

MEASURING IMPACT OF ORGANIZATIONAL
CITIZENSHIP BEHAVIOR ON FIRM PERFORMANCE IN
INDIAN BANKING INDUSTRY: AN EMPIRICAL
ANALYSIS

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ABSTRACT

Purpose – The purpose of this paper is to investigate the associations between OCB and firm performance of firms along with study of some prominent antecedents of OCB.

Design/methodology/approach – A self-report questionnaire containing standard measures of the key variables was completed by a sample of 205 employees. Multiple regression analysis was conducted to test the proposed hypotheses.

Findings – OCB was found to be significantly related to firm's performance. Also a positive impact was found on OCB due to job satisfaction, organizational commitment and leadership competency.

Practical implications – Practising managers should pay more attention to OCB thereby resulting in improved firm performance, also they should work on antecedents of OCB i.e. job satisfaction, organizational commitment and especially leadership competency trait of employees.

Keywords - Job satisfaction, Organizational commitment, OCB, Firm performance, Leadership competency, banking sector

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INTRODUCTION

Banking sector constitutes of one of the largest sector of India and World. Indian banking sector plays an important role in not only shaping but also maintaining the economy of a country. They are the pillars on which the development of our country depends. It provides employment to a large number of employees. With the increasing competition there has been a great deal of change in the way employees perceive their work and also in the way they work. One of the biggest issues prevailing these days is the inability of the companies to keep the employees engaged in their work. In order to make employees completely engaged to their work, there are several methods that could be implemented.

There is an increasing need to provide employees with the factors that lead to satisfaction among the employees and also make them perform better with increased dedication. A lot many studies have been conducted so as to find the out the impact of several factors on employees job behavior and also about its impact on the performance of the whole organization. In order to achieve success, every sector depends upon the performance of its resources and most importantly the human resources. Though there are several components that affect an employee's behavior & attitudes towards work. When considering an employee's performance, Job satisfaction is one of the most important factors in order to have improved performance that leads to better organizational performance.

It is often observed in almost every sector that if the employees are uninterested or unwilling to perform their duties, it is more likely that they will leave the organization in near future leading to increased turnover. So, in order to make and keep employees engaged to their work, it is necessary for the organization to adopt all the antecedents that may eventually make the employee feel satisfied and engaged to their duties.

Factors like Job satisfaction and organizational commitment are one of the most important attitudes and their positive consequences have also remained the subject of research for various researchers. Also many researches have proved that the productivity or the performance of the human resources of an organization is directly proportional to the productivity and performance of the organization.

Researches also state that the OCB of the employees in the organization also leads to the improvement in their performance towards the clients. OCB makes employees serve the clients better (Podsakoff et al., 2003). There is need that the Bank Branches should devise and implement proper strategies in order to have better efficiency and profitability. And to achieve this, they need to have the OCB characteristics like sacrifice, loyalty, participation, dutifulness, tolerability, respect etc among the employees in an organization (Zareie et al., 2006; Jahanshahi et al., 2010a).

As per the changes in the environment of an organization, its ensuing innovations and ability to adopt changes are emphasized and for this voluntary behavior of the members of the organization is required. So, an organization should have the capability of bringing change in the behavior and attitude of its members which is guided to act for the development of organization rather than egoistic behavior. So as to consider the above issue many researchers have paid attention to organizational citizenship behavior (OCB).

According to (Podsakoff et al. 2000) there are various variations to Organizational citizenship behaviors like loyalty towards the organization, urge to help other colleagues, willingness for compliance with organizational policies. It has been found in the research that the employees who are willing and who contribute more efforts and work with more abilities even if it is not required officially from the employee get more benefits from the organization as well. This is an important contribution of OCB towards organizational performance and it has also received much of attention of the researchers in the business field (Todd, 2003)

Researcher's interest has also grown for OCB in the areas of marketing and strategy. As it is widely known most of the researches on OCB have had its focus on identifying the factors that has effect on OCB of employees, that mainly include organizational justice and leadership traits. (e.g., Asgari et al., 2008; Karriker and Williams, 2009). It has been observed that structure of an organization can also have some affect on the behaviours and attitude of the employees (Schminke et al., 2000). There has been a little research that focus on the organizational factors and its relation with OCB. There is scarcity of comprehensive researches that mainly focus on organizational features related to its procedures and structures and leadership.

