

DIMENSIONS OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG EMPLOYEES AT INFOPARK, THRISSUR

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ABSTRACT

Organisational Citizenship Behaviour (OCB) also known as Extra-role behaviour, has always been a major concern within an organisation. Extra-role behaviours are crucial for improving organisational performance, boosting employee morale, and cultivating a positive work culture. This study aims to examine OCB dimensions in the IT sector. It was conducted at INFOPARK, Thrissur in the Kerala state. The information was obtained from 350 respondents through a structured questionnaire. Multiple regression analysis was used to identify the key dimensions of OCB that affected employees in the IT sector. The results in this study were calculated using SPSS 25. The study's findings identified the most important OCB dimension that strongly influences OCB and which independent variables had positive and significant connections with the dependent variable. The results obtained that all dimensions have significant and positive relationships between the variables. Additionally, it was found that Courtesy is the most influential dimension of OCB in the organisation.

Keywords: OCB, Altruism, Courtesy, Civic Virtue, Sportsmanship, Conscientiousness

1. Introduction

In every organisation, employee behaviour and performance are intimately related. Employee behaviour results from employee job involvement and commitment to the organisation. **E.W. Morrison (1994)** stated that employees' behaviour is exhibited in 'in-role behaviour' and 'extra-role behaviour'. In role behaviour, employees can perform their roles according to organisational goals, objectives and job descriptions. Employees' behaviour which is beyond the formal job description means extra-role behaviour. The performance of an extra role is closely linked to individual behaviour. It is also known as organisational citizenship behaviour. Dennis Organ first coined the term "OCB" in 1988. Organisational citizenship behaviour involves voluntary contributions to work that are not part of an individual's contractual tasks. Another way it says that OCB is a type of employee voluntary contribution at work that goes above and beyond their assigned responsibilities as outlined in the agreement (**Organ & Ryan, 1995**). OCB has been explained as voluntary behaviour that goes above and beyond an employee's assigned duties to promote the efficient operation of an organisation (**Tewal et al., 2017**). According to **Lestari & Ghaby (2018)**, workers demonstrating organisational citizenship behaviour (OCB) collaborate, actively engage, and effectively manage their time at work. **Naway (2018)** lists several advantages of OCB, including increased productivity at work, averting disputes among coworkers, raising morale, promoting group cohesion, and developing loyalty and devotion to the company. OCB can indirectly enhance the organisation's

effectiveness if it becomes a regular practice. Therefore, OCB is a behaviour in which employees choose their responsibilities and where obligations are not required. As a result, workers that exhibit OCB features would rather contribute to the success of the company than receive compensation for their extra work. This argument has been proved by Korkmaz and Arpaci (2009). Helping others, demonstrating loyalty, and adhering to organizational standards are examples of Organizational Citizenship Behaviours (Lee et al, 2013). OCB is not a job requirement or part of a formal contract, but rather a personal choice (Mehboob & Bhutto, 2012; Vazifeh et al, 2013). Tambe, S. (2014) Organizational Citizenship Behaviour (OCB) has received significant interest from scholars for more than twenty years. It describes employees' voluntary actions that benefit their organization, going beyond their formal job duties. This paper delves into the nature, scope, and different dimensions of OCB. It provides a comprehensive overview of the five dimensions originally proposed by Organ in 1988 and also discusses additional dimensions identified by other researchers. George, J. M., & Jones, G. R. (1997) argue that understanding extra-role behaviours requires considering the context in which they occur. Personal, group, and organisational factors all influence organisational spontaneity. The article discusses the implications of this analysis for future studies and theories. Netemeyer, R. G., Boles, et al., (1997). The authors present findings from two studies aiming to identify the factors influencing organizational citizenship behaviours (OCB) in personal selling. They propose that a salesperson's OCB is influenced by job-related factors, including alignment with the organization, leadership support, distributive justice, and job satisfaction. The studies found significant relationships, highlighting the importance of these factors in encouraging OCB.

