

Research Paper

The Relationship between Organizational Citizenship Behaviour and Stress Appraisal Among Employees

Eswari B^{1*}, Dr. R. Neelakandan²

ABSTRACT

According to Podsakoff et al, (2019), it is defined as voluntary behaviours that contribute to the organization effectiveness, but are not explicitly recognized by the formal reward system. According to Lazarus and Folkman (1984), it defined stress as a relationship between the person and the environment that is appraised as personally significant and as taxing or exceeding resource for coping. (Sukhada Tamble, Dr. Meera Shanker, 2015) conducted a study on the relationship between Organizational Citizenship Behaviour and its various dimension and job stress among large manufacturing company in Mumbai. According to the result, there is negative relationship between Organizational Citizenship Behaviour and Job Stress of large manufacturing company in Mumbai. The present study aim to identify the relationship between Organizational Citizenship Behaviour and Stress Appraisal among Adappt mobile Cloud Application IT professional in Puducherry, on the whole 75 professional from various department which include Accountants and development, testing and Devops, harvesting area were selected for the study purposive sampling Technique. Standard questionnaires were employed to collect data, which was then analyzed using pearson's correlation in statistical package for the social science (SPSS). According to results, there is significant and positive relationship between Adappt Mobile Cloud Application IT professional Puducherry, organizational citizenship behaviour and stress appraisal, which is significant at the 0.01 level. In accordance with the study, finding there will be a relationship between Organizational Citizenship Behaviour and Stress Appraisal.

Keywords: *Organizational Citizenship Behaviour, Stress Appraisal, Relationships*

In the current digital dynamic and the diverse and flexible global organizational environment, the business must comply with emerging business models, technological advancement, mergers, and acquisitions. In today organizations must have flexible organizational cultures that are swift to adopt and easy to change and it demands greater levels and lengths of innovation and creativity. Flexible corporate culture is significant to embrace change and compete in the increasingly competitive global economy. Companies of the 21st century have decentralized organizational roles which support participative management principles. In addition to preserving the formal communication system, emergent organizations are promoting an informal communication system to motivate

¹M.Sc. Applied Psychology, Department of Psychology, Annamalai University.

²Department of Psychology, Annamalai University.

*Corresponding Author

Received: December 30, 2024; Revision Received: March 12, 2025; Accepted: March 16, 2025

The Relationship between Organizational Citizenship Behaviour and Stress Appraisal Among Employees

cooperation and ensure the sharing of ideas. Creative and vibrant organizations no longer follow hierarchical structure, with bosses as a one-man show.

Organizational Citizenship Behaviour

Organizational citizenship behaviour (OCB) is defined as “Voluntary behaviours that contribute to the organizations effectiveness, but are not explicitly recognized by the formal reward system” (Podsakoff et al., 2019). This definition has been further refined to specify that OCB supports task performance in organizations by enhancing the work environment where task performance takes place (Organ, 1997).

OCB is commonly conceptualized in two different ways. Firstly, OCB has been conceptualized based on certain types of behaviours of a good organizational citizen, namely altruism, courtesy, conscientiousness, civic virtue, and sportsmanship (Organ, 1988). Secondly, researchers have distinguished OCB based on the beneficiary of the behaviours (Williams & Anderson, 1991). Citizenship behaviour can be targeted toward individuals (OCB-I) or toward the organization (OCB-O).

Dimension of Organizational Citizenship Behaviour

To understand the specific behaviours associated with OCB, researchers have identified several dimensions that capture the diverse range of employee actions.

- **Altruism:** Voluntarily helping others in the organization, such as assisting a colleague with a task or providing guidance.
- **Courtesy:** Going above and beyond the call of duty, such as arriving early, staying late, or taking on additional responsibilities.
- **Sportsmanship:** Being a good team player, such as tolerating minor inconveniences, being flexible, or avoiding complaining.
- **Civic Virtue:** Participating in organizational activities, such as attending meetings, joining committees, or volunteering for special projects.
- **Conscientiousness:** Being respectful and considerate of others, such as being polite, using good manners, or avoiding interrupting others.

Motivations for Engaging in Organizational Citizenship Behaviour

Motivation plays an important role in driving individuals to engage in Organizational Citizenship Behaviour (OCB). The underlying mechanisms that lead employees to engage in these extra-role behaviours are significant for both academic study and practical application in the field of public management.

