

Relationship among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour of Banking Sector Employees

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ABSTRACT

This research aimed to analyze the relationship among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour of Banking Sector Employees. The Sample size comprises of **1000 respondents** (500 employees of Public and 500 employees of Private sector banks). Researcher used primary as well as secondary data in the present exploratory research. In this research, a well-structured questionnaire was administered to measure the relationship among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour of Banking Sector Employees. For analysing the data, researcher used **Statistical Package for Social Sciences (SPSS)-25 version** and **MS Excel-16** software/statistical tools. On the basis of result, it was found that significant and positive relationship among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour of Banking Sector Employees, so we **reject null hypothesis** at .05 level of significance. Hence, it can be concluded that significance and positive relationships among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour of Banking Sector Employees.

Keywords: *Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour.*

Nowadays, the dynamic structure of the environmental conditions presents some disadvantages for the organizations in competitive edge and sustainability. To be able to adapt the changing environmental conditions, it has been a must for the organizations to be open to change, team-oriented, proactive and learning organizations. In the current dynamic business environment human resources are the key determinant in any organizations for gaining competitive advantages. In today's era of competition, the managing human resources an increasing employee's work efficiency on the basis of mutual participation and collaboration is a difficult task. In the process, the current dynamic organizational environment human resources are the key determinant in any organizations

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for gaining competitive advantages. The feeling that the staff belongs to the organization and they act as they know that they are one of the most important parts of the organization rather than their knowledge, abilities and experiences, is appraised as the most significant factor for the success of the organizations. From this aspect, organizational citizenship behaviour concept has taken an important place in the literature from past to present. Organizational citizenship behaviour helps individual and professional development of employees and it brings an atmosphere which is essential to maintain cordial or amicable relationship between the employers and the employees. It facilitates employee's work efficiency and effectivity in a group or a team in a well-organized manner.

OCB helps in reducing labour turnover and retention of talented work force in the organization. With the advent of improvement in technology at work place, competition among organizations is also increasing. Organizations expect higher work productivity from their employees. Most of the organizations set higher goals of production and achievement of such targets. In the 21st century organizations, the management is no longer viewed as person who takes care of the prescribed activities in the traditional way, instead, the employer is responsible for managing employee's expectations, management objectives and reconciling both to ensure employee fulfilment and realization of management objectives. Organizational citizenship behaviour can help the organization to be successful in current scenario and increase innovation and creative approaches for organizations.

Organizational citizenship behaviours (OCBs) are non-compulsory behaviours that are neither mandated nor compensated by the organization. They include those behaviours that contribute to maintaining an organization's social system and which indirectly benefit the work group or organization as a whole (Smith, Organ & Near, 1983). Theoretically, organizational citizenship behaviours are thought to improve an organization's functioning and effectivity by "lubricating" its social machinery (Smith et al., 1983) and contribute to the development of social capital in organizations (Bolino, Turnley, & Bloodgood, 2002). Research has found that the moderate level of employees' organizational citizenship behaviours is positively related with organizational performance (Koys, 2001; Walz & Niehoff, 2000) and work group performance (Podsakoff, Ahearne, & Mackenzie, 1997).

Conceptually, organizational citizenship behaviour has been correlated with social or communal work, for which no financial benefits or monetary gain are attached. Organizational citizenship behaviour is job related behaviour but is not tied to formal reward system of an organization, and is done to increase the effective operation of the organization. Organizational citizenship behaviour is a form of extra role behaviour which contributes to increase individual effectiveness in the service of overall organizational effectiveness.

Dimensions of Organizational Citizenship Behaviour:

Altruism essentially concerns with the helping approach of the members of any organization. It includes behaviours, that covers help for co-workers who have heavy work load and helping a newly appointed co-worker and freely giving time to other workers. Altruism is the predecessor of helping behaviour. Altruism is basically concerned with behaviours which are directed towards helping a specific individual in completing his job-related work but indirectly it contributes to group efficiency by increasing individual performance.

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Courtesy is shown by preventing organization problems through communication and general consideration for others. For example, giving advance notices, reminders and giving appropriate information to others, or letting co-workers know how they can reach an employee who is on vacation. The courteous behaviours help to prevent other employees from facing unpleasant surprises.

Conscientiousness means going beyond the minimum expectation. In other words, it denotes the behaviour that is not directed at another individual. Examples of conscientiousness include an employee adhering to an organization's rules and regulations or a worker not using all of his vacation or sick leaves.