Conceptual framework of OCB dimensions

Figure 1 represents the conceptual model, which describes the important dimensions of Organisational Citizenship Behaviour.

2. Objectives of the study

- To analyse the correlation of different OCB dimensions among INFOPARK staff.
- To identify the most prominent dimension of OCB in the IT industry.

3. Review of Literature

Altruism can be characterised as selfless actions that assist peers in carrying out particular responsibilities or resolving associated organisational issues. (Khan et al., (2017) It refers to the altruistic behaviour of workers, such as their concern for the rights and well-being of others, their compassion, and their activities that aid others. Podsakoff et al. (2009) found that altruism leads to improved team performance by fostering a helpful work atmosphere where employees feel stimulated to share knowledge and assist one another. The most important element of OCB is altruism, which fosters collaboration and teamwork and allows workers to further advance their own knowledge Yen & Neihoff (2004). Romaiha, N. R., et al., (2019). The purpose of this study was to inspect the variables affecting Agency Kaunseling & Pengurusan Kredit (AKPK) in relation to OCB. It concentrated on the factors that influence civic virtue, sportsmanship, civility, conscientiousness, and altruism. 113 respondents provided information by self-administering questionnaires. All independent factors had positive associations with OCB, according to the research. However, when multiple regression analysis was taken into account, only kindness, sportsmanship, and civility were discovered to be significant predictors of OCB.

H1: Altruism has a significant influence on OCB in Infopark, Thrissur.

Being polite and sympathetic to others is referred to as courtesy. It is a discretionary behaviour that is designed to prevent job-related conflicts among employees Law, Wong & Chen, (2005).

Research has shown that courtesy is closely linked to positive workplace outcomes such as reduced interpersonal conflicts, enhanced communication, and greater job satisfaction **Bolino et al., (2002)**.

H2: Courtesy significantly and positively influences on OCB.

According to **Organ (1988)**, Sportsmanship is the readiness of employees to accept the flawed state of the organization without complaining and raising the problem. **Podsakoff and MacKenzie (1997)** have shown that sportsmanship reduces workplace conflict and enhances group cohesion, as employees are more focused on collective goals rather than individual grievances. This dimension of OCB is particularly important in high-stress environments, where the ability to remain positive and cooperative can significantly impact team dynamics and organizational climate **Podsakoff et al., (2000)**.

H3: Sportsmanship significantly enhances OCB

Studies have shown that civic virtue contributes to the overall governance of an organisation by ensuring that employees are engaged and contribute to decision-making processes **Graham (1991)**. Moreover, civic virtue can enhance organisational learning and adaptability, as actively involved employees are more likely to bring innovative ideas and solutions to the table **Podsakoff et al., (2009)**. **Wang, L. et al., (2013)**. The article compares US and Chinese Employee participation in five aspects of OCB and the influence of supervisor support and distributive justice perception on OCB. The study finds cultural differences, Chinese workers demonstrate better levels of civility and sportsmanship but poorer civic virtue. For Chinese workers, reported supervisor support is a strong predictor of all OCB aspects, whereas perceived distributive justice is more important for US workers. An additional US study looks at how cultural factors, such as power distance and individuality/collectivism, relate to distributive justice and supervisor support on OCB dimensions. The findings imply that while power distance has no effect on OCB, individualism and collectivism do, and there is no evidence to support the moderating effects of these cultural characteristics on the associations between OCB and its predictors. **Coyne, I., & Ong, T. (2007)** The study compared production workers in Malaysia, Germany, and England to see if their willingness to help others at work affected their desire to leave their jobs. It found that more helpful employees were less likely to quit, regardless of their country. Although there were some differences in how helpful employees were in each country, the connection between helpfulness and quitting was the same everywhere. The study talks about what these findings mean and what their weaknesses are.