Theories of Motivation

Several prominent theories in psychology and organizational behaviour provide insights on the motivations behind OCB. One such theory is Abraham Maslow's hierarchy of needs. According to Maslow, individuals have a hierarchy of needs ranging from physiological needs to self-actualization.

Intrinsic vs. Extrinsic Motivation

Motivation can be categorized into two primary types: intrinsic and extrinsic motivation. Intrinsic and extrinsic motivations play distinct roles in encouraging OCB. Intrinsic motivation refers to the internal drive to perform a behaviour because it is personally

The Relationship between Organizational Citizenship Behaviour and Stress Appraisal Among Employees

rewarding or satisfying and Extrinsic motivation refers to the external factors that drive behaviour, such as rewards, recognition, or pressure from others.

Approaches to Understanding The OCB

- **Trait-Based Approach:** The trait-based approach focuses on individual differences in personality traits that predispose employees to engage in OCB. According to this approach, certain personality traits, such as agreeableness, conscientiousness, and extraversion, are associated with higher levels of OCB.
- **Justice-Based Approach:** The justice-based approach emphasizes the role of organizational justice perceptions in influencing employees willingness to engage in OCB. Organizational justice refers to employees perceptions of fairness in the workplace, including distributive, procedural, interpersonal, and informational justice.
- **Social Exchange Theory:** Social exchange theory posits that individuals engage in behaviours that maximize rewards and minimize costs in social relationships. This theory, employees engage in OCB as a form of social exchange, where they exchange their discretionary efforts for perceived rewards, such as recognition, appreciation, and social approval from supervisors and coworkers.
- **Leadership Approach:** The leadership approach focuses on the role of leaders in promoting OCB through their leadership behaviours and styles. Transformational leaders, who inspire and motivate their followers, are more likely to foster a climate of trust, collaboration, and organizational citizenship.
- **Social Identity Theory:** Social identity theory suggests that individual identification with their organization influences their behaviours and attitudes. Employees who identify strongly with their organization are more likely to engage in OCB as a way of expressing their commitment and loyalty to the organization.

STRESS APPRAISAL

According to Lazarus and Folkman (1984), stress appraisal is "the process of evaluating the significance of a stressful transaction for one's well-being".

There are two types of Appraisal,

1. **Primary Appraisal:** Evaluating the situation as irrelevant, positive, or stressful.
2. **Secondary Appraisal:** Evaluating one's ability to cope with the stressful situation.

Need of the Study

The need to study the relationship between organizational Citizenship Behaviour (OCB) and Stress appraisal is rooted in the complex dynamics of modern workplaces, where employees are often expected to be beyond formal job descriptions to foster a collaborative and supportive environment. Organizational Citizenship Behaviour, which includes voluntary actions such as helping colleagues, being flexible, and showing loyalty to the organization, is linked to positive workplace outcomes like increased productivity and job satisfaction. However, engaging in these behaviours might also increase employees exposure to additional stressors, especially if they feel obliged to perform these extra-role behaviours despite existing workload pressure.

Exploring the relationship between OCB and stress appraisal is essential because while OCB is typically encouraged within organizations, it may not always yield purely positive outcomes for individuals. Stress appraisal, the process by which individuals evaluate

The Relationship between Organizational Citizenship Behaviour and Stress Appraisal Among Employees

stressors and their ability to cope, can influence how employees perceive and respond to the demands of OCB. For instance, employees who feel confident in managing additional responsibilities may view OCB as a positive challenge, potentially enhancing job satisfaction and performance. In contrast, employees who feel overwhelmed may perceive these behaviours as stressors, leading to increased feelings of strain, burnout, or reduced well-being. This study is necessary to understand how stress appraisal influences employees' willingness to engage in OCB, ultimately guiding organizations in fostering a healthier work environment by balancing the encouragement of OCB with adequate support mechanisms.

