An Overview on Organizational Citizenship Behaviour

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Abstract: The term "organizational citizenship behavior" (OCB) describes employees' voluntary, extra-role activities that greatly improve organizational performance but are not formally rewarded. Beyond official job obligations, these behaviors—such as civic virtue, conscientiousness, civility, sportsmanship, and altruism—support a healthy work environment and help the business succeed.

OCB is becoming more and more important in the competitive and fast-paced corporate environment of today. These behaviors are influenced by elements such as personality qualities, organizational commitment, leadership style, and work satisfaction. Higher levels of OCB are frequently fostered by inclusive workplace cultures and supportive leadership, which enhances teamwork, productivity, and lowers attrition.

This paper examines the dimensions, antecedents, and outcomes of OCB, emphasizing the role of HR practices and organizational culture in promoting such behaviour. Encouraging OCB can provide a strategic advantage, helping organizations adapt and thrive in a constantly evolving environment.

Keywords: Organizational Citizenship Behavior, extra-role activities, altruism, conscientiousness, sportsmanship, civic virtue, workplace culture, leadership style, employee engagement, organizational commitment.

I.INTRODUCTION

Organizations are constantly under pressure to increase efficiency, encourage innovation, and retain a motivated workforce in the increasingly dynamic and competitive business environment. Both academics and professionals have acknowledged the significance of less formal, voluntary behaviors that greatly enhance workplace effectiveness, even though technical skills, official job roles, and task performance continue to be essential to organizational success. Organizational Citizenship Behavior (OCB) is the term used to describe these optional actions that are frequently ignored by official reward systems.

Citizenship in Organizations Employees' voluntary, extra-role activities that are not mandated by their job descriptions but yet support the efficient operation of the company are referred to as behavior. The idea has now grown to be a pillar of organizational behavior research, having been first presented by Bateman and Organ in 1983 and then developed by Dennis Organ in the 1980s and 1990s. "Discretionary behavior that is not directly or explicitly recognized by the formal reward system and that collectively promotes the effective functioning of the organization" is the definition of OCB given by Organ (1988). These actions are crucial for creating a collaborative and peaceful work environment that fosters organizational objectives and flexibility.

In contrast to task performance, which entails tasks that are explicitly listed in a job description, OCB encompasses actions like supporting coworkers, offering to do extra work, demonstrating initiative, sticking with the company through changes, and keeping a positive outlook even in trying circumstances. Even though these actions might not seem like much on their own, taken together, they have a significant effect on employee morale, organizational effectiveness, and team cohesion. Organizations that cultivate OCB therefore frequently see increased organizational effectiveness, better customer service, decreased staff turnover, and higher levels of employee satisfaction.

The five dimensions of OCB that Dennis Organ first described are still commonly recognized in both study and practice:
a) Altruism is the act of voluntarily assisting others with activities or issues relating to the workplace, such as supporting a coworker who is overworked.

b) Conscientiousness: It is going above and above the call of duty, which includes following regulations to the letter and finishing tasks quickly and consistently.

c) Sportsmanship: Refusing to whine needlessly and keeping a cheerful, accepting attitude despite hardship or difficulty.

d) Courtesy: Acting with consideration to avoid confrontations, like alerting colleagues ahead of time about decisions that could impact them.

e) Civic virtue is the ability to participate responsibly in organizational life, which includes showing interest in the well-being of the organization, attending meetings, and keeping up with business changes.

Although the causes of OCB are many, they can be roughly divided into two categories: organizational and individual-level factors. Personality qualities like conscientiousness, agreeableness, and emotional stability have been favorably linked to OCB on an individual basis. Attitudes like organizational dedication, job happiness, and views of justice or fairness in the workplace are also powerful indicators. Leadership style, organizational culture, and perceived organizational support are important factors at the organizational level. Transformational leadership, in particular, has been shown to inspire higher levels of OCB by motivating employees to align their personal values with organizational goals.

Crucially, OCB is frequently reciprocal. Workers are more willing to act outside of their official responsibilities when they feel appreciated, respected, and supported by their company. This is consistent with the social exchange theory, which holds that people reciprocate pleasant treatment from others by acting in a similar manner. Therefore, high levels of citizenship behavior are more likely to occur in an atmosphere that promotes empowerment, trust, and recognition. In today's knowledge-driven and service-based economies, where collaboration, flexibility, and interpersonal contacts are essential, the importance of OCB has increased. In these situations, the effectiveness of the company as a whole is frequently determined by the capacity of its employees to cooperate, exchange information, and assist one another.

