

# Organizational Citizenship Behaviour, its Antecedents and Outcome: An Empirical Analysis

## OPEN ACCESS

Volume: 7

Issue: 3

Month: January

Year: 2020

P-ISSN: 2321-4643

E-ISSN: 2581-9402

Received: 11.10.2019

Accepted: 15.11.2019

Published: 01.01.2020

Citation:

Easo, Kuruvila, et al.  
“Organizational Citizenship Behaviour, Its Antecedents and Outcome: An Empirical Analysis.” *Shanlax International Journal Of Management*, vol. 7, no. 3, 2020, pp. 74–77.

DOI:

<https://doi.org/10.34293/management.v7i3.1610>



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

## Kuruvila Easo

*Ph.D Research Scholar, Department of Business Administration  
Madurai Kamaraj University, Madurai, Tamil Nadu, India*

## M.S. Balaji

*Associate Professor, Research Department of Business Administration  
Sourashtra College, Madurai, Tamil Nadu, India*

## B. Anbzhagan

*Associate Professor, Research Department of Business Administration  
Sourashtra College, Madurai, Tamil Nadu, India*

## Abstract

*Organizational Performance is essential for efficiency and for achieving organizational objectives. Organizational Citizenship Behaviour is essential for obtaining the best Organizational Performance. With this view, this article tries to find out the linkage between the OCB, its antecedents, and its outcome. The HRM practices implemented by the organization are taken as the determinants. The job performance of employees is considered as the outcome of OCB.*

**Keywords:** Organizational Citizenship Behaviour, HRM practices, Job performance, antecedents, and outcome

## Introduction

In the globalized era, organizations are trying to achieve excellence through their service quality, especially internal and external. The organizations are achieving through the behavior of their staff. The staffs' behavior is grouped into in-role behavior and extra-role behavior. The extra-role behavior is called organizational citizenship behavior (OCB) among the staff. It consists of helping attitude of staff to their co-staffs and new staff, best interest with the organization, and provision of many ideas for organizational development. The OCB results in an enhancement of both individual and organizational development. The ultimate result of OCB is organizational performance.

## Dimensions of OCB

These are contents of OCB. The authors identified different contents of OCB as per their knowledge. Smith et al., (1983) I have identified two items, whereas Organ (1998) I mentioned five items.

Lin (1991) revealed six items, whereas William and Anderson (1991) Showed two items. Konovsky and Organ (1996), Mentioned three items whereas Farh et al., (1990) Revealed only five items and Podsakoff et al., (2000) I have stated seven items. The important dimensions of OCB are Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

### Antecedents of OCB

These are the factors determining the OCB among the staff. There are so many antecedents of OCB. These are classified into attitudinal variables, individual characteristics, and work environment. The attitude variables are the attitude towards the job, organizational culture, justice, and commitment, whereas the individual characteristics include adjustability, conscientiousness, agreeableness, and optimism. The work environment includes adjustability, conscientiousness, agreeableness, and optimism. The work environment includes leadership, organizational support, task characteristics, and organizational climate. In the present study, the HRM practices implemented by the organization are taken as the determinants. It is limited to manpower planning, training and development, motivation, performance appraisal, compensation, and human resource development practices.

### Outcomes of OCB

These are the resulted consequences of OCB in the organization. OCB enrich individual and organizational performance. The individual can be gained by higher productivity, job satisfaction, reward and recognition, career development, and innovativeness. The organizations are benefited by higher organizational climate, commitment, culture, and performance.

### Literature Review

Murali and Siva Subramanian (2014) noticed the significant positive relationship between OCB and organizational commitment which is also supported by Husain and Nurwati (2014). The important of quality of work-life caused by OCB is empirically proved by Azam and Rahman (2014). Dhuinan (2013) noticed the role of OCB towards sustainability. The OCB promotes organizational performance, but most of the studies focused on the measurement of OCB and its determinants. No studies attempted to search the relationship between OCB, its determinants, and its consequences. Hence the present study has been made.

### Objectives of the Study

The main objectives of the present study are;

1. To study the determinants, measurement, and consequences of OCB and
2. To evaluate the linkage between these measurements in OCB.

### Hypotheses of the Study

1. The determinants of OCB have a significant impact on the level of OCB;
2. The level of OCB has a significant impact on its outcome.

### Research Methodology

The diagnostic research design was adopted to fulfill the objectives of the study. The sample size of the study is determined with the help of the formula (Cohen et al., 2013) of  $n = \left[ \frac{Z\sigma}{D} \right]^2$ . The determined

sample size is distributed among the colleges in Madurai City based on stratified proportionate random sampling. The required data are collected with the help of a pre-tested interview schedule. The schedule consists of three parts. The part-I focuses on the profile of staff and their view on antecedents of OCB, whereas part-II includes the measurement of OCB. The part-III cover the outline of OCB. The questions related to antecedents, measurement, and consequences are measured at a five-point Likert Scale. The appropriate statistical analyses were adopted to process the data.

### Results and Discussions

There are three concepts included for the study, namely HRM practices, OCB, and its outcome. The included HRM practices are six; whereas the included components of OCB are five, there is only one outcome of OCB. The reliability, test of normality, and the measurement of the concepts are initially computed. The resulted co-efficient are given in Table 1

**Table 1 Concepts Included for the Study and its Measurement**

Sl. No.	Concepts	Number of items in	Cronpach alpha	K-S statistics	Mean	Co-efficient of variation (in %)
<b>I.</b>	<b>HRM Practices</b>					
1.	Man power planning	6	0.7234	0.2411*	3.1711	11.82
2.	Training and development	5	0.7694	0.1949*	3.0848	16.74
3.	Motivation	5	0.7702	0.1733*	3.2246	18.09
4.	Performance appraisal	5	0.8142	0.2047*	3.4145	13.45
5.	Compensation	6	0.7646	0.2166*	3.3088	16.39
6.	Human Resource Management	5	0.7503	0.2245*	3.2415	15.77
<b>II</b>	<b>OCB</b>					
1.	Altruism	5	0.7702	0.1899*	3.1088	14.22
2.	Conscientiousness	4	0.7614	0.1703*	3.2082	15.08
3.	Sportsmanship	5	0.7509	0.1996*	3.1171	13.97
4.	Courtesy	4	0.7733	0.1884*	2.9969	12.66
5.	Civic virtue	5	0.7408	0.1664*	0.1664*	14.08
<b>III</b>	<b>Outcome of OCB</b>					
1.	Job Performance	6	0.8117	0.2141*	2.8949	18.11

\*Significant at five per cent level.

