



**ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN
ORGANIZATIONAL EFFECTIVENESS: AN EMPIRICAL EVIDENCE IN THE
CONTEXT OF INDIAN PUBLIC SECTOR ORGANIZATIONS**

ANOOP KUMAR SINGH *, DR. A. P. SINGH **, & DR. NITU SINGHI***

* Research Scholar (PMIR), Department of Psychology, Faculty of Social Sciences, Banaras Hindu University, Varanasi, Uttar Pradesh, India.

** Professor Emeritus, Department of Psychology, Faculty of Social Sciences, Banaras Hindu University, Varanasi, Uttar Pradesh, India.

*** Assistant Professor, School of Management, Presidency University, Bangalore, India.

Abstract

Purpose – The purpose of this paper is to study the role of organizational citizenship behaviour (OCB) in organizational effectiveness (OE). To do so, in this research paper a hypothetical model has been given to show the relationship between OCB and OE with dimension and overall.

Methods – Using a survey-based methodology and online questionnaires, responses were obtained from participants (N=262) of different public sector organizations in India. For analyzing the data, correlation and stepwise regression analysis have been performed with the help of SPSS 20.

Results/Findings – The results of correlation coefficients indicate that Altruism, Courtesy and overall organizational citizenship behaviour were found significantly positively correlated with innovation, productivity, interpersonal relationship, job satisfaction and overall organizational effectiveness. Conscientiousness and Sportsmanship were found significantly positively correlated with interpersonal relationship, job satisfaction and overall organizational effectiveness. Civic virtue was found significantly positively correlated with interpersonal relationship and job satisfaction. Results of stepwise multiple regression analysis indicates that altruism and sportsmanship emerged as significant predictors for innovation. Altruism emerged as significant predictor for Productivity. Altruism and Sportsmanship emerged as significant predictors for interpersonal relationship. Sportsmanship and altruism emerged as significant predictors for satisfaction. Altruism and sportsmanship emerged as significant predictors for overall organizational effectiveness.



Conclusion – It is suggested that amelioration of organizational effectiveness depends on various independent variables but organizational citizenship behaviour is one of the most effective variables. It will be useful in providing the understanding on the topic with empirical evidence and suggest the measures to improve the policies and intervention program of organizations so that organizational citizenship behaviour increases in employees and organizations can achieve overall effectiveness.

Keywords Organizational citizenship behaviour, organizational effectiveness, correlation analysis, step wise regression analysis

Introduction

In today's competitive world, organisational realities have changed radically. The current corporate environment is far more uncertain and complicated than it has ever been. Organizational goals can only be realized with employee's greater efforts and contributions. Organizations are under pressure to increase productivity in the present market environment, and they want employees who can contribute more significantly to the organization's development and success. Today's work constraints of reaching objectives in the shortest amount of time urge an employee to go above and beyond the call of duty. Discretionary behaviour occurs when an employee goes above and beyond an employer's expectations without expecting anything in return. These discretionary behaviours have occupied a significant place in the organisation theory literature for some time, and they have attracted a lot of attention in the past and are still being investigated in the present. Discretionary behaviour and organizational citizenship behaviour have been considered as synonyms for each other.

Every employee in a company is required to fulfill certain responsibilities as outlined in job descriptions and the expectations of superiors. However, there are occasions when an individual goes above and beyond his call of duty and does specific duties or shows particular behaviours. There are several occasions in which employees assist their coworkers in ways that are not part of their job responsibilities. This help comes from the heart and is not remunerated in any way. Organizational citizenship conduct refers to this type of "additional role activity."

Throughout history, experts have consistently emphasized and demonstrated that the focus of an organization's success should be on strengthening both its organisational and



individual levels. Every company's ultimate objective is to become more efficient, effective and successful. As discussed by Scott et al (2008), "effectiveness is the likelihood of achieving the intended objectives of an activity, policy or other intervention". The idea of organisational effectiveness refers to how effective a company is in attaining its goals and objectives. Organizations today are under tremendous pressure to demonstrate effective management, do more with fewer resources, and give more responsibility in order to increase their performance and effectiveness.

Today's Indian businesses are up against stiff competition from foreign corporations. Employees' OCB must be improved in order to compete effectively with other firms. Furthermore, in today's dynamic workplace, where tasks are increasingly performed in teams, organisations require employees who engage in "good citizenship" behaviours such as assisting co-workers, volunteering for extra work, avoiding unnecessary conflicts, adhering to rules and regulations, and gracefully tolerating work-related impositions and hassles. Industries today require such employees who perform their duties in addition to their job description and evidences shows that organizations pay attention and take good care of these dynamic employees who are not only bound within the entities of their job description.

Within this paradigm, it is reasonable to conclude that organisational effectiveness and organisational citizenship behaviour are critical topics for organisations to achieve their goals. The purpose of this research is to explore the link between organisational citizenship behaviour and organisational effectiveness in present scenario.

