Decoding the Algorithm to Improve Extra Role Behavior among Employees: A Study of Select it Firms in India

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Abstract:

The paper aims at finding the relationship between Extra Role behavior or Organizational Citizenship Behavior (OCB) and Organizational Commitment (OC). It also addresses the most influential factors contributing to Organizational Citizenship Behavior.

Organizational Citizenship Behavior isa behavior exhibited by employees in the organization outside the range of their responsibilities. It is a behavior in which employees exceed the boundaries in order to help strangers or colleagues. (Organ, 1988)

The final questionnaire constituted 33 items and these items were administered on 100 respondents from IT industry at various locations of India. The reliability of an instrument is its ability to produce consistent results each time. Reliability Test using Cronbach's Alpha was conducted on a sample of 20 respondents and it was found to be 0.715.Random sampling method was used for the survey.

The 28 itemquestionnaire by Bateman and Organ (1983) was used to find Organizational Citizenship Behavior which was developed. To determine Organizational Commitment level, a 5-item scale drawn from Meyer and Allen's (1991) was used. Likert scale with 5 points was used for the study. The scales ranging from strongly disagree (1) to strongly agree (5) is considered. Correlation was used to find out the relationship between Organizational Citizenship Behavior and Organizational Commitment. Further, to understand the best contributing or the influential factor towards Organizational Citizenship Behavior Stepwise Multiple Regression is used.

INTRODUCTION

ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Organizational citizenship behavior , the term was devised by Organ (1988).Organizational Citizenship Behavior is an "Individual's behavior that is discretionary, not recognized explicitly by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization."OCB is conceptualized as synonymous with contextual performance, defined as 'a performance which supports the social and psychological environment where tasksare performed'. Examples which are representative of the Organizational Citizenship Behavior include helping a new joiner become familiar with his/her role in the office, assisting your colleague to complete a task in time, guiding a new joiner with the onetime formalities to avail health benefits or allowances, personally visiting the concerned team to resolve or get understanding on issues related to transportation facilities, a colleague who is unable to meet the deadlines and the list goes on. Organizational Citizenship Behavior given by (Organ, 1988) was also known as "good soldier syndrome" as this behavior is representative of good, positive and disciplined characteristics exhibited by employees who are committed to theirorganizations. It comprises of pro-social behavior like punctuality, helping nature, innovation and lack of undesirable actions like

complaining, arguing with other employees and habit of finding faults in other employee's work.

It is the willingness of people to contribute towards growth and development of their organization by putting in that extra energy or effort and going a mile extra to achieve the same. The willingness can be defined as the spontaneous, impromptu behavior of individuals wherein they help a fellow mate, a junior team member or a senior member at the spur of the moment. This type of behavior is not for which the employees or resources of an organization are trained for, these behaviors are self driven and cannot be enforced. This type of behaviors are motivated internally, sustained by an Individual'sneed for a sense of achievement which is intrinsic, competence and belongingness.

Individual-directed citizenship behavior (OCBI), also labeled "altruism", is performed for the direct benefit of some individual, such as assisting a co-worker with her or his tasks or giving a co-worker a ride to work.

Organization-directed citizenship behavior (OCBO), alternatively called "generalized compliance", tends to not have an immediate, individual target, but benefits the organization more generally. Actions such as attending after-work functions, following prescribed rules, or tolerating less-than-ideal circumstances are seen as beneficial to the organization, but not an individual target.

Organizational Citizenship Behaviorhas beenput into seven types (Podsakoff et al., 2000)
1. Altruism: It refers to the helping attitude pf people and this behaviour is completely discretionary in nature. To help others without any ulterior and mean motive is an essential characteristic of this behavior demonstrated by employees
2. Sportsmanship: This refers to the spirit shown by employees wherein they exhibit more of team work in a positive way than any other approach.
3. Organizational loyalty: When the individuals show loyalty towards the organization they work for

and enhance the image of the organization before the external environment.
4. Organizational compliance:This refers to being an employee who obeys rules and regulations of the organization and comply with the said directions.
5. Individual initiative:This refers to a behaviour in which employees work and put in efforts to gain positive outcomes and encourage others also to work in the positive direction so that good results can be fetched.
6. Civic virtue: This basically refers to experiencing and monitoring on behalf of the community by involving in the strategic decisions and policy making issues in the organization.
7. Self-development: In this efforts are being made by employees to increase the knowledge, abilities and skills to improve the individual contribution towards the development of the organization.

