

Organisational citizenship behaviour – an extra role behaviour

Afzal Hassan Khan^{1*}

ABSTRACT

The purpose of this paper is to explain how to improve organizational citizenship behavior and how to develop a plan to obtain continual Organisational Citizenship Behaviour through formal system and informal environmental setting in work place. Organizational citizenship behaviors describe actions in which employees are willing to go above and beyond their prescribed role requirements. Some studies have shown that Organisational Citizenship Behaviour are positively related to indicators of individual, unit, and organizational performance. This paper focuses on clearly defining the relationship between organizational effectiveness and Organisational Citizenship Behaviour. This paper will also discuss the implications of the Organisational Citizenship Behaviour and try to find out how to improve Organisational Citizenship Behaviour. Results indicate that positive work climate, organization resources, employee's personality, organizational culture and so on are all related to Organisational Citizenship Behaviour. This research is important for any businesses which want to create competence and organizational effectiveness. To improve Organisational Citizenship Behaviour is lowest cost and best way for businesses to reach organizational effectiveness.

Keywords: *Organisational Citizenship Behavior, Organizational Effectiveness*

The world is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This could be achieved if we could develop organizational citizenship.

Statement of the Problem

Research of organizational citizenship behaviors has been extensive since its introduction around twenty years ago (Bateman & Organ, 1983). The vast majority of organizational citizenship behavior research since has focused on the effects of organizational citizenship behavior on individual and organizational performance. There is consensus in the field that organizational citizenship behaviors are salient behaviors for organizational enterprises. However, the antecedents of organizational citizenship behaviors are not well established.

This paper focuses on clearly defining the relationship between organizational effectiveness and Organisational Citizenship Behaviour. This paper will also discuss the implications of

¹Junior Research Fellow, Department of Management, Birla Institute of Technology, Mesra, Ranchi, India
**Responding Author*

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the Organisational Citizenship Behaviour and try to find out how to improve Organisational Citizenship Behaviour.

Significance of the study

Katz and Kahn (1978) pointed out that organizational citizenship is important in organizations. Organizational citizenship can be extremely valuable to organizations and can contribute to performance and competitive advantage (Nemeth and Staw 1989). This research is important for any businesses which want to create competence and organizational effectiveness. To improve Organisational Citizenship Behaviour is lowest cost and best way for businesses to reach organizational effectiveness.

Concept of Organisational Citizenship Behaviour

Organizational Citizenship Behavior is a relatively new concept in performance analysis but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. The concept was first introduced in the mid 1980s by Dennis Organ and theory on in this area has expanded rapidly in the following years.

According to Organ (1988), The definition of organizational citizenship behaviors is "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ also noted that defining Organisational Citizenship Behaviour as behaviors that are not formally or monetary rewarded is equally too broad, as few "in-role" behaviors actually guarantee a formal reward

Dyne (1995) proposed the broader construct of "extra-role behavior" (ERB), defined as "behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations". Thus, organizational citizenship is functional, extra-role, pro-social organizational behaviors directed at individual, groups and / or an organization. These are helping behaviors not formally prescribed by the organization and for which there are no direct rewards or punishments. We exclude those pro-social behaviors that are prescribed by the organization as performance requirements and dysfunctional or non-compliant behaviors.

From the explanations above, Organ (1997) suggested that those definitions did not provide much clarity, noting that one's "job role" is dependent on the expectations of and communication from the role sender. The "sent role" could thus be less than or greater than the actual job requirements. This role theory definition thus places Organisational Citizenship Behaviour in the realm of phenomenology, unobservable and completely subjective in nature.

Organ (1997) suggested that Borman and Motowidlo's (1993) construct of "contextual behaviors" provided a more tenable definition of Organisational Citizenship Behaviour. Contextual behaviors "do not support the technical core itself so much as they support the broader organizational, social, and psychological environment in which the technical core must function" (Borman & Motowidlo, 1993: p. 73).