Organizational Citizenship Behaviour

The concept of OCB was first introduced by Bateman and Organ (1983). Organ (1988) has defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization". Also, Bolino, Turnley, and Bloodgood (2002) described OCB as employees' desire to go above and beyond their official job responsibilities in order to aid their co-workers and work for the organization's benefit, as well as to take a genuine interest in the organization's activities and overall goal. They include number of employee behaviors in good citizenship as taking on additional assignments, voluntary help colleagues at work, follow company rules, promote and protect the organization, have a positive attitude,



and endure inconveniences at work. Borman (2004) has also described OCB as “participating in activities or actions that are not formally a part of the job description, but that benefit the organization as a whole”. Lastly, Zhang et. al., (2011) has discussed OCB as a term that incorporate positive and constructive aspects of employees with their own consent which improves their performance, supports their colleagues and thereby supporting organizational benefits.

OCB dimensions are seen differently by various researchers. Scholars have devised a number of taxonomies to categorize these civic activities (Bateman & Organ, 1983; Smith, Organ, & Near, 1983; Williams & Anderson, 1991; Van Dyne, Graham, & Dienesch, 1994). However, it has been observed that other researchers' dimensions are overlapping in nature, and in certain cases, the dimensions are insufficient to represent the complete framework of OCB, therefore Organ's dimensions are commonly recognised. As a result, the five dimensions proposed by Organ in 1988 are also taken into account in this study. Altruism, civility, conscientiousness, sportsmanship, and civic virtue are the dimensions presented.

- Altruism is defined as willingly supporting others with a specific work-related duty, such as supporting a co-worker who is working under a severe workload.
- Courtesy include discretionary behaviours aimed at averting work-related difficulties, such as giving colleagues response and recovery when you make a move that may impact them.
- Conscientiousness refers to going above and above the organization's minimal position criteria (Law, Wong, & Chen, 2005). When no one is looking, it entails timeliness and obedience to workplace rules, regulations, and processes.
- Sportsmanship is referred to as employees' ability to endure less-than-ideal organisational settings without complaining or compromising their own personal interests.
- Civic virtue is related to workers' profound interests and active involvement in the organization's existence, such as making one's own proposals for improvement in a meeting (Organ, Podsakoff, & MacKenzie, 2006).

Organizations cannot thrive or grow unless their personnel act as decent citizens and engage in a variety of constructive activities. OCB improves the social and psychological



environment that promotes task performance, which leads to organisational success. It may also improve the organization's efficiency by linking operational efficiency, customer satisfaction, financial performance, and revenue growth (Organ, Podsakoff, & MacKenzie, 2006).

Organizational Effectiveness

The notion of organisational effectiveness was a breakthrough in management research. The terms "organisational effectiveness" and "effectiveness" are used interchangeably. When a group of two or more individuals working in a systematic manner to attain some particular goals referred to as an organisation and when they are able to achieve such goals efficiently and effectively then the whole concept comes in the periphery of organisational effectiveness. It is the notion of how well an organisation meets its predetermined objectives and how well it performs along the process of achieving those objectives. Most of the people think that effectiveness and efficiency are synonyms and can be used interchangeably yet each of these terms have different meanings. Assuring the success of both of them is necessary as they have an influence on each other.

Organizational effectiveness is often thought of as an ethereal term that is difficult to quantify. It isn't necessarily about the company's profitability or production. The sales figures or volumes are only a small percentage of the overall performance of a firm. It's also about how successfully you manage your company's human resources. The use of numerous criteria for assessing organisational effectiveness is now advocated by current scholars. Variables related to the human aspect can also be used to measure organisational success in addition to financial or monetary metrics.

In a study conducted by Jaiswal (2015) discussed about the four dimensions of organizational effectiveness viz, innovation, interpersonal relationship, productivity and job satisfaction. **Innovation:** Innovation is the capability to identify and expand new products and services and distribute them through new ways to the target consumers and markets. To generate competitive advantage and value creation for organization it is a pertinent. Bolton (1993) discussed innovation as putting of new ideas and procedures in effect. **Interpersonal relationship:** An interpersonal relationship is the nature of interaction that takes place between two or more people in an organization. If an employee develops an interpersonal relationship harmoniously with their co-workers and shares a special bond with them it will



lead to work achievement, happiness, and success. **Productivity:** A group of highly motivated, efficient and productive employees are pivotal asset of any organization. Their combine effort in an ambient work environment can lead to productivity which can help to increase profit in organization. **Job satisfaction:** It is a positive vibes and mind-set resulting from a job (Robbins, Judge, & Vohra, 2012). According to Bradley and Brian (2003), job satisfaction is a sense of delightment that employees' derives from his/her job. Additionally, "An organisation is effective to the degree that it creates and adjusts its systems, processes, and behaviour for the purpose of constant attainment of a balanced set of performance goals in virtual perpetuity," writes Nicholas Andreadis (2009). The idea of organisational effectiveness refers to how well a company can achieve the outcomes it seeks (Manzoor, 2012). Organizational effectiveness refers to the overall fulfilment of all components in the process of getting, utilising, and transforming inputs into output in a cost-effective and efficient manner (Matthew et al, 2009). Organizational effectiveness is the degree to which an organization, by exploiting available resources, achieves its goals without exhausting its resources and without giving unnecessary burden on its various stakeholders (Thibodeaux & Favilla, 1996). As a result, organisational effectiveness might be defined as the primary resources' maximum aggregate usefulness (Matthew et al, 2009).

