Perspective View of OCB- In Context of India

[1]J. Martina, [2]Dr. R. Magesh

[1]Research and Development centre, Bharathiar University, Coimbatore-641046

[2]Department of Management Studies, Anna University, Chennai

Abstract: Organisational Citizenship Behaviour (OCB) is defined as the voluntary, pro-social behaviour of an individual which is not formally recognized by the reward system however that promotes the effective functioning of the organisation. The research on this concept gained momentum during 1980's. However, the concept's origin dates back to Veda era of Indian civilization. Many of the subsets of OCB like altruism, civic virtue are explained long before in Indian scriptures. The paper aims at finding a link between the revealed concept of OCB and the Indian management thoughts and practices.

Keywords: **Organisational Citizenship Behaviour (OCB), Indian scriptures.**

1. INTRODUCTION

Organisational Citizenship Behaviour (OCB) was the concept introduced by Deming Organ in 1980. It is defined as "individual behaviour that is discretionary not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organisation (Borman and Motowidlo, 2014). Deming also identified five citizenship behaviors that are generally exhibited by the employees.

Altruism: This is about helping another co-worker in his tasks. Generally many of the employees exhibit this behaviour to help their co-worker.

Courtesy: This kind of behaviour involves providing some voluntary information to help the individuals which they didn't ask for. For example an employee may alert his fellow worker about a change in the organisation which he is unaware of in order to help him.

Conscientiousness: This applies to those individuals who carry out any extra work in the organisation without being asked for or without expecting any monetary benefit.

Sportsmanship: It's about taking the flaws in the work system in a much more sportive manner. It's about not complaining about the trivial issues at the workplace (Louis, 2013).

Civic virtue: It's more about participation at the organisational governance. Involving at the policy level activities and being constructive and active in the policy level decisions.

Later many other researcher added more variables to the citizenship behaviour like organisational loyalty, dedication in job, obedience, and individual initiatives etc.

2. INDIAN VIEW

Holistic universe:

This concept of OCB which was developed much later in 1980 found its origin long back in India. The Indian concept of "Aham Brahmas" (I am Brahma) and "Ayam atma Brahma" (Individual soul is Brahma) are the seed for this concept (Giacalone and Jurkiewicz, 2014). These say an individual is part of Brahma and each individual is Brahma. Hence, once

cannot exist independently. Each fellow neighbor or co worker is Brahma. Hence if one has to grow or exist without any problem, he has to develop or help others meaning help the fellow workers. The altruism and courtesy aspect of OCB supports this concept where the individual following OCB helps the fellow worker in his work when he is finding difficult and voluntarily helps him out to inform the organisational changes. The whole universe is considered to be one unit and one cannot exist without others. Hence, by helping the fellow worker one helps himself thereby maintaining the harmony in the system.

Karma:

Another concept which relates to this concept of OCB is the karma. According to this individuals are born to perform some 'karma or work' (Sankar, 2011). And one shouldn't be bothered much about the results as results are given by God. Every individual is expected to do his best at work. This supports the conscientiousness of OCB where the individual is expected to perform beyond the limits without expecting anything in return.