In order to overcome the limits of the studies being done earlier, this study was done to using a comprehensive approach with the aim to evaluate and find out the outcomes associated with OCB. The study aimed at finding out the effect of various factors of job and its effect on employees behavior in relation to organizational justice, leader's behavior, organizational structure and its impact on the OCB.

Organizational citizenship behavior is employees' extra efforts which are not officially required by the organization (Organ, 1988). The voluntary and discretionary actions undertaken by the employees is referred to as OCB (Kohan and Mazmanian, 2003). The chief components that indicate OCB are compliance and altruism. The first factor refers to the willingness of employees to follow the rules of the organization and the later refers to the employee's acts of providing helps to others voluntarily. (Organ and Ryan, 1995; Williams and Anderson, 1991).

There has been an increase in the number of studies concerning the relation between leadership, organizational culture, and the behavior of individuals in the organization (Gelfand, Erez, & Aycan, 2007). Though the earlier researches show several perspectives as far as the relationship between leadership and the individuals is concerned. Researchers have also urged about the need to find out the affect of culture on the above relationship. This paper focuses on the most widely researched topic OCB. The aim of the study was to find out the relationship between the competencies of leader's and OCB and also to find out the moderating effect of culture on the relationship between the above mentioned factors.

There have a been a vast number of studies that have related leadership to OCB. For example, Podsakoff (2000) stated that there is positive relationship between leadership and OCB.

Also, Ehrhard and Nauman (2004) found that there is a great influence of the leadership behaviors on the way the norms of OCB are established in an organization.

On one hand banks and many other financial institutions by way of directing and organizing payments and receipts not only facilitate commercial transactions but at the same time they also lead to the extension of market growth and also lead to the economic growth.

Though there has been a great amount of research so as to evaluate the financial performance of the banks but the point of consideration remain with the fact that there is considerably less amount of research in order to evaluate the behavior of the banking workforce also including the Organizational Citizenship Behaviour.

There is a strong need of careful and scientific examination of the relationship between the factors of OCB and profitability in Bank branches. In order to find out the extent of relationship between OCB and profitability in banks extensive research needs to be conducted with proper evaluation. The present study is conducted with an aim to seek answer whether any relationship exists between OCB and profitability in bank branches.

LITERATURE REVIEW

According to Organ (1988), OCB is defined 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".

OCB has been one of the most studied variable in recent times (Podsakoff et al. 1993; Hannam and Jimmieson, 2002; Zeuars et al. 2000; Ensher et al. 2001; Jahangir et al. 2004; Lievens and Anseel, 2004; Emmerik et al., 2005; Khalid and Ali, 2005).

The concept was introduced by Bateman & Organ in 1980s and further studies by a number of researchers such as Podsakoff and Mackenzie (1993), Jahangir et al., (2004); Khalid and Ali (2005). Organizational Citizenship Behaviours are extra role behaviours that are beneficial to the organization.

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 effective functioning of the organization. Organ (1988) identified five OCB dimensions namely altruism, courtesy, civic virtue, conscientiousness and sportsmanship. Organ, further, stated that OCB can maximize the efficiency and productivity of employees as well as the organization. (Alizadeh,2012)

Organisational citizenship behaviour (OCB)

According to Organ (1988), OCB is defined as work-related behaviours that are discretionary, not related to the formal organisational reward system, and, in aggregate, promote the effective functioning of the organisation.

Organ (1988) identified five distinct dimensions of OCB: Altruism (helping specific others); civic virtue (keeping up with important matters within the organisation); conscientiousness (compliance with norms); courtesy (consulting others before taking action); and sportsmanship (not complaining about trivial matters). However, Organ (1997) further classified the OCB dimensions into three parts: helping, courtesy, and conscientiousness.

