

## Impact of Organizational Culture on Organizational Citizenship Behavior

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### ABSTRACT

With the increasing globalization, Indian firms are competing in the global market, for which it becomes important for the entities to be upbeat with what is latest in the market. In order for the firms to compete successfully, great emphasis has to be laid down on building the efficiencies of the organizations internally so as to gain a competitive edge over other players. Every organization has a culture of its own, which will be characterized by the values of individuals, the management, policies of the organization, and approach towards achievement of vision, mission and objectives of the organization. Also, the citizenship behavior employees exhibit in some manner affect the individual and organizational performance. It becomes very important to the organizations to foster citizenship behavior as it enhances the performance of the organization. This research will provide the existing state of the company in terms of the culture prevailing and also the impact it has on Organizational Citizenship Behavior (OCB). The study on impact of organizational culture on OCB is conducted among the employees of the Information Technology Enabled Services organization, which is 22 years old in the field. The research is conducted by distributing questionnaires to 88 employees of the company who were selected using a systematic sampling method. It is evident that organizational culture certainly had an impact on the citizenship behavior that employees exhibit in the organization.

**Keywords:** *Organization, Behavior, Culture, Citizenship, Performance*

### Organizational Culture

Organizational Culture can be understood as a cumulative repository of beliefs, attitudes, values and traditions that are transmitted and reinforced across generations through individual and collective actions. Culture is a deposit of beliefs, values, and attitudes, traditions acquired by a group of people in the course of generations through individual and group striving. As such, it becomes important to understand the culture of an organization so as to deal with organizational members, in driving them towards achievement of organizational goals. Organizational culture is known to affect several aspects of an organization's performance in terms of financial performance, customer acceptance and loyalty, employee satisfaction and retention, innovation and so on (Fisher and Alford, 2000), also it is a predictor employee job satisfaction (Gray et al., 2003). From the study of organizations, through past number of decades, it was found by the practitioners and

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academicians that the concept of culture can be defined by the organization's climate and practices developed to better manage the human resources and also to promote values and beliefs of an organization (Schein 1996). Another important factor to be noted is that organizational culture maybe of different types, that is to say, organizational culture may vary between organizations or distinctive cultures maybe followed within the same organization.

According to (Campbell, 2004), research on organizational culture is very wide, expansive and versatile in nature. A set of assumptions, beliefs, and values contributes to organizational culture (O'Reilly et al., 1991). The values and beliefs being the building blocks of organizational culture include various notable factors of symbols, myths, events, communication, ways of doing things and so on (Chattopadhyay1991). Every organization will have its own patterns of beliefs, symbols, myths and practices that would have been developed as a concrete system over a period of time, which in turn leads to creation of a platform for common understanding among members about the various aspects of what the organization is and what behavior is expected out of the members of the organization.

According to Nyaw & Ng (1994), one of the major sources of a sustainable competitive advantage is, a strong and productive culture of an organization as it is not easy to imitate culture. In managerial parlance, culture is what the members feel about the system of authority, level of employee engagement, employees' commitment towards the organization and the organization as a whole. Pettigrew (1979), argues that organizational culture is known to be evident in the symbols and rituals of an organization, apart from being present in the management's beliefs and ideologies. Several key aspects of an organization's functioning, such as the styles of problem solving, are impacted by the culture of that organization (Schwartz and Davis, 1981), including the hierarchical structure, reward systems, social concerns and preferences (Pettigrew, 1990). The definition of Organizational culture goes like, the existence of a pattern of assumptions, basic set of values and beliefs shared by a group that endeavors individual and organizational success. Since 1970s organizational culture is a concept that has been prominently discussed in the literature of organizational and management context. (Barley, Meyer, and Gash, 1988), however, a disagreement still exists amongst the scholars on the most acceptable and best way of measuring it (O'Reilly, Chatman and Caldwell, 1991; Rousseau, 1990a).

Apparently, the research on culture has been a process of defining, establishing theoretical studies and methods for measurement that has been certainly endless, which as an unfortunate part has given rise to a great amount of non-clarity. Or management and business researchers the major theme of concern has evidentially become Organizational culture, for over a period of three decades. This kind of a growing importance can be attributed to organizations and OB practitioners realizing the influence culture of an organization has on the effectiveness of the organization. Japanese firms in late 70s started focusing on implementing superior forms of operational features, which gave rise to an increased level of interest being placed on intensive research on organizational culture aspect. Two reasons mainly fostering the rapid increase on organizational culture amongst managers and researchers, as laid out by Trice and Beyer (1993) are, one- increase in the competition level for the organizations in America and two- unavailability of scientific explanations and rationalization of organizational aspects. This way, the center stage has been occupied completely by the concept of organizational culture in organizational studies. Values, norms, beliefs that are influential to a great extent existing in organizations are similar to what exists in a social grouping, according to Tom Peters and Robert Waterman.