There always been a point of discussion whether the Organizational Citizenship Behavior is In-Role or Extra –Role? A thought arises as the evaluated behaviors would be In-Role and the unevaluated ones will be Extra-Role. But, as per the researches carried on, if one believes that one is expected to perform certain behavior, so they will incorporate them into what would be called as ONE's ROLE. While this distinction between in-role and extra-role may seem largely theoretical, it holds very practical implications for research. As behaviors are more expected (in-role) they will be more likely performed. When working in an organization, individuals behave within what will be called "behavioral space". This space is the constellation of all behaviors that are likely to be performed by a particular individual.

Morrison (1994) described this behavioral space as "a set of concentric circles. In the center are core in-role behaviors, and in the outermost band are behaviors that are highly above and beyond expectations".

ORGANIZATIONAL COMMITMENT (OC)

Organizational commitment is defined as employee's connection with the organization (Meyer and Allen, 1996; Mowday et al., 1979). An employee who is committed and has a sense of belongingness towards their organization tends to identify the objectives of their firm quickly and always strive to achieve the same. A three components model of Organizational Commitment is based on a exhaustive understanding of Organizational Commitment which includes affective commitment (AC) employees who are emotionally attached to one's organization, continuance commitment (CC) attachment based on certain benefits associated like pension schemes or self-investmentand normative commitment (NC), based on motivation to conform to social norms was proposed by Meyer and Allen (1991).

OBJECTIVES OF THE STUDY

a. To determine the most influential factor contributing to Organizational Citizenship Behaviour.
b. To test the significant difference in Organizational Citizenship Behaviour of employees based on age
c. To test the significant difference in Organizational Citizenship Behaviour of employees based on gender
d. To test the significant difference in Organizational Citizenship Behaviour of employees based on designation/role
e. To test the significant difference in Organizational Citizenship Behaviour of employees based on tenure
f. To determine if a relationship exists between Organizational Citizenship behavior and Organizational Commitment level

Hypothesis 1:There is no significant difference in the Organization Citizenship Behavior of employees based on gender of the employees

Hypothesis 2: There is no significant difference in the Organization Citizenship Behavior of employeesbased on age of the employees
Hypothesis 3 :There is no significant difference in the Organization Citizenship Behavior of employees based on role of the employees
Hypothesis 4: There is no significant relationship among employees' Organizational Citizenship behavior and their Organizational Commitment level.

RESEARCH METHODOLOGY

A total of 100respondents from various IT organizations were taken and the population had the following characteristics: 47% were Females and 53% were Males. 58 respondents were in the age bracket of less than 30yrs, 38 respondents were in the age group between 30-45yrs and only 4 respondents were above the age of 45yrs. The questionnaire was administered to the IT sector employees out of which only 10 were at a role of a junior member in the team.37 were Senior members, 27 at Consultant role , 22 respondents at Manager role and only 4 belonged to Top Management. The respondents were also asked about their years of experience, 42 respondents were having experience less than 2 yrs, 33 respondents had experience within 2-4yrs, and 17 were 5-7yrs of tenure. Only 3 respondents were having experience in 8-10yrs and 5 had experience above 10yrs in the organization.

SCOPE OF THE CURRENT STUDY

The current study is part of the bigger Research process which is exploratory in nature and various dimensions of Organizational Citizenship Behavior with respect to Job Culture, Job Satisfaction, Personality, Organization Culture were analyzed. Not much research has been done to calculate the type of relationship between Organizational Commitment and Organizational Citizenship Behavior and listing out the most influential factors

like Altruism, Benevolence, and Personable which are depicted by employees. In the study 2 major instruments used were a 28item questionnaire to assesss Organizational citizenship Behavior . In the scale 4 more global statements were added to address the issue. In addition, the level of organizational commitment with 5 item scale using affective commitment was used, given by Meyer and Allen's (1991).Thescales were Likert scale analyzing the variables on a 5-point ranging from strongly disagree (1) to strongly agree (5).

MEASURES, QUESTIONNAIRE SCORING AND RELIABILITY

Reliability Test using Cronbach's Alpha was conducted on a sample of 25 respondents out of the population of 100 and it was found to be 0.715. In The process it was found that 7 statements from the questionnaire were irrelevant in the present context of the study and therefore it had to be removed. Random sampling method was used for the survey. The questionnaire was presented in English, having a total of 28 statements related to Organizational Citizenship Behavior divided into 3 factors as ALTRUISM, BENEVOLENCE and PERSONABLE and 5 statements for Organizational Commitment and 8 statements related to Demographics. To ensure accuracy of responses, the questionnaires were sent through mail and other social media platforms and it takes 8-10 minutes to fill a questionnaire. The respondents were the people who are currently working in the IT industry.