REVIEW OF LITERATURE

A Literature Review is an overview of the previously published works on a topic. The term can refer to a full scholarly paper or a section of a scholarly work such as a book, or an article. Either way, a literature review is supposed to provide the researcher/ author and the audiences with a general image of the existing knowledge on the topic under question. A good literature review can ensure that a proper research question has been asked and a proper theoretical framework and/ or research methodology have been chosen. To be precise, a literature review serves to situate the current study within the body of the relevant literature and to provide context for the reader. In such case, the review usually precedes the methodology and results sections of the work. The purpose of a literature review is to collect relevant, timely research on a chosen topic, and synthesize it into a cohesive summary of existing knowledge in the field. This then prepares for making a own argument on that topic, or for conducting an original research.

Research Related Studies

Sukhada Tamble, Dr. Meera Shanker (2015): This study is an attempt to find out the relationship between OCB and its various dimensions with job stress. The sample consisted of 200 employees from a large manufacturing company in Mumbai. Item analysis and Pearson's Correlation. The result of the study is negative relationship between organizational stress and OCB.

R.P Mohanty (2016): The study was to see if locus of control moderates the relationship between job satisfaction and the dimension of OCB. The study was conducted using structured questionnaires for measuring the variables. The sample consisted of 449 IT professionals working in Delhi and National Capital Region. Hierarchical multiple regression analysis was used to analyze the data. The analysis showed that job satisfaction and inter locus of control was positively related to all dimensions of OCB. However, the moderating role of Loc was seen in the relationship of job satisfaction and only two dimensions of OCB.

Marcie A. Lepine, Yiwen Zhang, Eean A. Crawford, Bruce Louis Rich (2016): The model also explores how charismatic leaders influence such appraisal and reaction processes, and, by virtue of these effects, how leaders can influence the impact of stressful demands on their followers job performance. In study 1 (n=74 U.S. marines), our model was largely supported in hierarchical linear modeling analyses. Marines whose leaders were judged by superiors to exhibit charismatic leader behaviours appraised challenge stressors as being more challenging, and were more likely to respond to this appraisal with higher performance. Although charismatic leader behaviours did not influence how hindrance stressors were appraised, they negated the strong negative effect of hindrance appraisals on

The Relationship between Organizational Citizenship Behaviour and Stress Appraisal Among Employees

job performance. In Study 2 (n=270 U.S. Marines), charismatic leader behaviours were measured through the eyes of the focal Marines, and the interactions found in Study 1 were replicated. Results from multilevel structural equation modelling analyses also indicate that charismatic leader behaviours moderate both the mediating role of challenge stressors to job performance and the mediating role of hindrance appraisals in transmitting the effect of hindrance stressors to job performance. Implications of our results to theory and practice are discussed.

Dr. Poonam Vats, Dr. Pooja Wadhawan, Anukriti Dixit, Shruiti Arora (2021): Performance appraisal comprehensively evaluates employee performance with regard to his or her performance on the job and his/her potential for development. This study examines the correlation between discomfort and general work stress among managers and senior managers during the period of appraisal (N=76, Sample location: Delhi NCR, Experience: 8-10 years). This study follows a cross-sectional research design. For the purpose of this study the two statistical tools employed were Performance Appraisal Discomfort Scale and General Work Stress Scale. A moderate correlation was established between discomfort and stress, experienced by appraisers, which highlighted their substantial relationship.

Jianfeng Meng, Majid Murad, Cai Li, Ayesh Bakhtawar and Sheikh Farhan Ashraf (2022): This study investigates the impact of green human resource management practices on green organization citizenship behaviour, with green life style acting as a mediator and green innovation and green shared value acting as moderators. The data were collected from 347 hotel industry employees in China, and the partial least squares structural equation modelling PLS-SEM technique was applied to verify the hypothesis relationships. The results show that green shared value significantly moderates that relationship between a green lifestyle and green organizational citizenship behaviour.

Justin F. Landy Aya, Aya Shigeto, Daniel J. Laxman Lawrence M. Scharf (2022): This research finding that young adults are less likely to engage in recommended public health behaviours (PHBS) than older adults understanding who not likely to adults in engage and PHBs among crucial to mitigating the effect of the COVID-19 pandemic. Drawing on the transactional Theory of stress and coping, this study examined how typologies of stress appraisal (SA) and Problem-focused coping (PFC) among young adults were associated with compliance with public health recommendations during the pandemic. This sample collected by online, young adults in United States age 18-35, was recruited during the early phase of the pandemic (April – May 2020). Data were analyzed using latent class analysis we identified three classes of individuals: Low SA/ Low PFC, Low SA/ High PFC, and High SA/ High PFC. Demographics did not efficiently distinguish membership in the three classes. This research uncovered these qualitatively distinct classes of people who differed in the appraisal of the pandemic and their tendency to engage in PFC.