Citizenship behaviours directed towards the organisation (OCBO)

One dimension of OCB includes behaviours benefiting the organization. Lot many studies are being done on the antecedents and consequences of OCB. Organ and Ryan (1995) identified several antecedents of OCB (i.e., job satisfaction and organizational commitment), whereas some other studies pointed to leadership trait (Niehoff & Moorman, 1993; Schnake, Cochran, & Dumler, 1995). OCB has thus been identified as an important indicator of employees' performance that goes beyond formal work duties and has a major positive impact on organizational outcomes, service quality, effectiveness, and long-range sustainability (i.e., Mackenzie, Podsakoff, & Fetter, 1993; Podsakoff et al., 1997).

Smith (1983) and Bateman and Organ (1983) conducted the first research on the antecedents of Organizational Citizenship Behavior, finding job satisfaction to be the best predictor. Job satisfaction is still among the leading predictors of OCB. Keeping this in consideration, we have taken job satisfaction as one of the predictor in our study.

Commonly studied antecedents of OCB are job satisfaction, perceptions of organizational justice, organizational commitment, personality characteristics, task characteristics, and leadership behavior. (Alizadeh et al, 2012).

Other attitudinal measures, perceived fairness, organizational commitment, and leader supportiveness are found to correlate with OCB at about the same rate as satisfaction (Organ & Ryan, 1995). Considering the importance of these variables we have also taken organizational commitment and leadership behavior as our antecedents along with job satisfaction.

Barnard (1938) also associated the organizational performance with employee's willingness to effectively contribute and cooperate towards the goals of the organization.

(Griffin, 2006) described job satisfaction as the reflection of how much an employee feels gratified with the job he performs. As per the study by him Job satisfaction and organizational commitment are an essential job-related attitude and also they have been the focus of various organizational behavior researchers.

Various Researches (e.g., Smith, Organ, & Near, 1983; Organ & Lingl, 1995; Lapierre & Hackett, 2007; Hoffman, Blair, Meriac, & Woehr, 2007). have also supported the constructive association between job satisfaction and Organizational Citizenship Behavior. All these researches have proved in their studies that job satisfaction is a strong predictor of organization citizenship Behavior.

According to (Meyer & Allen, 1991; Meyer, Stanley, Hersovitch, & Topolnysky, 2002) Affective job commitment is a strong predictor of OCB. And this commitment is mainly based on the kind of the relationship an employee shares with an organization.

According to Organ, there are three basic features of OCBs. These are (Yilmaz-Giderler 2007);

- OCBs are performed by the employee as a result of personal choice
- OCBs go above and beyond that which is an enforceable requirement of the job description.
- OCBs contribute positively to overall organizational effectiveness.

Eda KILIC (2013) in his research on the employees of Call centres have proved a high positive relationship among organizational commitment and organizational citizenship behavior.

Guven Ozdem (2012) in his study on the secondary school teachers has also found that there exists a significant and positive relationship between organizational Commitment and organizational Citizenship Behavior. According to the study the professional and the organizational commitment together explained the organizational commitment of the teachers.

