Organizational Citizenship behavior: A Comparative Study Between Public and Private Sector Bank

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ABSTRACT

Purpose: Organizational citizenship behavior (OCB) is not demanded by any of the organization although required by every organization. OCB is exhibited by the internal customers i.e. employees which upgrades the better functioning of the organization. The level of OCB varies from organization to organization. This study is conducted to compare the level of OCB between the private bank & public sector bank employees. Eight variables has been issued for the comparison between private sector & public sector.

Approach: This paper is presented on the method of detailed literature survey to identify the independent 8 variables which can be comprehensively describe the OCB. These eight variables are separately compared between private sector & public sector by using the z test. One hypothesis is also made which test the difference between the OCB level of private sector & public sector bank.

Conclusions/Findings: Results of this study shows that there is significance difference between the private sector & public sector banks. Out of 8 hypotheses of different variables 7 hypotheses are rejected and one is accepted. The hypothesis which compares the OCB between private & public is also rejected.

KEYWORDS: Organizational citizenship behavior, Loyalty, Team commitment.

INTRODUCTION

In the tenure of the employee in any of the company whether it is private or public, all employees are expected to follow certain rules and regulation formed by the company for the healthy work environment of the company and for smoothly conducting the business operations. But in today’s era these rules & regulation are not so sufficient for the healthy work environment in the company, for serene atmosphere in the company. Employee’s turnover rate is increasing day by day in every company in every sector. The reason of its augmentation is the unhappiness of the employee with the company, but the reasons behind that unhappiness are many, they may be lure away by higher pay, better growth opportunities, better benefits, job security new exposure etc but besides all these reasons there are another many reasons which can’t be compared or measured easily like the salary difference between two companies, or the growth opportunities provided by the companies. Those reasons are the relationship between the supervisor and employee, loyalty towards the company, relation between the co-workers, support from the management, job satisfaction, job engagement, sportsmanship, civic virtue, conscientiousness, courtesy & altruism etc. These all factors are implied in nature. You can’t force any employee to devise this kind of behavior because this type of conduct is solely based on the wish of the employee. This behavior which consist the above mentioned elements is called as Organization Citizenship Behavior (OCB).

This concept was first conceptualized in united states (Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter,1990; Smith et al., 1983). Organ (1988) defines OCB 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”. Organizational citizenship behaviour is not compensated by the company & also not demanded. Organizational citizenship behavior (OCB) is the activity that is not explicitly part of the job description and not included in performance appraisal. This is neither described by the top management in their official rules & regulations neither evaluated by them. An employee exhibits this kind of behavior when he or she feels himself or herself as the true employee of the organization, as a true citizen of the social environment created in the company. The long term survival of the company totally and truly depends upon the Organization citizenship behavior of the employees of that company. This type of behavior does not
comes shown through enforcement, this is totally depends upon the inclination of the employees towards the company and the people in the company.

The psychology of the employee plays an important role in performing this kind of conduct. OCB is the expected members’ conduct not related to contractually defined duties. Like citizens of a country, members are expected to safeguard and promote the organisation. Organizational citizenship behavior (OCB) has been a vital construct in the area of management & psychology for last many decades. The area of OCB is increasing day by day. The scope of organizational citizenship behavior is so wide that it relates with almost every discipline directly or indirectly. The concept of OCB originally grew out of Dennis Organ’s musings into explanations for the apparent non-relationship between job satisfaction and job performance (Organ, 1988).

According to Organ (1988), OCB is an important factor that can contribute to the survival of an organization. Therefore, it is crucial to understand the variables that significantly and positively aid in creating this favorable behavior within the organization.

Essentially, the upper boundary of task performance is largely limited by a person’s knowledge, skills, and ability, and the lower boundary is limited by the fear of losing one’s job. This means the individual performing the job does not have a great deal of room to vary in performance based on their satisfaction with the context. In contrast, helping a coworker does not necessarily depend on expertise in helping, and because doing so is not typically tied to a person’s job description that person may decide not to perform the behavior at all. In this sense, citizenship has more freedom to vary than task performance, and should be comparatively more likely to vary with a person’s cognitive or affective appraisal (i.e., job satisfaction) of the workplace.

Individual’s personality and his or her perception of the Organisational farines influence OCB. While an employee who involves in OCB may not be specifically known for those actions, such behavior will often be rewarded indirectly. This is relatively because employees who exhibit OCB tend to be committed to their jobs and the overall health of the organization.