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They also mentioned that, the way in which individual attitudes impact behaviors in social life, the culture of an organization strongly influences the behaviors exhibited by employees, which could be either positive or negative.

Cabrera and Bonache (1999) have highlighted on the importance that has to be placed on organizational culture. They have indicated that organizational culture, if established once in the organization, it provides a strong base of values, set of principles and ethical standards, which guide the strategic plans of the organizations and of the different functions of the organization, more importantly the HR function and structure. According to Schein the threats an organization is facing internally can be tackled if the organization has an established culture. It can therefore be said that with a great organizational culture internal discrepancies and the survival mechanism of an organization externally can be catered as the culture establishes a purpose and also contributes to reduce anxiousness in the organization, in turn providing a positive reinforcement.

Organizational culture definitely plays an important decisive role in uniquely developing an identity for corporate, implying more and more opportunities for organizations to leverage their unique identity so as to strategically achieve leadership in the competitive world. The persona of an organization along with its character is known to have been strongly influenced by the culture of the organization. Zitkus and Junevicius (2007) highlighted in their study that culture is known to frequently occur as an integral part of a company's external environment, which along with economic, socio-political, technological factors which impact on an overall enrichment of a company and the solutions that occur as a result of the management's actions.

### **OCTAPACE**

Global competition to Indian industries is increasing since past two decades. In order for the Indian firms to compete successfully in the world market, it is important to have an efficiently built internal workforce. OCTAPACE culture is a tool with which organizations can create a work environment where people feel a sense of belongingness towards the organization. The concept of OCTAPACE was developed by Professor T.V. Rao of IIMA. It helps in the analysis of core values of an organization such as giving an opportunity to the employees to express themselves, experiment with new things, collaborate in order to bring team spirit amongst employees and encourage them to be proactively being involved in different aspects of their work. It is a meaningful term which indicates eight (OCTA) steps (PACE) in building great organization culture.

*These eight important values are*

1. Openness: in terms of expressing feelings and thoughts in a spontaneous manner and receiving feedback without being defensive.
2. Confrontation: It involves facing problems and challenges and not shying away from them.
3. Trust: Trust factor refers to keeping information confidential so that it is not misused. It also comprises of feeling of assurance that others will meet the commitments and mutual obligations.
4. Authenticity: It shows a congruence between what one feels, says, and does; sharing unreserved feelings and owning up to one's own actions and mistakes.
5. Pro-active: Being proactive requires one to be initiative, pre-planned and ready with preventive actions. It also involves calculating pay-offs before taking action

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6. Autonomy: It refers to using and giving freedom to plan and act independently; Autonomy also requires for respecting and encouraging individuality and roles.
7. Collaboration: It talks about the team spirit in an organization, creating win-win situations by collaborating in creative problem solving.
8. Experimentation: It emphasizes on freshness in the organizational tasks to be performed. It encourages coming up with new and innovative approaches in solving problems.

In one of the studies, “Employee’s perspective towards organization culture in Automobile Industries in Chennai”, by researchers Mu.Subrahmanian and P.Renganathan (2013), OCTAPACE tool was used to study employee perceptions towards organization culture in line with various dimensions and the results showed that the gap between expectations of the employees and the organization culture has to be bridged. Using the tool of OCTAPACE, Solkhe (2013), in the study on organization culture, identified that the belief of the eight dimensions of OCTAPACE profile has high value in public sector when compared to private sector organizations. As such, many of the Indian firms concerns may be addressed by the successful implementation of OCTAPACE culture, which will enable the organizations to enhance the efficiency and effectiveness of the plant and drastically improve productivity at both manual and automated processes. For organizations to become dynamic and be oriented towards consistent and constant growth it is very important for its people to be dynamic, exhibiting psychic energy towards pro-activeness. In order for the organizations to make its people dynamic and pro-active, efforts need to be focused on selection of the right people for the right kind of job, so as to build their competencies in a manner where the input and the output can be seen in terms of individual and organizational benefits. In order to survive in the environment that is continuously changing, organizations need to strive towards achieving dynamism so as to keep the employees prepared for them to be able to face the challenges. OCTAPACE culture can be regarded is a machinery with which organizations can create an environment in which the employees feel belongingness towards the organization as they find open opportunities to freely express themselves, where they are positively reinforced saying that making mistakes and failing is a not a thing to feel bad about, as a part of our culture, where the juniors and the subordinates can confront their seniors, without any kind of hesitation, a culture which encourages employees to take up new assignments and experiment what is new, be pro- active in the procedural steps followed, work collaboratively and uphold values emphasizing team spirit and so on. As such, it can be regarded that OCTAPACE culture acts as a tool providing an organization benefits in non-financial terms by giving an intangible touch to the work life of employees, ensuring high level of motivation in the workplace.

