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Key Antecedents of Organizational Citizenship Behavior: A Study of Axis Bank

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Abstract:

In today's era of cut-throat competition the biggest challenge faced by banks is managing and motivating employees. Employees are supposed to be the key drivers of organization and no organization can ignore this fact till date. And here comes a word Organizational Citizenship Behavior (OCB). Being helpful and supportive of colleagues in a way that benefits the organisation, working towards the organisation's goals – this is embodied in the definition of citizenship behavior. In this study an attempt has been made to analyze the effect of Altruism and Conscientiousness (two antecedents of OCB) and their relationship with organizational citizenship behavior in the Axis bank. This is an empirical research and relies mainly on primary data collected through a structured questionnaire designed to measure OCB. The purpose of this study is to invoke OCB in Axis bank. The analysis of the study found that there is positive impact of antecedents altruism and conscientiousness on OCB.

Keywords: Organizational Citizenship, Altruism, Conscientiousness and Antecedent

1. Introduction

Organizational Citizenship Behavior (OCB) has undergone various definitional revisions since the term was coined in the late 1980s, but the construct remains the same. OCB refers to anything that employees choose to do spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary, OCB may not always be directly and formally recognised or rewarded by the company, through salary increments or promotions for example, but is reflected in favourable supervisor and co-worker ratings or better performance appraisals. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB) but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job.

Over the years the topic of OCB has generated a considerable amount of scholarly attention. It has been defined as individual behavior that promotes the goals of the organization by contributing to its social and psychological environment. It has been studied in a variety of domains and disciplines like human resources management, marketing, economics etc. This widespread interest in OCB arise from the fact that it helps in improving organization effectiveness thereby resulting in long term success of organization.

According to Lovell, Kahn, Anton, Davidson, Dowling, et al. (1999), OCB reflects those actions performed by employees that surpass the minimum role requirements expected by the organization and promote the welfare of co-workers, work groups and the organization.

Research into OCB began in the early 1980s and since its inception, a distinction has been made between two dimensions of employee behavior: (1) general compliance (doing what a good employee should do) and (2) altruism (helping specific others). Williams and Anderson classified OCB into two groups as OCB-Organizational and OCB-Individual. OCB-Organizational benefits the organization in general such as adhering to informal rules devised to maintain order. OCB-Individual benefits specific individuals and indirectly contributes the organization such as taking a personnel interest in other employees.

Podsakoff et al (2000) identified almost 30 different forms of behaviors in examination of the literature and classified them into seven common dimensions 1.Helping behavior, 2. Sportsmanship, 3.Organizational loyalty, 4.Organizational compliance, 5.Individual initiative, 6.Civic virtue and 7.Self development. Later the concept underwent a number of transformations. For instance in a review of the research, Organ (1988) identified five distinct facets of OCB: (Altruism, Civic virtue,

Conscientiousness, Courtesy and Sportsmanship). Among these five facets we have chosen two antecedents Altruism and Conscientiousness.

Altruism can be called simply helping or helpfulness. There is profound relation between OCB and Altruism. Todd (2003) found that Altruism usually is interpreted to reflect the willingness of an employee to help a coworker, also is referred to and explained as the selflessness of an employee towards organization.

Conscientiousness is another important antecedent of OCB, much of the studies have taken place to study its relationship with OCB. Conscientiousness is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days. Konovsky & Organ (1996) found in their study that, conscientiousness was significantly inter-related to all types (facets) of OCB.

According to Organ (1988), OCB is defined as work-related behaviors that are discretionary, not related to the formal organizational reward system and in aggregate, promote the effective functioning of the organization. In addition, OCB extends beyond the performance indicators required by an organization in a formal job description.

2. Categories of Organizational Citizenship Behavior

2.1. Intrinsic Citizenship Behavior

Such behavioral occurrences are due to intrinsic factors like high understanding of the organization and personal belief in the culture of the organization. The urge to get long term profits for any individual impels them to help as well as add in the organizational results. This forces the development of citizenship amongst them and peers to achieve long term goals and bring in long term discipline. The benefits of this behavior can only be reaped if all employees turn into citizens and work together for a common goal.

2.2. Extrinsic Citizenship Behavior

In this kind of behavior motivation does not come voluntarily but the management tries to inculcate and instill an additional responsibility in which they counsel the employees and create awareness about the benefits and need of becoming citizens. The extrinsic motivation can only be created if the employees are educated about the benefits of aligning their personal goals with the organizational long term goals.