Thus, for the purposes of this paper, the definition of contextual behaviors will be adopted as the definition of Organisational Citizenship Behaviour. The most critical element is that the behaviors are defined at face value. While they may support the organizational, social, or

psychological environment, it may not be at all clear as to why the actor would be supportive. There is no presumption of altruism or kindness.

Importance of Organisational Citizenship Behaviour

Successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. Organizational citizenship behaviors describe actions in which employees are willing to go above and beyond their prescribed role requirements. Prior theory suggests and some research supports the belief that these behaviors are correlated with indicators of organizational effectiveness.

REVIEW OF LITERATURE

Organ (1988) suggested that high levels of Organisational Citizenship Behaviour should lead to a more efficient organization and help bring new resources into the organization. In Organ's explanation, securing needed resources refers not only to the attraction of new members or raw materials, but also to such intangible factors as company good will, or the external image and reputation of the organization. Thus, customer perceptions of the organization's products or services could be an external assessment of effectiveness that is influenced by Organisational Citizenship Behaviour.

The present study examined relationships between Organisational Citizenship Behaviour and organizational effectiveness. A few studies have shown that Organisational Citizenship Behaviour are positively related to indicators of individual, unit, and organizational performance (Werner, 1994) Like most behaviors, Organisational Citizenship Behaviour are probably multi-determined. That is, there is no one single cause of Organisational Citizenship Behaviour. Theoretical frameworks for all other classes of organizational behavior, from job performance to turnover to absenteeism, include multiple sources of causation. It makes sense to apply the same rationale to Organisational Citizenship Behaviour. Relaxing the "single cause" parameter will keep the search for determinants of Organisational Citizenship Behaviour from becoming narrow in focus and exclusionary in conceptualization.

Organisational Citizenship Behaviour influence operational efficiency

Organ (1988) identified five categories of Organisational Citizenship Behaviour:

1. Altruism - the helping of an individual coworker in a work,
2. Courtesy - alerting others in the organization about changes that may affect their work,
3. Conscientiousness - carrying out one's duties beyond the minimum requirements,
4. Sportsmanship - refraining from complaining about trivial matters, and
5. Civic virtue - participating in the governance of the organization

Each dimension of Organisational Citizenship Behaviour offers a different rationale for this relationship. Altruism or helping coworkers makes the work system more productive because one worker can utilize his or her slack time to assist another on a more urgent task. Acts of civic virtue may include offering suggestions for cost improvement or other resource saving ideas, which may directly influencing efficiency. To a lesser extent, conscientiousness employees, as well as those who avoid personal gain or other negative behaviors, demonstrate compliance with company policies and maintain predictable, consistent work schedules, increasing the reliability of the service. As reliability increases, the costs of rework are reduced, making the unit more efficient (Berry & Parasuraman, 1991).

Job satisfaction

Smith (1983) and Bateman and Organ (1983) conducted the first research on the Antecedents of Organizational Citizenship Behavior, finding job satisfaction to be the best predictor. After 17 years of research, job satisfaction is still the leading predictor of Organisational Citizenship Behaviour (Organ & Ryan, 1995). This is problematic because, descriptively, job satisfaction is in and of itself a challenging outcome sought by organizational managers.

Motivation

Motivation is another observation for understating Organisational Citizenship Behaviour. Three motive paradigms are often researched. Viewing Organisational Citizenship Behaviour from these three motive paradigms, one can more easily account for the various approaches taken in prior Organisational Citizenship Behaviour research. The altruistic path is covered quite well with the affiliation motive and part of the achievement motive, but the darker side is more clearly understood from the power motive. It is easy to see why Organisational Citizenship Behaviour may correlate with ratings of performance and why.

This motive-based view also helps make sense of the disparate findings of research seeking personality correlates of Organisational Citizenship Behaviour (Organ, 1994). A wide variety of personality traits have been examined in research but results have been disappointing, as the only consistent correlation emerging is between the "big five" trait of conscientiousness and the Organisational Citizenship Behaviour dimension of the same name. By viewing Organisational Citizenship Behaviour as caused by multiple motives, one can see that different personality traits could predict Organisational Citizenship Behaviour depending on the citizen's motive.