### ORGANIZATION CITIZENSHIP BEHAVIOR

The concept of OCB has a historical background of close to a hundred years. Today, OCB can definitely be considered as an inseparable part of the human resource management, be it in a product-oriented organization or a service-oriented organization. Generally, when members of the organization exhibit a behavior which is more than what is required or expected in terms of roles and responsibilities, OCB is said to have taken a shape in the organization (Organ, 1990; Tepper et al., 2001; and Jha, 2014). This behavior has been termed as “pro-social” by many of the research scholars (Puffer, 1987; Karriker and Williams, 2009). Individuals exhibit this kind of a voluntary meeting of expectations in spite of knowing that such an extra effort would not be rewarded. Most of the studies on OCB majorly revolve around its impact on individual and organizational performance (Bolino et al., 2002; Cohen and Vigoda (2000). OCB is a positive behavior demonstrated by

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employees that acts as solitude to the social and psychological aspects in an organization. With the increasing amount of globalization, human assets of an organization ought to have become multicultural in nature. OCB therefore, becomes important to every organization as it enhances individual and organizational performance by fostering a great organizational culture (Allen & Rush, 1998). Empirical researches have shown that OCB implicitly or explicitly acts as an advantage to the organizations in ways such as quality service, customer satisfaction, brand loyalty, increase in sales performance, dealing with customer complaints and majorly the revenue of the organizations (Podsakoff et al., 1990). Relationship between co-workers and also with the management might be strengthened when employees demonstrate OCB (Podsakoff et al., 1990). Retention of best talent in the organization is a critical aspect which needs to be given importance in the human resource management arena of any organization. In such a scenario, making the workplace more attractive becomes easier when individuals portray OCB.

Since when term OCB has been introduced by Bateman and Organ (1983), close to thirty different forms of OCB (Podsakoff, et al., 2000). According to Sangmook, OCB are those behaviors that contribute to an increased level of overall effectiveness of an organization. Further, OCB also encompasses those behaviors or gestures which individuals voluntarily exhibit and not by enforcement or elicitation of contractual guarantee. A role that can be regarded as something “extra”, is a matter of appreciation when demonstrated by an employee, which apparently is not in the form of procedurally descriptive statements, ultimately enhancing the viability and effectiveness of an organization. Organ has provided what can be called the taxonomy of OCB, to comprise of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

- Altruism – it can be described as the behaviours exhibited by employees in terms of helping other co-workers with a problem relevant to the work.
- Conscientiousness – this dimension of OCB talks about certain discretionary behaviors which are something more than what is basically expected out of the job say for example, ensuring that the work rules are complied with, job performance or even attendance (Redman & Snape, 2005).
- Sportsmanship – Sportsmanship dimension talks about the tolerance level of the employees in times of encountering annoyance in the workplace.
- Courtesy - Courtesy indicates those behaviours that directly cater towards preventing problems that may arise in the future.
- Civic Virtue – this is a kind of behaviour an employee portrays by involving himself/herself, in the activities that are not official to the organization, or which are not even mandatory or those which are not even an obligation to the employees, however resulting in social cohesiveness in the work environment.

It can very well be said that, such behaviors are not necessary for performing a job. A major point of consideration is that ignoring such a behavior wouldn't even call for any sort of punishments. Most cases these behaviors are what one personally prefers, (Podsakoff et al., 2000: 513). Employees act without the execution of any kind of mandatory rules and regulations. It is a purely voluntary behavior.

### ***Objectives of the Study***

- To examine the dimensions influencing organizational culture
- To examine the dimensions of OCB

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- To analyze the extent to which organizational culture leverages OCB exhibited by the employees

### RESEARCH METHODOLOGY AND DATA COLLECTION

The research is of quantitative nature, where questionnaires with descriptive statements on a Likert scale were distributed to the respondents comprising of Assistant managers, Section engineers, Junior engineers and administrative clerks. Among the 1108 employees, the sample size of 88 from various levels were selected systematically

$$n = \frac{z^2 \times \sigma^2 \times N}{(N - 1) \times e^2 + (z^2 \times \sigma^2)}$$

n= Number of sample size    N= Population for the study    e= Acceptable level of error  
 $\sigma$  = Population standard deviation    z= Standard value corresponding to a confidence level

The sample size is estimated at 95% confidence level. Standard deviation is taken as 0.25 for the worst case scenario.