The existence of any organization not only depended on the customers because the are the primary sources of any organizations' profit but also on the internal customer of the organization i.e. employees of the company. Organization citizenship behavior devised by the employee without expectation leads every organization in ethical way which is the base of the organization existence. Employees are always considered as the assets of the company and when company’s assets totally shows their commitment towards the organization, it shows the strength of the company which gives competitive advantage to the organization. Organization citizenship behavior is essential for every organization & which is the combination of various other characteristics performed by employees. In this research we will study the relationship of various traits with organization citizenship behavior.

In this research the difference between the private sector & Public sector bank has been tried out to identify in organizational citizenship behavior using the questionnaire, based on the 8 Dimensions of OCB. These 8 dimensions has been found from the secondary sources. On the basis of the job satisfaction, job security OCB may differentiate easily because OCB it has been identified through many researches that OCB is directly related and influenced by job satisfaction. Tai et al. (1998) observed that Job satisfaction and Organizational Commitment are highly correlated. Markovits et al., (2007); suggested that affective organizational commitment was found to be most influential with respect to levels of intrinsic and extrinsic job satisfaction.

LITERATURE REVIEW

According to Islam and Ahmad (1997), Organizational citizenship behavior (OCB) is very crucial for the development and effectiveness of an enterprise. They identified in their research that altruism is having more relation with OCB in comparison of civic virtue and conscientiousness.

There is no doubt that organizational commitment leads to job satisfaction. Job satisfaction has been recognized as a component of organizational commitment (Kovach, 1977). More specifically organizational commitment can be understood as a predictor of job satisfaction. LaLopa (1997) stated that Job satisfaction is a significant predictor of organizational commitment.
According to (Dr. Jai Prakash Sharma Dr. Naval Bajpai in January 2011) “public sector employees have exhibited higher degree of OCB as compared to private sector employees.” Most importantly, organizational citizenship behavior is being proven as the catalyst for enhancing job satisfaction level of employees. For the last two decades, organizational citizenship behavior (OCB) has been a major construct in the fields of psychology and management; thus, it has received a great deal of attention in the literature (Bateman & Organ, 1983; Niehoff & Moorman, 1993; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). According to Mohammad, Habib & Alias (2011) Findings of this study reveal that both extrinsic and intrinsic job satisfaction are very important in predicting citizenship behavior.

Organizational commitment (OC) is an individual’s response to an organization but job satisfaction is an individual’s response to a specific job (Feinstein and Vondrasek, 2001). The core difference between job satisfaction and organizational commitment can be stated as; “I like my job” and “I like the organization I work for”.

Organizational commitment should be more consistent than job satisfaction over time (Feinstein and Vondrasek, 2001). The researches show that employees’ job satisfaction is significantly associated with their commitment to the firm and Job satisfaction is the most important determinant of employees’ commitment to their organization (Jun et al., 2004). For example Harrison and Hubbard conducted a study among 83 Mexican workers within a large division of a U.S. equipment manufacturing firm located in Mexico. The study shows that job satisfaction is positively correlated with organizational commitment among employees (Harrison and Hubbard, 1998).

Feinstein and Vondrasek analyzed the relationship between job satisfaction and organizational commitment among the restaurant employees of a national restaurant chain in Southern Nevada. The findings indicate that policies, compensation and work conditions components of JS significantly predict organizational commitment (Feinstein and Vondrasek, 2001).

Cetin revealed that there is a strong positive relationship between JS of academicians and their normative commitment and AC (Cetin, 2006: 78-88). Brown and Peterson’s meta analysis indicates that OC is primarily consequence, rather than an antecedent, of JS (Brown and Peterson, 1993: 63-77). There is a considerable debate about whether JS leads to OC or vice versa (Feinstein and Vondrasek, 2001). Although the majority of the literature provides the evidence that JS leads to OCB, there is some contradictory evidence (Bateman and Strasser). Bateman, and Strasser found that OC was antecedent to JS rather than an outcome of it. So improving commitment level may make positive behavioral changes directly and increases employee satisfaction indirectly (Bateman, and Strasser, 1984: 95-112.

There are considerable evidences that OCB and job satisfaction are positively related (Bateman & Organ,1998). The most consistent and strongest relationships were between OCB and satisfaction with supervision and promotions.

Becker and Billings (1993) also tested the relationship between OCB and contextual job satisfaction. Mio and Kim, Jahangir et al mentioned that if a employees has a high job satisfaction it means that he loves his job and having good relation with their coworker and give the great value to his job. Relationship between organization citizenship behavior and job satisfaction is because those who have high job satisfaction show reciprocal reaction to organization that could prepare their job satisfaction.