Mohamad Awada, Burcin Burcin Becerik Gerber, Gale M Lucas, Shawn C Roll (2024): Stress appraisal involves the cognitive evaluation of a situation as stressful or non-stressful, and as a threat/pressure or a challenge/opportunity. In this study, we investigated several research questions related to the association between states of stress appraisal and various factors such as stress levels, mood, productivity, physiological and behavioural responses, as well as the most effective ML algorithms and data signals for predicting stress appraisal. The sample of this study 48 (20 males and 28 females), it conducted to the guidelines of the Declaration of Helsinki and approved by the Institutional Review board of

The Relationship between Organizational Citizenship Behaviour and Stress Appraisal Among Employees

the University of Southern California. The results support the Yerkes-Dodson law, showing that a moderate stress level is associated increased productivity and positive mood, while low and high levels of stress are related to decreased productivity and negative mood, with distress overpowering eustress when they coexist.

METHODOLOGY

Methods

Objectives, hypotheses, research design, sampling method, sample size, instruments used statistical analysis in the present research study were discussed here:

Objectives

The objectives of the present study were:

- To determine the level of organizational citizenship behaviour among employees.
- To determine the level of stress appraisal among employees.
- To investigate the organizational citizenship behaviour and stress appraisal among employees.
- To find the relationship between organizational citizenship behaviour and stress appraisal among employees.

Hypothesis

The following hypothesis were formulated based on objectives of the study:

- Organizational Citizenship Behaviour are significant prediction for Stress Appraisal among employees.

Research Design

This study employed a purposive sampling technique, yielding a sample size of 75 samples from “Adappt Mobile cloud Applications Pvt Ltd” employees. The demographic factors such as age, gender, education, marital status are considered.

Instruments Used

The following instruments were used for data collection.

- **Organizational Citizenship Behaviour Checklist (OCB-C)** - This scale was developed by Suzy Fox and Paul E Spector. This scale is a 5point rating scale (Never -1, Once or twice -2, Once or twice per month -3, Once or twice per week -4, Everyday -5). This scale consists of 20 items. This scale measures OCB-C in five dimensions (Altruism- 1,6,11,16, Conscientiousness- 2,7,12,17, Courtesy- 3,8,13,18, Civic Virtue- 4,9,14,19, Sportsmanship- 5,10,15,20). The scale has reverse score items are 3,6,12,15,18. It indicates Inter consistency for dimension are (Altruism- 0.85, conscientiousness- 0.88, Courtesy- 0.80, Civic virtue- 0.85, Sportsmanship- 0.82, in overall- 0.92 and they had construct validity 0.65.
- **Stress Appraisal Measure (SAM)** - This scale was developed by (Edward J. Peacock & Paul T.P. Wong, 1989). This scale is a 5 point rating scale (Not at All -1, Slightly -2, Moderately -3, Considerably -4, Extremely -5). This scale consists of 28 items. The scale indicates Inter consistency 0.90 and they had construct validity 0.85.

Procedure For Adopting Data Collections

The data was collected from organizational employees from Adappt Mobile cloud Applications Pvt Ltd, Pakkamudayanpet, Saram, Puducherry. All the participants who meet

The Relationship between Organizational Citizenship Behaviour and Stress Appraisal Among Employees

to provide with information about the procedure and the need for the study was explained in the language they understand the best. Consent was taken after a brief explanation about the study of the participants. It was assured that all the information collected from the participants would be kept confidential and used solely for research purposes. The demographic details and responses were collected from the participants.

Statistical Tool Used

The data was collected and analyzed by using Statistical Package of Social Science (SPSS) Version 23.0. The results are inferred through statistical techniques like Descriptive and Inferential statistical methods were used for data collections.

Statistical Analysis

variable	Organizational Citizenship Behaviour					
	Altruism	Conscientiousness	Courtesy	Civic Virtue	Sportsmanship	Overall
Stress Appraisal	.244*	.438**	.372	.377**	.936	.196

**correlation is significant at the 0.01 level

*correlation is significant at the 0.05 level

H0: There will be a significant relationship between Organizational Citizenship Behaviour (Altruism, Conscientiousness, Courtesy, Civic Virtue, Sportsmanship) and Stress Appraisal among employees.