3. Antecedents of Organizational Citizenship Behavior

There are many factors that contribute to the determination of OCB like Altruism, Courtesy Conscientiousness, Civic Virtue, Sportsmanship, etc. But the factors that were found to have a significant relationship with OCB are Altruism and Conscientiousness.

Altruism: 'Altruism' is concerned with going beyond job requirements to help others with whom the individual comes into contact. Altruism is accounted as a one of the significant antecedents of OCB. Helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behavior affects others' jobs and providing help and support to new employees represent clear indications of altruistic behavior. Socially driven values emphasizing the group over individual concerns are likely to encourage altruistic behaviors benefiting the group.

Conscientiousness: According to Redman & Snape (2005) Conscientiousness refers to discretionary behaviors that go beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance. In other words, conscientiousness means the thorough adherence to organizational rules and procedures even when no one is watching. According to Neihoff & Yen (2004), more conscientious employees will stay informed with up-to-date knowledge about products or services offered.

4. Benefits of Organizational Citizenship Behavior

Today in banking sector due to stiff competition and high standards it become essential for employee to show extra role behavior which is not required in the job so as to achieve the benchmark and create win-win situation. It is proved that OCB plays very vital role in achieving organization growth as it positively affect the employee performance and well being. Apart from the above advantage some other benefits of inculcating citizenship behavior are listed below.

- OCB helps in improving effectiveness and efficiency of organizational performance,
- OCB helps in coordinating activities within and outside work groups,
- It increase organizational ability to recruit and retain efficient employee,
- OCB ensure sustainability of organizational performance,
- It reduces the need to allocate scarce resources for functions that only maintain the status quo.

5. Review of literature

- **Sayyed Mohsen Allameh, Mohsen Shahriari and Hossein Mansoori (2012):** Organizational citizenship behavior could be a useful and efficient tool for converting the work force into a valuable social capital which helps the organization to gain prominent competitive benefits and privileges from two aspects, i.e. it will be useful for both for the organization and employees. It has been mentioned that employee's attitude towards organization, organizational climate and employee engagement are significant antecedents of organization citizenship behavior.
- **Madiha Rehman Farooqui (2012):** The study has explored different dimensions of OC as well as their relationship with OCB. It has been found that all the dimensions of the Organizational Climate (role characteristics, job characteristics,

leadership, organizational system and workplace relationship) are significantly and positively related to each other as well as to OCB. However role characteristics appear to have significantly stronger relationship with OCB. On the closer analysis it is also found that gender is strongly related to the level an employee member exhibit OCB. There is also relatively more citizenship behavior reported by male than female counterparts.

- **Muhammad Ehsan Malik, Muhammad Mudasar Ghafoor and Hafiz Kashif Iqba (2012):** The research studies the determinants of OCB (Leadership and personality traits) in the banking sector of Pakistan to get in depth knowledge about the behavior of employees regarding organizational citizenship and to what extent leadership and personality traits affect OCB. After applications of various techniques like regressions and correlation analysis results shows that leadership qualities and positive personality traits significantly enhance organizational citizenship behavior.
- **Jehad Mohammad, Farzana Quoquab Habib and Mohamad Adnan Alias (2011):** The study has revealed that both intrinsic and extrinsic job satisfaction are important variables in predicting the citizenship behavior that can benefit organization. Therefore, priority should be given to both intrinsic and extrinsic variables that will encourage employees to be more spontaneous and willing to achieve the organisational goals even though they exceed their formal duties and responsibilities.
- **Parveen Kaur (2011):** The world is looking forward to high performance organizations, this excellence in performance can only be achieved if the numbers of citizens in the organizations are increased by instilling in them the positive perceptions about the organization. Consequentially the voluntary behavior that gets generated is called as the “Organizational Citizenship Behavior”. The study suggested that organizations should pay attention to inculcate citizenship among employees so that they can work above role requirement to create win-win situation.
- **Fereshteh Farzianpour, Abbas Rahimi Froushani, Hossein Kamjoo and Sayed Shahab Hosseini (2011):** The study has suggested that OCB can be predicted by characteristics of positive personality, positive attitudes, motivation and positive organizational characteristics such as organizational support and work related justice. Further it has been found that organizational justice, organizational commitment and job satisfaction have positive relationship with leadership behavior in organizations whereas routine job, job conflict, role ambiguity, bureaucratic organizational culture and competition between colleagues have a negative relationship with OCB.
- **Wanee Saepung, Sukirno and Sununta Siengthai (2011):** The study has examined the relationship between job satisfaction and organizational citizenship behavior among retail employees in Indonesia. In the research OCB has been defined as being composed of three main dimensions namely 1) helping behavior, 2) civic virtue and 3) sportsmanship. It has been found that job satisfaction and demographic variable account for about 43.2 percent of the variation in retail employee OCB level.
- **Hasan Ali Al-Zu’bi (2011):** The study has examined the influence of OCB by five dimensions: (altruism, courtesy, sportsmanship, conscientiousness and civic virtue) on knowledge sharing in the pharmaceutical industry of Jordan. The multiple regression analysis shows that altruism, courtesy, sportsmanship, conscientiousness and civic virtue are significant dimensions that have an influence on knowledge sharing behavior of the employees. Among these the most important dimensions that have strong impact are sportsmanship, conscientiousness and civic virtue.
- **Ayesha Noor (2009):** The study has examined the importance of OCB of Universities teachers of Pakistan as the outcome of organizational commitment as well as the impact of training & development opportunities, work-life policies and empowerment practices on organizational commitment has also been analyzed. The study has revealed that training & development opportunities, work-life policies and empowerment practices have significant positive relationship with organizational commitment. Further organizational commitment affect positively in enhancing the organizational citizenship behavior of the teachers which help in their improvement.
- **Zirgham Ullah Bukhari (2008):** The study has focused on the effects of Altruism, Conscientiousness and Civic Virtue (three of the antecedents of Organizational Citizenship Behavior – OCB) and their relationship with OCB in the banking sector of Pakistan. The result indicated that all the above mentioned antecedents have significant positive relationship with OCB.
- **Tjai M.Nielson, George Hrivnak and Megan Shaw (2007):** The study has stated that organizational citizenship behavior is performed by individuals but has its impact when aggregated over time and across people. Though much of the initial research regarding the relationship between OCB and performance was conducted at the individual level, this focus has expanded to higher levels of analysis during the past ten years. This study meta-analytically reviews 30 independent samples (N = 2,417) to examine the relationship between organizational citizenship behavior and performance at the group level. The analysis suggested that there is a positive overall relationship between OCB and performance ($p = .32$).