According to Warunee Dityen , ‘Organizational Citizenship Behaviors (OCB) is defined as those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations’

JungHoon (Jay) Lee me said that As employees spend a large portion of their lives at work, so interpersonal relationships and friendships between/among employees, superiors and coworker at work are often formed. According to Harun Sesen OCBs can influence organizational performance. According to the social exchange theory (Blau, 1964), aggregate citizenship behaviors can improve group performance because they help people to work together (Organ, 1988). Podsakoff and Mackenzie (1994) suggested that civic virtue and sportsmanship were positively related.
RESEARCH METHODOLOGY
In the light of existing literature, the following research hypotheses are framed:

H₁: There is no significant difference in the degree of coworker and supervisor relationship of employees in public sector and private sector bank.

H₂: There is no significant difference in the degree of team commitment of employees in public sector and private sector bank.

H₃: There is no significant difference in the degree of courtesy of employees in public sector and private sector bank.

H₄: There is no significant difference in the degree of leadership style of employees in public sector and private sector bank.

H₅: There is no significant difference in the degree of conscientiousness of employees in public sector and private sector bank.

H₆: There is no significant difference in the degree of civic virtue of employees in public sector and private sector bank.

H₇: There is no significant difference in the degree of organizational commitment of employees in public sector and private sector bank.

H₈: There is no significant difference in the degree of loyalty of employees in public sector and private sector bank.

H₉: There is no significant difference in the degree of organizational citizenship behavior of employees in public sector and private sector bank.

Sample for this study is the employees of different private sector & public sector banks. Snowball and Convenient sampling method have been used for sample. Clerical cadre employees are considered as respondents. More specifically, workers are not included in the sample. Sample size has been restricted to 152 employees only. In which 76 were from private sector and rest 76 were from public sector bank. For this research the study area was limited to Agra, Mathura, Aligarh region.

It has already been discussed that the present study is focused on the measurement of degree of difference in organizational citizenship behavior of a public sector bank and a private sector bank. Organizational Citizenship Behavior is measured through questionnaire with 8 independent variables. These 8 variables are collected through literature to measure organizational citizenship behaviours, a five-point Likert scale (from 1= strongly disagree to 5= strongly agree) was used. The questionnaire assesses citizenship behaviours and gestures through items such as "willing to help others who are not able to work", "willing to volunteer to give orientation and guidance to new members who join our team" and "make innovative and good suggestions which help to improve the department". There are The 5 items questionnaire assesses job satisfaction through items such as "Generally speaking, I am very satisfied with this job" and "I frequently think of quitting this job" (reverse items). In the study to check the reliability of each section Cronbach alpha was used the coefficient alpha reliability estimated were 0.73. Reliability of Coworker & supervisor relationship is .679, Team commitment is .713, Courtesy is .669, Leadership is .705, Conscientiousness is .720, Civic virtue is .714, Organization commitment is .666, Loyalty is .724.

DATA ANALYSIS AND INTERPRETATION
Data analysis is done using MS Excel software and SPSS. Analysis is done using three steps: z-test for comparing means. For comparing means of organizational citizenship behavior in public sector and private sector organization z-test is applied for every hypothesis. If Computed z value is less than the standard value (at 5% level of significance) then we will accept the hypothesis or the computed z value is higher than standard value (at 5% level of significance) in that case hypothesis will be rejected.

H₉: There is no significant difference in the degree of organizational citizenship behavior of employees in public sector and private sector bank.
INTERPRETATION:
This indicates rejection of hypothesis (H0) because computed value 5.85 is higher than the standard that is 1.96 so we cannot accept the hypothesis. Hence, hypothesis is rejected. Hence, it can be concluded that there is a significant difference between organizational citizenship behavior exhibition of employees in public sector and private sector bank (at 95% confidence level).
The table given below which is summarization of the result of our hypothesis testing. In this table we are trying to explain the result of our hypothesis testing statically in brief. All 8 hypothesis based on the 8 variables has been tested separately. In this the mean of each variable in both private & public sector bank has been compared by using the Z test.