Literature Review

Organizational Citizenship Behaviour and Organizational Effectiveness:

In the study of organisational behaviour, organisational effectiveness is one of the most complicated and understudied constructs. There are a number of studies that look at organisational performance rather than organisational effectiveness. The phrases "performance" and "effectiveness" are sometimes used interchangeably. This is because the issues surrounding their definition, measurement, and explanation are almost similar (March & Sutton, 1997). Organizational effectiveness, on the other hand, is the result of organisational actions, whereas performance measurement is a technique for assessing effectiveness.

The overarching purpose of most organisational research is to increase their effectiveness (Noruzi and Rahimi, 2010). For more than 30 years, experts have focused on



the topic of organisational effectiveness (Cho, 2007). It's been characterised as the extent to which a company can achieve its strategic and operational objectives. Organizational effectiveness is defined as a company's long-term capacity to achieve its strategic and operational objectives consistently (Fallon and Brinkerhoff, 1996, p. 14). Organizational effectiveness is described by Mott (1972) as an organization's ability to mobilize its centers of power for action, production, and adaptability (p.17). Effective companies create higher-quality goods and are more resilient in the face of adversity. Productivity, flexibility, and efficiency have been highlighted as the three most important elements to consider when evaluating organisational effectiveness (Mott, 1972), and have been found to be the most commonly employed in various models referring to effectiveness (Steers, 1977; Luthans et al., 1988; and Sharma and Samantara, 1995). Though much study has been done on the important elements determining organisational performance, such as training atmosphere and individual positive attitudes and behaviours such as dedication, organisational citizenship behaviours, and so on (Organ, 1988; Podsakoff and Mackenzie, 1994; and Gelade and Gilbert, 2003), there is still more to be done.

According to Lam et al. (2016), participating in OCB activities improves employees' vitality, which adds to the expansion of employees' resources, resulting in improved well-being. In a study conducted by Wei (2014) to explore the association of organisational citizenship behaviour with job performance using human capital as a moderator it was discovered that organisational citizenship conduct aimed at both the organisation and the person had a favourable impact on employee work performance. Experiential human capital was also found to reduce the favourable impact of organisational citizenship behaviour on job performance.

According to Kataria et al. (2012), incorporating organisational citizenship behaviour into the equation improved the association between employee engagement and organisational effectiveness. It has been established that OCB has a favourable impact on organisational effectiveness.

According to Tai et al. (2012), organisational citizenship conduct has a major and favorable influence in improving organisational performance. Individual and organisational outcomes for organisational citizenship practices have been noted by researchers. According to a study done by Bambale (2011), organisational citizenship behaviour and performance



have a substantial association. According to Podsakoff et al. (2000), OCB can improve organisational performance by increasing the productivity of coworkers and supervisors, improving communication across work groups, and allowing the company to respond to environmental changes.

Organizational citizenship behaviour and organisational effectiveness was investigated by Yao and Mingchuan (2010) in a sample of state-owned firms, private-owned firms, and foreign-funded firms. OCB was found to be a substantial and favourable predictor of organisational effectiveness in a study. OCB accounted for 61% of the variation in organisational effectiveness. Rego and Cunha (2011) also looked at OCB and OE in the branches of two commercial insurance businesses, finding that the branches with higher organisational citizenship behaviour were more effective.

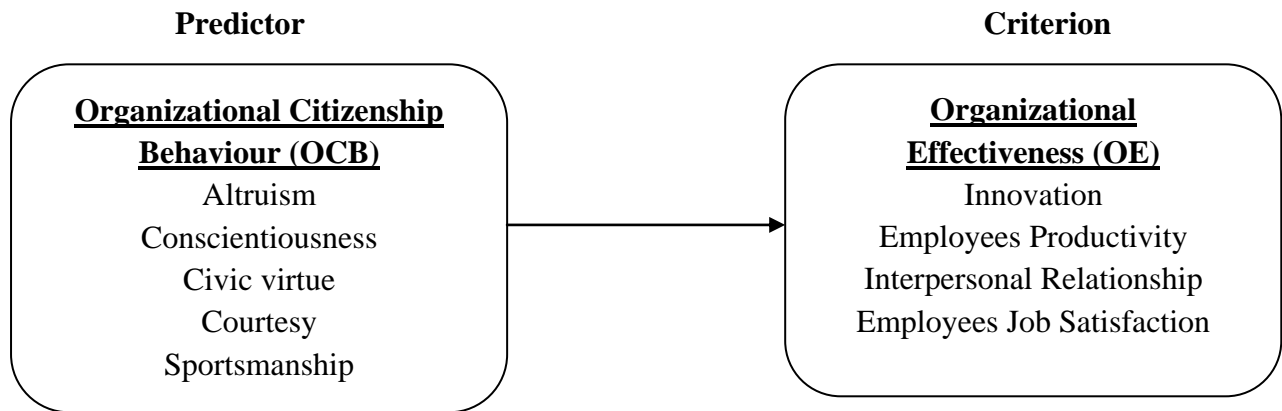
Nielsen et al., (2009) conducted a meta-analysis of 38 separate samples and found a favourable overall link between OCB and performance. OCB is also mentioned in several other studies as a way to improve a company's performance and therefore its effectiveness (Dunlop & Lee, 2004; Ehrhart, et al., 2006).