6. Research Methodology

6.1. Objective of the Study

To study the effects of Altruism, Conscientiousness (two of the antecedents of OCB) and their relationship with OCB in Axis bank.

6.2. Hypotheses

- H1-Altruism will show a direct and positive relationship with OCB.
- H2- Conscientiousness will show a direct and positive relationship with OCB.

7. Method

7.1. Research Design

This study is based on exploratory research design. A structured questionnaire was used to collect data whose reliability and validity has been authenticated. The present study was designed to examine the existing relationship between Altruism and Conscientiousness as independent variable with OCB as dependent variable. This exploratory study was used to determine the relationship between dependent and independent variables.

7.2. Participants and Procedure

This study was conducted on employees of Axis bank in two district of Uttarakhand (Haridwar and Dehradun). The sample size chosen was 100. A survey was done to gather the responses from the respondents of both the districts.

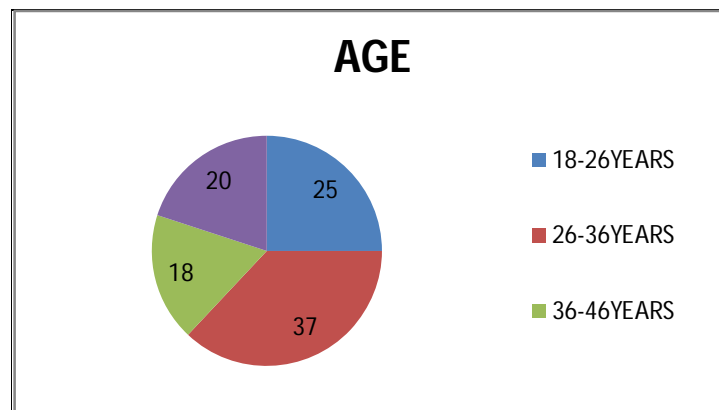
7.3. Statistical Analysis

The data was analyzed using Statistical Package for the Social Sciences (SPSS 20). The variables were categorized as nominal and ordinal as appropriate. In addition, the variables were labelled appropriately to make the SPSS output easier to interpret. This study utilized such technique as descriptive statistics and correlation to investigate about the presence of relationship between OCB and its constructs within the clustered domain.

