUGGESTIONS

There is a pressing need to build up a combined outlook on the causal factor of citizenship behaviors in organizations during the time of devising any comprehensive guidelines to boost the commitment level and behavior as good citizens amid people with a view to augment the efficiency. Organizations should emphasize on the issues which leads to escalated contentment from the job which will lead to increase in citizenship behavior pattern in employees and organization effectiveness. The feeling of ownership of duty and flexibility within employees fetch a holistic vision in individuals concerning a variety of elements consequently contributing extra

to the corporation than just only concentrating on KRA's. Therefore, workers should be given more autonomy, flexibility and the part of workers should be enhanced. Workers opinion in relation to equality, trust, fair dealing and transparency inside the corporation along with his/her involvement in judgment making procedure brings citizenship behavior.

LIMITATION AND FUTURE SCOPE

The sample size taken for the study due to time constraints may not represent the whole working population. The respondents were by and large from education sector and thus the conclusion cannot be comprehensive to each and

every Indian establishment from all the segments. The information was gathered through with form survey and consequently the outcomes from respondents were not free from individualized preconceptions.

To deal with the above cited shortcomings, the upcoming researches can include samples from diverse scenery of sectors. A longitudinal study can be made to reveal the deviations crossways and facilitate the generalization of conclusion taking into consideration the similar variables with a large sample size.

CONCLUSION

The current research has helped in progression of the information and papers relating to OCB through empirical observation exhibiting the effect of citizenship behaviors and its constructs, on organizational effectiveness specifically in universities of India. This study will provide a comprehensible depiction about how OCB can be considered as an important feature to promote professionalism, academic excellence, mindfulness and supportive leadership within universities and to transform the institutes into effective service organizations. It will also give us an opportunity to assess that how organizational effectiveness can be induced by promoting positive environment ultimately leading to exhibition of higher levels of various dimension of OCB.

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