Organizational citizenship behaviour (OCB) and organisational effectiveness have been studied by Organ, Podsakoff, and MacKenzie (2006). According to the findings of the study, OCB is one of the most essential and influential factors in improving organisational effectiveness. According to Lo et al., (2006), OCB improves productivity, efficiency, and overall organisational effectiveness.

Interpersonal assistance, especially OCB, can explain a major portion of the variation in output and performance quality, efficiency, and effectiveness (e.g., Organ, 1988; Organ et al., 2006; Podsakoff et al., 2009). Borman and Motowidlo discovered that OCB improves individual performance efficiency in a 1997 research. In their study, George and Brief (1992) discovered that there is a link between citizenship behaviours and organisational effectiveness.

Based on past study, it has been shown that in order to attain and maintain organisational effectiveness, it is critical for a company to identify and comprehend individuals' discretionary efforts at work.

Figure-1: Conceptual Framework of the Study



Objectives

On the basis of above preliminary conceptualization and review of literature, the following objective of the study was proposed:

1. To examine the role of organizational citizenship behaviour (dimensions and overall) in organizational effectiveness (dimensions and overall).

Hypothesis

On the basis of literature review concerning the relationship between organizational citizenship behaviour and organizational effectiveness following hypothesis was proposed;

H1 – Altruism, Conscientiousness, Civic virtue, Courtesy, Sportsmanship, (dimensions of OCB) and organizational citizenship behaviour (overall) would be positively associated with organizational effectiveness (dimensions and overall).

Method

Design – In the present investigation correlational design was used where organizational citizenship behaviour was taken as predictor variable while organizational effectiveness was taken as criterion variable.

Sample – The present study was conducted on 262 first level managers of different public sector organizations of India. Convenience sampling method was used for the selection of the participants.



Measures - In addition to a demographic data (age, gender, education, working tenure, marital status, spouse employed, visit to doctor, health status, and religious beliefs) the following measures were used in the present study:-

1. Organizational Citizenship Behaviour Scale

OCB was assessed by using a scale developed by Podsakoff, Mackenzie, Moorman and Fetter (1990). It contains five subscales that purport to measure the five aspects of OCB as proposed by Organ (1988): 1. Altruism, 2. Conscientiousness, 3. Courtesy, 4. Sportsmanship, and 5. Civic virtue. This scale contains 24 items and uses a five-point response format. In the present investigation, this scale was administered on 262 employees working in Indian public sector organizations to check the reliability of the scale on Indian population. For this purpose item analysis was done. Overall Cronbach's Alpha of this scale was found to be 0.888.

2. Organizational Effectiveness Scale

Organizational effectiveness was assessed by using a scale developed by Jaiswal and Singh (2015). This scale has 20 items. Items are to be rated on five point scale ranging from 5 "strongly agree" to 1 "strongly disagree". It has 4 dimensions namely, innovation, productivity, interpersonal relationships and satisfaction. Overall Cronbach's Alpha of this scale was found to be 0.944.

Procedure and Data Analyses

The present study was conducted on employees of different public sector organizations in India. Necessary permission for data collection was obtained from the organisations. Aforesaid psychometric tools were selected for the present study. Rapport was established with employees, questionnaires were distributed after giving proper instructions and sufficient time. All psychometric tools were administered simultaneously to the participants involved in this study. Scoring and statistical computation for all mentioned questionnaires were done in SPSS 20 as instructed in their manual.



Results

Obtained data were analyzed in terms of descriptive analysis. Correlation analysis was done to check the relationship between predictor and criterion variable. Additionally, stepwise regression analysis was computed to ascertain the relative importance of the predictors. These computations were conducted to examine the objective and hypothesis of the present study through Statistical Package of Social Sciences (SPSS) 20.

Table 1 – Demographic Characteristics of the Sample (N= 262)

S. No.	Demographic Variables	Number and Percentage
1	Age (Mean)	39.92
2	Gender	
	Male (Mean)	212 (80.91 %)
	Female (Mean)	50 (19.09 %)
3	Education	
	Postgraduate or Equivalent	132 (50.38 %)
	Graduate or Equivalent	130 (49.62 %)
4	Working Tenure (Mean)	15.02
5	Marital status	
	Married	212 (80.91 %)
	Unmarried	50 (19.09 %)
6	Spouse Employed	
	Yes	70 (26.71 %)
	No	142 (54.19 %)
7	Visit to Doctor (Mean)	3.52
8	Health Status	
	Excellent	91 (34.73 %)
	Good	145 (55.35 %)
	Fair	24 (9.16 %)
	Poor	2 (0.76 %)
9	Religious belief	
	Not religious	28 (10.69 %)
	Have religious belief	164 (62.60 %)
	Strong religious belief	70 (26.71 %)