The Cronbach alphas of all concepts included for the study are greater than 0.60, which shows the internal consistency. The KS statistics of all concepts are significant at the five percent level, which indicates the normality of data. The mean score of the concepts is varying from 2.8949 in job performance to 3.4145 in performance appraisal practices. The lesser co-efficient of variation is noticed in the case of manpower planning practices since its co-efficient of variation is 11.82 percent.

### The Linkage between Antecedents, Measurement, and Outcome of OCB

The impact analysis was carried out to measure the significant role of antecedents of OCB on the level of OCB; and the role of components of OCB on the outcome of OCB. The regression models were followed to estimate the impact. The first model includes the level of OCB as the dependent variable, and its antecedents are treated as independent variables. The second model treats the components of OCB as independent variables and job performance as dependent variables.

**Table 2 Results of Impact Analysis**

Sl. No.	Regression Model-I			Regression Model II		
	Independent variables	Regression co-efficient	Level of significance	Independent variables	Regression co-efficient	Level of significance
1.	Man power planning	0.1133	0.2799	Altruism	0.1541	0.0242
2.	Training and development	0.1974	0.0249	Conscientiousness	0.1709	0.0141
3.	Motivation	0.1566	0.0173	Sportsmanship	0.1344	0.1886
4.	Performance appraisal	0.1137	0.2445	Courtesy	0.1024	0.2793
5.	Compensation	0.1814	0.0117	Civic virtue	0.1171	0.1941
6.	HR Management	0.1345	0.0344	Constant	0.3344	
	Constant	0.4739		R <sup>2</sup>	0.7607	
	R <sup>2</sup>	0.7846		F-statistics	8.3411	0.0419
	F-statistics	8.9943	0.0344			

The significantly and positively influencing antecedents of OCB on the level of OCB among the faculties are implementation of training and development, motivation, compensation, and human resource development practices since its regression coefficients are significant at five percent level. The most important antecedents are training, and development practices since its regression coefficient are 0.1974.

The second model reveals that the significantly influencing components of OCB on the job performance among the faculties are Altruism and conscientiousness since its regression coefficients are significant at the five percent level. The most important component of OCB is conscientiousness since its regression co-efficient is 0.1709.

### Concluding Remarks

The present study concludes that the implementation of HRM practices at the college level has a significant role in the enrichment of the OCB among their faculties. The higher level of OCB results in higher job performance among the faculties, whereas the important components of OCB determine the job performance is altruism and conscientiousness. Hence, the management of the colleges is advised to promote the OCB among the faculties through the implementation of appropriate HRM practices at their colleges.

### References

Cohen, L, Marion, L and Morrison, K. "Research Methods in Education." *The Australian Educational Researcher*, vol. 36, no. 2, 2013, pp. 147-151.

Dhuiman Deb Chowdhary. "Organizational Citizenship Behaviour Towards

Sustainability." *IJMESS*, vol. 2, no. 1, 2013, pp. 28-53.

Farh, J, et al. "Accounting for OCB: Leader Fairness and Task Scope Versus Satisfaction." *Journal of Management*, vol. 16, 1990, pp. 705-721.

Husin and Nurwati. "The Role of Accounting Information, Job Satisfaction and Organized Commitment to Job Performance though OCB." *IOSR Journal of Business and Management*, vol. 16, no. 11, 2014, pp. 25-31.

Konovsky, M.A. and Organ, D.W. "Dispositional and Contextual Determinants of Organizational Citizenship Behaviour." *Journal of Organizational Behaviour*, vol. 17, no. 2, 1996, pp. 253-266.

Organ DW. "Personality, Satisfaction and Organizational Citizenship Behaviour." *Journal of Social Psychology*, vol. 135, no. 13, 1988, pp. 339-350.

Papi, A. and Nuralizadeh, R. "Investigating the Relationship between the Quality of Work Life and the Emergence of Organizational Citizenship Behaviour among Primary School Teachers in Andimeshk." vol. 1, no. 4, 2014, pp. 32-42.

Podgaboff, N.P. et al. "Effects of Organizational Citizenship Behaviour on Selection Decisions in Employment Interview." *Journal of Applied Psychology*, vol. 96, no. 2, 2011, pp. 310-326.

Smith, C.A. et al. "Organizational Citizenship Behaviour: Its Nature and Antecedents." *Journal of Applied Psychology*, 1983.

William, LJ and Anderson, SE. "Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors." *Journal of Management*, vol. 17, no. 1, 1991.

### Author Details

**Kuruvila Easo**, Ph.D. Research Scholar, Department of Business Administration, Madurai Kamaraj University, Madurai, Tamil Nadu, India.

**Dr. M.S. Balaji**, Associate Professor, Research Department of Business Administration, Sourashtra College, Madurai, Tamil Nadu, India.

**Dr. B. Anbazhagan**, Associate Professor, Research Department of Business Administration, Sourashtra College, Madurai, Tamil Nadu, India, **Email ID:** apjanbu@gmail.com.