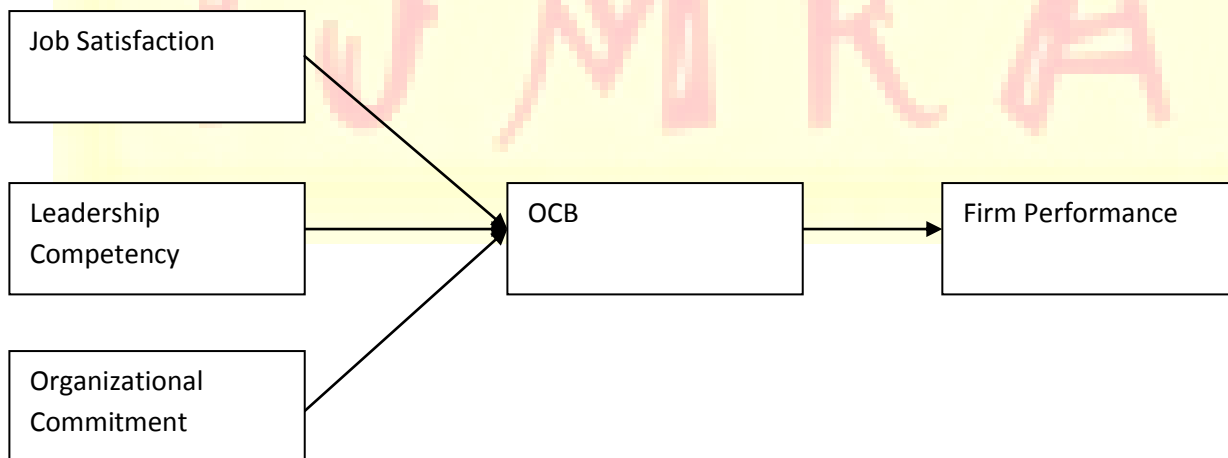
(Farh, Podsakoff, & Organ, 1990) in their study on effects of leadership competencies and OCB have found that the leader behaviors such as contingent rewards, subordinate participation, and supportiveness of subordinates are helpful in establishing procedural and distributive justice and thus it can affect OCB.

(Bass, 1985) in his study has found that leaders who are Charismatic or transformational can better motivate their followers to perform beyond the expectations or beyond the set targets.

Khaled Nawaser, Moein Ahmadi, Yousef Ahmadi & Maliheh Dorostkar (2015) investigated on the topic, Organizational Citizenship Behavior and Bank Profitability: Examining Relationships in an Iranian Bank and for that Pearson correlation coefficient was used for evaluation of relationship between each dimension of citizenship behavior and profitability of bank branches and linear regression method was applied to examine predictive ability of each dimension of citizenship behavior for profitability of bank branches and found that there is positive relationship between OCB and profitability in banks.

RESEARCH METHODOLOGY

Research Model



RESEARCH OBJECTIVES

- To know the impact of job satisfaction on OCB in Indian banking industry.
- To know the impact of leadership competency on OCB in Indian banking industry.
- To know the impact of Organizational Commitment on OCB in Indian banking industry.
- To know the impact of OCB on financial performance in Indian banking industry.

HYPOTHESES

Job satisfaction is positively related to organizational citizenship behavior found by Orhan Uludag, S.Khan & N.Guden in 2011. And Affective organizational commitment results in significant organizational citizenship behavior. Job satisfaction and OCB has stated that Job satisfaction is a significant predictor of OCB. Job satisfaction is termed as the extent to which employee like or dislikes their jobs (Spector, 1997).

There have been a number of studies that relate Leadership and Organizational Citizenship Behavior. In his study Podsakoff (2000) stated that there exists a positive relationship between supportive leadership and OCB. Organ et al. (2006) report a positive relation between supportive leadership and different forms of OCB. Also, Ehrhard and Nauman (2004) find that leadership behaviors affect the way OCB norms are established. Same our study found significant impact of OCB on profitability in Indian banking industry.

H1: There is significant impact of leadership competency on OCB in Indian banking industry.

H2: There is significant impact of job satisfaction competency on OCB in Indian banking industry.

H3: There is significant impact of Organizational Commitment on OCB in Indian banking industry.

H4: There is significant impact of OCB on financial performance in Indian banking industry.

TYPE OF STUDY

‘Measuring Impact of Organizational Citizenship Behavior on Firm Performance in Indian Banking industry: An Empirical Analysis’ is empirical in nature.

SAMPLING AND DATA COLLECTION

The study was done only in India. There were 225 questionnaires which were distributed and 205 questionnaires were returned, for a response rate of 86.67%.