8. Analysis and Interpretation

8.1. Demographic Analysis

8.1.1. Age Wise Distribution

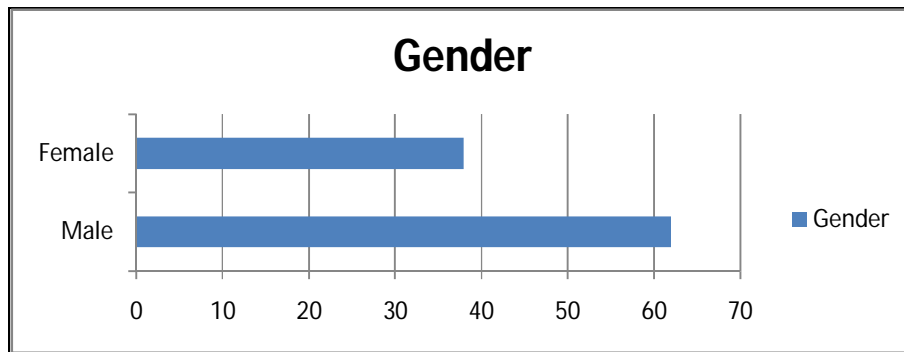


Age	Frequency	Percentage
18-26	25	25%
26-36	37	37%
36-46	18	18%
46 and above	20	20%

Table 1

From the item no 1 of the questionnaire it has been found that 25 percent of the employees are of age group 18-26. 37 percent are in 26-36 age group. 18 percent fall in the age group of 36-46 and remaining 20% are 46 years of age and above. According to analysis it is clear that most of the employees of Axis bank are above 26 years of age. Further according to the item no 15 of the questionnaire it has been found that employees who fall in age group 36-46 take time out from their busy schedule to help with recruiting or training new employees.

8.1.2. Gender Distribution

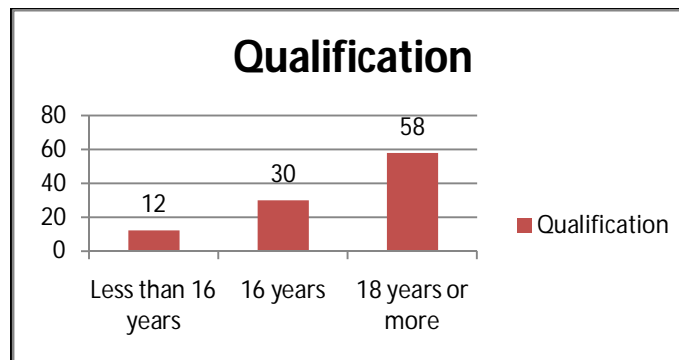


Gender	Frequency	Percentage
Male	62	62%
Female	38	38%

Table 2

According to this study it has been found that 62 percent of employees of Axis bank are male. Also item no 16 depicts that male employees rarely take long lunches or breaks thus they are proved to be more conscientious towards their work and organization.

8.1.3. Qualification Distribution

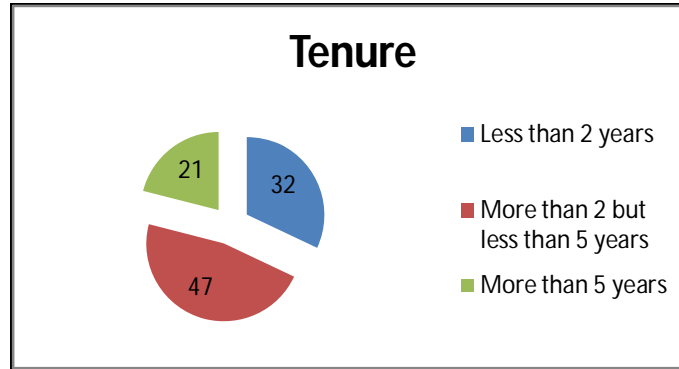


Qualification in years	Frequency	Percentage
Less than 16 years	12	12%
16 years	30	30%
18 years or more	58	58%

Table 3

Above table shows that 12 percent of the employees have completed less than 16 years of education. 30 percent have completed 16 years of education and remaining 58 percent of employees are postgraduates or more and have completed 18 years or more of education. Also in the study item no 8 of the questionnaire shows that those employees who have completed more than 18 years of education offered ideas to improve the functioning of the organization and also took the initiative to troubleshoot and solve technical problems before requesting help from a supervisor thereby showing more citizenship behavior.

8.2. Tenure



Tenure	Frequency	Percentage
Less than 2 years	32	32%
More than 2 but less than 5 years	47	47%
More than 5 years	21	21%

Table 4

According to the item no 4 of the questionnaire it has been found that 32% of employees have been working for less than 2 years. 47% have been working for more than 2 years and remaining 21% have been working for more than 5 years. According to the item no 11 and 9 of the questionnaire it has been found that most of the employees who have been working for more than 5 years demonstrate concern about the image of the organization and are very loyal towards it thus found to be good citizen of organization.