H4: Civic virtue has a considerable effect on OCB in Infopark, Thrissur.

An attitude of dedication to work that goes above and beyond the call of duty, such as putting in long hours and offering to help with other duties, is known as conscientiousness. It also describes the mindset of workers who go above and beyond what is required of them in order to advance the interests of the organisation **Allameh et al., (2011)**. **Podsakoff et al., (2000)** have demonstrated that conscientious employees are more likely to contribute to organizational efficiency by consistently exceeding minimum role expectations. MacKenzie, Podsakoff, and Fetter's 1991 study examine how objective productivity and organizational citizenship behaviour (OCB) influence managers' assessments of salespeople. The study shows that managers' evaluations are influenced by OCB, such as civic virtue and helping others, as much as by objective sales indicators. The research emphasizes the importance of considering both productivity and OCB in evaluating worker performance.

H5: Conscientiousness has a significant influence on OCB in Infopark, Thrissur.

Hardeep, Chahal., Rupa, Mahajan. (2014) The study focuses on measuring Organizational Citizenship Behaviour (OCB) within the higher education sector, specifically among faculty members at the University of Jammu. The research identifies 5 elements of OCB: sportsmanship, conscientiousness, civic values, altruism (self), and compassionate behaviour (co-workers). However, it finds that only altruism (self) and civic virtue are significantly related to OCB. The study discusses a meta-analysis that examines the relationships between different organisational citizenship behaviour dimensions as stated by Organ and other scholars. While it's generally assumed that these dimensions are distinct, previous research has only used factor analysis to assess this. The meta-analysis shows that most of the dimensions have a strong correlation with each other and with common predictors like satisfaction of job, organizational commitment, fairness, conscientiousness, and leader support. The findings, according to the authors, may have an impact on future research's conceptualization and measurement of OCB.

H6: Infopark employees exhibit a strong correlation between the different dimensions of OCB.

4. Research Methodology

This study was carried out in INFOPARK, Thrissur, with a total population of 1500 employees that various INFOPARK firms now employ. Therefore, a convenience sampling technique was used to gather data from 350 chosen responders. Hence, participants completed a structured questionnaire that consisted of demographic data and dimensions of OCB. The SPSS 25 was used to analyse the data.

5. Analysis and Discussion

Reliability Analysis

The analysis showed that the OCB scale has a high degree of consistency, as seen by the 29 items' 0.862 Cronbach's alpha coefficient. A consistency value above 0.8 generally indicates strong internal consistency, suggesting that the items of the scale are significantly associated with one another and reliably measure the underlying construct of OCB. The high degree of reliability indicates that the scale is a reliable indicator of the OCB dimensions.

Table 1: Demographic characteristics of samples (N=350)

Variable		Frequency	Percentage
Gender	Male	230	66.0
	Female	120	34.0
Age	21-30	47	13.4
	31-40	140	40.0
	41-50	98	28.0
	51-60	54	15.4
	Above 60	11	3.1
Total		350	100

Source: primary data

The data in the **Table 1** matrix indicates a greater proportion of males than females in the sample. The largest proportion of the sample falls within the 31-40 age range, followed by the 41-50 age group, suggesting a concentration of middle-aged individuals. The age groups of 20-30 and above 60 are the least represented.

Table 2: Descriptive Statistics

Variables	Mean	Std. Deviation	N
Altruism	4.6251	.29755	350
Courtesy	4.5863	.27636	350
Civic Virtue	4.5183	.24799	350
Sportsmanship	4.6046	.62147	350
Conscientiousness	4.4794	.27707	350
OCB	4.5920	.27575	350

Source: primary data

The **Table 2** reveals that the mean score of 4.6251 and the standard deviation score of 0.29755 is the majority score that denotes the altruism of the employees in the IT sector is high. The lowest score of mean 4.4794 and standard deviation 0.27707 results in conscientiousness among the employees in the IT sector is slight variations from other variables.