Hence; N=1108,    e= 5%,     $\sigma = 0.25$ ,    z = 1.96 at 95% confidence level

$$n = \frac{1.96^2 \times 0.25^2 \times 1108}{(1108 - 1) \times 0.05^2 + (1.96^2 \times 0.25^2)}$$

$n = 88$

Primary data was collected on various demographic variables, organizational culture and OCB. The questionnaire, developed by Uday Pareek (1992), for organizational culture, comprising 24 questions with three questions for each of the eight dimensions of organizational culture, on a 5 point Likert scale as 5 for very widely shared belief to 1 for belief shared by few or none in the organization. The dimensions under this questionnaire as follows: Openness, Confrontation, Trust, Authenticity, Pro-active, Autonomy, Experimentation

The Theoretical Model of OCB which was given by organ comprising a total of 15 questions with three questions on five dimensions on the widely accepted and used Likert scale, quantified as 5 for strongly agree to 1 for strongly disagree. The prominent constructs of this questionnaire are: Altruism, Courtesy, Sportsmanship Conscientiousness, and Civic Virtue Chronbach's alpha is determined in order to assess the level of reliability of the questionnaires used. The data were analyzed using ANOVA and Pearson's Correlation analysis to understand the impact of each dimension of organizational culture on OCB and the impact of organizational culture as a whole, on the five different dimensions of OCB.

**Table 1 Reliability test for organizational culture and OCB**

Chronbach's Alpha	N of items
0.890	8

**Table 2 Reliability test for OCB**

Chronbach's Alpha	N of items
0.796	5

The value of Chronbach's alpha for the organizational culture and OCB were 0.890 and 0.796 which implies that a great amount of reliance can be placed on the questionnaires.

### LITERATURE REVIEW

The research by Habib et.al (2011) focused on the structural and behavioral dimensions of organizational culture portrayed that, structural factors and behavioral factors as independent variables play a key role in development of OCB.

Made Darsana (2013) in her study to determine the impact employee's personality and organizational culture on performance through OCB found that personality and organizational culture have influenced OCB to a great extent significantly.

Chamdan Purnama (2013) has highlighted the importance of organizational culture, OCB, job satisfaction and organizational commitment in organizational performance among the employees of Small-medium enterprises' in East Java Province. The results depicted a positive impact on OCB created by organizational culture, commitment and levels of job satisfaction.

Warsito, Bambang. (2007), in their empirical research, studied the relationship between organizational culture and work performance, mediated by OCB showed that there existed a direct relationship between organizational culture and OCB.

Jagannath Mohant and Bhabani P. Rath's (2012) studied organization culture and OCB among the employees of three different sectors of banking, manufacturing and the IT depicted the influential role played by organizational culture on employees' demonstration of citizenship behavior towards the organization. Having this study as a strong proof, it can be concluded that by making the culture of an organization strong, exhibition of OCB by the employees may be ensured and enhanced to a great extent.

Hutahayan, B et.al (2013) indicated that in order for the OCB to be strong the organizational culture and commitment from the employees' end has to be strong. Organizational culture plays an important role in employees observing and expressing to a great extent, citizenship behavior towards the organization.

A. Naeimi, Gh. Pezeshki Rad and P. Najafloo. (2015) attempted to examine and analyze how organizational culture and its components are related to OCB (OCB). The SEM analysis resulted in a positive and also a significant relationship between the two ideologies organizational culture and OCB. Another point of consideration is, the path analysis findings portrayed a relationship between components of organizational culture and OCB to be positive as well as a significant one in terms of correlation analysis.

Wiwiek Harwiki. (2013) in the study conducted among the employees of East Java Province, Indonesia have proved that Organizational Culture affects OCB.

Ali Reza Ghashghaeinia, Shahram Hafezi. (2015) conducted a study to ponder the relationship between the two important facets of all organizations, the organizational culture and OCB. A positive and also a significant relationship existed between the different dimensions of organizational culture and the dimensions of OCB in the study. 2. The level of organizational culture and OCB occurred to be different among the different cadres of employees such as managers, officers, and faculties.

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Sheikh Abbas Sarafraz and Dr. Amin Rahimi Kia (2015) while examining the relationship between organizational culture and OCB in Khorramabad city proved that there exists a strong relationship between the two variables.

Ahmadi, A. et al (2013) showed that organizational culture has a positive impact on organizational participation, altruism development, work conscience, components of OCB. Atai, M., et al. (2011). have attempted to investigate whether a relationship between organizational culture and OCB prevail or not, amongst the employees of hospitals in public, private and social security segments. The authors tried to identify what is the type of culture in an organization which could have its highest impact on enhancing the citizenship behavior amongst employees. Accordingly, Organizational culture acts as a motivating factor that facilitates effective appearance of OCB by the employees.