8.2. Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation
OCB	100	1.89	3.00	4.89	4.0700	.46465
Altruism	100	2.50	2.50	5.00	4.1000	.73512
Conscientiousness	100	2.00	2.60	4.60	3.3700	.35661
Valid N (listwise)	100					

Table 5

From the above table it has been found that for the variable OCB the mean of respondents is 4.07 and standard deviation is .464 for the variable Altruism the mean of employees is 4.10 and standard deviation .735 and for the variable Conscientiousness the mean of employees is 3.37 and standard deviation is .356.

8.3. Correlation Analysis

In order to test the first hypothesis that is H1- Altruism will show a direct and positive relationship with OCB. Correlation was applied for the variables OCB and Altruism. The result thus obtained is summarized below in the table.

Correlations				
Correlation		Variable	OCB	Altruism
Spearman's rho	OCB	Correlation Coefficient	1.000	.544
		Sig. (2-tailed)	.	.000
		N	100	100
	Altruism	Correlation Coefficient	.544	1.000
		Sig. (2-tailed)	.000	.
		N	100	100

Correlation is significant at the 0.01 level.

Table 6

By the analysis it is clear that there is positive .544 percent correlation between OCB and altruism, which means if employees shows altruistic behavior towards the organization and will help each other in achieving the task it will result in increasing

citizenship behavior which will further enhance the growth of organization. Hence H1 is accepted on the ground of data interpreted, further it can be said that there is direct and positive relationship of altruism with OCB.

Again in order to test our second hypothesis which is H2- Conscientiousness will show a direct and positive relationship with OCB. Correlation was applied between variables OCB and conscientiousness; the result obtained are summarized below

Correlations				
Correlation		Variable	OCB	Conscientiousness
Spearman's rho	OCB	Correlation Coefficient	1.000	.480
		Sig. (2-tailed)	.	.000
		N	100	100
	Conscientiousness	Correlation Coefficient	.480	1.000
		Sig. (2-tailed)	.000	.
		N	100	100
Correlation is significant at the 0.01 level.				

Table 7

Results shows that there is .480 percent correlation between variables OCB and conscientiousness, therefore H2 is accepted on the ground of data interpreted as well as on the basis of analysis which clearly shows that there is positive .480 percent correlation between OCB and conscientiousness. On the basis of analysis it has been found that there are some of the employees who perform their duties properly by following proper rules and regulations also shows extra role behavior in the job and are willing to perform other task apart from which is included in their job profile therefore it can be said that there is positive relationship between OCB and conscientiousness.

9. Conclusion

In today's era of stiff competition in banking industry it become very much essential that employees should perform more than what is required in the job and as such the word OCB comes into existence. OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. The present study has been done to understand the impact of important antecedents on OCB.

This research offer strong indications, that the selected antecedents have deep impact on OCB especially in banks. According to study OCB plays very important role in upliftment of banking sector. For continuous growth and development of private banks it become essential to identify the employees who exhibit citizenship behavior and to encourage them .In Axis bank it is found that most of employees are loyal towards organization and show extra role behavior which is not required in job. This research included two variables, the first one was "Altruism" which is also referred as the selflessness of an employee towards the organization. The applied analyses yield significant results, providing the evidence that H1 is true. The analyses show that the value of the correlation between OCB and Altruism is .544 percent which means with an increase in altruistic behavior OCB also increase and vice versa. In our study it is found that employees of Axis bank who fall in the range of 26 to 36 years show more altruistic behavior and are ready to help others when required than other employees. The second variable i.e. Conscientiousness was also identified to have a tremendous role in the development of OCB. Conscientiousness is a personality dimension that can be defined as the magnitude of adherence to the rules and norms of an organizational setting. Conscientiousness helps in making the environment of the organization better and calm. The results shown in correlation table indicate that the relationship between OCB and Conscientiousness was significantly positive i.e. .480 percent. Also it has been observed that those employees of Axis bank who perform their duties properly by adhering to all rules and regulation show more citizenship behavior than others. In the above study it is also found that those employees of Axis bank who have been working for more than 2 years in organization demonstrate more citizenship behavior and are more committed towards organization.

The above results has also revealed that some of employees of Axis bank are very much responsible and committed towards organization .They used to perform their duty very well and even they are very much eager to help others in completing their task and perform above targets.

To conclude with it can be said that employees of Axis bank are willing to perform more than what is required for job and are willing to show citizenship behavior at the same time bank is also taking initiatives to help employees inculcating citizenship behavior among them.

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