3. FACTORS THAT LEAD TO OCB
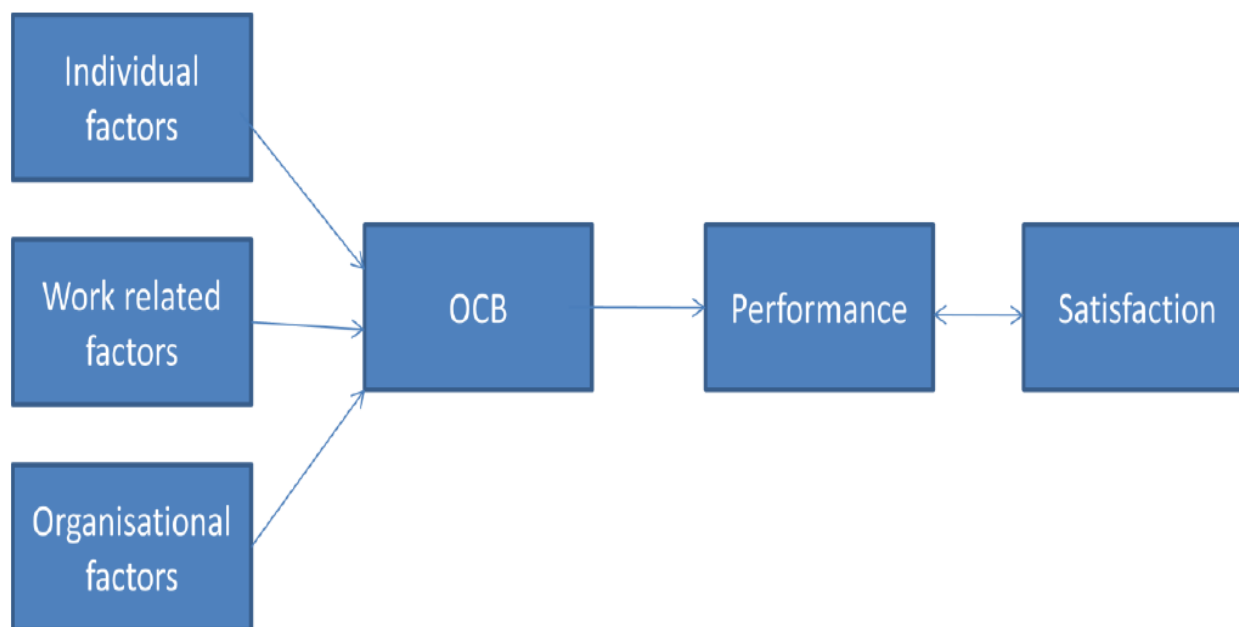
Individual factors:

Earlier researcher believed that these citizenship behaviors are the result of individual factors as they are exhibited by one individual where as other individuals refrain from such behaviour. Some of the individual factors that lead to Organisational Citizenship Behaviors (OCB) are discussed below

a. Individual Dispositions:

OCB is strongly influenced by personality and attitude rather than the ability, knowledge and training (Organ, 1988). People who are not expert may also be interested in helping a co-worker. This is because of their personality rather than the expertise in a particular discipline. Similarly while considering the conscientiousness, the person may engage in such behaviour because of his nature rather than the training or expertise. For example, even though Dronachariya was very skillful, he is not interested in teaching the martial art for anyone who is not a king.

b. Attitude:

Some of the attitude developed in the organisation about the organisation also results in OCB. For example job satisfaction is one such attitude that prompts an individual to go for OCB. Higher the job satisfaction, more likely the employee may engage in OCB (Christ and Dick, 2003). Similarly there are certain other attitudes like organisational commitment, fairness perception about the organisation results in OCB. When an employee feels that the organisation

treats all the employees equally, he is more likely to engage in OCB. Negative attitude towards the organisation prohibits the employee in engaging in any extra work towards the welfare of the organisation. Dronachariya is a classical example for this, he was having an attitude that the lower caste people shouldn't learn the art and because of which he demanded Ekaliva's thumb as Gurudhakshina for learning the art using his statue.

c. Motivations:

Sometimes people engage in citizenship behaviors due to different motives. These motives to help others or the organisation can be classified into two namely altruistic or egoistic motives. Altruistic motive is where the individual tries to help other without seeking any benefits out of it whereas in the egoistic perspective the person tries to gain some self benefit out of the process. The person may want to gain role identity, ego protection or self enhancement.

Research by Rioux and Penner came out with Citizenship Motivation Scale (Griffin and Moorhead, 2013). The study came out with the result that the individuals engage in citizenship behaviour for 3 reasons.

1. Pro social values: In this, the motive for the individual is nothing but helping others

2. Organisational concern: The individual is motivated to engage in citizenship behaviour for the pride of being associated with the organisation.

3. Impression management: Motive is to develop a good impression so as to get some rewards in the form of pay or promotion.

Indian literature classifies the personality of the people into three

1. Tamasic: People who are highly ego centered and selfish. They are passive. They don't actively engage in any activity in the organisation (Lowe, 2010). Dronachariya was the example for this personality type.

2. Rajasic: These people are highly ambitious and engage in activities that will help them to achieve their ambitions. Again they are self centered not interested in involving any activity that is not instrumental in achieving their ambitions (Hogshead, 2014). The example for this is the Dhuriyodhana. His ambition is to get the kingdom of pandas and he was ready to do anything for his selfish motives.

3. Sattvic: The attitude and the motive of the people are self less and based on high values. Lord Krishna is the example for this personality.

OCB is generally exhibited by these people who exhibit sattvic personality traits.

