Organizational Citizenship Behavior and Job Tenure:
An Empirical Study at Indian Organizations

Darakhshan Parveen

Abstract

The present investigation was carried out to examine the degree of organizational citizenship behavior exhibited by employees working in Indian organizations. The researcher also sought to determine the relationship between job tenure and organizational citizenship behavior. The sample comprised of 140 employees (75 public sector and 65 MNC employees). Independent t-tests and Pearson Product-moment correlation were the statistical tools used for the analysis of the hypotheses. Analysis of results indicates that employee's working in public sector showed more organizational citizenship behavior in comparison to employees working in MNC. The findings also indicates that there exists a positive correlation between job tenure and OCB (r = .191).
Key words: *OCB= Organizational citizenship behavior, MNC = private sector organizations, Job tenure.*

About Authors : *Research Scholar (Department of Psychology, Aligarh Muslim University, Aligarh-INDIA)*

Introduction:

Economic growth and innovations has lead to major changes in Indian organizations, both public and private sector organizations have gone through a rapid change in their functioning, structure, climate and culture. Organizations are facing fierce competition due to flow of intense knowledge and awareness. Rapid expansion of organizations has posed constant pressure on employees to perform above the defined roles or assigned task. Thus every organization needs a good employee who can perform well and is willing to go beyond their principal job requirements, as employees are the most important asset for an organization (Witt, 2002). Organizations not only require increased productivity but they need employees who are committed, loyal and efficient.

Organ (1988) suggests that the effective functioning of an organization depends on employees efforts that extend beyond their formal job requirements. These extra role behaviors strengthen the social structure of the organization without disturbing the employees' job performance. Successful organizations have employees who go beyond their formal job requirement and are always ready to lend helping hand to others. This extra role behavior is termed as Organizational citizenship behavior. Organizational citizenship behavior has been associated with overall organizational effectiveness and improvement in productivity of the employees. Organizational citizenship behavior (OCB) is the Latin root of "Otix" means moral derived from Greek word "Otos" that means personal characteristic or custom (Sohrabi & Khanlari, 2009). The semantics and root of this word indicates its significant relationship with the interpersonal characteristic, goodness of person, accurate social rules and moralities that leads the individual's behavior .This term OCB was coined by Organ (1977), he is considered as the father of OCB. This concept of OCB originally grew from the work of Bateman and Organ (1983), when they attempted to connect job satisfaction with organizational functioning. They called it as "A Good Soldier Syndrome". Behaviors related with most explanation of being a "Good soldier" include prosocial

behaviors, punctuality, helping others, innovating and volunteering (Organ,1988), as well as the lack of undesirable actions such as complaining, arguing and finding faults with others (Organ, 1990).

OCB is referred as a multi dimensional concept that comprises all positive organizationally relevant behaviors of organizational members, including traditional in-role behaviors, organizationally pertinent extra role behaviors and political behaviors, such as full and responsible organizational participation (Van Dyne, Graham, & Dienesch, 1994). Organ (1988, 1997) defined organizational citizenship behavior as being voluntary and discretionary behavior of individual organizational members that, in that aggregate, is expected to promote overall organizational efficiency. Examples of organizational citizenship behavior include defending the organization when the other employees criticize it and assisting co-worker with their duties. Organ (1991) defines OCB as the individual behavior that is optional and voluntary, has not been identified directly and explicitly by formal rewarding system and improves the effective performance of the organization in general (Foote & Tang, 2008)

Organizational Citizenship Behavior (OCB) is a construct that include anything positive and productive that employees do, of their own decision, which supports co-workers and benefits the company. Typically, employees who frequently involve in organizational citizenship behavior may not always be the high performers (though they could be, as job performance is related to OCB), but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. Nemeth and Staw (1989) view that organizational citizenship behavior can assist organizations to develop performance and increase competitive edge as it

encourages employees to perform beyond the formal job requirements. Organizational citizenship behavior can assist the organization to be successful in current environment and accelerate innovation and creative approaches for organizations. Some typical examples of organizational citizenship behavior include offering to help a newcomer become familiar with his/her role and the office, helping a co-worker who may be struggling with deadlines, or volunteering to change work shifts. Importantly, Organizational citizenship behavior also encompasses organizational-related acts such as working overtime without (expectation of) reward, or volunteering to organize office-wide functions.

On the basis of above definitions, the key elements of organizational citizenship behavior are as follows:

➢ A behavior described formally beyond the principle job requirement.

