Organizational Citizenship Behavior- A Study of Telecom Industry

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Introduction: Organizational Citizenship Behavior is thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization. Organizational citizenship behavior is a relatively new concept in performance analysis, but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. **Organ (1988)** originally coined the term organizational citizenship behavior (OCB) and defined it 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'. **Organ (1988)** highlights five specific categories of discretionary behavior and explains how each helps to improve efficiency in the organization which is stated as follows:

- **Altruism:** Behavior which are directly and intentionally aimed at helping some specific person. (e.g., helping new colleague~ and freely giving time to others) is typically directed toward other individuals but contributes to group efficiency by enhancing individuals' performance.
- **Conscientiousness:** Carrying out role behavior well beyond the required level. (e.g. efficient use of time and going beyond minimum expectations) enhances the efficiency of both an individual and the group.
- **Sportsmanship:** Behavior which are involved when a person accepts minor frustrations without complaint. (e.g. avoids complaining and wining) improves the amount of time spent on constructive endeavors in the organization.
- **Courtesy:** Taking action to prevent problems from occurring by respecting others needs. (e.g. advance notices, reminders, and communicating appropriate information) helps prevent problems and facilitates constructive use of time.
- **Civic virtue:** Behavior designed to increase one's participation in and support of the organization as whole. (e.g. serving on committees and voluntarily attending functions) promotes the interests of the organization.

Turnipseed & Rassuli (2005) define OCB as defending the organization when it is criticized or urging peers to invest in the organization; which means that OCB is 'going beyond the call of duty'. OCB refers to behavior that positively impact the organization or its members (Poncheri, 2006), and can also be defined as per Joirman et al, (2006) a behavior that exceeds the routine expectations. This behavior may be different for different people as every employee in an organization perceives job requirements differently i.e. for some employees, helping others (Altruism) may be a routine but some will count it as beyond the scope of job requisites. A person who engages in OCB might receive appreciation and recognition that includes positive emotion and a greater likelihood of repeating the OCB (Miles et al, 2002).

Organizational informal behaviors are not originated from orders but are beneficial for the organization. These behaviors are specified under various names and the most widespread one is the organizational citizenship behavior (OCB). OCB facilitates the renewal, environmental orientation, resource transfer and savings of the organization. It also improves the quality of service, increases the efficiency and the performance of the organization whereas it reduces the costs. An increase of willingness to participate in decision making, the tendency of collaboration, interdependence, responsibility and satisfaction from work has been observed among employees who display high level organizational citizenship behavior. Similarly, OCB increases the ability of attracting and using the employees of the organization by generating favorable feelings among employees towards their organizations. A decrease in intention of quitting, handing over and absenteeism of job has been observed in high level OCB displayed organizations. As the consumer satisfaction increases, this reduces the number of the complaints. Hence there is need to study OCB in Telecom Industry.

Review of Literature

Sharma et al, (2011) hypothesized that there is a significant difference in the degree of OCB of employees in public industry and private industry organization. The results showed that employees in public industry organization have greater degree of OCB in comparison to private industry organizations. In terms of organizational citizenship behavior; a significant difference is noticed between public industry and private industry organization. As expected, public industry employees have exhibited higher degree of OCB as compared to private industry employees.

Alizadeh et al, (2012) described the antecedents of OCB from comprehensive perspective, which include role clarity, leadership, organizational commitment, organizational justice and individual traits. The impact of these antecedents is correlated with five organizational performance parameters namely reduced turnover, reduced absenteeism, employee satisfaction and loyalty, consumer satisfaction and consumer loyalty.

Ismail (2014) examined a significant positive impact of organizational justice dimensions (distributive, procedural, and interactional) on OCB. Organizational trust positively affects OCB. Organizational trust plays a mediating role in the relationship between the organizational justice and OCB.

Kolade et al, (2014) examined the relationship between organizational citizenship behavior, hospital corporate image and performance. The findings revealed that hospitals can increase performance through organizational citizenship behavior and positive corporate image. It is also discovered that there is a negative covariance between organizational citizenship behavior and hospital corporate image despite their individual positive contribution to performance. Therefore, hospital management should develop an organizational climate (such as recognition, additional reward,

promotion, etc.) that can promote organizational citizenship behavior and enhance a positive corporate image while preventing situations that will discourage staff from rendering extra positive discretionary work related services.

Nandan (2015) examined the mediating effect of psychological capital in the relationship between organizational justice and organizational citizenship behavior. Results show a positive relationship between three dimensions of organizational justice, namely distributive justice, procedural justice and interactional justice towards organizational citizenship behavior, a positive relationship between all these three dimension of organizational justice and psychological capital, and psychological capital towards organizational citizenship behavior.