Additionally, by filling gaps, cutting down on inefficiencies, and assisting with transitions, employees who participate in OCB can help firms adjust more easily in settings marked by fast change and uncertainty.

Furthermore, OCB has consequences that go beyond internal performance. Businesses with a strong civic culture tend to come across as more virtuous to partners, customers, and the general public. For instance, staff members that go above and beyond in customer service not only increase client happiness right away but also boost the company's reputation and brand loyalty.

Even with its advantages, OCB might be problematic if not handled properly. Employees who regularly practice good citizenship run the danger of being overworked or taken advantage of, which could result in burnout or discontent. Managers must thus make sure that workloads are balanced and acknowledge and value their contributions, even if they are unofficial.

To sum up, one important but frequently disregarded aspect of organizational efficiency is organizational citizenship behavior. By encouraging and rewarding actions that go beyond official job descriptions, companies may develop a staff that is more engaged, collaborative, and productive. Understanding and promoting OCB is not only a theoretical issue as the modern workplace develops; it is also a practical necessity for long-term organizational success.

II. RESEARCH BACKGROUND

Since its conceptual debut in the early 1980s, Organizational Citizenship Behavior (OCB) has become a prominent field of study within organizational behavior and human resource management. The phrase was initially used by Bateman and Organ (1983), who noted that some employee activities significantly increase organizational effectiveness even if they are not legally mandated. These actions, which are referred to as "citizenship behaviors," are optional but help an organization run smoothly even though they are not explicitly acknowledged by formal reward systems.

The understanding that task-related behaviors are not the only factors influencing work performance led to an increase in scholarly interest in OCB. The entire range of employee contributions was not captured by traditional models that only looked at assigned responsibilities. By emphasizing the value of contextual performance—activities that enhance the social and psychological context in which tasks are performed—OCB closed this gap. Since then, scholars have broadened the definition to encompass a number of characteristics, including civic virtue, sportsmanship, conscientiousness, civility, and altruism (Organ, 1988).

Numerous studies have examined the causes, processes, and effects of OCB during the last few decades. Numerous organizational and individual elements that impact citizenship behavior have been discovered by scholars. While leadership style, organizational justice, culture, and perceived organizational support are organizational-level variables, personality qualities (such as conscientiousness and agreeableness), emotional intelligence, and work satisfaction are individual-level predictors. Higher levels of OCB among followers have been closely linked to transformational and servant leadership in particular.

Additionally, studies have demonstrated a strong correlation between OCB and key organizational outcomes like customer satisfaction, team effectiveness, organizational commitment, job performance, and overall productivity. Because of these results, OCB is now a crucial concept for both scholarly research and real-world implementation in businesses looking to enhance organizational culture and employee engagement.

The function of OCB is more important than ever in modern workplaces, which are marked by globalization, rapid technological advancements, and a greater emphasis on creativity and teamwork. Employees' voluntary efforts frequently determine the difference between mediocre and outstanding performance as work becomes more collaborative and less structured. Researchers and practitioners continue to prioritize understanding the elements that create OCB and how it can be nurtured.

Because it provides important insights into how firms might use informal employee behaviors to improve long-term performance and flexibility, the study of organizational citizenship behavior is still an important area of research.

III.RESEARCH METHODOLOGY

In order to investigate Organizational Citizenship Behavior (OCB) across people with varying professional backgrounds, the current study used a quantitative research methodology. Primary data was gathered using a structured questionnaire that included items based on proven OCB measures that assess traits including civility, civic virtue, conscientiousness, altruism, and sportsmanship. A 5-point Likert scale, with "Strongly Disagree" to "Strongly Agree" as the extremes, was used to record the responses. A total of 171 legitimate respondents, covering industries including business, government, healthcare, and education, provided data for the study using a non-probability convenience sampling technique.

OCB was the study's dependent variable, while the independent variables included behavioral characteristics (such participation in sports and academic integrity), demographic characteristics (like age and occupation), and other pertinent attitudes. Software called IBM SPSS Statistics was used to examine the data. The demographics were summed up using descriptive statistics, and the relationships between the variables were examined using Pearson correlation. Significant variations in OCB between groups were tested using ANOVA, and significant predictors of OCB were found using linear regression analysis. Cronbach's alpha was used to verify the scales' reliability and ensure internal consistency. Throughout the whole research procedure, ethical principles like informed permission, anonymity, and voluntary involvement were rigorously upheld. The study was systematic and statistically sound because to this methodological approach, which also offered valuable insights into the variables affecting organizational citizenship behavior.