Jagannath Mohanty. (2013) in his study in public sector undertakings have noted that people and scholars, have equally cursed Government owned organizations for various reasons such as bureaucracy, red-tapism, inefficient decision making etc., even though there is a very minimal amount of empirical research evidences for such claims against government owned entities. However, despite these facts, studies available on impact being created by Organizational Culture on employee behaviors in the workplace of Government owned organizations or PSUs, is in negligible numbers. However, he had successfully been able to demonstrate the relationship between the two constructs is not only positive but significant as well with ample amount of statistical evidences.

Sanjar Salajegheh et.al. (2015) conducted a survey with a said purpose of evaluating the effect of organizational culture on the OCB of employees in the Ministry of Education, Tehran. The study depicted that organizational culture has a positive and definitely a significant effect on OCB.

### ANALYSIS

Majority of the respondents comprise male employees (78.4%) are males 21.6 % of the respondent are females. Majority of 61.4% employees belonged to the age group between 20-30years 30.7% of them between 31-40 years, there are only 4.5% of them between 41-50 years and 3.4% of them aged above 50 years. (Annexure Table 3, 4). Out of a total of 88 respondents, 79.5% of them have experience less than 5 years, 13.6% of them have an experience of in between 6-10 years, 4.5% of them in between 11-15 years and 2.3% of them have more than 20 years of experience. It can be seen that the majority of employees have an experience of less than 5 years. (Annexure Table 5).

H1: There is no significant difference in the opinion on organization culture among the respondents based on Gender.

The mean values under the variable gender (Annexure Table 6) for the different dimensions of organizational culture depict the existence of slight differences in the opinions as expressed by the male and female employees. Comparatively, scores of male employees are higher than that of female employees. Further, it can be seen that the mean values are highest for the *openness* dimension, when compared to other dimensions of organizational culture, for both male and female employees as 3.89 and 3.77 respectively. ANOVA test indicates that significant value of all dimensions are beyond 0.05 which implies that, even though there is a difference in the mean values, the opinions of male and female employees are identical. Therefore, it can be said that the organizational culture of shared by male and female employees do not differ significantly.

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H2: There is no significant difference in the opinion on organization culture among the respondents based on Age.

The mean values of the different age groups (Annexure Table 7) certainly portray differences with regard to different dimensions. The respondents between the age group of 20-30 years and 41-50 years have the highest mean values of 3.78 and 3.92, respectively for the dimension pro-active, when compared to other dimensions of organizational culture, which implies that the employees of these age groups believe that the culture promotes pro-activeness in the organization. In the age group 31-40 years and of those aged above 50 years, the highest mean values of 4.17 and 4.44, respectively, is for the openness dimension, which implies that the employees of these age groups believe that there exists a culture of openness in the organization. Further, ANOVA test has resulted in a significance value of 0.013, which is less than 0.05, implying a difference in the opinions about the openness dimension of organizational culture, amongst the different age groups.

H3: There is no significant difference in the opinion on Organizational Citizenship Behavior among the respondents based on Gender.

The mean value of 4.39, (Annexure Table 8) amongst male employees, is highest for the dimension altruism when compared to other dimensions of OCB. This implies that the male employees exhibit more of altruism towards the organization with regard to OCB. The highest mean value of 4.59 for female employees, is for the conscientiousness dimension of OCB. This implies that, the female employees exhibit more of conscientiousness in their OCB towards the organization. Further, the ANOVA tests resulted in a significant value of 0.036 for the altruism dimension, which is less than 0.05, indicating the presence of a difference in the perceptions of male and female employees. Also, it can be seen that the significance value for the conscientiousness dimension is 0.025, which is again less than 0.05 implying the existence of a difference in the perceptions of male and female employees with regard to the conscientiousness dimension.

H4: There is no significant difference in the opinion on OCB among the respondents based on Age

The mean values (Annexure Table 9) of 4.33 and 4.83 for the age groups 20-30years and 41-50 years respectively, for altruism dimension of OCB. This implies that these age groups exhibit strong altruism towards the organization. The mean values of 4.34 and 4.77 for the age groups 31-40 and above 50 years, respectively, are highest for the conscientiousness dimension of OCB. This implies that these age groups exhibit more of conscientiousness towards the organization. Further, ANOVA test results provided significance values of 0.254, 0.226, 0.564, 0.422 and 0.371 for altruism, courtesy, sportsmanship, conscientiousness and civic virtue dimensions of OCB, respectively. This indicates that there is no significant difference in the demonstration of citizenship behavior by the employees of different age groups in the organization, with respect to the different dimensions.