MEASURES

In Section A of the questionnaire is about respondent’s demographic information (gender, age, education level, length of service and position) whereby, Section B the independent variables leadership competency, Job satisfaction, and Organization Commitment and the dependent variable organization citizenship behavior and firm performance were tested respectively.

In Table 1 it summarizes the origin source of measurement for this study, where it was adopted from and the number of items constructed for the purpose of this research.

Table :1
The Origin Source of Measurement

Constructs	Adopted From	No. of Items
Leadership Competency	Bosch & Cardona, 2010	8
Job Satisfaction	Churchill, Ford, and Walker (1974)	15
Organization Commitment	Porter et al. (1974)	8
Organizational Citizenship Behavior (OCB)	Podsakoff and MacKenzie (1994)	19
Firm Performance	Financial Statement of Banking Industry	33 items

RESULTS AND DISCUSSION

In this research, the data has been coded and analyzed using SPSS (Statistical Package for Social Science).

Reliability Analysis

Table 2 : Internal Reliability Test

Constructs	Cronbach's Alpha	Number of Items
Job Satisfaction	.810	15
Leadership Competency	.900	8
Organizational Commitment	.804	8
Organizational Citizenship Behavior	.836	19

In Table 2 fifteen items were chosen to test the reliability of Job Satisfaction and the Cronbach's Alpha is 0.810 and respectively for Leadership Competency eight items were chosen and the Cronbach's Alpha is 0.900 , Organizational Commitment has 8 items and Cronbach's Alpha is 0.804 and finally Cronbach's Alpha for Organization Citizenship Behavior with 19 items is 0.836. The internal reliabilities of all the three measures were above 0.8, meeting the minimum threshold which indicated that all the items in each measure were internally consistent and are considered acceptable and reliable. As a result, we conclude that all the constructs are reliable.

INFERENCE ANALYSIS

Table 3: Multiple Regression Analysis

R	.806
R Square	.650
Adjusted R Square	.645
Std Error of Estimate	.39881
F	124.437
Sig	.000

Model Summary

Model	M	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.806 ^a	.650	.645	.39881
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a. Predictors: (Constant), Organizational Commitment Leadership Competency, Job Satisfaction

Table 3 is the model summary of multiple regression. According to the model, the R value (correlation coefficient) between organizational citizenship behavior and three independent variables is 0.806. Since the R value is a positive value, it shows that there is a positive and high correlation between dependent variable (organizational citizenship behavior) and three independent variables (Job Satisfaction, leadership competency and organizational commitment).

Meanwhile R square (coefficient of determination) is equal to 0.650, which is less than one. Since R square indicates the extent to which the independent variables can explain the variation in the dependent variable, it indicates that approximately 64.5% of the variation in organizational citizenship behavior (DV) could be explained by three independent variables. Analyzing of variance (ANOVA) is used to test whether there is a significant linear relationship between organizational citizenship behavior (DV) and all the independent variables (Job Satisfaction, leadership competency and organizational commitment).

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	59.374	3	19.791	124.437	.000 ^b
Residual	31.969	201	.159		
Total	91.343	204			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Organizational Commitment, Leadership Competency Job Satisfaction,

Table 4 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.858	.151		5.687	.000
Job Satisfaction	.441	.082	.451	5.348	.000
Leadership Competency	.128	.060	.162	2.143	.033
Organizational Commitment	.241	.091	.239	2.649	.009

a. Dependent Variable: Organizational Citizenship Behavior

Table 4 ANOVA shows that p-value is 0.000, which is less than alpha value 0.05. In other words, the F –statistic is significant and the overall model for this study is good model to explain the relation between the dependent and the predictor variables. Therefore, the independent variables (Job Satisfaction, leadership competency and organizational commitment) are significant in explaining the variance in organizational citizenship behavior. Coefficient of multiple regressions is another important analysis to explain the relationship between three independent variables (Job Satisfaction, leadership competency and organizational commitment).Based on the significance level (Sig) column in table 3, the p-value for each independent variable are less than 0.05. This indicates that Job Satisfaction, leadership competency and organizational commitment are significant in explaining the variation in organizational citizenship behavior.