AVCI, A (2016) investigated teachers' perceptions of organizational citizenship behaviors and evaluated them in terms of educational administration. Teachers had a high level of positive opinions with regard to organizational citizenship behaviors. The opinions of the respondents varied significantly according to gender, professional seniority, state of education and the working time at the school where they worked. High level of organizational citizenship behaviors in the school affected education activities in positive way, contributed in generating a healthy school climate and influenced students' success in positive way too.

Current Study: On the basis of literature reviewed it is clear that most of the studies are conducted in Western Countries and more on professional nurses in Hospital and school teachers and few studies have been conducted in Telecom Industry. In India fewer studies have been conducted in this area but not in Telecom Industry. Thus there is a need to study organizations citizenship behavior. To fill the gap in research, the present study is undertaken to study organizational citizenship behaviors of employees in Telecom industry.

The objective is to study five dimensions of Organizational Citizenship Behavior of employees in Telecom industry.

Methodology:

Sample and procedure: The participant population for study is comprised of different companies in Telecom industry in the Tricity of Chandigarh, Panchkula and Mohali. Questionnaires were distributed to 500 employees working in Telecom industry in Mohali (Punjab) and Chandigarh. Sample was collected using snowball sampling technique. 434 employees returned the questionnaire. Questionnaires were delivered in an envelope and also mailed according to respondents convenience demand to fill the questionnaire. Respondents were asked to return the sealed envelopes to the person who distributed them and mailed questionnaire response was directly received. The participation was voluntary.

The research design of the present study comprises of independent variable Organizational Citizenship behavior. Besides it psycho demographic variables such as age, educational level, work experience in the present organization, , gender and

marital status are taken to check the relationship with organizations citizenship behaviors' of employees. Unit of observation is the individuals who respond to the survey.

Data Collection Tools: A standardized questionnaire is used for the data collection purpose.

In short, respondents completed the following information:

•   Demographic Details

•   Organizational Citizenship Behavior Questionnaire.

Data Analysis:

The scale used for the purpose of measuring the responses of the employees for Organisational Citizenship Behavior is the one developed by **Podsakoff, Mckenzie, Moorman and Fetter in 1990**. The scale has five measures named as (1) Altruism (2) Sportsmanship (3) Conscientiousness (4) Courtesy *(5)* Civic virtue. The scale had 24 items. The representation of different components according to the statement number is given in Table 1.

Table 1: Dimensions of Organizational Citizenship Behavior

Sr.	Factors	Statement Numbers
1.	Altruism	1,2,3,4,5
2.	Courtesy	6,7,8,9,10
3.	Conscientiousness	11,12,13,14,15
4.	Civic virtue	16,17,18,19
5.	Sportsmanship	20*, 21*, 22*, 23*, 24*

Note: * means negative items for which scores are reversed

The items are scored on a seven-point Likert scale according to the following response categories:

1 = Strongly disagree, 2 = Moderately disagree, 3 = Slightly disagree, 4 = Neither disagree nor agree, 5 = Slightly agree, 6 = Moderately agree, 7 = Strongly Agree

In the present research, the reliability of the organizational citizenship behavior scale is determined by using cronbach's coefficient alpha as shown in the table 2.

Table 2: Reliability Coefficient in the Study

	Organisational Citizenship Behavior
Number of Items	24

Cronbach Alpha(∝)	.883

- *Value of 0.70 and above testify strong reliability of the scale*

An inspection of Table 3 shows the mean and standard deviation for five dimensions (item wise) of Organizational citizenship behavior.

Among the perception of Telecom industry employees regarding five dimensions of Organizational Citizenship Behavior the mean score is found highest for three items of Altruism (mean value 4.83) I help others who have heavy workloads; Altruism (mean value 4.73) I willingly give of my time to help other employees who have work related problems; Altruism (mean value 4.61) I am always ready to lend a helping hand to those around me.

The lowest score is given to following two items of Altruism (mean value 3.98) I help orient new employees even though not required; Altruism (mean value 4.22) I help others who have been absent. Thus Altruism (item wise) has got the highest mean value.

