

# The Study of Organisational Citizenship Behaviour Among The Youth Employee of Delhi & NCR

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**Abstract** - *What constitutes a good employee at workplace? Are 'employee's traits always quantifiable in performance appraisals, or is there something more to consider? Every individual is expected to perform certain pre decided duties and responsibility. Beside busy schedule and increasing stress of the employee at workplace it is also seen that individuals perform certain job or exhibits certain behavior above and beyond his/her call of duty. For instance at workplace one employees assist their fellow employees or new comers which are not the part of their assigned duties. This assistance is spontaneous and purely for self satisfaction and does not result in any formal reward. Such 'extra role behavior' is termed as organizational citizenship behavior. Thus Organisational citizenship behaviour (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. In this paper the researchers wants to study the dimensions of OCB and also explore the extent of which these dimensions are seen among the youth employee of Delhi & NCR. Data used in this paper is primary as well as secondary. The primary data is collected through structured questionnaire, and secondary data is through journals, magazines, websites.*

**Keywords:** Altruism, Civic virtue, Conscientiousness, Courtesy, Organizational citizenship Behavior, Sportsmanship, Youth Employee.

## I. INTRODUCTION

Organizational citizenship behaviour has been studied since the late 1970s. Dennis Organ is considered the father of OCB. Employee Organizational behaviour has been connected to overall organizational effectiveness, thus these type of behaviours have important consequences at the workplace.

“Organisational citizenship behaviour (OCB) has garnered much attention since its conception. It is perceived to be something that is intangible, not always formally recognised and also difficult to quantify. Viz. ‘helpfulness’ or ‘friendliness’. Yet OCB has been appeared to have a

significant positive impact at the organisational level, improving organisational effectiveness about 18 to 38% across different extent of OCB dimensions”. (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004). Studies shows that increase productivity, efficiency and satisfaction, reduce costs, rates of turnover and absenteeism are some of the benefits of OCB, Thus organisations encourages employees to engage in OCB.

Although OCB is a spontaneous and self willing initiative taken by employee, but organisations are able to promote OCB at workplace through motivation and respect, and give them an opportunity to display OCB. Thus creating a workplace environment that is not only allows OCB, but is conducive and supportive as well. (Organ, Podsakoff & MacKenzie, 2006).

It is good to have healthy relationships among peers and co-workers. But can not be assured that employees who frequently engage in OCB always be the top performers (though they could be, as task performance is related to OCB), but their names are always among 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. All the above discussions reveals three conclusions. First the employee’s willingness, second, it is an informal behavior and thirdly it is perform to improve organizational effectiveness.

## 1.1 WHAT IS ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)?

Organ (1988) defines OCB as “individual behaviour 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”. Organ’s definition of OCB includes three critical aspects that are central to this construct.

- First, OCBs are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice.
- Second, OCBs go above and beyond that which is an enforceable requirement of the job description.

- Finally, OCBs contribute positively to overall organizational effectiveness.

## 1.2 DIMENSIONS OF OCB



Source: Organ (1988)

The generally accepted dimensions given by Organ (1988) are discussed as under:

1. **Altruism:** Altruism primarily concerns with the helping approach of the members of the organization. It includes behavior that covers help for coworkers who have heavy work load and/or to orient new people about job tasks voluntarily or even when not asked. It is directed to other persons, but contributes to group efficiency by enhancing individual's performance; participants help new colleagues and give freely of their time.
2. **Conscientiousness:** The next dimension of OCB relates to conscientiousness. The elements leading to conscientiousness behavior include obeying rules, following timely breaks, punctuality etc. It is the thoughtful use of time to enhance the efficiency of both individuals and the group; participants give more time to the organization and exert effort beyond the formal requirements.
3. **Sportsmanship:** Sportsmanship is identified as next important dimension of OCB. It is the willingness to tolerate less than ideal circumstances without complaining and refraining from activities such as complaining and petty grievances.
4. **Civic Virtue:** Another significant dimension that relates to OCB is civic virtue. It is the behavior on the part of individuals indicating that they responsibly participate and rationally show concern about the life of the organization. Participating in important functions/meetings, helping in organizing get-together, attending voluntary functions etc. are some behaviors that

reflect the presence of civic virtue. It promotes the interests of the organization broadly; participants voluntarily serve on committees and attend functions.