DATA ANALYSIS

Statistical tool for Social Sciences was used for the Statistical analysis of the data. Descriptive analysis was done and the frequencies were calculated. One way ANOVA was used to test significant difference in the perception of employees on the basis of age, gender, designation. Bivariate Correlation analysis was used to find the

relationship between Organizational Citizenship behavior and Organizational Commitment level. Step-wise Multiple Regression was used to figure out the most contributing factor towards Organizational Citizenship Behaviour

Hypothesis 1: There is no significant difference in the Organization Citizenship Behavior of employees based on gender of the employees

Table 1 ANALYSIS OF VARIANCE OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR BASED ON GENDER

	N	Mean	Std. Deviation	F	Significance
Female	47	73.3617	5.41506	.253	.616
Male	53	72.8302	5.14683		
Total	100	73.0800	5.25449		

As per the above output, there is no significance difference between groups as determined by one-way ANOVA (F(1,98)=0.253 and p=0.616) and the Null hypothesis stating that there is no significant difference in the organizational citizen behavior level of employees is accepted.

Hypothesis 2: There is no significant difference in the Organization Citizenship Behavior of employees based on age of the employees

Table 2 ANALYSIS OF VARIANCE OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR BASED ON AGE

	N	Mean	Std. Deviation	F value	Significance
Less than 30yrs	58	72.9138	5.86181	1.67	.194
30-45yrs	38	72.8421	4.22685		

Above 45yrs	4	77.7500	2.75379		
Total	100	73.0800	5.25449		

As per the above output, there is a difference between groups as determined by one-way ANOVA ($F(2,97)=1.670$ and $p=0.194$) but not a significant difference, thereby accepting the Null hypothesis.

Hypothesis 3 : There is no significant difference in the Organization Citizenship Behavior of employees based on role of the employees

Table 3 ANALYSIS OF VARIANCE OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR BASED ON ROLE TAKEN UP BY EMPLOYEES IN ORGANISATION

	N	Mean	Std. Deviation	F	Sig.
Junior Team Member	10	71.8000	6.54557	1.197	.317
Senior Member	37	73.4865	4.82828		
Consultant	27	71.6667	4.93028		
Manager Role	22	74.2727	5.04439		
Top Management	4	75.5000	8.38650		
Total	100	73.0800	5.25449		

As per the above output, there is a no significant difference between groups as determined by one-way ANOVA ($F(4,95)=1.197$ and $p=0.317$) .

Hypothesis 4: There is no significant relationship among employees' Organizational Citizenship behavior and their Organizational Commitment level.

Table 4

Correlations

		ORG COMMITMENT	ORG CITIZENSHIP BEHAVIOR
ORGCOMMITMENT	Pearson Correlation	1	.351[**]
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	1068.000	599.600
	Covariance	10.788	6.057
	N	100	100
ORGCITIZENSHIPBEHAVIOR	Pearson Correlation	.351[**]	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	599.600	2733.360
	Covariance	6.057	27.610
	N	100	100

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

A Bivariate Correlation was run to determine the relationship between Organizational Citizenship Behavior and Organizational Commitment and it shows the Pearson Correlation as 0.351 which is significant at ($p>0.01$).This clearly shows that there is a positive relationship between Organisational Citizenship behavior and organizational commitment level of employee

STEP-WISE MULTIPLE REGRESSION

Regression analysis was used to study the relationship between one dependent variable (DV) and three independent variables (IVs). The tables titled Descriptive Statistics, Correlations, Variables

Entered/Removed, Model Summary, ANOVA, Coefficients are given as under

Table 5

Descriptive Statistics

	Mean	Std. Deviation	N
ORGCITIZENSHIPBEHAVIOR	73.0800	5.25449	100
ALTRUISTIC	47.8900	4.35981	100
BENEVOLENCE	9.6400	1.53426	100
PERSONABLE	14.8600	2.33990	100

Table 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.788[a]	.621	.617	3.25232	.621	160.411	1	98	.000
2	.902[b]	.814	.810	2.29236	.193	100.264	1	97	.000
3	.977[c]	.955	.954	1.12662	.142	305.589	1	96	.000

a. Predictors: (Constant), ALTRUISTIC

b. Predictors: (Constant), ALTRUISTIC, BENEVOLENCE

c. Predictors: (Constant), ALTRUISTIC, BENEVOLENCE, PERSONABLE

The values of the multiple correlation coefficients between the predictor variable and the outcome variable are given in the column marked as R in table 6.When only ALTRUISTIC factor is taken as a predictor, the simple correlation is 0.788. The R square indicates that this factor contributes 62.1% while Altrutistic and Benevolance contributes 81.4% and all the 3 factors contribute 95.5% collectively.