H5: There is no significant relationship between organizational culture and OCB among the respondents

The study resulted in Pearson's correlation value of 0.197 i.e., 19.7 percent, (Annexure Table10) between the two variables. This implies that there exists a positive correlation

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between organizational culture and OCB. This positive correlation between the two variables suggests that, organizational culture and OCB certainly have a relationship between each other in a manner where stronger the culture stronger will be the OCB being exhibited by the employees.

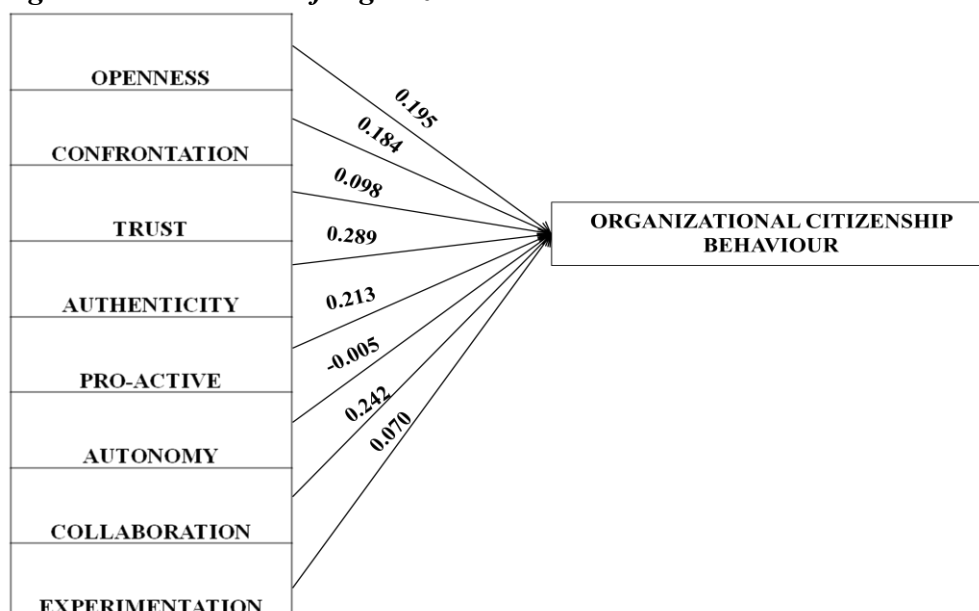
H6: There is no significant relationship between the dimensions of organizational culture and OCB among the respondents.

The correlation analysis (Annexure Table11) between each of the dimensions of organizational culture as considered for this study and the OCB as a whole. Pearson's correlation values obtained for the dimension at openness is 0.195, confrontation 0.184, Trust .098 which may interpreted that increase in the experience of these factors results in increased OCB. The correlation values for authenticity (0.289) pro-active (0.213) and collaboration (.242) indicates that increase in these dimensions significantly improve the OCB. Among all the experience of authenticity as part of organizational culture implies that more the authenticity in the organization, more will it foster OCB among employees. Surprisingly the correlation between the dimension Autonomy and OCB is -.005 which indicates there could be a inverse relationship between autonomy and OCB. May be more freedom will not be reflecting in OCB which is to be further researched.

H7: There is no significant relationship between organizational culture and dimensions of OCB.

Correlation analysis (Annexure Table12) between organizational culture and dimensions of OCB resulted in Pearson's correlation value of 0.350, significant at 0.01 level, i.e., up to 35% positive correlation exists between organizational culture and the sportsmanship dimension of OCB. This implies that the culture of the organization is playing quite a significant role in sportsmanship exhibited by the employees in the workplace. Also, it can be seen that organizational culture is having an impact on the demonstration of the altruism dimension of OCB, by the employees, with a Pearson's correlation value of 0.243, i.e., 24% positive correlation significant at 0.05 level.

**Figure 1: Dimensions of organizational culture and OCB:**



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The correlation values of each dimension of organizational culture with OCB. It can be clearly interpreted that authenticity is the highest amongst the dimensions, positively correlated with OCB with Pearson's correlation value of 0.289. The next dimension in the rank is collaboration which is positively correlated with OCB with a value of 0.242, followed by the dimension of Pro-active with a correlation value of 0.213 and so on. It can certainly be concluded that organizational culture especially some dimensions affect OCB that employees observe in the organization.