5. **Courtesy:** Courtesy dimension of OCB includes discretionary behavior of individuals that is aimed at preventing work-related problems with others. It prevents problems and facilitates constructive use of time; participants give advance notices, timely reminders and appropriate information.

Organ (1990b) suggested two more dimensions:-

**Cheerleading:** It involves the celebration of coworkers' accomplishments. The effect is to provide positive reinforcement for positive contributions, which in turn makes such contributions more likely to occur in the future.

**Peace-making-** It occurs when someone notices that conflict is on the verge of developing into a personal war between two or more parties. The peacemaker steps in to the breach, giving people a chance to cool their heads, helping the antagonists save face and helps discussants get back to consideration of personal issues.

## 1.3 The benefits of OCB

OCB has been shown to have a positive impression on employee performance, satisfaction and wellbeing, and this in turn has noticeable flow-on effects on the organization as well. The other benefits are increase in employee productivity, behavior that enables cohesiveness (as part of group maintenance behavior), attract and retain good employees, creating and maintaining supportive work environment, create healthier communication and stronger networks which facilitate accurate transfer of information and improve efficiency.

The effects on employee performance are three fold.

“First, workers who engage in OCB tend to receive better performance ratings by their managers (Podsakoff et al., 2009). This could be because employees who engage in OCB are simply liked more and perceived more favorable this can be a halo effect, or perception of OCB as a form of employee commitment due to its voluntary nature” (Organ et al., 2006). “Regardless of the reason, the second effect is that a better performance rating is linked to gaining rewards (Podsakoff et al., 2009) – such as pay increments, bonuses, promotions or work-related benefits”.

Third, Because these employees have better performance ratings and receive greater rewards, when the

company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made redundant". (Organ et al, 2006).

#### 1.4 The impact of OCB

The impact of OCB on organizational effectiveness / performance can be examined on the basis of certain parameters. These dimensions are explained as under:-

##### 1. **Reduced absenteeism:**

Various studies such as Chughtai and Zafar (2006);Khalid and Ali (2005); Meyer *et.al.* (1997); Podsakoff and Mackenzie (1997)have found that organization which have high degree of OCB leads to reduced absenteeism. High propensity in OCB dimension viz: altruism, sportsmanship, civic virtue and conscientiousness improve organizational effectiveness through its impact on employee attendance whereby employees generally avoid unnecessary absence.

##### 2. **Reduced turnover:**

Chughtai and Zafar (2006); Khalid and Ali (2005);Meyer *et.al.* (1997); Podsakoff and Mackenzie (1997) argue that higher degree of OCB in the organization contributes to reduced turnover intention. The varied dimensions of OCB can reduce the variability and increase the stability of workgroup performance and enhances organizational performance/effectiveness.

##### 3. **Employees retention:**

The studies conducted by Meyer *et.al.* (2007);Podsakoff and Mackenzie (1997) reflect that dimensions of OCB namely altruism and sportsmanship improve organizational performance by enhancing organization's ability to attract and retain the best people. This eventually leads to employee loyalty. Altruism and sportsmanship help in creating positive environment in the organization which enhances the morale and sense of belongingness to a working group, thus, making the organization a more attractive place to work. Employees with high level of sportsmanship complain less about petty matters, have a willingness to take or learn new responsibilities and enhance the organization's ability to adapt to new changes in the environment. This subsequently develops a sense of loyalty and commitment to the organization among employees that may enhance organizational effectiveness.

##### 4. **Employees' satisfaction:**

Various studies such as Chughtai and Zafar(2006); Khalid and Ali (2005) found that dimensions of OCB vis-à-vis altruism and conscientiousness may improve satisfaction of employees working in the organization. When experienced employees exhibit altruism in their behavior to help the less experienced employees about efficient ways of performing the job, it will enhance the quantity and quality of the less experienced employees performance where as employees with conscientious behavior require less supervision and allow the manager to delegate more responsibility to them (Meyer *et.al.* 1997; Podsakoff and Mackenzie 1997).