➢ A behavior not providing a reward directly or not appreciated through formal structure of organization.

➢ An optional behavior conducted as a matter of personal choice.

➢ A behavior that has considerable effect on the organizations performance and organization success.

Dimensions of OCB

Various empirical and conceptual works has been done in the area of organizational citizenship behavior and different researchers have different view regarding the dimensionality of this construct. Probably the most valid classification for organizational citizenship behavior elements has been presented by Organ (1988) that is used in the different researches. Organ has presented a five dimension model of organizational citizenship behavior : These dimensions are as follows (a) altruism, (b)conscientiousness, (c) sportsmanship, (d) courtesy, and (e) civic virtue.

Altruism mainly refers to useful and effective behaviors such as creating closeness and empathy towards helping a specific individual in completing his job related work but indirectly it contributes to group efficiency by increasing individual performance.

Conscientiousness means going beyond the minimum expectation. In the worst conditions and even in ill health and disability state, the employees carry on their work that implies their high conscientiousness.

Sportsmanship employee with this quality emphasizes on positive aspect of organization and ignores the negative aspect. This behavior improves the time spent on constructive work done in the organization. These individual have high tolerating capacity and accept changes in the organization. They perform requests without complaints.

Courtesy is shown by preventing organization problems through communication and general consideration for others. For example, a person tries to avoid creating problems to colleagues or will consult with others before doing some work. Courteous employees are polite and prevent unpleasant conflicting situations for others.

Civic virtue this behavior is not directed towards any individual rather its directed toward the organization. Employee showing interest and positive involvement in the organizational activity is said to posses' civic virtue; sometimes they also defend organizational policies and practices for the benefit of organization. For example individuals coordinate their duties with organization events or doing things that are not in the domain of duties, but raising the organizations fame.

Graham (1989) after extensive research emerged with a **four-dimension** model of organizational citizenship behavior consisting of individual initiative, interpersonal helping, personal industry, and loyal boosterism.

Interpersonal helping involves helping co-workers in their jobs when they need help. Individual initiative indicates communicating to other employees in the workplace to improve individual and group performance. Personal industry includes the performance of specific job above and beyond the call of duty. Whereas loyal boosterism shows the promotion of the organizational image to outsiders (Moorman & Blakely, 1995).

Williams and Anderson (**1991**) did extensive empirical research on Organs five dimensions of organizational citizenship behavior and came forward with **two dimensional theory of OCB** namely OCB-I and OCB-O.

OCB-I is a behavior that immediately benefits to a particular individual within the organization such as interpersonal helping or helping a coworker who has been absent from work. OCB-I includes altruism and courtesy.

OCB-O include those behavior which are directed towards benefiting the organization in general, such as volunteering to serve on committees, adhering to informal rules and giving advance notices when unable to come. OCB-O consists of conscientiousness, sportsmanship and civic virtue which denoted the behavior directed towards the organization.

Literature review: since the construct of organizational citizenship behavior was first coined, there had been various researches conducted in this area. Review of literature shows that organizational citizenship behavior has been studied extensively to determine its antecedents. An extensive range of search for a host of reliable predictors of organizational citizenship behavior was done by different scholars. Studies have identified numerous predictors of organizational citizenship behavior such as personality, job satisfaction, procedural justice, and organizational commitment, employee engagement etc. Numerous

researchers focused on employee attitudes and dispositions and leader supportiveness, employee attitudes towards the job and organization, as well as perceived justice and fairness are identified as predictors of organizational citizenship behavior (Bateman & Organ, 1983), Podsakoff, MacKenzie, Moorman, & Fetter, (1990).

Bateman and Organ (1983) proposed a significant and strong link between organizational citizenship behavior and job satisfaction. Job satisfaction has been found to have a positive link with job performance and organizational citizenship behavior, which in turn has significant impact on employees' turnover, absenteeism and psychological distress (Davis, 1992). Researches demonstrate that those employees who are satisfied with their job show more organizational citizenship behavior in comparison to those who are not satisfied with their job.

Employee engagement has been found as a potential predictor of organizational citizenship behavior .It is found that individual who are high in employee engagement have a tendency to involve in constructive and responsible behavior at workplace. Employee engagement may lead to organizational citizenship behavior as it focuses on employee commitment and involvement which are beyond the defined rules of the organization. Rukhum (2010) found a positive relationship between employee engagement and organizational citizenship behavior. Dicke (2010) showed that "taking initiatives individually" one of the dimension of organizational citizenship behavior is most strongly correlated to employee engagement.