**Figure 2: Organizational culture and dimensions of OCB:**

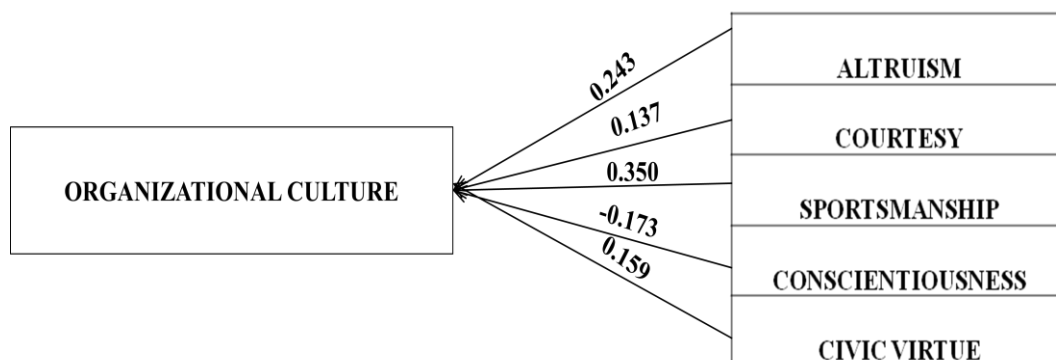


Figure 2 represents the correlation analysis between organizational culture and the dimensions of OCB, where it can be seen that sportsmanship dimension is highly positively correlated. The culture of Bangalore Metro Rail Corporation Ltd, certainly fosters sportsmanship to be executed by employees in the workplace, which implies that the employees are not of complaining nature in times of crisis situations. The next dimension positively correlated is Altruism, with a value of 0.243, implying that the culture also promotes friendly work-environment where the employees are concerned about the co-workers' interests and consider personal concerns such as swapping shifts in times of personal emergencies and so on.

## FINDINGS AND CONCLUSION

The sample profile consisted of a total of 88 respondents in which the majority of them were male employees. Also, it was evident from the sample profile that those who participated in the survey were mostly youngsters in the age group of 21-30 years, which is why the years of experience is also less than 5 years for a major portion of the employees who participated in the survey.

Organizational culture under age as a variable, resulted with a significant value for the openness dimension which could probably imply that as the age increases indicating increased number of years of experience, employees might tend to become more open minded towards the activities in the organization. The results for OCB based on gender showed significant values for altruism and conscientiousness dimensions, indicating that the perception of male and female employees differ largely, the reason for which could be the difference in psychological or personality factors such as intuition, feelings, emotional intelligence, etc.

Correlation analysis resulted in a positive relation between the culture and OCB implying that employees tend to demonstrate citizenship behavior, treating the organization as their own when the culture of the organization is strong. The correlation study also showed

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authenticity, pro-activeness, which significantly leverages employees' citizenship behavior. Also, the culture has been imbuing more of sportsmanship in the employees, the reason for this can be traced to the organization still being in growth stage, requiring employees to be more co-operative in problem situations by not complaining about the functioning of the organization.

The study is aimed at evaluating, to what extent organizational culture can have its impact created on the OCB as exhibited by employees of ITES organization. Previous researches have proven the existence of a positive relationship between the said constructs, with which it can be generalized that strong organizational cultural roots are sure to inculcate a sense of belongingness towards the organization that shall be demonstrated by the employees in the form of OCB. One or more dimensions of the two constructs majorly play a role in building the influential roles between the constructs. For instance, the Pearson's correlation value obtained for sportsmanship dimension of OCB implying that the culture is having a significant impact on bringing about sportsmanship attribute in the behavior of the employees, which can be regarded as one of the most essentials for a smooth workflow. It can therefore be concluded that in order to survive and gain a competitive edge over other players, organizations need to systematize the efforts on building strong positive cultures so as to be able to build a rapport with the employees who form the core assets of an organization, especially a technologically prone one. Since the organization is still in the stage of growth and yet to achieve its break-even, it is yet to build a culture for itself. As such it is suggested that the company can bring in policies and practices which fosters opportunities for experimentation, independence to certain extent in the work activities, trust building and such other facets of organizational culture which create a sense of belongingness towards the organization ultimately enhancing citizenship behavior amongst employees who form the human assets of an organization.

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The author(s) declared no conflict of interest.

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**ANNEXURE**

**Table 3: Gender of the Respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	69	78.4	78.4	78.4
	Female	19	21.6	21.6	100.0
	Total	88	100.0	100.0	

**Table 4: Frequency on Respondents' Age**

Age	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	54	61.4	61.4	61.4
31-40	27	30.7	30.7	92.0
41-50	4	4.5	4.5	96.6
50 above	3	3.4	3.4	100.0
Total	88	100.0	100.0	

**Table 5: Frequency of Years of experience**

Years of experience	Frequency	Percent	Valid Percent	Cumulative Percent
Less than equal to 5	70	79.5	79.5	79.5
6-10	12	13.6	13.6	93.2
11-15	4	4.5	4.5	97.7
More than 20	2	2.3	2.3	100.0
Total	88	100.0	100.0	