Sportsmanship is identified as important dimension of OCB. Sportsmanship is an employee's readiness to deal with poor situations without complaining. Employee is ready to accept organizational standards, organizational resources and have flexibility. This behaviour improves the time spent on constructive work done in the organization.

Civic virtue means to employees deep concerns and active attention in the existence of the organization (**Organ, Podsakoff, & MacKenzie, 2005**), such as giving one's own suggestions for development in a meeting. Civic virtue means participating and involving in the life and culture of the organization; this behaviour is not targeted at individuals, rather, this behaviour target the organization. For example, voluntarily attending meetings and functions of the organization. It also includes contributing opinions an important organizational issues like policy, strategy formation etc. This dimension also includes positive involvement in the concerns of the organization (**Organ, Podsakoff, & MacKenzie, 2006**) performance at the work place.

Objective

To investigate the relationship among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism (**Independent Variables**) and Organizational Citizenship Behaviour (**dependent variable**) of Banking Sector Employees.

Hypotheses

Null hypothesis (H0)-1: There will be no significant correlations between Conscientiousness and Organizational Citizenship Behaviour of Banking Sector Employees.

Null hypothesis (H0)-2: There will be no significant correlations between Sportsmanship and Organizational Citizenship Behaviour of Banking Sector Employees.

Null hypothesis (H0)-3: There will be no significant correlations between Civic Virtue and Organizational Citizenship Behaviour of Banking Sector Employees.

Null hypothesis (H0)-4: There will be no significant correlations between Courtesy and Organizational Citizenship Behaviour of Banking Sector Employees.

Null hypothesis (H0)-5: There will be no significant correlations between Altruism and Organizational Citizenship Behaviour of Banking Sector Employees.

METHOD

Data Collection & Sampling

In this research, we have to select the population on the basis of demographic characteristics i.e. **Public or Private sector Bank employees**. The target population, is that population to which we would like to draw inferences. Hence, the Sample size comprises of **1000**

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respondents (500 employees of Public and 500 employees of Private sector banks). This is the population actually surveyed.

Statistical Tools

For analysing the data, researcher used **Statistical Package for Social Sciences (SPSS)-25 version** and **MS Excel-16** software/statistical tools to apply various statistical tests mentioned above. For the Trend analysis, MS Excel-16 was used specifically.

Statistical Analysis

Correlations analysis has been performed to study the correlation among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour.

Table-Correlations

Public Sector Bank:

Correlations ^a		OCBs	Conscientiousness	Sportsmanship	CivicVirtue	Courtesy	Altruism
Pearson Correlation	Organizational Citizenship Behaviour	1.000	.836	.693	.736	.874	.861
	Conscientiousness	.836	1.000	.497	.447	.669	.687
	Sportsmanship	.693	.497	1.000	.423	.526	.465
	CivicVirtue	.736	.447	.423	1.000	.541	.502
	Courtesy	.874	.669	.526	.541	1.000	.763
	Altruism	.861	.687	.465	.502	.763	1.000
Sig. (1-tailed)	OCBs	.000	.000	.000	.000	.000	.000
	Conscientiousness	.000	.000	.000	.000	.000	.000
	Sportsmanship	.000	.000	.000	.000	.000	.000
	CivicVirtue	.000	.000	.000	.000	.000	.000
	Courtesy	.000	.000	.000	.000	.000	.000
	Altruism	.000	.000	.000	.000	.000	.000
N	OCBs	500	500	500	500	500	500
	Conscientiousness	500	500	500	500	500	500
	Sportsmanship	500	500	500	500	500	500
	CivicVirtue	500	500	500	500	500	500
	Courtesy	500	500	500	500	500	500
	Altruism	500	500	500	500	500	500

a. Of Public Sector Bank

Interpretation

- **Conscientiousness-** The correlation matrix presented above shows that there is a positive correlation (**.836**) between Conscientiousness (Independent Variable) and Organizational Citizenship Behaviour (dependent variable) in case of **Public sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**
- **Sportsmanship-** The correlation matrix presented above shows that there is a positive correlation (**.693**) between Sportsmanship (Independent Variable) and

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Organizational Citizenship Behaviour (dependent variable) in case of **Public sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**