##### 5. **Consumer satisfaction:**

Sivadas and Baker (2000) and Kersnik (2001) stress upon consumer satisfaction as an important factor to improve organizational performance. The continuous quality improvement to provide sustained consumer satisfaction has become an important component of quality assessment. Employees who are satisfied with their performance will participate from heart resulting in superior and valuable services to customers. In return, customers will be satisfied with the quality of service they are receiving and perceive it to be excellent.

##### 6. **Consumer loyalty:**

Ruyter and Bloemer (1999) and Gallarza and Saura (2004) identified that organizational effectiveness can, further, be examined through another consumer based measure known as consumer allegiance (Chahal, 2008). Basically consumer allegiance / loyalty are the outcome of consumer satisfaction which subsequently helps to improve as well as to maintain the organization's image in the market. This is particularly relevant for private organizations. On the other hand, financial condition of the consumers camouflodge the satisfaction loyalty concept.

## II. REVIEW LITERATURE

(Deww Zhang, 2011) Citizenship behaviours come in many distinct shapes and forms. Traditionally thought of as the worker who 'goes above and beyond' the minimum requirements, it can also be the employee who takes the initiative and always offers to lend a hand; the knowledgeable, helpful and cooperative colleague; the senior staff member who is able to roll with the punches; or the friendly, approachable manager who shows the new employees around the office and introduces them to other staff. All of these types of OCB should be actively encouraged – employees support the organisation through enhancing each other's performance

and wellbeing, and this is reflected in reduced costs and increased profitability at the organisational level.

(Dr. Meera Shanker,2005)OCB will play a major role in the process of accomplish the task, to face the challenges given by the work environment. organizational citizenship behavior inculcate the helping and cooperative behavior among the employees , where employees feel on their own to lend the helping hand to their colleagues, seniors and junior without expecting anything in return. Hence it has become one of the important aspects for the organization. Organizations should create work environment which should allow conducive and supportive OCB and also educate the employees about OCB.

(Ömer Faruk Ünal, 2013) According to him satisfaction with pay has an impact only on courtesy. So organization which wants to improve employees’ organizational citizenship behavior needs to be concerned with more than satisfaction with pay. None of the facets of job satisfaction predicts sportsmanship. Sportsmanship may be related with people individual characteristics rather than satisfaction. Some individuals may tend to make problems bigger than as it is.

(Fiske & Pavelchak, 1986) explains the underlying reason of this relationship. Usually managers try to identify the “good employee” and the “bad employee” while evaluating the performance. If the employee engages in OCB, there are fair chances that he/she will be labelled as “good employee” leading to positive affect and hence resulting in positive performance evaluation. Similarly, the Performance evaluator always look for distinctive information (DeNisi, Cafferty, & Meglino, 1984) and as OCB is taken as distinct behavior, it is quite obvious that such behavior will be given some consideration in evaluation.

Jahangir et al. (2004) Younger and older worker may view work and self in fundamentally different ways. Findings of studies stated that younger employees coordinate their needs with organizational needs more flexibly; by contrast, older employees tend to be rigid in adjusting their needs with the organization. Therefore, younger and older workers may differ in their orientations toward self, others, and work. These differences may lead to different salient motives for OCB among younger and older employees.

**III. OBJECTIVES OF STUDY**

1. To study about the dimensions of organizational citizenship behavior (OCB).
2. To study about the level of dimensions of organizational citizenship behavior among the youth employee. (Age 20 – 40)

3. To study the need of organizational citizenship behavior in present era.

**IV. RESEARCH METHODOLOGY**

**Design of The Study**-Descriptive Research  
**Type of Research** - Quantitative Research Design  
**Data collection techniques**– Survey through questionnaire.  
**Target Respondents**- : The employees of age 20 – 40 working in Delhi & NCR.  
**Sample Size**- 40 (Both male and female employee)  
**Sampling Method**-Convenience sampling.  
**Database Instruments for Data Collection**-  
 The Primary data was gathered from sample respondents .Secondary data will be Annual office Report, Case Studies , Auto biography etc. Different books in the area OCB & Management, internet and other documented sources.  
**Instruments for Data Collection** - The data will be collected from structured questionnaire.

