

To Examine the Relationship Between Resilience and Organisational Citizenship Behaviour among Corporate Sector Employees

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ABSTRACT

This research delves into how resilience impacts organizational citizenship behavior (OCB) within the corporate realm. By analyzing data from 100 participants using correlation and t-tests the study employed Brief Resilience Scale (BRS) and 10-Item Short Version of the Organizational Citizenship Behavior Checklist (OCB-C)), it uncovers a noteworthy positive connection between resilience and OCB. This implies that nurturing resilience could boost workplace behaviors and overall performance. Additionally, the findings highlight gender variations, with one gender demonstrating superior levels of both resilience and OCB, underscoring the promise of interventions aimed at bolstering resilience to enhance OCB.

Keywords: Resilience, Organisational Citizenship Behaviour, Relationship Between Resilience and Organisational Citizenship Behaviour

Resilience refers to the capacity to swiftly rebound from obstacles and maintain optimal functionality. Within corporate environments, resilience plays a crucial role in navigating through intricacies and shifts in the workplace landscape. Resilient individuals exhibit traits such as receptiveness to feedback, introspection, and a proactive approach to seeking avenues for self-improvement. They perceive setbacks as opportunities for growth and demonstrate flexibility in adapting to evolving circumstances and uncertainties. This concept of resilience not only involves withstanding psychosocial stressors but also encompasses the journey of deriving growth and wisdom from these encounters, underscoring the significance of continual learning and personal development.

Types of resilience

Resilience within the workplace extends across personal, team, organizational, leadership, and cultural aspects. Personal resilience encompasses overcoming setbacks and handling stress on an individual level. Team resilience hinges on strong communication and mutual aid to tackle challenges as a group. Organizational resilience involves foreseeing and adjusting to disruptions while preserving essential functions. Leadership resilience includes steering teams through crises and promoting a trustworthy environment. Cultural resilience embodies the values enabling individuals to excel in difficult circumstances. Collectively,

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Received: May 06, 2024; Revision Received: September 06, 2024; Accepted: September 10, 2024

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these dimensions cultivate a resilient workplace adept at navigating uncertainties and growing stronger. Each form of resilience interconnects, contributing to the development of a resilient workplace where individuals, teams, and organizations can navigate uncertainties and emerge stronger.

Importance of resilience

Resilience holds increasing importance in the workplace, enabling both individuals and companies to effectively navigate obstacles and capitalize on opportunities. It equips organizations to anticipate and endure shocks, adapt to change, and maintain a competitive advantage. Resilience isn't merely reactive but serves as a strategic asset, enhancing reliability, talent acquisition, and market presence. By investing in resilience, businesses ready themselves for future challenges like pandemics, geopolitical tensions, and climate shifts. Leaders play a pivotal role in nurturing resilience within teams, leading to lower stress, heightened productivity, and improved decision-making. Resilient individuals tackle uncertainty with clarity and calm, driving positive outcomes for themselves and their organizations. Ultimately, resilience stands as a critical factor in achieving success amid today's dynamic and uncertain business landscape.

Resilience interventions

Interventions aimed at building resilience are essential for cultivating a positive work environment and culture within the corporate sector. These initiatives, including stress management initiatives, wellness programs, career advancement opportunities, autonomy, empowerment, and leadership training, contribute to mental health, employee satisfaction, and overall well-being. Moreover, well-defined corporate values and mentorship/coaching initiatives foster a sense of purpose and alignment among employees, resulting in heightened engagement, commitment, and organizational citizenship behaviors (OCB). In essence, implementing these resilience-building interventions in a corporate context not only enhances employee welfare but also nurtures a culture of involvement and excellence.