Table 5

R	.990
R Square	.979
Adjusted R Square	.979
Std Error of Estimate	.01721
F	1462.715
Sig	.000

Table 5 is the model summary of multiple regression. According to the model, the R value (correlation coefficient) between firm performance and organizational citizenship behavior is 0.990. Since the R value is a positive value, it shows that there is a positive and high correlation between dependent variable (firm performance) and independent variable (organizational citizenship behavior). Meanwhile R square (coefficient of determination) is equal to 0.979, which is less than one. Since R square indicates the extent to which the independent variable can explain the variation in the dependent variable, it indicates that approximately 97.9% of the variation in firm performance (DV) could be explained by organizational citizenship behavior. Analyzing of variance (ANOVA) is used to test whether there is a significant linear relationship between firm performance (DV) and organizational citizenship behavior

Table 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990 ^a	.979	.979	.01721

a. Predictors: (Constant), PROFIT

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.433	1	.433	1462.715	.000 ^b
	Residual	.009	31	.000		
	Total	.443	32			

a. Dependent Variable: Firm Performance

b. Predictors: (Constant), organizational citizenship behavior

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.047	.013		3.681	.001
PROFIT	.138	.004	.990	38.245	.000

a. Dependent Variable: Firm Performance (Profit)

b. Predictors: (Constant), organizational citizenship behavior

Table 6 ANOVA shows that p-value is 0.000, which is less than alpha value 0.05. In other words, the F –statistic is significant and the overall model for this study is good model to explain the relation between the dependent and the predictor variables. Therefore, the independent variable (organizational citizenship behavior) is significant in explaining the variance in firm performance. Coefficient of multiple regressions is another important analysis to explain the relationship between organizational citizenship behavior and firm performance. Based on the significance level (Sig) column in table 5, the p-value for each independent variable are less than 0.05. This indicates that organizational citizenship behavior is significant in explaining the variation in firm performance.

In addition, this model also examines which of the independent variables will influence most towards the dependent variable (organizational citizenship behavior). Theory explained that the higher the beta value, the greater the impact of the independent variable to the dependent variable. Based on the result obtained, Job satisfaction ($\beta=0.441$) has the greatest impact to organizational citizenship behavior, followed by Organizational commitment ($\beta=0.241$) and leadership competency ($\beta=0.128$). In other words, Job satisfaction makes the strongest unique contribution to explain the variation in dependent variable (organizational citizenship behavior). The p value for Job Satisfaction, leadership competency and organizational commitment is

significant so H1, H2 and H3 are accepted. And in case of H4 there is significant impact of organizational citizenship behavior on Firm performance in Indian banking industry.

Conclusion

There has been a great increase in the study of Organization Citizenship Behavior in organization and at the same time the research related to OCB has also increased considerably. Not only has the OCB become a significant topic of interest for the organizations but also for the researches as it is a behavior that may significantly have an impact on the performance of the employees and the organizational as a whole.

The result of multiple regression analysis indicated that Job satisfaction, Leadership competency and organizational commitment have significant influence on OCB.

Job satisfaction is positively related to organizational citizenship behavior found by Orhan Uludag, S.Khan & N.Guden in 2011. And Affective organizational commitment results in significant organizational citizenship behavior. Job satisfaction and OCB has stated that Job satisfaction is a significant predictor of OCB. Job satisfaction is termed as the extent to which employee like or dislikes their jobs (Spector, 1997).

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Along with employees, the management should also strive to develop and maintain citizenship behavior among the employees as it can have positive results on productivity and performance. OCB makes the employee perform better with utmost dedication and interest and makes the organization achieve more and have better performance. Not only that it helps in fast achievement of results and objectives and but also ensures that the organization has a better work

life for its employees. OCB is also helpful in increasing the profitability because according to the study done in this research there is significant impact of OCB on firm performance.

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