Carmeli (2003) found that employees with high Emotional Intelligence will engage more in helping behaviors because being in a good mood is reinforcing and displaying helping behavior is rewarding. EI enhances helping behavior and other citizenship behaviors because it enables employees to comprehend their co-workers feelings and to respond better than employees with low Emotional intelligence.

Barrick and Mount (1991) in their study found that agreeable employees exhibit higher degree of organizational citizenship behavior. And further analyses of their study revealed that number of agreeable employees is more in public sector organizations as compared to private sector. It is found that agreeable individuals are good natured, tolerant, flexible, trusting and courteous. All these features make them helpful person.

Apart from these constructs, there are certain demographic variables which are related to organizational citizenship behavior like age, gender and job tenure. Job tenure defines the span of time an employee has been working in the organization. March and Simon (1958) was of the opinion that as the tenure increases, the employee develops a better understanding of the organizational practices and nature of work. It was found in many studies that longer tenured employees performed more extra role behaviors than the short tenured employees. Hunt (2002) in a study reported positive correlation between job tenure and OCB. Rego and Cunha (2009) found organizational tenure, schooling years, and length of supervisor–employee contact correlate significantly with some justice and OCB dimensions.

Objectives of the study

➢ To measure the degree of organizational citizenship behavior among employees of MNC's and public sector organization.

➢ To ascertain whether or not job tenure of employees working in Indian organizations tend to promote organizational citizenship behavior.

Hypotheses of the study

1. There will be significant difference in organizational citizenship behavior of employees working MNC's and public sector organizations.
2. There will be significant difference in dimensions of organizational citizenship behavior of employees working MNC's and public sector organizations.
3. There will be significant relationship between job tenure and organizational citizenship behavior and its dimensions among employees.

Method

Participants

The statistical populations of this study are the employees of MNC's and government sector organizations from Delhi. The sampling technique used in this research is simple random sampling. Samples were taken from all the departments of the organization like finance, HRM, production etc. Subjects of the present study were selected from the category of managers and official's staff of the organizations. The data was collected through questionnaire from the sample of 140 employees. Out of the 140, 75 respondents were from MNC and 65 from public sector organization. The Research design is descriptive is nature and study is limited to Delhi and adjacent areas. The sample comprised participants of different age, sex and job tenure. The Research design is descriptive in nature and study is limited to organizations of Delhi.

Sample demographic description:

Variable	Min-max (years)	Mean (N)	S.D
Job tenure	2 - 41	15.67 (140)	10.77
Age	20 - 62	39.89 (140)	11.23

Measures

In order to find consistent results, the tool is adopted from the past researches in psychology, management and marketing. Organizational citizenship behavior (1990) scale developed by Podsakoff Mackenzie, Moorman and fetter was used to measure organizational citizenship behavior among public and private sector employees. The scale consisted of 24 items with focus on five different dimensions. The dimensions of scale are as follows: Altruism, Conscientiousness, sportsmanship, Courtesy and civic virtue. The organizational citizenship behavior scale is a seven point likert scale and the responses ranges from 1 to 7 i.e. from strongly disagree to strongly agree. High scores represent high organizational citizenship behavior. All five items of sportsmanship are reverse coded rest are positive items. Internal consistency reliability of all five sub-scales exceeded .80, expect for civic virtue (α = .70). Internal consistency reliability (cronbach's alpha) for whole scale was found to be 0.85.

Procedure

For the process of data collection, human resource department of the organization was contacted. Permission was sought from the human resource department of MNC and public sector organization. Once permission was granted, the researcher contacted the employees of different department and briefed about the research. Their voluntary participation was sought and questionnaire was distributed randomly among the employees. The data was collected from the official staffs like manager, deputy mangers, engineers, clerks etc. All instructions related to the questionnaire were given to the participants. Respondents were assured of their secrecy and they completed the survey during working hours. Data from 150 employees were collected but 10 questionnaires were rejected as it contained incomplete

information. Further, the data collected was subjected to suitable statistical analysis.

Results

Table 1. Indicating difference between public (N= 75) and MNC employees (N= 65) employees' on OCB and its dimensions

with the earlier findings, it was expected that public sector employees would show high level of organizational citizenship behavior as compared to MNC employees. As per the results it can be said that the hypothesis 1 and 2 stand true in this case.