The table 1 shows the demographic characteristics of the sample (N=262). It reveals that majority of the sample contained male respondents 212 (80.91%) while females were only 50 (19.09%). The mean age of total sample was 39.92 years. This table also indicates that 50.30% of the respondents were post graduates while 49.62 % of respondents were graduates. Also, the mean of working tenure is 15.02. In total sample 80.91% of the respondents were married while only 19.09% were unmarried. The number of sample whose employed spouse was 70 (26.71%) and spouse not employed was 142 (54.19%). The mean of visit to doctor is 3.52 in a year. The health status of samples are excellent 91 (34.73%), good 145 (55.35%), fair 24 (9.16%), poor 2 (0.76%). Finally, as per table 1, out of total sample, the religious belief of samples were, not religious were 28 (10.69%), having religious belief were 164 (62.60%) and having strong religious belief were 70 (26.71%).

Table 2- *Correlation Coefficients of Organizational Citizenship Behaviour (Dimensions and Overall) and Organizational Effectiveness (Dimensions and Overall)*

Organizational Citizenship Behaviour (Dimensions and overall)	Innovation	Productivity	Interpersonal Relationship	Satisfaction	Organizational Effectiveness (Overall)
Altruism	.162**	.188**	.209***	.182**	.199***
Conscientiousness	.117	.101	.140*	.140*	.134*
Civic Virtue	.080	.077	.131*	.132*	.106
Courtesy	.193**	.160**	.242***	.211***	.219***
Sportsmanship	.191**	.105	.246***	.259***	.211***
Organizational Citizenship Behaviour (overall)	.217***	.183**	.281***	.271***	.253***



*p<.05, **p<.01, ***p<.001

Results displayed in the table indicate that altruism was found significantly positively correlated with innovation (r=.162, p<.01), productivity (r=.188, p<.01), interpersonal relationship (r=.209, p<.001), satisfaction (r=.182, p<.01) and overall organizational effectiveness (r=.199, p<.001). Conscientiousness was found significantly positively correlated with interpersonal relationship (r=.140, p<.05), satisfaction (r=.140, p<.05) and overall organizational effectiveness (r=.134, p<.05). Civic virtue was found significantly positively correlated with interpersonal relationship (r=.131, p<.05) and satisfaction (r=.132, p<.05). Courtesy was found significantly positively correlated with innovation (r=.193, p<.01), productivity (r=.160, p<.01), interpersonal relationship (r=.242, p<.001), satisfaction (r=.211, p<.001) and overall organizational effectiveness (r=.219, p<.001). Sportsmanship was found significantly positively correlated with (r=.191, p<.01), interpersonal relationship (r=.246, p<.001), satisfaction (r=.259, p<.001) and overall organizational effectiveness (r=.211, p<.001). Overall organizational citizenship behaviour was found significantly positively correlated with innovation (r=.217, p<.001), productivity (r=.183, p<.01), interpersonal relationship (r=.281, p<.001), satisfaction (r=.271, p<.001) and overall organizational effectiveness (r=.253, p<.001).

Table-3 Results of Step Wise Multiple Regression Analysis using Dimensions of Organizational Citizenship Behaviour as Predictor Variables and Organizational effectiveness (total and dimensions) as criterion variable

Predictors	R	R ²	R ² change	F change	Sig of F change	Beta	t	Sig.
Dependent variable: Innovation								
Courtesy	.193	.037	.037	10.040	.002	.166	2.727	.007
Sportsmanship	.252	.063	.026	7.223	.008	.164	2.688	.008
Dependent variable: Productivity								
Altruism	.188	.035	.035	9.525	.002	.188	3.086	.002
Dependent variable: Interpersonal Relations								
Sportsmanship	.246	.061	.061	16.784	.000	.213	3.563	.000



Courtesy	.320	.102	.042	12.054	.001	.207	3.472	.001
Dependent variable: Employees Job Satisfaction								
Sportsmanship	.259	.067	.067	18.670	.000	.231	3.852	.000
Courtesy	.311	.096	.029	8.440	.004	.174	2.905	.004
Dependent variable: Organizational Effectiveness (total)								
Courtesy	.219	.048	.048	13.078	.000	.189	3.137	.002
Sportsmanship	.282	.080	.032	8.933	.003	.181	2.989	.003