Table 3: Descriptive Statistics of the Organizational Citizenship Behavior Questionnaire (Mean Scores and Standard Deviation)

Item No.	Items	Dimension	Mean	Std. Deviation
OCBI	I willingly give of my time to help other employees who have work related problems.	Altruism	4.73	1.373
OCB2	I am always ready to lend a helping hand to those around me	Altruism	4.61	1.677
OCB3	I help others who have heavy workloads	Altruism	4.83	1.321
OCB4	I help others who have been absent	Altruism	4.22	1.493
OCB5	I help orient new employees even though not required	Altruism	3.98	1.807
OCB6	I try to avoid creating problems for co workers.	Courtesy	4.43	1.681
OCB7	I take steps to try to prevent problems with other employees.	Courtesy	4.32	1.767
OCB8	I don't abuse the right of others.	Courtesy	4.37	1.774
OCB9	I consider the impact of my actions on co workers	Courtesy	4.32	1.778

Item No.	Items	Dimension	Mean	Std. Deviation
OCB10	I am mindful of how my behavior affect other people's job.	Courtesy	4.48	1.738
OCB11	I do not take extra breaks.	Conscientiousness	4.37	1.683
OCB12	I obey rules and regulations even when no one is watching.	Conscientiousness	4.27	1.860
OCB13	I give an honest day's work for an honest day's pay.	Conscientiousness	4.55	1.657
OCB14	I give advance notice when unable to come to work	Conscientiousness	4.31	1.815
OCB15	I always complete my work on time.	Conscientiousness	4.44	1.749
OCB16	I attend function that is not required but help the organisation's image.	Civic virtue	4.31	1.802
OBC17	I attend meeting that is not mandatory, but are considered important	Civic virtue	4.25	1.721
OCB18	I keep myself informed about the changes in the organization.	Civic virtue	4.30	1.732
OCB19	I read and keep up with organization announcements, memos and so on.	Civic virtue	4.39	1.704
OCB20*	I consume a lot of time complaining about trivial matters.	Sportsmanship	4.29	1.609
OCB21*	I always find fault with that the organization is doing.	Sportsmanship	4.23	1.604
OCB22*	I tend to make "mountains out of molehills" (makes problems bigger than they are.)	Sportsmanship	4.45	1.489
OCB23*	I always focus on what is wrong with my situation rather than positive side of it.	Sportsmanship	4.30	1.677
OCB24*	I express resentment with any changes introduced by management	Sportsmanship	4.32	1.794

- *Note: * means negative items for which scores are reversed*

Relationship Of Organizational Citizenship Behavior With Demographic Variables In The Telecom Industry

Demographic Variable-Age

Employees of different age categories differ significantly with their perception of organizational citizenship behavior and its dimensions. **(H_{01})**

Table 4:Descriptive and Analysis of Variance (ANOVA) of Age categories for Organizational Citizenship Behavior and its Dimensions in the Telecom Industry

Variables	Age	N	Mean	F-Test	Sig.
Organizational Citizenship Behavior	<30 yrs	104	4.1530	16.338	.000
	30-40 yrs	288	4.3599		
	> 40 years	42	5.0820		
	Total	434	4.3769		
Altruism	<30 yrs	104	4.1904	10.103	.000
	30-40 yrs	288	4.5125		
	> 40 years	42	4.9650		
	Total	434	4.4769		
Courtesy	<30 yrs	104	4.2038	16.805	.000
	30-40 yrs	288	4.2979		
	> 40 years	42	5.4750		
	Total	434	4.3843		
Conscientiousness	<30 yrs	104	4.1288	16.559	.000
	30-40 yrs	288	4.3285		
	> 40 years	42	5.5050		
	Total	434	4.3894		
Civic Virtue	<30 yrs	104	4.0841	8.536	.000
	30-40 yrs	288	4.2821		
	> 40 years	42	5.1500		
	Total	434	4.3148		
Sportsmanship	<30 yrs	104	4.1577	1.556	.212
	30-40 yrs	288	4.3785		
	> 40 years	42	4.3150		
	Total	434	4.3194		

The descriptive statistics and analysis of Variance (ANOVA) for the number of employees who responded regarding Organizational Citizenship Behavior and its five dimensions under different age group are depicted in table 4. Out of the 434 respondents, 104 are in the age group of less than 30 years, 288 are between 30-40 years and 42 are greater than 40 years of age.

From the result of ANOVA, it is clear that there are statistically significant differences between the mean value of different age groups of employees for Organizational Citizenship Behavior, Altruism, Courtesy, Civic Virtue and

Conscientiousness (p<0.05). But there is no significant difference in the Organizational Citizenship Behavior dimension Sportsmanship across the different age groups (p<0.05). From the above result it can be concluded that H_{01} is accepted. Altruism, Courtesy, Civic Virtue and Conscientiousness dimensions of organizational citizenship behavior are supported. But Sportsmanship dimension of organizational citizenship behavior is not supported. As people mature they display OCB.