Work level factors:

It is also established that certain work related factors increase or decrease the OCB of the employees of the organisation.

a. Task characteristics:

Study by Podsakoff and his colleagues revealed that routine tasks reduced the OCB behaviour as the employee himself aware of what to do and there is no need to ask for help (Organ, Podsakoff and MacKenzie, 2005). Moreover the routine jobs make the organisational environment very monotonous restricting the interaction of the employees with one another. Task autonomy and intrinsically satisfying jobs enhanced OCB since the employees try new methods and try to help the fellow member with their techniques. The task interdependence also plays a major role in OCB behaviour of the employees. In highly task interdependent environment the employees engage and receive more interpersonal help leading to OCB.

b. Social relationship:

The citizenship behaviour exhibited by the employee is also dependent on the relationships that exist between the employee and his supervisor and among his co-workers.

While considering the relationship between the employee and the supervisor, rather than universal leadership behaviour dyadic relations are more instrumental in encouraging the OCB. That is, rather than the type of leadership style adopted by the leader in the organisation, what leadership style he follows with his immediate subordinates play a pivotal role. Leader-Member exchange (LMX) is the major factor in employees exhibiting OCB behaviour (Hsieh and Chiao, 2011).

This factor is strongest among all the variables that are responsible for a member to exhibit OCB like attitude, individual disposition, take characteristics etc. High quality LMX results in very good OCB.

Another social relationship that plays a major role in the engagement in OCB activities is the relationship of an employee with the co workers. The interpersonal relationship, intensity of friendship, group norms, group cohesiveness and organisational politics etc play a pivotal role in the involvement of a fellow worker in OCB activities.

Similarly various researches conducted showed that the group conflicts reduced the OCB behaviour. The conflict among the team members, lack of consensus on group goals and norms may also hamper the process of OCB. Social exclusions also reduced the pro-social behaviour of the individuals.

Indian view:

Indian culture talks about working as a team where on member helps the other exhibiting OCB behavior. This is evident from the fact that the culture is basically a joint family oriented culture where the eldest, male member of the family is known as the 'Karta' and he used to steer the entire family towards financial freedom and wellness (Virmani, 2007). He is respected by all and the family trusts him. Similarly he considers the families' goals more important than his personal goals. He is open for constructive criticism and new ideas from the forthcoming generations. The other members of the family are part of the team help 'Karta' in achieving the financial goals. This system extended to their businesses too. Since there is family bond between the members, generally they used to help each other. The financial losses also shared by them all and when there is a help needed by any member, the support is provided by from the other members of the family exhibiting OCB.

Organizational factors:

Certain organizational factors also help the employees to exhibit OCB. When the organisational policy is to promote team spirit and the vision and mission of the company is to serve the society, those organizational values prompt the employees to go for pro social behaviour within and outside the organization.

4. EFFECTS OF OCB

OCB is the reason behind many of the output factors in the organisation. One of the most important factors which are affected by OCB is the performance (Landy and Conte, 2009). The individual, group and organisational performances are positively influenced by OCB. The individual performances shows improvement when they exhibit OCB. This is because when they engage in organisational activities without expectation, normally the supervisors place them in high performance category which generally improves the motivation to increase such behaviors.

The employees who act in helping manner to fellow employees also show similar empathetic behaviors with the customers of the organisation. They take an extra step in solving the customer's problems or in satisfying the customers which earns the good will of the customer. This results in repeat business as well as word of mouth communication resulting in better departmental results.

The overall performance in the individual level and departmental level improves the efficiency. The fellow employees are also helped by the people exhibiting OCB prompting them also engage in similar behaviour. The defect rate, wastages and absenteeism rates go down. Overall the organisation is able to improve performance by reducing cost and increasing the efficiency without any additional cost.

Indian management talks about doing one's duty without any attachment to the results. It propagates when someone is interested in the deeds rather than the end results, the person will be more focused on how to do the things in the best manner (Francesco, 2008). He will perform in a state of peace and that will result in good performance. OCB exhibited by the individuals in selfless manner also results in improved performance at the individual, departmental and organisational level.

5. CONCLUSION

OCB which talks about individual member helping the fellow worker and walking an extra mile for the organisation is not a new concept in India. That is the way of life preached by Indian ethos long back. However, when it is introduced as a new concept like OCB, let us link it to the similar Indian concepts and derive benefits out of it.

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