Table 3: Correlation Coefficient Analysis

Variables	Altruism	Courtesy	Civic-Virtue	Sportsmanship	Conscientiousness
Altruism	1.000	0.481**	0.346**	0.350**	0.475**
Courtesy	0.481**	1.000	0.852**	0.369**	0.439**
Civic-Virtue	0.346**	0.852**	1.000	0.304**	0.507**
Sportsman-ship	0.350**	0.369**	0.304**	1.000	0.110*
Conscientiousness	0.475**	0.439**	0.507**	0.110*	1.000

Source: primary data

Correlation is significant at the 0.01 level (2-tailed).

Correlation is significant at the 0.05 level (2-tailed).

Based on the **Table 3** results, there was a significant and powerful positive association between courtesy and civic virtue, a strong positive association between civic virtue and conscientiousness, and a moderate and positive association between all other variables, except for sportsmanship, where the correlation with conscientiousness was weak.

Table 4: Multiple Regression Analysis

Table 4.1: Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.960 ^a	.921	.920	.07786

Table 4.2: Coefficient of Regression

Variable	Unstandardised Coefficients (Beta)	Standardised Coefficients (Beta)	t	Sig.
Altruism	.415	.447	22.862	.000
Courtesy	0.574	.576	18.183	.000
Civic-Virtue	.273	.245	7.873	.000
Sportsman-ship	-.001	-.003	-.171	.864
Conscientiousness	-.248	-.249	-12.918	.000

Source: primary data

The **Table 4** findings indicate that three out of 5 variables significantly impact OCB ($P < 0.05$). These significant variables are altruism ($\beta = .447$, $P < 0.05$), courtesy ($\beta = .576$, $P < 0.05$), and civic virtue ($\beta = .245$, $P < 0.05$). However, the other two variables, sportsmanship ($\beta = -.003$, $P > 0.05$) and conscientiousness ($\beta = -.249$, $P < 0.05$), do not show a meaningful relationship with the dependent variable, as indicated by the near-zero beta value for sportsmanship and a moderate, statistically significant negative relationship for conscientiousness. Additionally, the analysis addresses the study's objective of determining which OCB feature has the biggest impact on the sector. The findings reveal that courtesy is the most significant dimension influencing OCB in the IT sector, with the highest beta value of courtesy ($\beta = .576$) at a significant value of 0.000 ($P < 0.05$).

6. Limitations

The research sheds light on OCB among Infopark employees but has limitations. These include small sample size, geographic focus affecting generalizability, a cross-sectional design limiting the study from examining OCB evolution over time, reliance on self-reported data introducing biases, and a lack of exploration of all potential OCB dimensions and confounding factors. Although the study found correlations between OCB dimensions, it cannot definitively establish causation. In this study, other dimensions of OCB such as loyalty and commitment, obedience, advocacy participation etc. have not been considered.

7. Future Research Directions

To enhance our understanding of OCB in the IT industry, future research could focus on longitudinal studies, increasing sample sizes, multi-site studies for cross-cultural comparisons, mixed-methods research, the impact of OCB on organisational performance, antecedents of OCB, and developing interventions. This will contribute to a more comprehensive understanding of OCB, guiding organisations and practitioners.

8. Conclusion

Based on the analysis results, it was found that all the dimensions of OCB had a significant and positive association, except for sportsmanship, which had a weak but still significant correlation with conscientiousness. Therefore, the first hypothesis was accepted. Additionally, it was found that courtesy is the most influential dimension of OCB in the IT sector, as it has a higher Beta value and significance compared to other dimensions. Hence, the third hypothesis was accepted. The study also identified that employees at INFOPARK were taking action to prevent problems from occurring by respecting others' needs.

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Conflict of interest

The author states that there is no conflict of interest involved in the publication of this research.

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Ethics statement

This study followed ethical guidelines and involved voluntary participation, informed consent, and confidentiality of respondents' data.

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