Demographic Variable-Education

Employees of different educational level categories differ significantly with their perception of organizational citizenship behavior and its dimensions. **(H_{02})**

Table 5: Descriptive and Analysis of Variance (ANOVA) of Educational Level Categories for Organizational Citizenship Behavior and its Dimensions in the Telecom Industry

Variables	Educational Level Categories	N	Mean	F-Test	Sig.
Organizational Citizenship Behavior	Graduate	120	4.6053	26.457	.000
	Post graduate	280	4.1836		
	Others	34	5.2125		
	Total	434	4.3769		
Altruism	Graduate	120	4.7033	19.035	.000
	Post graduate	280	4.2943		
	Others	34	5.2250		
	Total	434	4.4769		
Courtesy	Graduate	120	4.7433	29.577	.000
	Post graduate	280	4.0893		
	Others	34	5.6188		
	Total	434	4.3843		
Conscientiousness	Graduate	120	4.7317	26.621	.000
	Post graduate	280	4.0979		
	Others	34	5.6563		
	Total	434	4.3894		
Civic Virtue	Graduate	120	4.7167	22.886	.000
	Post graduate	280	4.0143		
	Others	34	5.4375		
	Total	434	4.3148		
Sportsmanship	Graduate	120	4.1317	3.538	.030
	Post graduate	280	4.4221		
	Others	34	4.1250		
	Total	434	4.3194		

The descriptive statistics of respondents under different educational categories regarding Organizational Citizenship Behavior and its five dimensions are depicted in

Table 5. Out of 434 respondents, 120 are Graduate, 280 are Post Graduate and 34 are professional and under graduates.

From the result of ANOVA, it is clear that there is statistically significant difference in the perception of employees about organizational citizenship behavior, Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship ($p<0.05$). From the above result it can be conclude that hypothesis H_{02} is accepted. Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship dimensions of organizational citizenship behavior are supported. Professionals exhibit more OCB than Graduates and Post Graduates.

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Demographic Variable- Work Experience in Present Organization (Telecom Industry)

Employees of different work experience in present organization differ significantly with their perception of organizational citizenship behavior and its dimensions. **(H_{03})**

Table 6: Descriptive and Analysis of Variance (ANOVA) of Work Experience in Present Organization for Organizational Citizenship Behavior and its Dimensions in the Telecom Industry

Variables	Work Experience	N	Mean	F-Test	Sig.
Organizational Citizenship Behavior	0-2 yrs	28	4.4846	8.067	.000
	2-4 yrs	74	4.3769		
	4-6 yrs	111	4.0331		
	above 6 yrs	221	4.5360		
	Total	434	4.3769		
Altruism	0-2 yrs	28	4.6000	5.746	.001
	2-4 yrs	74	4.4333		
	4-6 yrs	111	4.1730		
	above 6 yrs	221	4.6281		
	Total	434	4.4769		
Courtesy	0-2 yrs	28	4.6214	4.313	.005
	2-4 yrs	74	4.4778		
	4-6 yrs	111	4.0090		
	above 6 yrs	221	4.5122		
	Total	434	4.3843		
Conscientiousness	0-2 yrs	28	4.5857	8.799	.000
	2-4 yrs	74	4.5722		
	4-6 yrs	111	3.8288		
	above 6 yrs	221	4.5864		
	Total	434	4.3894		
Civic Virtue	0-2 yrs	28	4.5446	4.001	.008

Variables	Work Experience	N	Mean	F-Test	Sig.
	2-4 yrs	74	4.4097		
	4-6 yrs	111	3.9167		
	above 6 yrs	221	4.4548		
	Total	434	4.3148		
Sportsmanship	0-2 yrs	28	4.0714		
	2-4 yrs	74	3.9917		
	4-6 yrs	111	4.2378	4.935	.002
	above 6 yrs	221	4.4986		
	Total	434	4.3194		

Employees of different work experience in the Telecom Industry differ significantly with their perception of Organizational Citizenship Behavior and its five dimensions.

The descriptive statistics and analysis of variance (ANOVA) for the number of employees who responded to the Organizational Citizenship Behavior and its five dimensions under the different categories of work experience in the Telecom Industry are depicted in the Table 6. Out of the 434 respondents, 28 have up to 0-2 years of work experience, 74 have 2-4 years work experience, 111 have 4-6 years work experience and 221 have above 6 years work experience in the Telecom Industry.

From Table 6 it is clear that there is significant difference in the perception of Organizational Citizenship Behavior, Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship across the different work experience categories in the present organizations categories ($p < 0.05$). From the above result it can be concluded that hypothesis H_{03} is accepted. Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship dimensions of organizational citizenship behavior are supported. As you spend more time in an organization you get attached to it. It also leads to organizational Commitment.