Prior to extensive data collection, the questionnaire was pre-tested with a small sample of respondents to guarantee its reliability and clarity. Minor changes were made to improve the question's structure and language in response to feedback. The final instrument was broken up into several sections, including questions about behavioral and attitudinal characteristics, OCB items, and demographic data. Every OCB item was created to represent routine work-related actions that enhance organizational performance but are not formally recognized. Richer data for statistical analysis was made possible by the sophisticated measurement of agreement levels made possible by the Likert scale.

Following data collection, any invalid or incomplete replies were eliminated from the dataset. Variable labels, values, and measurement levels were precisely allocated after the cleaned data was imported into SPSS. The validity of the correlation, regression, and ANOVA results was confirmed by examining the normality tests and assumptions for inferential statistics. In order to interpret the data' practical meaning, effect sizes were computed and statistical significance was assessed at the 0.05 and 0.01 levels. The study sought to generate reliable and broadly applicable insights into the elements influencing Organizational Citizenship Behavior across a variety of groups by adhering to these established processes.

RESEARCH ANALYSIS
ANALYSIS 1

|	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
BELOW 20	4	2.3	2.3	2.3
21-30	75	42.4	43.9	46.2
31-40	24	13.6	14.0	60.2
41-50	33	18.6	19.3	79.5
ABOVE 50	35	19.8	20.5	100.0
Total	171	96.6	100.0	
System	6	3.4		
Total	177	100.0		

DEMO1
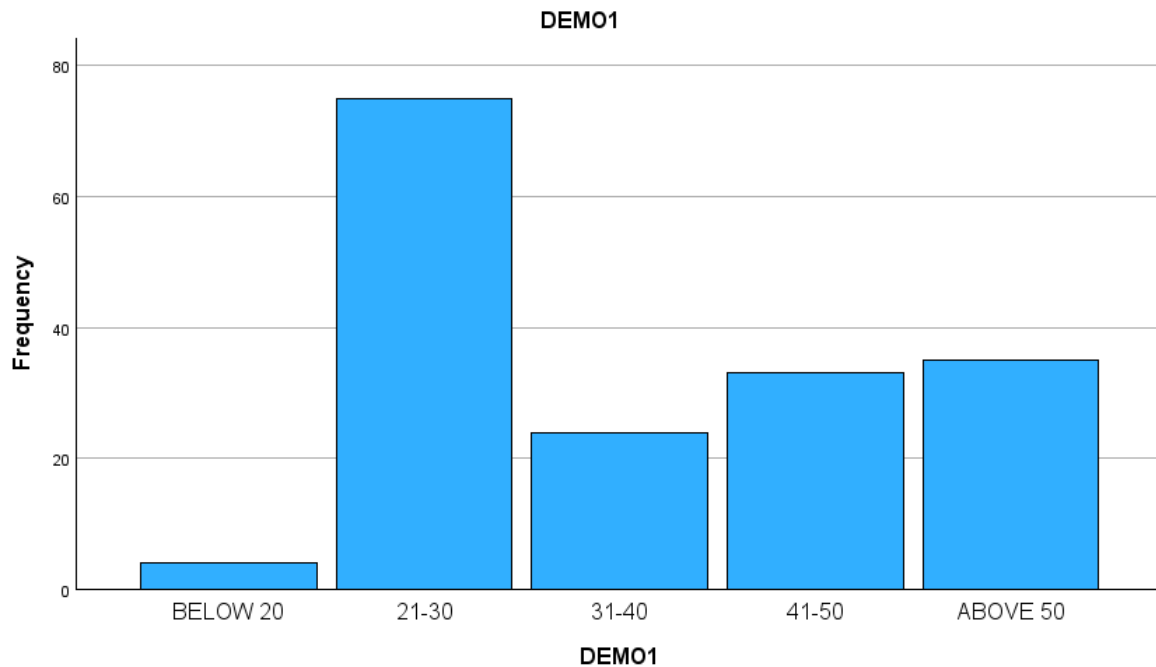
INTERPRETATION

1. The majority of respondents, or 43.9% of the valid responses, are between the ages of 21 and 30. This indicates that the majority of the sample consists of young adults, most likely students or professionals in their early careers, which may affect how the study's findings are interpreted.