Results of stepwise multiple regression analysis indicates that courtesy and sportsmanship (dimensions of organizational citizenship behaviour) were significantly positively associated with innovation and also emerged as a significant predictor for innovation (dimension of organizational effectiveness). Courtesy and sportsmanship explains 3.7% and 2.6% of the total variance in explaining innovation. Altruism (dimension of organizational citizenship behaviour) were significantly positively associated with productivity and also emerged as a significant predictor for productivity (dimension of organizational effectiveness). Altruism explains 3.5% of the total variance in explaining productivity. Sportsmanship and courtesy (dimensions of organizational citizenship behaviour) were significantly positively associated with interpersonal relations and also emerged as a significant predictor for interpersonal relations (dimension of organizational effectiveness). Sportsmanship and courtesy explains 6.1% and 4.2% of the total variance in explaining interpersonal relations. Sportsmanship and courtesy (dimensions of organizational citizenship behaviour) were significantly positively associated with employees' job satisfaction and also emerged as a significant predictor for employees' job satisfaction (dimension of organizational effectiveness). Sportsmanship and courtesy explains 6.7% and 2.9% of the total variance in explaining employees' job satisfaction. Courtesy and sportsmanship (dimensions of organizational citizenship behaviour) were significantly positively associated with organizational effectiveness (total) and also emerged as a significant predictor for organizational effectiveness (total). Courtesy and sportsmanship explains 4.8% and 3.2% of the total variance in explaining organizational effectiveness (total).



Discussion

In earlier studies it was found that Organizational citizenship behaviour (OCB) has generally been associated with organizational effectiveness through attainment of formal organizational goals. However, recent studies (Borman, 2004; Vigoda and Gadot, 2007; Sevi, 2010; Coldwell & Callaghan, 2014) have shown that this may not always be the case and certain types of organizational citizenship behaviour may be detrimental to organizational effectiveness by thwarting the fulfillment of specific formal goals. As there are mixed results and findings therefore it increases the thrust of researcher to know the actual scenario in Indian context. Hence the present study has taken this into account and incorporated samples from Indian public sector undertakings. Also, earlier studies found that there is significant and positive relationship between organizational citizenship behaviour and organizational effectiveness. Furthermore, other studies imply that more study is needed to determine the link between organisational citizenship behaviours and organisational effectiveness (Walz, & Niehoff, 2000).

Employees that do more than their usual task performance and give function that goes above formal expectations are needed in successful businesses, according to the empirical data (Podsakoff et al., 1997; Matin et al., 2010; Ahmadi., 2010). Organizational citizenship behaviours (OCBs) are voluntary activities that are neither anticipated nor mandated by the organisation and so cannot be formally rewarded or punished (Matin et al., 2010; Ahmadi., 2010). According to Podsakoff et al. (2009), increasing OCBs will boost organisational success.

In today's global economy, businesses are working hard to get a competitive advantage over their competitors. The rise of organisational citizenship behaviour as a prerequisite for organisational growth, whether in terms of goal achievement, employee performance, or organisational effectiveness, is currently dominating behavioural science research. Employees who exhibit such behaviour are considered as the pivotal human resource of the organization. For achieving this, organizations require solid understanding and knowledge of the practices which ameliorates citizenship behaviour with organizational effectiveness.



Altruism, sportsmanship, conscientiousness, civility, and civic virtue were shown to be substantially positively associated with organisational effectiveness in a study done by Kumari and Thapliyal (2017). Various researches have demonstrated the favourable influence of organisational citizenship behaviour on organisational effectiveness (Castro, 2004; Turnipseed and Rassuli, 2005). One of the most significant variables impacting organisational effectiveness has long been regarded as organizational citizenship behaviour (Organ, Podsakoff & MacKenzie 2006). It is also known that OCB has been widely established in the literature as a way to improve an organization's effectiveness (Walz & Niehoff, 2000).

The influence of organisational citizenship behaviour (OCB) on organisational efficiency was investigated by Rahmawati (2018). The study used a total sample of 96 personnel from the Office of the Provincial Inspectorate of South Sulawesi. According to the findings, OCB has a strong link to organisational effectiveness. The study conducted by Sadeghi, Ahmadi, and Yazdi (2016) revealed that there is a substantial association between organisational citizenship behaviour and organisational effectiveness in an Iranian research. Organizational effectiveness is projected to improve if organisational citizenship behaviour is strengthened.

From the foregoing explanation, it can be stated that organisational citizenship behaviour plays a vital role in determining organizations' overall effectiveness. It is critical for top level officers and the company as a whole to appreciate the importance of workers' discretionary efforts at work in order to achieve and maintain organisational performance and effectiveness.

The aim of this study was to examine the role of organizational citizenship behaviour in determining organizational effectiveness. The hypothesis was proposed that organizational citizenship behaviour (dimensions and overall) would be significantly positively associated with organizational effectiveness (dimensions and overall). Correlation analysis reveals that altruism and courtesy (dimensions of organizational effectiveness) and overall organizational citizenship behaviour were found significantly positively associated with organizational effectiveness (dimensions and overall). Conscientiousness was found significantly positively related to interpersonal relationship and satisfaction (dimensions of organizational



effectiveness) and overall organizational effectiveness. Civic virtue was found significantly positively related to interpersonal relationship and satisfaction (dimensions of organizational effectiveness). Sportsmanship was found significantly positively related to innovation, interpersonal relationship, satisfaction, (dimensions of organizational effectiveness) and overall organizational effectiveness. Stepwise regression analysis also confirms the findings of the correlation analysis. Results obtained in this study and researches conducted by previous researchers supported the hypothesis of the present study. Therefore, the hypothesis is accepted in this study.