It is possible, however, that there are indirect outcomes of Organisational Citizenship Behaviour that are related to the employees' motives. For example, if Organisational Citizenship Behaviour are exhibited for power motives, supervisors may reinforce such behaviors with extrinsic rewards, promotions, or more visible assignments. Supervisors may be oblivious to such motives, seeing only the observable behaviors. Coworkers, on the other hand, may see the behaviors from a different, more political viewpoint. As the power-oriented citizen gains support for such behaviors from above, other employees can become discouraged and disengaged, not wanting to "play politics" to get ahead. The resulting outcome may be a culture of distrust, gossip, complaints, or subtle conflict, eroding cohesion and team building in the unit. Finally, the affiliation-oriented citizen may perform Organisational Citizenship Behaviour to such a degree that the employee-employer relationship becomes dysfunctional. Similar to the concept of co-dependence in personal relationships, the dysfunctional relationship may cause more harm than good for the work environment. Motive-based theories of behavior suffer from lack of research methodologies that can validly measure the constructs. It may be necessary to approach research from an attribution point of view. That is, instead of asking subjects about their own motives, seek the opinions and perceptions of coworkers as to the motives of the target person. Such a research strategy may also begin to reveal the indirect effects of motive-based Organisational Citizenship Behaviour. Since Organisational Citizenship Behaviour have been found to be associated with effectiveness measures in organizations, their importance cannot be denied.

SUMMARY

From this research, Cooperation have a positive relationship with subsequent organizational citizenship. Trust have a positive relationship with subsequent organizational citizenship.

Organization-based self-esteem as a mediator leading to organizational citizenship behaviour. Individual difference can significantly influence organizational citizenship. Original position that disposition can have important effects on organizational citizenship behavior. (Smith 1983) Individuals with high collectivism and propensity to trust are more likely to believe they can be a valued part of the organization, to value this role, and because of this belief, engage in behaviors to make a difference in the organization.

CONCLUSION

Organizations want and need employees who will do those things that aren't in any job description. And the evidence indicates that those organizations that have such employees outperform those that don't. As a result, some human subject studies are concerned with organizational citizenship behavior as a dependent variable.

Organizational citizenship behaviors have often been conceptualized as inherently a socially desirable class of behaviors. It has been the purpose of this paper to strip away any biases and attributions for social desirability and to examine the behaviors in their strictly observable form. In doing so, a variety of motives can be examined as potential reasons why employees might exhibit Organisational Citizenship Behaviour. Achievement, affiliation, and power are not new ideas, but the application of these motives to the study of Organisational Citizenship Behaviour does provide a new idea through which to view Organisational Citizenship Behaviour. Much research is still needed to validate the ideas expressed in this paper.

As defined by Organ (1988), Organisational Citizenship Behaviour reflects a “good soldier syndrome” which is so necessary for the prosperity and good functioning of every organization. It means doing a better job, making an effort above and beyond formal requirements, and filling the gap between procedures and regulations on the one hand, and dynamic reality on the other. Organisational Citizenship Behaviour is usually perceived as exerting exceptionally good behaviors for the sake of the organization and informally supporting its members. To date, and as far as we could find, no study has investigated the meaning and implications of Organisational Citizenship Behaviour in the third sector. Obviously, such behaviors are important to private organizations since they affect their competitiveness and profitability. must be committed to increasing Organisational Citizenship Behaviour among their paid employees. Thus, Organisational Citizenship Behaviour represent a powerful element of free-will conduct, most relevant in third-sector organizations, which highlight values of voluntary personal actions especially among paid employees. Consequently, it is interesting to examine how Organisational Citizenship Behaviour is manifested in interpersonal relationships within work units of the non-profit sector.

Organizational citizenship is discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization. (Robbins, 1996). Successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. In short, in order to reach that goal, employees job satisfaction, understand they motivation and create suitable work environments are most important thing in management reality.

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Conflict of Interest

The author declared no conflict of interest.

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