OCB and dimensions	Public	MNC	t-value
	Mean± S.D (N)	Mean± S.D (N)	
Sportsmanship	24.32 ±5.34 (75)	15.45± 2.15 (65)	**12.52**[**]
Conscientiousness	30.76 ± 3.56 (75)	25.51± 2.18 (65)	**10.32**[**]
civic virtue	21.73 ± 4.39 (75)	20.11± 1.64 (65)	**2.81**[*]
Courtesy	28.97 ± 4.77 (75)	25.62± 2.32 (65)	**5.16**[**]
Altruism	29.63 ± 4.40 (75)	25.05± 2.35 (65)	**6.93**[**]
Total OCB	135.25 ± 15.0 (75)	111.72± 4.81 (65)	**12.06**[**]

[**]significant at 0.01 level, [*]significant at 0.05 level

The above table reveals the mean scores of MNC and public sector employees on various dimensions of organizational citizenship behavior and organizational citizenship behavior. Results of the study revealed that

Table 2: Showing correlation between OCB and employees tenure (N= 140)

Dimensions of OCB	sportsmanship	conscientiousness	civic virtue	Courtesy	Altruism	Total OCB
Job tenure	**.170**[*]	.144	.057	.144	**.172**[*]	**.191**[*]

[*]significant at 0.05 level

significant differences existed in all dimensions of organizational citizenship behavior and OCB as total among MNC and public sector employees. A critical look at the mean scores clearly indicates that public sector employees scored higher mean values as compared to employees working in MNC's in all dimensions of organizational citizenship behavior. The t-value for organizational citizenship behavior and all the dimensions were found to be significant at 0.01 level except civic virtue dimension. Civic virtue is found to be significant at 0.05 level. The obtained results were in line

The result in table 2 shows the correlation between job tenure and organizational citizenship behavior including all its dimensions. The findings indicates that there exists a positive correlation between job tenure and OCB (r = .191). The correlation coefficient between job tenure and organizational citizenship behavior was found to be significant at 0.05 level. The result of the study goes in the direction of the formulated hypothesis (number 3). Several studies have shown that there exists significant correlation between job tenure and OCB. But when we see the relationship between

job tenure and dimensions of organizational citizenship behavior , then only two of its dimensions showed significant positive correlation i.e. sportsmanship (r = .170) and altruism (r = .172). The findings indicate that as the job tenure increases with time, employees show increased organizational citizenship behavior.

Discussion

The results of the present study illustrate that that organizational citizenship behavior score is high for public sector organization as compared to MNC's. The mean scores clearly indicate that employees in public sector are more involved in voluntary and discretionary behavior that are not formally rewarded in comparison to those working in MNC's. The reason for the result could be explained in light of earlier findings by Sharma (2011) who found significant difference in organizational citizenship behavior of MNC and public sector employees. He studied 200 employees working in Indian organizations (MNC and Public sector). And the biggest reason for this difference could be associated with the cultural difference in both the organizations. Further analysis showed that the reason for the above findings may be due to reason that employees in MNC's face higher level of competition and have to complete the targets assigned to them in short span of time whereas in public sector employees do not face higher level of competition, they don't have to achieve targets on prescribed dates. This competitive work culture imposes higher work pressure on employees thus preventing them from performing extra role behavior (i.e. OCB). Crewson (1997) also observed that employees working in government organizations are seen as motivated by a concern for the community and a desire to serve the public interest, and are more likely to be characterized by an ethic that

prioritizes intrinsic rewards over extrinsic rewards. He also added that public-sector employees rate a feeling of accomplishment and performing work helpful to society and to others as more important job characteristics than do private-sector employees.

Table 2: Presents the correlation between different dimensions organizational citizenship behavior, OCB total and employees job tenure for overall sample. A positive significant correlation was found between sportsmanship, altruism, and organizational citizenship behavior and job tenure of employees. The result signifies that when any employee spends long time with the organization, they develop a better understanding of organization practices, work environment and nature of their work (March and Simon, 1958).Thus employees with longer tenure performed more extra role behavior in comparison to employees who has short stay in organization. Studies have reported tenure affects employee's job attitudes. Hunt (2002) in a study reported positive correlation between job tenure and OCB. Rego and Cunha (2009) found organizational tenure, schooling years, and length of supervisor–employee contact correlate significantly with some justice and OCB dimensions. The findings of the study are also in confirmation with the Organ's (1988) conclusion that employees demonstrate a wide variety of OCB more often upon reaching higher levels in the organization. Thus it is concluded that those employees who have long stay in organization are more inclined to perform extra role behavior than the employee who have short stay.