**Data Analysis tool:** MS office Excel.

**DATA ANALYSIS AND INTERPRETATION**

1. Always help my co-workers whenever required.

S.No	Suggestions	Total Preference
1	Strongly Agree	16
2	Agree	21
3	Neutral	2
4	Disagree	1
5	Strongly Disagree	0

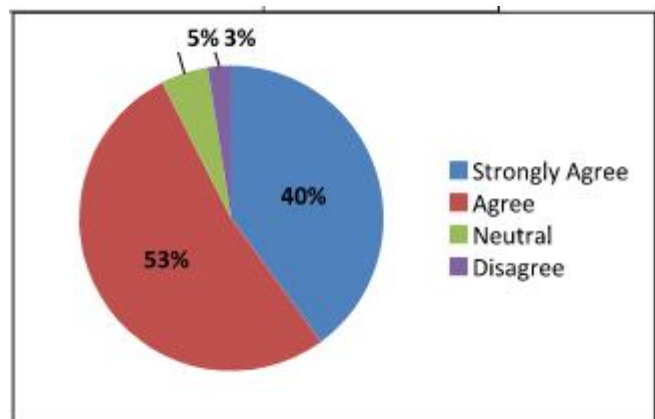


Figure: 1

**1. Interpretation:** 16 employees are strongly agree, 21 employees agree, 2 employees are neutral, 1 employees disagree and 0 employee strongly disagree to the statement that they always help my co-workers whenever required.

**2. Volunteer to take additional tasks, not part of work**

S.No	Suggestions	Total Preference
1	Strongly Agree	8
2	Agree	12
3	Neutral	14
4	Disagree	6
5	Strongly Disagree	0

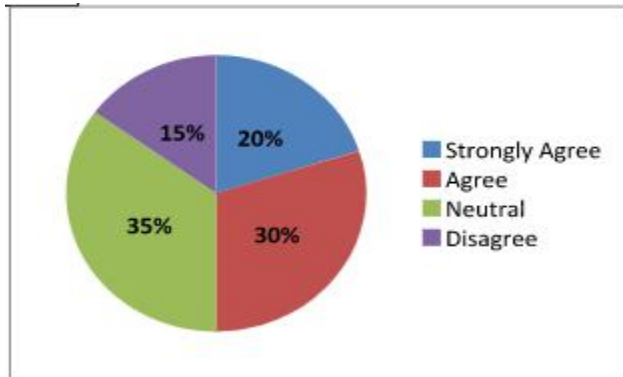


Figure:2

**2. Interpretation:** 8 employees strongly agree, 12 employees agree, 14 employees are neutral, 6 employees disagree and 0 employee strongly disagree to the statement that they volunteer to take additional tasks, not part of work.

**3. Do not complaint about insignificant things at workplace.**

S.No	Suggestions	Total Preference
1	Strongly Agree	6
2	Agree	8
3	Neutral	11
4	Disagree	15
5	Strongly Disagree	0

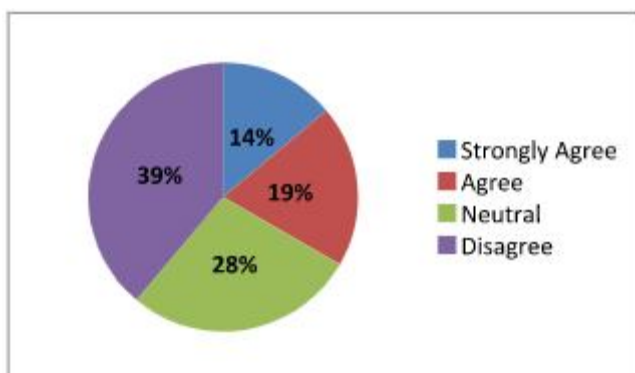


Figure: 3

**3. Interpretation:** 6 employees strongly agree, 8 employees agree, 11 employees are neutral, 15 employees disagree and 0 employee strongly disagree to the statement that they do not complaint about insignificant things at workplace.