Hence, organizational citizenship behaviour has a crucial role in ameliorating organisational effectiveness, according to the findings of this study.

Conclusion

Organizational citizenship is a critical corporate catalyst for long-term success. Within a corporation, high levels of OCB boost talent retention, build customer loyalty, and boost organisational effectiveness. As a result, this study suggests that altruism, conscientiousness, civic virtue, civility, sportsmanship, and overall organisational citizenship behaviour are critical to improving the organisational success of Indian firms. In order to boost performance and organisational effectiveness, a firm should diligently make policies and programs to discuss and enhance OCB in employees.

Implications

Employees who put forth extra effort can go above and beyond expectation. Increased productivity, lower turnover, lower absenteeism, and fewer accidents are all benefits of OCB in the workplace. Managers must consider what they can do to foster OCBs, provided how beneficial they are to an organisation. As a result, it is a well-known fact that if an employee exhibits citizenship behaviour, they perform for the benefit of the organisation and, as a result, they naturally go extra mile to achieve organisational goals and objectives. On the basis of the result found in the study, it is suggested that organizations should highly focus to search the new methods and techniques to inculcate citizenship behaviour in employees. Further, in order to augment citizenship behaviour in employees, organizations should make such policies and practices which can do such things as - encourage flexibility and freedom, teamwork, trust-building, taking more breaks, receiving and providing feedback, clarify



goals, nice workplace environment, encourage mentorship and collaborations, provide training and development, praise good work and provide constructive criticism, employee participation on important issues, provide meaningful tasks, and frequently discuss citizenship with employees and remove hurdle, if any. Employees exhibiting such behavior in organizations are also considered as the good soldiers of the organization and to survive in this competitive environment every organization needs such soldiers. Therefore, in order to improve effectiveness in organization citizenship behaviour is significant.

Limitations and Future Research

Organizational citizenship behaviour has a significant impact on improving organisational effectiveness. The current study focused solely on first-level managers, but employees from various levels of an organisation should also be included as samples. This study only looks at public sector organisations, but with a larger sample size, a comparative study of private and public sector organisations could be conducted in the future. Other psychosocial factors that may play an important role in improving organisational effectiveness should be studied in the future. The role of gender differences was not investigated in this study and should be investigated in future research.

References

- Ahmadi, P., Forouzandeh, S., & Kahreh, M. S. (2010). The relationship between OCB and social exchange constructs. *European Journal of Economics, Finance and Administrative Sciences*, 19, 107-120.
- Andreadis, N. (2009). Learning and organizational effectiveness: a systems perspective. *Performance Improvement*, 48(1), pp. 5-11.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26, 587-595.



- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of management review*, 27(4), 505-522.
- Borman, W.C. (2004). The concept of organizational citizenship. *Current Directions in Psychological Science*, 13, 238-241. Doi: 10.1037/0021-9010.91.1.70
- Borman, W.C. & Motowidlo, S. J. (1997), Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99-109.
- Castro, C. B., Armario, E., & Ruiz, D. (2004). The influence of employee organizational citizenship behavior on customer loyalty. *International Journal of Service Industry Management*, 15(1), 276-282.
- Coldwell, D. A. L., & Callaghan, C. W. (2014). Specific organizational citizenship behaviours and organizational effectiveness: The development of a conceptual heuristic device. *Journal for the Theory of Social Behaviour*, 44(3), 347-367.
- Dunlop, P. D., & Lee, K. (2004). Workplace deviance, organizational citizenship behavior, and business unit performance: The bad apples do spoil the whole barrel. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(1), 67-80.
- Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behavior. *Human performance*, 19(2), 159-173.
- George, J.M. & Brief, A.P. (1992), Feeling good—doing good: A conceptual analysis of the mood at work—organizational spontaneity relationship'. *Psychological Bulletin*, 112, 310–329.
- Ja'afaru Bambale, A. (2014). Relationship between servant leadership and organizational citizenship behaviors: Review of literature and future research directions. *Journal of Marketing & Management*, 5(1).
- Jaiswal, A. (2015). *Role of HRD climate team empowerment individual effectiveness and personality factors in organizational effectiveness*. (Doctoral dissertation, Banaras



Hindu University, Varanasi, India). Retrieved from
<http://hdl.handle.net/10603/275722>

Kataria, A., Garg, P., & Rastogi, R. (2012). Employee Engagement and Organizational Effectiveness: The Role of Organizational Citizenship Behavior. *International Journal of Business Insights & Transformation*, 6(1).

Khurana, P. (2013). Role of ethics in personal, team and organizational effectiveness. Retrieved from (<http://shodhganga.inflibnet.ac.in:8080/jspui/handle/10603/9183>).

Kumari, P., & Thapliyal, S. (2017). Studying the impact of organizational citizenship behavior on organizational effectiveness. *International Academic Journal of Organizational Behaviour and Human Resource Management*, 4(1), 9-21.