Results of the study also indicate a positive correlation between job tenure and sportsmanship (dimension of OCB). Sportsmanship is a tendency of employees who do not complain about the inconvenience at work and maintain positive attitude even when things do not go their way. The findings of the

study can be attributed to the reason that employees who spend long time in any organization get attached to organization and they consider organizations work as their personal obligation. Thus they avoid complaining about any inconvenience or hurdles .the findings also show significant positive correlation with job tenure and altruism. That can be due to the reason that during the long stay in organization, employees form closed team or groups and share good social bonding with each other. Thus they always lend helping hands to their colleagues and juniors.

References

Barrick, M.R., & Mount, M.K. (1991). The Big Five Personality dimensions and job performance: A meta-analysis. Personnel Psychology, 44, 1-26.

Bateman, T.S., & Organ, D.W. (1983). Job satisfaction and the good soldier: The relationship between affect and citizenship. Academy of Management Journal, 26, 587-595.

Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes. Journal of Managerial Psychology, 18, 788-813.

Crewson, P. E. (1997). Public-service motivation: Building empirical evidence of incidence and effect. Journal of Public Administration Research and Theory, 7, 499-518.

Davis, R.V. (1992). Person-environment fit and jpb satisfaction. In Cranny, C.J. & Smith, P.C & Stone, E.F. (Eds.), Job satisfaction. New York: Lexington Books.

Dicke, C. (2010). Employee engagement: I want it, what is it?

Foot, D.A., & TaSng, T.L. (2008). Job satisfaction and organizational citizen behavior (OCB).Department of Management and Marketing, 46(6), 933-947.

Graham, J. W. (1989). "Organizational citizenship behavior: Construct redefinition, operationalization, and validation", Unpublished working paper, Loyola University of Chicago, Chicago, IL.

Hunt, S. (2002). On the virtues of staying "inside of the box": Does organizational citizenship behavior detract from performance in Taylorist jobs. International Journal of Selection and Assessment, 10, 152-159.

March, James G., & Herbert, A.Simon. (1958).Organizations.New York: Wiley.

Moorman, R.H., & Blakely, G.L. (1995). Individualism- Collectivism as an individual difference predictor of organization citizenship behaviors. Journal of Organizational Behavior, 16, 127-142.

Organ, D. W (1977). A reappraisal and reinterpretation of the satisfaction causes – performance hypothesis. Academy of Management Review, 2, 46-53.

Organ, D. W. (1990). The Motivational Basis of Organizational Citizenship Behavior". In

B. M. Staw, & L. L. Cummings (Eds.), Research in Organizational Behavior, Greenwich, CT: JAI Press, 43-72.

Organ, D. W. (1991). "The subtle significance of job satisfaction", Clinical Laboratory Management Review, 4, 94-98.

Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome.

USA: D.C. Heath and Company.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). "Transformational leader behaviors and their effects on trust, satisfaction, and organizational citizenship behaviors". Leadership Quarterly, 1, 107-142.

Rego, A., & Cunha, M. P. (2009). Organizational citizenship behaviors and effectiveness: An empirical study in two small insurance companies. Service Industries Journal, 28(4), 541–554.

Senobari, Mohammad (2008). Organizational Citizenship Behavior (Concepts, Definitions, Approaches and Effective Factors). Police Human Development Journal, 5(16), 23-58; [in Persian]

Sharma, J.P. (2011). Organizational Citizenship Behavior in public and private sector and its impact on job satisfaction: A comparative study in Indian perspective. International Journal of Business and management, 6(1), 67-75.

Sohrabi, Babak., & Khanlari, Amir. (2009), Morals, Information Technology & Organizational Citizenship Behavior. Journal of Morals in Science & Technology, 4(1- 2), 1-10; [in Persian]

Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. Academy of Management Journal, 37(4), 765-802.

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. Journal of Management, 17, 601-617.

Witt, L.A., Burke, L.A., barrack, M.R., & Mount, M.K. (2002). The interactive effects of conscientiousness and agreeableness on job performance. Journal of Applied psychology, 87, 164-169.