2. The fairly well represented age groups of above 50 (20.5%) and 41–50 (19.3%) indicate good involvement from older adults as well. Only very few young teenagers participated in the study, with the below 20 group having the smallest number of participants at just 2.3% and the 31–40 group accounting for 14%.

3. The majority of participants were under 40, indicating a youthful skew in the data overall. This is crucial when examining the findings, particularly when it comes to subjects like Organizational Citizenship Behavior (OCB), where age, maturity, and experience can all have an impact on how people act and contribute inside an organization.

ANALYSIS 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	34	19.2	19.9	19.9
	Agree	52	29.4	30.4	50.3
	Neutral	42	23.7	24.6	74.9
	Disagree	21	11.9	12.3	87.1
	Strongly Disagree	22	12.4	12.9	100
	Total	171	96.6	100	
Missing	**System**	6	3.4		
Total		177	100		

AHO1
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree
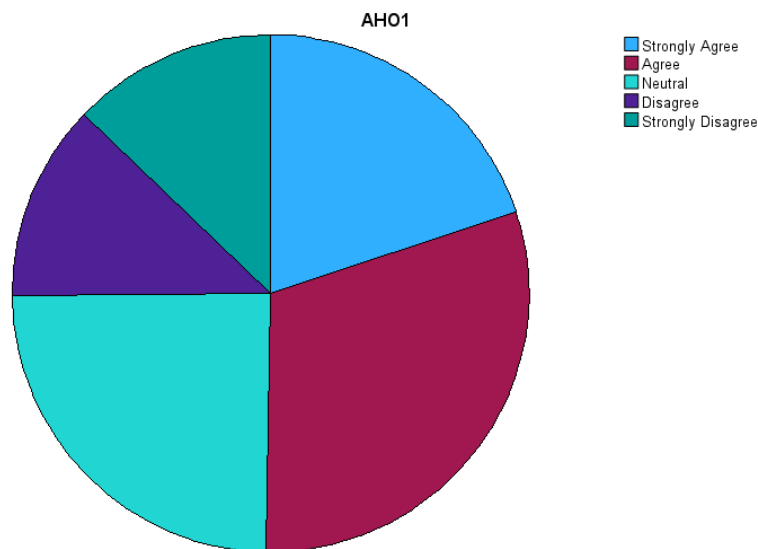
INTERPRETATION

1. About half of the respondents had a positive opinion(30.4% agreed and 19.9% strongly agreed), with about 50% of individuals agreeing with the statement.
2. Approximately 25% were neutral, indicating that they were unsure or undecided on the statement.
3. A further 25% disagreed, indicating that some people held a negative view, either disagreeing or strongly disagreeing.

ANALYSIS 3

OCB					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	36	20.3	21.1	21.1
	Agree	52	29.4	30.4	51.5
	Neutral	41	23.2	24	75.4
	Disagree	20	11.3	11.7	87.1
	Strongly Disagree	22	12.4	12.9	100
	Total	171	96.6	100	
Missing	**System**	6	3.4		
Total		177	100		
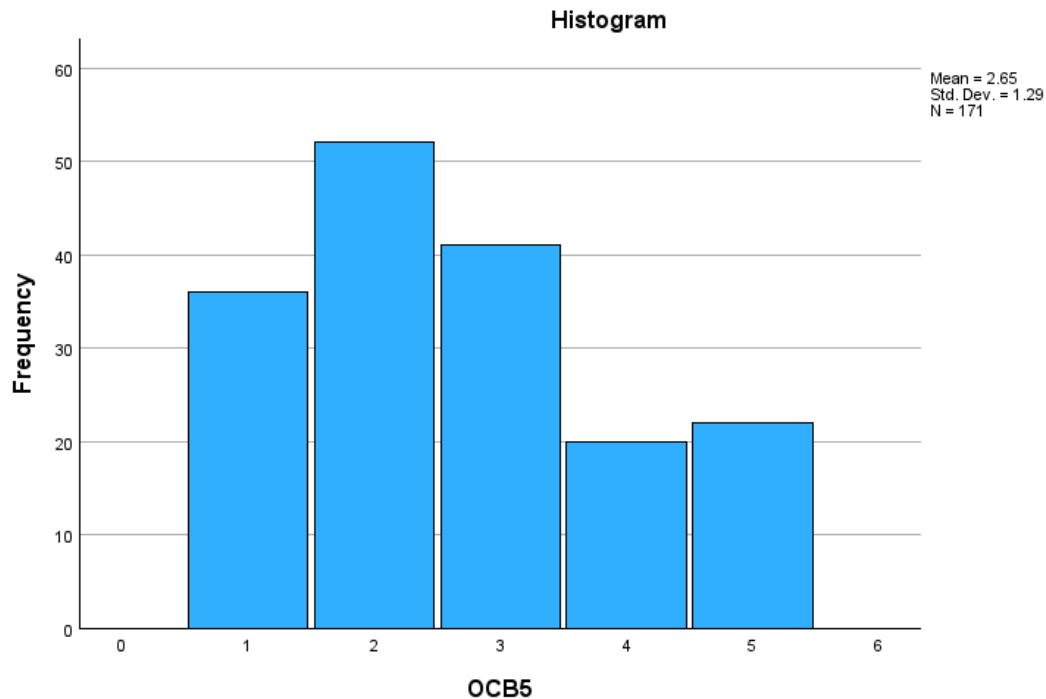
INTERPRETATION