**4. Usually switch off light / close the tap, without waiting peon to come**

S.No	Suggestions	Total No. Preference
1	Strongly Agree	23
2	Agree	11
3	Neutral	4
4	Disagree	2
5	Strongly Disagree	0

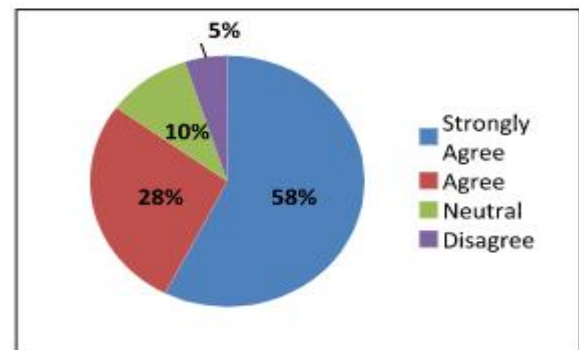


Figure:4

**4. Interpretation:** 23 employees strongly agree, 11 employees agree, 4 employees are neutral, 2 employees disagree and 0 employee strongly disagree to the statement that they usually switch off / close the tap, without waiting peon to come.

**5. Help new employees to adjust in new working environment**

S.No	Suggestions	Total Preference
1	Strongly Agree	23
2	Agree	15
3	Neutral	1
4	Disagree	1
5	Strongly Disagree	0

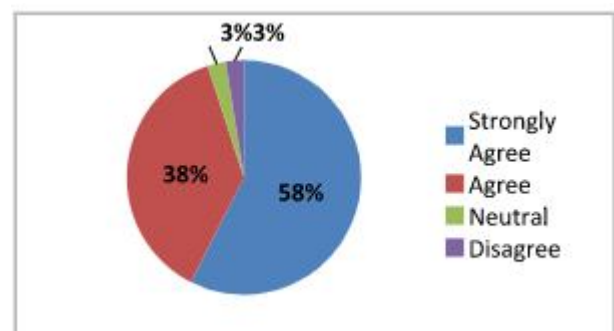


Figure : 5

**5. Interpretation:** 23 employees strongly agree, 15 employees agree, 1 employee are neutral, 1 employees disagree to the statement that they help new employees to adjust in new working environment.

**6. If presence of employees is less, sacrifice the sanctioned leave**

S.No	Suggestions	Total Preference
1	Strongly Agree	4
2	Agree	16
3	Neutral	11
4	Disagree	8
5	Strongly Disagree	1

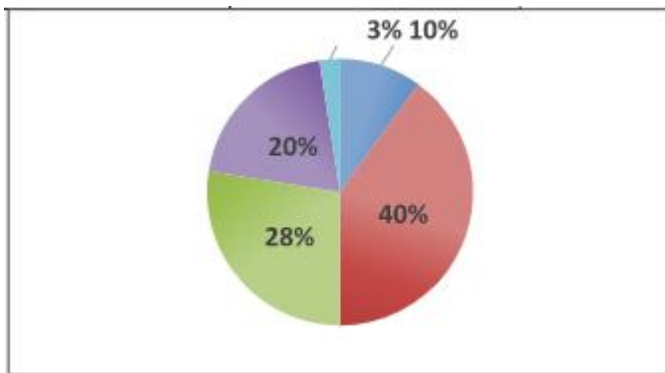


Figure: 6

**6. Interpretation:** 4 employees strongly agree, 16 employees agree, 11 employee are neutral, 8 employees disagree and 1 employee strongly disagree to the statement that if presence of employees is less, sacrifice the sanctioned leave.

**7. Follow the organization's rules even when not watched.**

S.No	Suggestions	Total Preference
1	Strongly Agree	7
2	Agree	13
3	Neutral	13
4	Disagree	6
5	Strongly Disagree	1

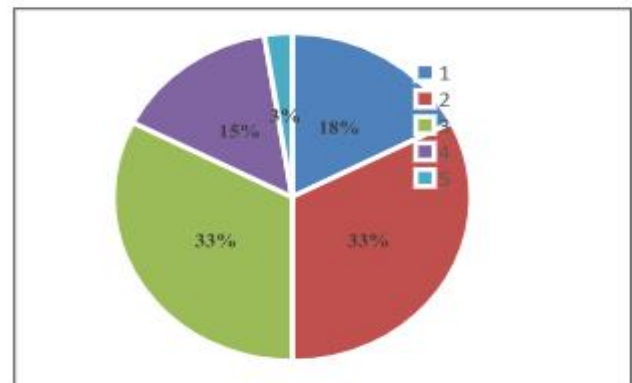


Figure: 7

**7. Interpretation:** 7 employees strongly agree, 13 employees agree, 13 employees are neutral, 6 employees disagree and 1 employee strongly disagree to the statement that they use cheaper resources to save organizational resources.