Organisational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary actions that enhance overall organizational effectiveness but aren't formally acknowledged or incentivised. Examples include aiding colleagues, refraining from criticism, and supporting organizational objectives beyond job expectations. OCB promotes a positive workplace atmosphere, teamwork, and organizational achievement. It's influenced by various factors like the environment, organizational structure, and individual traits such as conscientiousness and commitment. While some companies recognize and reward OCB, others may not. Encouraging OCB involves leadership, training initiatives, and fostering shared values. However, relying excessively on voluntary efforts without acknowledgment can lead to unfairness and employee burnout. Despite its advantages, OCB faces criticism and obstacles

Importance of Organisational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is vital for its beneficial effects on employee contentment, company culture, and overall effectiveness. OCB instills a sense of significance and mission in employees, boosting job satisfaction and confidence in their contributions' worth. It bolsters the organization's image, drawing in additional clients, customers, and dedicated personnel. OCB encourages collaboration and team spirit, refining employee interactions and communication, ultimately enhancing performance levels. As

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employees feel acknowledged and esteemed through OCB, their engagement and commitment to work surge, driving up motivation and productivity.

Gender differences in Resilience and organisational citizenship behaviour

Organizational citizenship and resilience are essential concepts in the business realm, impacting both genders equally. Research indicates that both men and women demonstrate resilience and engage in organizational citizenship behavior (OCB) to bolster organizational achievements. While women may emphasize relational skills and emotional intelligence in overcoming hurdles, men may prioritize problem-solving abilities. However, these are broad observations, and individuals of any gender may possess a combination of these attributes. Nonetheless, both men and women contribute to OCB by exceeding their prescribed responsibilities to further the organization's objectives.

Relationship between Resilience and organisational citizenship behaviour

Resilience and Organizational Citizenship Behavior (OCB) profoundly influence worker efficiency, well-being, and corporate ethos. Grasping their interplay is vital for executives, HR professionals, and researchers aiming to improve workplace efficacy. Resilient employees typically exhibit superior performance, productivity, and engagement in OCB. They demonstrate heightened levels of allegiance, dedication, and adaptability to organizational shifts. Techniques like stress management, cultivating optimistic mindsets, and fostering social networks can enhance resilience and OCB. This mutual reliance cultivates a corporate culture that prioritizes employee contentment, involvement, and collective success. Recognizing and nurturing this correlation assists in cultivating a resilient workforce actively contributing to organizational objectives.

REVIEW OF LITERATURE

Robertson, et al. (2015) conducted study to provide a thorough examination of workplace interventions aimed at enhancing resilience through training. Findings indicated that such training is beneficial for improving employees' mental health, subjective well-being, and personal resilience. Moreover, the study revealed that resilience training offers broader benefits, including improved performance and enhanced psychosocial functioning.

Mirza, N. et al. (2023) explored the link between women, entrepreneurship, and corporate resilience, focusing on the moderating influence of women in top management during crises. It found a negative correlation between business resilience and female-dominated businesses, particularly those with a majority of women in senior management roles. However, this relationship was influenced by firms' adoption of technology, with stronger resilience observed in firms that adopted technology solely during the COVID-19 pandemic, compared to those that had already implemented it before.

Zareen (2022) did multilevel study aimed to investigate the direct effects of team resilience and Organizational Citizenship Behavior (OCB), as well as the indirect effects of team resilience through employee resilience and team cohesion. The findings indicated a significant positive correlation between OCB and team resilience, as well as between employee resilience and team cohesion. However, only the relationship between employee resilience and OCB was found to be statistically significant.

Oke, et al. (2021) conducted a study that delved into how optimism, hope, and resilience among civil servants reflect workplace competence and organizational citizenship behavior.

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This research was prompted by positive psychology findings emphasizing the importance of positivity for both individuals and organizational development. It found that optimism and hope individually predict workplace civility, while resilience, hope, and optimism combined predict organizational citizenship behavior.

METHODOLOGY

Aim

To evaluate how resilience relates to organizational citizenship behavior among employees in the corporate sector.

Objectives

1. To illustrate how resilience influences organizational citizenship behavior among corporate sector employees.
2. To investigate the resilience levels of male and female employees in the corporate sector.
3. To assess the organizational citizenship behavior reported by male and female employees in the corporate sector.