Demographic Variable- Marital Status

Employees of different marital status category differ significantly with their perception of organizational citizenship behavior and its dimensions. **(H_{04})**

Table 7: Descriptive and Analysis of Variance (ANOVA) of Marital Status Categories for Organizational Citizenship Behavior and its Dimensions in the Telecom Industry

Variables	Marital Status	N	Mean	T	Sig.
Organizational Citizenship Behavior	Married	373	4.3697	-.418	.677
	Unmarried	61	4.4229		
Altruism	Married	373	4.4692	-.411	.681
	Unmarried	61	4.5254		
Courtesy	Married	373	4.3598	-.982	.327

	Unmarried	61	4.5390		
Conscientiousness	Married	373	4.3775	-.453	.651
	Unmarried	61	4.4644		
Civic Virtue	Married	373	4.2929	-.801	.424
	Unmarried	61	4.4534		
Sportsmanship	Married	373	4.3491	1.414	.158
	Unmarried	61	4.1322		

The descriptive statistics for the number of employees responded to the Organizational Citizenship Behavior and its five dimensions of marital status category are depicted in Table 7. Out of the 434 respondents, 373 are married and 59 are unmarried.

From the independent t-test result it is clear that there is statistically no significant difference between the mean values of two marital status group of employees for Organizational Citizenship Behavior, Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship ($p<0.05$). From the above result it can be concluded that hypothesis H_{04} is not accepted. Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship dimensions of organizational citizenship behavior are not supported. Marital status doesn't affect OCB.

Demographic Variable-Gender

Employees of different gender categories differ significantly with their perception of organizational citizenship behavior and its dimensions. **(H_{05})**

Table 8: Descriptive and Analysis of Variance (ANOVA) of Gender Categories for Organizational Citizenship Behavior and its Dimensions in the Telecom Industry

Variables	Gender	N	Mean	T	Sig.
Organizational Citizenship Behavior	Male	353	4.3516	-1.228	.220
	Female	81	4.4904		
Altruism	Male	353	4.4844	.341	.734
	Female	81	4.4430		
Courtesy	Male	353	4.3354	-1.651	.099
	Female	81	4.6025		
Conscientiousness	Male	353	4.3977	.269	.788
	Female	81	4.3519		
Civic Virtue	Male	353	4.2790	-1.099	.272
	Female	81	4.4747		
Sportsmanship	Male	353	4.2612	-2.348	.019
	Female	81	4.5797		

The descriptive statistics for the number of employees who responded regarding Organizational Citizenship Behavior and its five dimensions under the gender

category is depicted in Table 8. Out of 434 respondents, 353 are male and 81 are female employees.

From the independent t-test result it is clear that there is statistically significant difference between the mean values of two gender group of employees for Sportsmanship ($p<0.05$). But there is no difference between the mean values of two gender group of employees for Organizational Citizenship Behavior, Altruism, Courtesy, Conscientiousness and Civic Virtue ($p<0.05$). From the above result it can be concluded that hypothesis H_{05} is not accepted. Sportsmanship dimension of organizational citizenship behavior are supported. But Altruism, Courtesy, Conscientiousness and Civic Virtue dimensions of organizational citizenship behavior are not supported. Anyone can display OCB irrespective of their gender. Females show more Sportsmanship dimension of organizational citizenship behavior.

Implications Of The Study: Organizations want and need employees who will do those things that aren't in any job description. And the evidence indicates that those organizations that have such employees outperform those that don't have. Though there are research studies that provide the domain of OCB and its effects on the organizational performance but they have varied viewpoints and are inadequate. OCB is influenced by many variables. The increase in the adverse feelings about the work done, emotional exhaustion and doubtfulness tends to reduce the OCB levels of the employees. On the contrary, the factors like having pleasant feelings about the workplace, support, equality, job satisfaction, loyalty to the organization, organizational confidence, fairness in the organization, organizational identity, organizational substitution, perception of satisfactory wage, good feelings about the work, interest in the organization, the feeling of social responsibility and motivation, tends to increase the display levels of OCB. Organizations ought to be aware of these variables so that necessary measures can be taken to improve the OCB levels of employees.

The management must strive to retain and continue with the state of organizational citizenship, as it results in improved performance, which is advantageous and helpful to both the employees and the organization, resulting in swift achievement of objectives by the organization and hence a better work-life for the employees.

Although organizations typically select employees for their ability to reach requisite levels of task performance, research indicates that citizenship is important for organizational success. Citizenship becomes even more salient in a business context characterized by increased competition, reliance on teamwork, and the threat of downsizing. In such conditions, adaptability, willingness to exhibit extra effort, and initiative are magnified (Borman&Penner,2001).

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