**8. Use cheaper resources to save organizational resources.**

S.No	Suggestions	Total Preference
1	Strongly Agree	11
2	Agree	16
3	Neutral	7
4	Disagree	6
5	Strongly Disagree	0

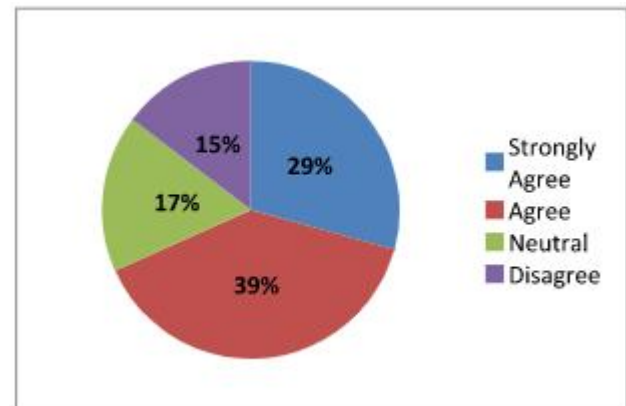


Figure: 8

**8. Interpretation:** 11 employees strongly agree, 16 employees agree, 7 employees are neutral, 6 employees disagree and 1 employee strongly disagree to the statement that they follow the organization's rules even when not watched.

**9. Gives advance notice if unable to come to work.**

S.No	Suggestions	Total Preference
1	Strongly Agree	14
2	Agree	19
3	Neutral	3
4	Disagree	3
5	Strongly Disagree	1

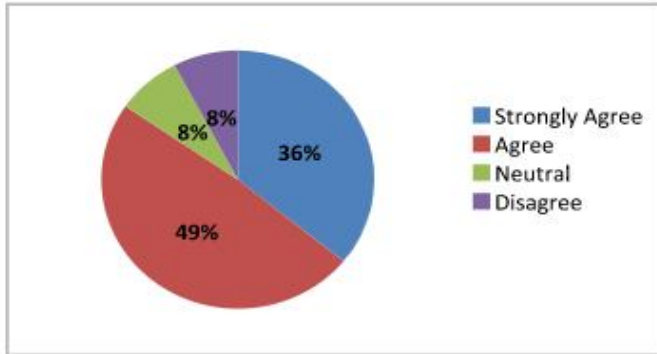


Figure:9

**9. Interpretation:** 4 employees strongly agree, 19 employees agree, 13 employees are neutral, 13 employees disagree and 1 employee strongly disagree to the statement that they give advance notice if unable to come to work.

**10. Take initiative whenever new assignment is there**

S.No	Suggestions	Total Preference
1	Strongly Agree	11
2	Agree	22
3	Neutral	6
4	Disagree	1
5	Strongly Disagree	0

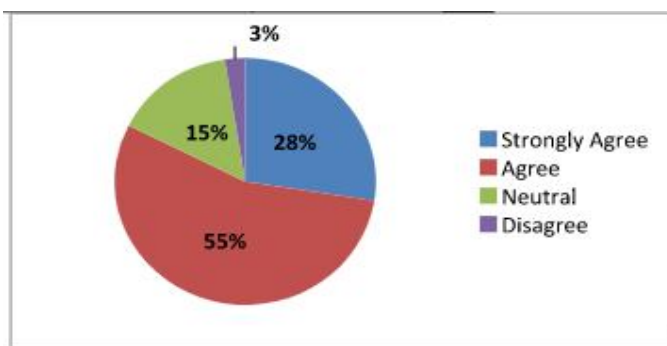


Figure:10

**10. Interpretation:** 11 employees strongly agree, 22 employees agree, 6 employees are neutral, 1 employees disagree and 0 employee strongly disagree to the statement that they take initiative whenever new assignment is there