The above table 4.3.9 shows, There will be a significant relationship between Organizational Citizenship Behaviour (Altruism, Conscientiousness, Courtesy, Civic Virtue, Sportsmanship) and Stress Appraisal among employees. Altruism the obtained result shows that the value .244 is positively correlated at the level of 0.05. Conscientiousness the obtained result show that the value .438 is positively correlated at the level of 0.01. Courtesy the obtained result show that the value .372 is positively correlated but not statistically significant. Civic Virtue the obtained result show that the value .377 is positively correlated at the level of 0.01. Under Sportsmanship the obtained result show that the value .936 is positively correlated and high significant. The overall obtained result show that the value .196 correlated at the level of 0.05.

CONCLUSION

The study aims to summarize the relationships between the Organizational Citizenship Behaviour on employees Stress Appraisal. The research design used for quantitative research design. This study adopts purposive sampling technique. The sample has been collected for this study was 75 samples. The samples were collected at the Adappt Mobile cloud Applications Pvt Ltd, Pakkamudayanpet, Saram, Puducherry. Organizational Citizenship Behaviour Checklist (OCB-C) - Suzy Fox and Paul E Spector and Stress Appraisal Measure (SAM) - Edward J. Peacock & Paul T.P. Wong, 1989 questionnaires are used to collected responses for the participants. The participants scored high level of Organizational Citizenship Behaviour and high level of Stress Appraisal.

The Relationship between Organizational Citizenship Behaviour and Stress Appraisal Among Employees

REFERENCES

- Appraisal theory. (2024, April 7). Wikipedia, the free encyclopedia. Retrieved November 20, 2024, from https://en.m.wikipedia.org/wiki/Appraisal_theory
- Administrator. (2016, January 19). Stress appraisal theory. Psychology. <https://psychology.iresearchnet.com/social-psychology/social-psychology-theories/stress-appraisal-theory/>
- Anand. (2024, February 14). What is organisational citizenship behaviour? Discuss different approaches to OCB. Notes World. <https://www.notesworld.in/2024/02/what-is-organisational-citizenship.html>
- Awada M, Becerik Gerber B, Lucas GM Roll Sc (2024). (2023, January 2) <https://doi.org/10.1373/journal.pone.029648>
- Dr. Poonam Vats, Dr. Pooja Wadhawan, Annukriti Dixit, Shruti Arora. (2021, June). Just a moment... ResearchGate | Find and share research. https://www.researchgate.net/publication/372451482_Performance_Appraisal_Appraisers_Discomfort_and_Stress
- Green lifestyle: A tie between green human resource management practices and green organizational citizenship behavior. (2022, December 20). MDPI. <https://doi.org/10.3390/su15010044>
- Dr. Meera shanker. (2015, April 23). Just a moment... Just a moment... <https://www.researchgate.net/publication/282239833>
- Forms and dimensions of OCB • MBA notes by The MBA Institute. (2023, July 28). The MBA Institute - In-depth Topic-wise MBA Resource. <https://themba.institute/social-processes-and-behavioural-issues/forms-and-dimensions-of-ocb/>
- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits--self-esteem, generalized self-efficacy, locus of control, and emotional stability--with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, 86(1), 80-92. <https://doi.org/10.1037//0021-9010.86.1.80>
- LePine, M. A., Zhang, Y., Crawford, E. R., & Rich, B. L. (2016). Turning their pain to gain: Charismatic leader influence on follower stress appraisal and job performance. *Academy of Management Journal*, 59(3), 1036-1059. <https://doi.org/10.5465/amj.2013.0778>
- Landy, J.F., Shigeto, A., Laxman, D.J. et al. Typologies of stress appraisal and problem-focused coping: associations with compliance with public health recommendations during the COVID-19 pandemic. *BMC Public Health* 22, 784 (2022). <https://doi.org/10.1186/s12889-022-13161-5>

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: Eswari, B., & Neelakandan, R. (2025). The Relationship between Organizational Citizenship Behaviour and Stress Appraisal Among Employees. *International Journal of Indian Psychology*, 13(1), 1951-1958. DIP:18.01.182.20251301, DOI:10.25215/1301.182