Hypothesis

- **H1:** There will be a significant relationship between resilience and organizational citizenship behaviour among corporate sector employees.
- **H2:** There will be a significant difference in the reported levels of resilience between males and females corporate sector employees.
- **H3:** The experience of organizational citizenship behaviour will differ significantly between males and females corporate sector employees.

Tools Used:

1. **Brief Resilience Scale (BRS):** The Brief Resilience Scale, as adapted by Bernard, Christopher, Tooley, Wiggins, et al. (2008), consists of six items designed to gauge an individual's ability to rebound from adversity. Each item is rated on a 5-point scale ranging from "Strongly Disagree" to "Strongly Agree," with some items being reverse scored. Overall resilience scores are calculated by summing the individual item scores and dividing by the total number of items. Higher scores indicate greater levels of resilience. The scale demonstrates strong inter-item correlations, ranging between .56 and .81, indicating that the items effectively measure the same underlying construct and trait.
2. **Organizational Citizenship Behavior (OCB):** The assessment tool adapted by Spector, P. E., Bauer, J. A., & Fox, S. (2010) measures organizational citizenship behavior in the workplace using a scale comprising 10 items. Responses are rated on a 5-point scale, ranging from "Never" to "Everyday," with higher scores indicating greater levels of citizenship in the workplace and lower scores suggesting lower commitment. The coefficient alpha for the OCB scale was .79 initially and .81 during a subsequent assessment, indicating good internal consistency reliability.

Research Design

The study will utilize a correlational design to examine the relationship between resilience and organizational citizenship behavior. This correlation can either be positive or negative in direction, indicating the degree and nature of the relationship.

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Independent Variable:

- Resilience

Dependent Variable

- Organizational Citizenship Behavior

Demographic Variables:

- Name
- Age
- Gender
- Employment Status

Sampling Design:

To ensure a representative sample of young adults, a stratified random sampling method will be used. This involves categorizing participants based on gender, and then randomly selecting individuals from each category.

Inclusion Criteria:

- Age between 20 and 30.
- Participants currently employed in the corporate sector, willing to participate by providing informed consent.

Exclusion Criteria:

- People who are not within the designated age range,
- People who are presently unemployed
- People who are unwilling to take part.

Procedure

The research utilized a survey approach, incorporating two variables and employing standardized questionnaires: the Brief Resilience Scale and the Organizational Citizenship Behavior Checklist. Prior to data collection, participants received a briefing on the study's topic, and voluntary participation was ensured through signed consent forms. Participants were thanked for their time and information following the completion of the survey. Subsequently, each questionnaire was scored individually according to provided manual instructions.

Statistical Design

The current research will utilize SPSS, a statistical tool for the Social Sciences, to analyze the provided data. Correlation will be the method of analysis employed in this study.

RESULT

Table 1.1: Group Statistics of Resilience (BRS) among male and female corporate-employees

Group Statistics					
	Variable	N	Mean	Std. Deviation	Std. Error Mean
BRS	1.00	50	25.1400	4.69481	.58775
	2.00	50	34.4917	5.40429	.67592

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Table 1.1 Illustrates group statistics, such as the average and standard deviation, of resilience levels among male and female corporate workers.

Table 1.2: Group Statistics of Organizational Citizenship Behavior (OCB) among male and female corporate employees

Group Statistics					
	Variable	N	Mean	Std. Deviation	Std. Error Mean
OCB	1.00	50	35.2780	5.64661	.58576
	2.00	50	44.4590	6.43229	.63522

Table 1.2 Shows the group statistics, including the mean and standard deviation, of resilience among male and female employees in the corporate sector.

Table 1.3: Independent t-test of Resilience among male and female corporate employees

Independent t-test			
Dimensions	t-value	df Value	Sig. (2-tailed)
Resilience	-5.266	98	.000

Table 1.3 There's a notable contrast in resilience levels between male and female corporate employees, indicating that the alpha value (0.01) exceeds the p value for both genders.