On the basis of ANOVA, the F-value is 160.411 so Altruistic is the most contributing factor towards Organizational Citizenship Behavior.

Table 7

ANOVA[d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1696.757	1	1696.757	160.411	.000[a]
	Residual	1036.603	98	10.578		
	Total	2733.360	99			
2	Regression	2223.635	2	1111.818	211.578	.000[b]
	Residual	509.725	97	5.255		
	Total	2733.360	99			
3	Regression	2611.510	3	870.503	685.830	.000[c]
	Residual	121.850	96	1.269		
	Total	2733.360	99			

a. Predictors: (Constant), ALTRUISTIC

b. Predictors: (Constant), ALTRUISTIC, BENEVOLENCE

c. Predictors: (Constant), ALTRUISTIC, BENEVOLENCE, PERSONABLE

d. Dependent Variable: ORGCITIZENSHIPBEHAVIOR

This part of analysis help in testing that whether the model best predicts the outcome . Here in the table the model the F ratio is 160.411which is likely to be not happened by chance($p < .001$) whereas for the second model the value of F ratio is 211.5 which is highly significant and model 3 has F ratio of 685.83 . So we can conclude that the Model 3 can better help in predicting the outcome variable.

Table 8

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	27.605	3.605		7.657	.000	20.451	34.760
ALTRUISTIC	.950	.075	.788	12.665	.000	.801	1.098
2 (Constant)	17.465	2.735		6.385	.000	12.036	22.894
ALTRUISTIC	.854	.054	.708	15.897	.000	.747	.960
BENEVOLENCE	1.528	.153	.446	10.013	.000	1.225	1.831
3 (Constant)	1.442	1.627		.887	.378	-1.787	4.672
ALTRUISTIC	.980	.027	.813	35.816	.000	.926	1.035
BENEVOLENCE	1.179	.078	.344	15.197	.000	1.025	1.333
PERSONABLE	.897	.051	.399	17.481	.000	.795	.999

a. Dependent Variable: ORGCITIZENSHIPBEHAVIOR

The table8 can be further broken into 3 parts. The first aspect discussed is Altruistic attitude or Altruism .The second part comprises 2 factors ie. Altruistic and Benovelence and the third part has 3factors viz. Altruistic, Benovelence and Personable .

If we closely look at Model 3, whih is also the 3rd part, it can be seen that it has 3 factors . These 3 factors are the predictor variables which are making significant contribution to predict the dependent variable. Here the dependent variable is Organisational Citizenship Behavior . The Beta value (b)signies he relation between the dependent and independent variables or in other words the predictor and outcome variables. Since there exists a positive Beta value in case of all the variable , it can be concluded that all these three predictor variables explain the existence of positive relationship between the predictor and outcome variables.

Also the t statistic associated with b value is singicant in all the 3 predicted models , they can be considered as predictors of organizational citizenship behavior. However Altruistic has a slightly larger impact on outcome as compared to others because of higher t statistic.

CONCLUSION

The research started with the objective to find out the most contributing factor towards Organisational Citizenship Behaviour.From the above analysis, we can say that the most influential and contributing factor to Organizational Citizenship Behavior is ALTRUISTIC behaviour which signifies that an employees' helping attitude contributes the most

towards the Organisational Citizenship Behaviour. The research also aimed at finding out that whether there is any difference in the Organisational Citizenship behaviour of employees based on gender, age and designation of the employees.One-way Analysis of Variance was used to find the difference between the groups. It was established that there is no significant difference in the Organisational citizenship Behaviour of employees based on gender, age and role of employees. Furthermore, the research aimed at finding if there is a significant relationship between Organizational Citizenship Behavior and Organizational Commitment level of employees. To study such relationship, Karl Pearson's Correlation coefficient was used and the results showed the existence of positive and significant relationship between Organisational Commitment level and Organisational Citizenship behaviour. It connotes that if Organisational Commitment level increases, it will lead to better Organisational Citizenship Behaviour. So, it can be concluded that if Organisational Citizenship behaviour of employees is to be increased then attempt should be to work on increasing the Commitment level of employees. There are numerous studies tracing the relationship between Organisational citizenship behaviour and Productivity enhancement in the organization. The present research sets the tone of increasing the productivity of the concerns by raising the Organisational Commitment of employees in the organization. The present research was cross sectional in nature and could be further taken up to the next level by doing a longitudinal study in this regard. The research leaves plethora of scope to further develop on the study.

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