**Table 6: ANOVA on Respondents' opinion on Organizational Culture based on Gender**

Dimensions	N	Mean Under the Variable Gender		F	Sig. Value
		Male	Female		
Openness	88	3.89	3.77	0.423	0.517
Confrontation	88	3.68	3.57	0.285	0.595
Trust	88	3.78	3.40	3.10	0.082
Authenticity	88	3.41	3.05	2.78	0.099
Pro-active	88	3.85	3.68	0.698	0.406
Autonomy	88	3.49	3.10	3.803	.054
Collaboration	88	3.76	3.59	0.775	0.381
Experimentation	88	3.5	3.3	0.884	0.35

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**Table 7: ANOVA on Respondents' opinion on Organizational Culture based on Age**

Dimensions	N	Mean Under the Variable Age				F	Sig. Value
		20-30	31-40	41-50	50 ABOVE		
Openness	88	3.68	4.17	3.91	4.44	3.782	0.013
Confrontation	88	3.62	3.74	3.67	3.55	0.161	0.922
Trust	88	3.70	3.83	3.00	3.44	1.235	0.302
Authenticity	88	3.29	3.41	3.25	3.67	0.277	0.842
Pro-active	88	3.78	3.85	3.92	4.11	0.189	0.904
Autonomy	88	3.38	3.45	3.16	3.89	0.537	0.658
Collaboration	88	3.62	3.93	3.84	3.78	1.102	0.353
Experimentation	88	3.41	3.67	3.08	4.11	1.059	0.371

**Table 8: ANOVA on Respondents' opinion on Organizational Citizenship Behavior based on Gender**

Dimensions	N	Mean Under the Variable Gender		F	Sig. Value
		Male	Female		
Altruism	88	4.39	4.07	4.559	0.036
Courtesy	88	4.11	3.81	2.521	0.116
Sportsmanship	88	4.22	4.21	0.006	0.938
Conscientiousness	88	4.28	4.59	5.216	0.025
Civic virtue	88	4.33	4.40	0.207	0.605

**Table 9: ANOVA on Respondents' opinion on Organizational Citizenship Behavior based on Age**

Dimensions	N	Mean Under the Variable Age (In Years)				F	Sig. Value
		20-30	31-40	41-50	50 Above		
Altruism	88	4.33	4.23	4.83	4.11	1.383	0.254
Courtesy	88	4.12	3.81	4.41	4.22	1.481	0.226
Sportsmanship	88	4.22	4.25	4.42	3.78	0.685	0.564
Conscientiousness	88	4.30	4.34	4.58	4.77	0.946	0.422
Civic virtue	88	4.32	4.32	4.75	4.66	1.058	0.371

**Table 10: Correlation on Organizational Culture and OCB**

		Organizational culture average	OCB average
Organizational culture Average	Pearson Correlation	1	.197
	Sig. (2- tailed)		.065
	N	88	88
Organizational citizenship behavior average	Pearson Correlation	.197	1
	Sig. (2-tailed)	.065	
	N	88	88

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**Table 11: Correlation Dimensions of Organizational Culture and OCB.**

		<b>OCB average</b>
Organizational citizenship behavior average	Pearson Correlation Sig. (2-tailed) N	1  88
Openness average	Pearson Correlation Sig. (2-tailed) N	.195 .069 88
Confrontation average	Pearson Correlation Sig. (2-tailed) N	.184 .087 88
Trust average	Pearson Correlation Sig. (2-tailed) N	.098 .365 88
Authenticity average	Pearson Correlation Sig. (2-tailed) N	.289** .006 88
Pro-active average	Pearson Correlation Sig. (2-tailed) N	.213* .047 88
Autonomy average	Pearson Correlation Sig. (2-tailed) N	-.005 .962 88
Collaboration average	Pearson Correlation Sig. (2-tailed) N	.242* .023 88
Experimentation average	Pearson Correlation Sig. (2-tailed) N	.070 .516 88

\*\**. Correlation is significant at the 0.01 level (2-tailed)*

\**. Correlation is significant at the 0.05 level (2-tailed)*

**Table 12: Correlation on Organizational culture and dimensions of OCB**

		<b>Organizational culture Average</b>
Organizational culture Average	Pearson Correlation Sig. (2-tailed) N	1  88
Altruism average	Pearson Correlation Sig. (2-tailed) N	.243* .022 88
Courtesy average	Pearson Correlation Sig. (2-tailed) N	.137 .202 88
Sportsmanship average	Pearson Correlation Sig. (2-tailed) N	.350** .001 88
Conscientiousness	Pearson Correlation	-.173

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average	Sig. (2-tailed)	.107
	N	88
Civic virtue average	Pearson Correlation	.159
	Sig. (2-tailed)	.139
	N	88

\*\* . Correlation is significant at the 0.01 level (2-tailed)

\* . Correlation is significant at the 0.05 level (2-tailed)