<table>
<thead>
<tr>
<th>H</th>
<th>Variables</th>
<th>Mean (Public Bank)</th>
<th>Mean (Private Bank)</th>
<th>z-value</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Coworker &amp; supervisor relationship</td>
<td>3.08</td>
<td>3.53</td>
<td>-4.95</td>
<td>7.11</td>
</tr>
<tr>
<td>H2</td>
<td>Team commitment</td>
<td>2.40</td>
<td>3.54</td>
<td>-9.62</td>
<td>0</td>
</tr>
<tr>
<td>H3</td>
<td>Courtesy</td>
<td>2.71</td>
<td>2.23</td>
<td>7.22</td>
<td>5.04</td>
</tr>
<tr>
<td>H4</td>
<td>Leadership</td>
<td>3.31</td>
<td>3.93</td>
<td>-7.69</td>
<td>1.44</td>
</tr>
<tr>
<td>H5</td>
<td>Conscientiousness</td>
<td>2.58</td>
<td>2.92</td>
<td>-3.54</td>
<td>0.00</td>
</tr>
<tr>
<td>H6</td>
<td>Civic virtue</td>
<td>1.82</td>
<td>3.14</td>
<td>-4.64</td>
<td>3.41</td>
</tr>
<tr>
<td>H7</td>
<td>Organizational commitment</td>
<td>2.73</td>
<td>3.22</td>
<td>-4.48</td>
<td>7.25</td>
</tr>
<tr>
<td>H8</td>
<td>Loyalty</td>
<td>1.79</td>
<td>1.77</td>
<td>0.38</td>
<td>0.70</td>
</tr>
</tbody>
</table>
It is clear from the data given in table that there is a mean difference in the factors of OCB in both public and private sector bank employees. The hypothesis of first variable coworker & supervisor relationship is rejected because the calculated z value of this variable is higher than the tabulated z value (-4.95>1.96). Similar results are found in team commitment (-9.62>1.96), courtesy (7.22>1.96), leadership (-7.69>1.96), conscientiousness (-3.54>1.96), civic virtue (-4.64>1.96), organizational commitment (-4.48>1.96). But in the case of loyalty significant difference was not found in the private sector & public sector bank. As the hypothesis of loyalty variable is accepted because the computed z value 0.38 is less than the tabulated z value 1.96. The impacts of these factors on organization citizenship behaviors are differ in public & private banks which can be easily identify from the z-value which more than the standard value in every factor except loyalty. Employees exhibit different kind of behavior and citizenship in the banks related to the factors like team commitment, courtesy, leadership, conscientiousness, civic virtue, organizational commitment. But in the case of loyalty there is no significant difference of employees’ CB in public and private sector banks.

DISCUSSION

The idea of this study was to find out the difference of organizational citizenship behavior between public sector and private sector bank employees. It is clearly visible by hypothesis testing that there is significance difference between public sector and private sector bank employees as hypothesis 9 is rejected on the basis of other 8 hypothesis. The reason can be the structure of the organizations in public and private sector banks. Here structure is explained in terms of the rules & regulations to be followed by the employees. Norms, policies can be the reason for the difference. Sometimes the procedure which is to be followed by the employee in many cases become the satisfactory or dissatisfactory factor for the employees. In public sector the interaction between the juniors & seniors is comparatively high or we can say that power distance culture is low than the private sector. The stability of the employees is also one of the crucial antecedents of the organization citizenship behavior, higher the tenure higher the OCB. In public sector the turnover of the employees are very less in the comparison of the private sector employees, in public sector people feel more job security therefore the employee turnover ratio is very less competitiveness is also very high in private sector hence people hesitate in helping others because they thinks that their help can become the reason of their low rate success. This is the human tendency that where the competition exists, helping nature start decreasing. This may be a probable reason which hinders employees of the private sectors to exhibit less organizational citizenship behaviors as compared to public sector organization. Crewson (1997) also observed that public employees in government organizations are seen as motivated by a concern for the community and a desire to serve the public interest, and are more likely to be characterized by an ethic that prioritizes intrinsic rewards over extrinsic rewards. He also added that public-sector employees rate a feeling of accomplishment and performing work helpful to society and to others as more important job characteristics than do private-sector employees. Therefore, the employees who are treated positively in organizations shows organizational citizenship behaviors such as obeying the arrival and exit hours and reducing the slack times for tea, coffee.

Accordingly any strategy that can boost employees’ citizenship behavior will provide improvement in customer loyalty in the study population. Strengthening citizenship behavior, like any other behavior that the person makes, is necessary to be encouraged. This means that the more a leader encourages employees to achieve the objective of an organization and the more employees perceive their own confidence and capability for duties they are carrying out, the more the employees perceive their readiness to perform OCB.

Employees could engage in organizational citizenship behavior when they perceive fairness in the decision-making process, Global Business and receive leaders’ support and care, and recognize less complexity of the organizational process. And this citizenship behavior could make employees satisfied with their job. Moreover, as supported by empirical analysis of the effect of leaders’ transformational behavior on employees, leaders should recognize their potential effect on employees’ behavior and attitude. An effective leader is one who can motivate employees and provide individualized consideration and this type of leader lets employees be fully engaged in their job and citizenship behavior for organizational success. Therefore, a leader should make their employees very aware of the organization’s objectives and encourage them to feel more self-confident in their engaged duties.
REFERENCES