Lam, C. F., Wan, W. H., & Roussin, C. J. (2016). Going the extra mile and feeling energized: an enrichment perspective of organizational citizenship behaviors. *Journal of Applied Psychology*, 101, 379–391. doi: 10.1037/apl0000071

Law, K. S., Wong, C. S., & Chen, Z. G. (2005). The construct of organizational citizenship behaviour: Should we analyze after we have conceptualized?. *Handbook of organizational citizenship behaviour: A review of good soldier activity in organizations*. Nova Science Publishers Inc..

Lo, M. C., Ramayah, T., & Kueh Swee Hui, J. (2006). An Investigation of Leader Member Exchange Effects on Organizational Citizenship Behavior in Malaysia. *Journal of Business & Management*, 12(1).

Manzoor, Q. (2012). Impact of Employees Motivation on Organizational Effectiveness. *Business Management and Strategy*, 2(3), 2 – 12.

March, J. G., & Sutton, R. I. (1997). Crossroads—organizational performance as a dependent variable. *Organization science*, 8(6), 698-706.

Matin, H. Z., Jandaghi, G., Karimi, F. H., & Hamidizadeh, A. (2010). Relationship between interpersonal communication skills and organizational commitment (Case



Study: Jahad Keshavarzi and University of Qom, Iran). *European Journal of Social Sciences*, 13(3), 387-398.

Matthew, J., Grawich, & Barber, L. K., (2009). Are you Focusing both Employees and Organizational Outcomes. *Organizational Health Initiative at Saint Louis University*, 1-5.

Nielsen, T. M., Hrivnak, G. A., & Shaw, M. (2009). Organizational citizenship behavior and performance: A meta-analysis of group-level research. *Small Group Research*, 40(5), 555-577.

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). Organizational citizenship behavior: Its nature, antecedents, and consequences. USA: Sage Publications, Inc.

Organ, D.W. (1988). *O.C.B: The good soldier syndrome*. Lexington Books: Lexington, MA.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), 107-142.

Podsakoff, P.M. & MacKenzie, S.B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10(3), 133-151.

Podsakoff, P.M. & Mackenzie, S.B. (2009). Impact of organizational citizenship behavior on organizational performance: A review and suggestion for future research. *Human Performance*, 10(2), 133-151.

Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., & Bachrach, D.G. (2000), Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26(3), 513–563.



- Rahmawati, A. (2018). Effect of competence on organizational citizenship behavior and performance management: The impact on organizational effectiveness. *Available at SSRN 3187630*.
- Rego, A., & Cunha, M. P. (2011). Organizational citizenship behaviour and effectiveness: an empirical study small insurance companies. <http://bacnet.org/bai2007/proceedings/papers/2007>
- Sadeghi, G., Ahmadi, M., & Yazdi, M. T. (2016). The relationship between organizational citizenship behavior and market orientation in organizations. *Problems and perspectives in management, 14*(3), 372-379.
- Scott, A., Simon, B., Nick, H., & Karina, W. (2008). *Assessing multilateral organization effectiveness: Evaluation study*. From Danida's Evaluation Department – Development Cooperation, Ministry of Foreign Affairs Denmark.
- Sevi, E. (2010). Effects of organizational citizenship behaviour on group performance: Results from an agent-based simulation model. *Journal of Modeling in Management, 5*, 25–37.
- Smith, C.A., Organ, D.W. & Near, J.P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology, 68*(4), 653-663.
- Tai, C. C. L., Chang, C. M., Hong, J. Y., & Chen, L. C. (2012). Alternative models for the relationship among leadership, organizational citizenship behavior, and performance: a study of new product development teams in Taiwan. *Procedia-Social and Behavioral Sciences, 57*, 511-517.
- Thibodeaux, M.S. & Favilla, E. (1996). Organizational effectiveness and commitment through strategic management. *Industrial Management & Data Systems, 96*(5), 21-25. <https://doi.org/10.1108/02635579610123307>
- Turnipseed, D. L., & Rassuli, A. (2005). Performance perceptions of organizational citizenship behaviors at work: A bi-level study among managers and employees. *British Journal of Management, 16*, 231-244.



- Van Dyne, L., Cummings, L.L. & McLean Parks, J. (1995). Extra-role behaviors: In pursuit of construct and definitional clarity. *Research in organizational behavior*, Greenwich, CT: JAI Press, 215-285.
- 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.
- Vigoda-Gadot, E. (2007). Redrawing the boundaries of OCB? An empirical examination of compulsory extra-role behavior in the workplace. *Journal of Business and Psychology*, 21, 377-405.
- Walz, S. M., & Niehoff, B. P. (2000). Organizational citizenship behaviors: Their relationship to organizational effectiveness. *Journal of Hospitality & Tourism Research*, 24(3), 301-319.
- Wei, Y. C. (2014). The benefits of organizational citizenship behavior for job performance and the moderating role of human capital. *International Journal of Business and Management*, 9 (7), 87-99.
- 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.
- Yao, H., & Mingchuan, Y. (2010). An empirical study on organizational citizenship behaviour and business performance. *Proceeding of the 7th International Conference on Innovation and Management*.
- Zhang, Y., Liao, J., & Zhao, J. (2011). Research on the organizational citizenship behavior continuum and its consequences. *Frontiers of Business Research in China*, 5(3), 364-379.