- **Civic Virtue-** The correlation matrix presented above shows that there is a positive correlation (.736) between Civic Virtue (Independent Variable) and Organisational Citizenship Behaviour (dependent variable) in case of **Public sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**
- **Courtesy-** The correlation matrix presented above shows that there is a positive correlation (.874) between Courtesy (Independent Variable) and Organisational Citizenship Behaviour (dependent variable) in case of **Public sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**
- **Altruism-** The correlation matrix presented above shows that there is a positive correlation (.861) between Altruism (Independent Variable) and Organisational Citizenship Behaviour (dependent variable) in case of **Public sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**

Table-Correlations

Private Sector Bank:

Correlations ^a		Organizational Citizenship Behaviour	Conscientiousness	Sportsmanship	CivicVirtue	Courtesy	Altruism
Pearson Correlation	Organizational Citizenship Behaviour	1.000	.828	.752	.892	.929	.885
	Conscientiousness	.828	1.000	.600	.671	.694	.621
	Sportsmanship	.752	.600	1.000	.613	.624	.528
	CivicVirtue	.892	.671	.613	1.000	.795	.739
	Courtesy	.929	.694	.624	.795	1.000	.828
	Altruism	.885	.621	.528	.739	.828	1.000
Sig. (1-tailed)	Organizational Citizenship Behaviour	.000	.000	.000	.000	.000	.000
	Conscientiousness	.000	.000	.000	.000	.000	.000
	Sportsmanship	.000	.000	.000	.000	.000	.000
	CivicVirtue	.000	.000	.000	.000	.000	.000
	Courtesy	.000	.000	.000	.000	.000	.000
	Altruism	.000	.000	.000	.000	.000	.000

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N	Organizational Citizenship Behaviour	500	500	500	500	500	500
	Conscientiousness	500	500	500	500	500	500
	Sportsmanship	500	500	500	500	500	500
	Civic Virtue	500	500	500	500	500	500
	Courtesy	500	500	500	500	500	500
	Altruism	500	500	500	500	500	500
a. Of Private Sector Bank							

Interpretation

- Conscientiousness-** The correlation matrix presented above shows that there is a positive correlation (.828) between Conscientiousness (Independent Variable) and Organizational Citizenship Behaviour (dependent variable) in case of **Private sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**
- Sportsmanship-** The correlation matrix presented above shows that there is a positive correlation (.752) between Sportsmanship (Independent Variable) and Organizational Citizenship Behaviour (dependent variable) in case of **Private sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**
- Civic Virtue-** The correlation matrix presented above shows that there is a positive correlation (.892) between Civic Virtue (Independent Variable) and Organizational Citizenship Behaviour (dependent variable) in case of **Private sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**
- Courtesy-** The correlation matrix presented above shows that there is a positive correlation (.929) between Courtesy (Independent Variable) and Organizational Citizenship Behaviour (dependent variable) in case of **Private sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**
- Altruism-** The correlation matrix presented above shows that there is a positive correlation (.885) between Altruism (Independent Variable) and Organizational Citizenship Behaviour (dependent variable) in case of **Private sector bank**. The correlation analysis shows that the two variables are significant at the 0.000 level, which is lower than the 0.05 confidence level for the study. Results indicate that there was a significant and positive correlation **hence, it can be concluded that the Null Hypothesis is rejected.**

DISCUSSION

The results of this research showed that there is a significant and positive relationship among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour. The increasing trends of conscientiousness, courtesy, sportsmanship, civic virtue and altruism by employees can positively increase OCB. Moreover, the increasing trends of voluntary behaviour or organizational citizenship behaviours enhance the work satisfaction more than other components of organizational performance. These results are consistent with the results of the studies conducted by Appelbaum (2004), Bienstock (2003), Bolino (2003), Castro (2004), Mehrdad (2005), Jalili (2010), Ekhlesi (2011), Bambale (2011), Tai et al. (2012), Magliocca & Christakis (2001), Kark (2004). Organizational citizenship behaviour is an extra-role behaviour through which employees improve the organizational performance and it is not directly or indirectly organized by the official reward system. It is essential to organizational effectiveness and accomplishment of organizations. Thus, it can be said that organizational citizenship behaviour plays a conclusive role to ameliorate organizational performance and effectiveness.

Implication of the research

The findings of this research could be applied to assist bank managers on how to apply OCB for the employees that would enhance their job performance. Based on the positive outcomes of the five dimensions of OCBs, it is valuable that the administrator in an organization recognizes the importance and required personality improvement strategies must include OCB. To achieve the ultimate efficiency within an organization, this consideration is important as OCB is associated with the changing economic environment as empowerment ability is the key for an organization to be competitive in the future.

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Conflict of Interest

The author(s) declared no conflict of interest.

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