**11. Tries to resolve the conflicts which arises between co-worker**

S.No	Suggestions	Total Preference
1	Strongly Agree	11
2	Agree	20
3	Neutral	6
4	Disagree	3
5	Strongly Disagree	0

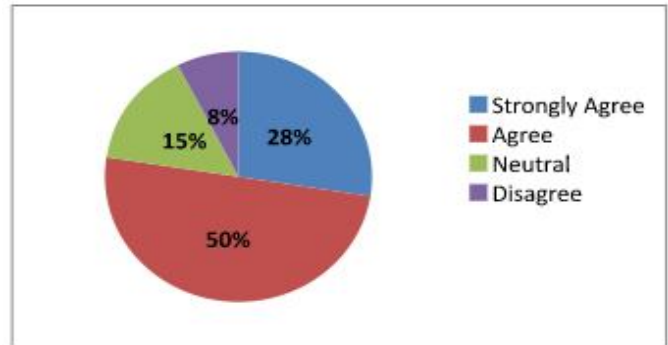


Figure:11

**11. Interpretation:** 11 employees strongly agree, 20 employees agree, 6 employees are neutral, 3 employees disagree and 0 employee strongly disagree to the statement that they tries to resolve the conflicts which arises between co-worker.

**12. Welcome good change without resistance**

S.No	Suggestions	Total Preference
1	Strongly Agree	10
2	Agree	25
3	Neutral	3
4	Disagree	2
5	Strongly Disagree	0

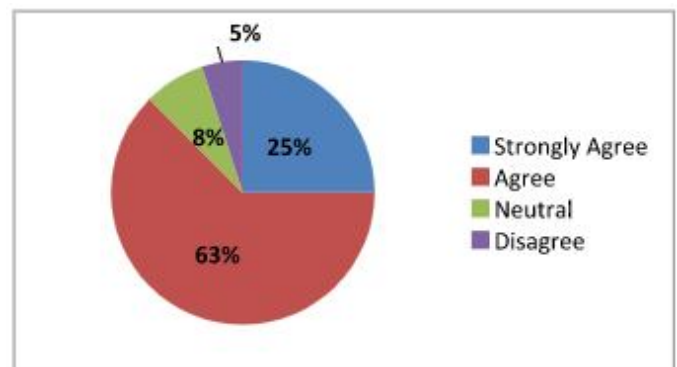


Figure:12

**12. Interpretation:** 10 employees strongly agree, 25 employees agree, 3 employees are neutral, 2 employees disagree and 0 employee strongly disagree to the statement that they welcome good change without resistance

**13. Try to boost the organization's image.**

S.No	Suggestions	Total Preference
1	Strongly Agree	16
2	Agree	21
3	Neutral	1
4	Disagree	2
5	Strongly Disagree	0

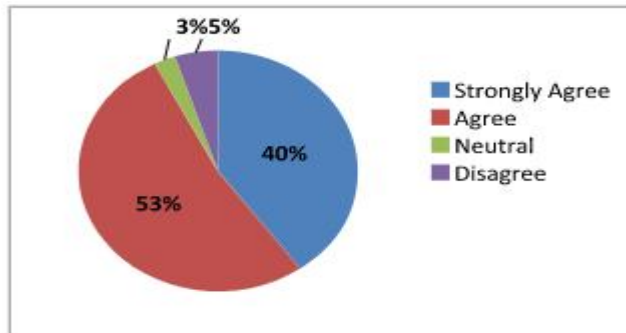


Figure:13

**13. Interpretation:** 16 employees strongly agree, 21 employees agree, 1 employee is neutral, 2 employees disagree and 0 employees strongly disagree to the statement that they try to boost the organization's image.