1. The tallest bar in the histogram and the highest count (52) in the table indicate that "Agree" was the most common response for OCB5.
2. A considerable proportion of respondents chose each of the five options (Strongly Agree to Strongly Disagree), indicating a somewhat dispersed response distribution.
3. According to the mean score of 2.65, respondents generally tended to tilt somewhat toward the "Neutral" to "Agree" end of the OCB5 scale.

IV. SUMMARY OF RESULTS

Key demographic and attitudinal insights that help shape our understanding of how people perceive and engage with such behaviors in corporate contexts are revealed by the examination of corporate Citizenship Behavior (OCB) among respondents. According to the participants' age distribution, a sizable fraction (43.9%) are between the ages of 21 and 30, indicating that young adults make up the majority of the sample. This age group may engage in extra-role behaviors like OCB since they are frequently seen as being active, flexible, and receptive to organizational requirements. Though participation from those under 20 was low, other age groups like 41–50 (19.3%) and above 50 (20.5%) are also represented, suggesting some age variety. Given that age might affect perceptions about and desire to engage in OCB, it is important to consider this bias toward a younger cohort when evaluating the results.

According to the DEMO2 variable, the gender distribution reveals that a larger percentage of respondents fall into category "2" (presumably female according to traditional coding), accounting for 55.4% of the valid responses, than category "1" (certainly male), which accounts for 41.2%. Given that several research have suggested that gender may influence OCB tendencies, with women more likely to engage in helping behaviors and interpersonal support, this reflects a somewhat female-dominated group, which is notable. Given that the majority of respondents (69%) identified as employees, the occupational profile of respondents (DEMO3) further supports the study's applicability. The prevalence of working people in the sample improves the results' dependability and relevance because OCB is mostly related to workplace behavior. Although business owners (1.8%), students (22.8%), and others (6.4%) also took part, their lower participation rates suggest that organizational employees are the group to whom the findings are most relevant.

The results indicates that respondents had a somewhat positive propensity toward OCB-related behavior, as shown by the AHO1 variable. About 30.4% of respondents agreed with the OCB claims, and 19.9% strongly agreed, for a total of slightly more than 50% who expressed a positive outlook. Significantly, 24.6% of respondents expressed no opinion, indicating a degree of ambiguity or disinterest in OCB, perhaps as a result of ignorance or a lack of perception of its

applicability to their jobs. Approximately 25.2% of the sample, however, disagreed or strongly disagreed, indicating that some respondents might not appreciate or participate in OCB practices. Although there is a broad trend of favor, sentiments about OCB are not universally held, as evidenced by the diversity of replies.

In conclusion, the study shows that many people, particularly young, employed people, have a positive opinion of organizational citizenship behavior. The existence of opposing and neutral viewpoints, however, raises the possibility that organizations may need to raise awareness and provide reinforcement in order to promote these behaviors. Organizations should take these demographics into account when creating policies or interventions meant to improve citizenship behaviors, as factors like age, gender, and occupation obviously affect how OCB is viewed and practiced. The findings offer a useful starting point for more research and application of tactics to develop a dedicated, proactive, and cooperative workforce.

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