Table 1.4: Independent t-test of Organizational Citizenship Behavior (OCB) among male and female corporate employees

Independent t-test			
Dimensions	t-value	df Value	Sig. (2-tailed)
Organizational Citizenship Behavior	3.064	98	.003

Table 1.4 There's a marked variation in organizational citizenship behavior between male and female corporate employees, suggesting that the alpha value (0.01) surpasses the p value for both genders in this regard.

Table 1.5: Correlation between Resilience (BRS) and Organizational Citizenship Behavior (OCB) among Corporate Employees

Correlations			
		BRS	OCB
BRS	Pearson Correlation	1	.254*
	Sig. (2-tailed)		.019
	N	100	100
OCB	Pearson Correlation	.254*	1
	Sig. (2-tailed)	.019	
	N	100	100

Table 1.5 highlights the connection between resilience and organizational citizenship behavior in corporate employees. The correlation coefficient is 0.254, indicating a meaningful positive association between resilience and organizational citizenship behavior, significant at the 0.05 level.

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DISCUSSION

The primary objective of the study was to evaluate how resilience and organizational citizenship behavior relate among employees in the corporate sector. Analysis of group statistics and t-test outcomes revealed a significant distinction in resilience levels between male and female corporate employees. The initial table displayed mean and standard deviation of resilience scores for two groups of 50 individuals each. Female employees exhibited higher average resilience levels compared to their male counterparts. Additionally, female employees demonstrated greater variability in resilience scores. The t-test results indicated a substantial difference in resilience between the two groups, suggesting that gender plays a significant role in resilience levels. These findings align with research indicating that women, who tend to invest more in social ties, may benefit more from social support during hardships. Moreover, societal expectations and workplace cultures may influence these gender disparities in resilience. Female employees also engage in higher levels of organizational citizenship behavior (OCB) compared to males, possibly influenced by traditional gender roles and family responsibilities. The observed correlation between resilience and OCB underscores the importance of understanding these dynamics in organizational psychology. Resilient employees are more inclined to engage in behaviors that benefit the organization, highlighting the interconnectedness between employee well-being and organizational performance. Strategies such as stress management workshops and resilience training programs can foster a supportive work environment and enhance organizational citizenship behaviors, particularly among younger employees.

CONCLUSION

The study investigated the relationship between resilience and organizational citizenship behavior (OCB) among corporate employees, finding a positive correlation. Higher resilience was associated with increased engagement in proactive behaviors beneficial to both employees and organizations. Gender disparities were observed, with one gender exhibiting higher levels of resilience and OCB. The study underscores the importance of resilience in fostering OCB and suggests prioritizing initiatives aimed at enhancing employee well-being and resilience for sustained organizational success. Recognizing its limitations, future research could further explore this relationship.

Recommendations

Organizations can bolster employee resilience through workshops, training, and fostering a supportive environment, ultimately leading to greater engagement and satisfaction. Longitudinal studies are necessary to understand resilience's enduring impact on OCB. Training programs should target coping strategies, problem-solving skills, and stress management. Establishing goals for a supportive culture can be achieved through recognition, incentives, and resource provision. Open communication and mentorship programs aid in career development and address gender biases, particularly benefiting underrepresented groups. Investing in resilience, promoting support, and cultivating an inclusive culture are critical for organizational success and employee well-being.

Limitations

The study's limitations include a small sample size of 100 participants, potentially limiting its generalizability. Self-report measures may introduce biases, highlighting the need for objective assessments. The study focused on a narrow age range (20-30 years) within the corporate sector, limiting its external validity. A cross-sectional design impedes establishing causality. Cultural variations in gender roles and workplace norms could impact findings,

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especially in multinational studies. Low response rates or attrition may introduce selection bias. Addressing these limitations through larger, diverse samples, objective assessments, broader age ranges, longitudinal designs, cultural sensitivity, and mitigating attrition would enhance the study's validity and applicability.

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Acknowledgment

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Ishika (2024). To Examine the Relationship Between Resilience and Organisational Citizenship Behaviour among Corporate Sector Employees. *International Journal of Indian Psychology*, 12(3), 1886-1893. DIP:18.01.185.20241203, DOI:10.25215/1203.185