**14. Attend functions not required but that help company image.**

S.No	Suggestions	Total Preference
1	Strongly Agree	13
2	Agree	15
3	Neutral	11
4	Disagree	1
5	Strongly Disagree	0

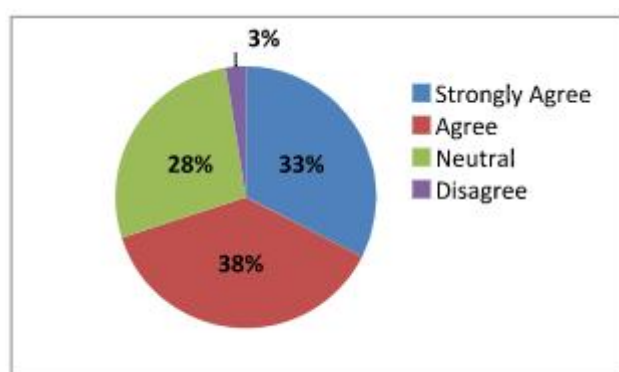


Figure: 14

**14 Interpretation:** 13 employees strongly agree, 15 employees agree, 11 employee is neutral, 1 employees disagree and 0 employees strongly disagree to the statement that they attend functions not required but that help company image.

**4.1 RESULTS OF THE STUDY**

1. Total 92% of the employees agree, only 3% of the employees disagree whereas 5% are neutral to the statement that they always help their co-workers whenever required. This results shows that to help others is still exist apart from having competitive environment.
2. 35% of the employees are neutral and 15% of the employees disagree to the statement they volunteer to take additional tasks, not part of work, But 50% are still agree that they love to take additional task. We can say here that people loves work not the job.
3. 39% of the employees disagree and 14% of the employees strongly agree to statement do not complaint about insignificant things at workplace.
4. 57% of the employees strongly agree, 28% are agree while 5% of the employees disagree to the statement that they usually switch off / close the tap, without waiting peon to come. This can be illustrated that the todays youth are concern about the natural resources .
5. 57% of the employees strongly agree , 37 % are agree and 3% of the employees disagree to the statement that they help new employees adjust in new working environment. Thus creates healthy and friendly work environment.
6. 50% of the employees agree and 27% are neutral while 20% of the employees disagree to the statement that if presence of employees is less they sacrifice the sanctioned leave.
7. 68% of the employees are agree and 15% of the employees disagree to the statement follow the organization's rules even when not watched.
8. 67% of the employees agree and 17% of the employees disagree to the statement that they use cheaper resources to save organizational resources.
9. 85% of the employees agree and 17% of the employees are neutral to the statement that they give advance notice if unable to come to work.
10. 85% of the employees agree and 3% of the employees disagree to the statement that they take initiative whenever new assignment is there.
11. 77% of the employees agree and 8% of the employees disagree to the statement that they tries to resolve the conflicts which arises between co-worker.
12. 87% of the employees agree and 5% of the employees disagree to the statement that they welcome good change without resistance
13. 92% of the employees agree and 3% of the employees are neutral to the statement that they try to boost the organization's image.
14. 69% of the employees agree and 3% of the employees disagree and 28% are neutral to the statement that they attend functions not required but that help company image.



## 4.2 CONCLUSION

Organizational citizenship behavior, especially, the social participation, advocacy participation, functional participation and focus on tasks contribute to internal learning, explorative learning, emergent learning, and exploitation learning between individual, and consequently enhance organizational functioning and performance. Organizational citizenship behavior has a critical relation with organizational functioning. But little work recovers the internal mechanism by which organizational citizenship behavior facilitate organizational performance and effectiveness.

Organizational citizenship behavior describes a wide range of individual actions that go beyond assigned tasks, often for the benefit of the organization – and that may be motivated by personal aspirations. This review has discussed the key dimensions of OCB and its measurement.

Despite the work still to be done in this area, the importance and relevance of these concepts are clear, particularly in light of new ways of doing business that are more entrepreneurial and team based. Citizenship behavior is a key tool for understanding mutuality in business.

The study of OCB suggests that individuals may be intrinsically more or less motivated to bring about mutual benefits for their co-workers and organizations; it begins to describe the mechanisms through which such collective behaviours produce better results; and it establishes the conditions under which we see such action. It is important to monitor that set of work behaviors that goes beyond the role description but also are important contributors to the effectiveness of the organization.

## 4.3 SUGGESTIONS

Understand the practices that allow OCBs to emerge, and consider how they could be used to maximize performance, would have interesting implications for employers.

Explore what group practices allow diverse workforce to maximize the level of OCBs and employee satisfaction.

Learn how to differentiate between those behaviors that are beneficial to all versus those that promote job creep, a poor work/life balance

A proper working environment should be created to increase the level of OCB

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