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A study of the attitude of managers and workers towards organizational citizenship behavior

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Abstract
Organizational citizenship Behavior is a human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. The present study was carried on a sample of 50 managers and 50 workers from Gurgaon Region. The objective of the study was to find out the difference between the attitude of managers and workers regarding individual based organizational citizenship behavior and organization based organizational citizenship behavior. The result revealed that organization based organizational citizenship behavior were preferred by managers and workers.

Keywords: *Organizational citizenship behavior, attitude, preferred.*

Introduction
Nowadays managers and scholars noticed the importance of organizational citizenship behavior (OCB) as a prerequisite for organizational accomplishment and effectiveness (Bolino & Turnley, 2003) [1]; (Zellars, Tepper, & Duffy, 2002) [2] Organizations today, have to frequently find new means to grow in response to persistently changing challenges. In today's vigorous work place, successful organizations need employees who will do more than their role requirements. Organizational Citizenship Behavior (OCB) is considered behavior that benefits others, but is not a part of the employee's job description. Research has shown that OCB can be divided into two categories, behavior that is directed towards other individuals (OCBI) and behavior that is directed towards the organization (OCBO). Many organizations attribute their achievement to their employees. Without hardworking and creative employees, most organizations would not be where they are today. These employees are not only completing their assigned tasks; they are rising above and beyond their job description to benefit the organization as a whole. This extra-role performance has been termed organizational citizenship behavior (OCB). OCB has been defined as participating in activities or actions that are not formally a part of the job description, but that benefit the organization as a whole (Borman, 2004) [3].

Purpose of the Study
This study aims to find out the acceptance of the organization based organizational citizenship behavior (OCBO) and individual based organizational citizenship behavior (OCBI) among managers and workers.

Organizational Citizenship Behavior (OCB)
According to Organ (1988) [4], OCB is defined as work-related behaviors that are discretionary, not related to the formal organizational reward system, and, in aggregate, promote the effective functioning of the organization. In addition, OCB extends beyond the performance indicators required by an organization in a formal job description. Moreover, it (OCB) reflects those actions performed by the employees that surpass the minimum role requirements expected by the organization and promote the welfare of co-workers, work groups, and/or the organization (Lovell, Kahn, Anton, Davidson, Dowling, *et al.*, 1999) [5]. Research into OCB began in the early 1980s (Bateman & Organ, 1983) [6]; Smith *et al.*, 1983) [7], and since its inception, a distinction has been made between two dimensions of employee behavior: (1) general compliance (doing what a good employee should do), and (2) altruism (helping specific others) (Smith *et al.*, 1983) [7]; (Bateman & Organ, 1983) [6]. In

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Organ (1988) [4]
identified five distinct dimensions of OCB: Altruism (helping specific others); civic virtue (keeping up with important matters within the organization); conscientiousness (compliance with norms); courtesy (consulting others before taking action); and sportsmanship (not complaining about trivial matters). Later in (1997), Organ further classified the OCB dimensions into three parts: helping, courtesy, and conscientiousness. A different view on the dimensionality of OCB came from Williams and Anderson (1991) [8], who divided OCB into two types: (1) behaviors directed at specific individuals in the organization, such as courtesy and altruism (OCBI); and (2) behaviors concerned with benefiting the organization as a whole, such as conscientiousness, sportsmanship and civic virtue (OCBO). The present study employs these two dimensions of OCB to achieve the research objective.

Citizenship behaviors directed toward individuals (OCBI)
OCBI refers to the behaviors that immediately benefit specific individuals within an organization and, thereby, contribute indirectly to organizational effectiveness (Lee & Allen, 2002) [9]; (Williams & Anderson, 1991) [8]. Podsakoff *et al.* (2000) [10] labeled this dimension as helping behavior and defined it as voluntarily helping others with work-related problems. While other researchers have addressed this category of behavior in a number of ways, all are similar to Williams and Anderson's (1991) [8] definition of OCBI.

Citizenship behaviors directed towards the organization (OCBO)
The second dimension of OCB includes behaviors benefiting the organization without actions aimed specifically toward any organizational member or members. Podsakoff *et al.* (2000) [10] labeled this organizational compliance as it involves an internalization of a company's rules and policies. Furthermore, Williams and Anderson (1991) [8] defined it as behaviors that benefit the organization in general. These behaviors include giving prior notice regarding an absence from work or informally adhering to rules designed to maintain order.

Literature Review
Smith & *et al.* (1983) [7] seminal proposition of Organizational citizenship behavior outlined a two-dimensional framework, including altruism (behavior targeted specifically at helping individuals) and generalized compliance (behavior reflecting compliance with the general rules, norms, and expectations). Altruistic behaviors are not normally expected such as aiding a coworker or assisting a manager.
According to Organ (1988) [4] organizational citizenship behavior is defined as work-related behaviors that are discretionary, not related to the formal organizational reward system, and, in aggregate, promote the effective functioning of the organization.
According to Van Dyne, Graham and Dienesch (1994) [11] Organizational citizenship behavior has been defined in the literature as a multi-dimensional concept that includes all positive organizationally relevant behaviors of organizational members, including traditional in role behaviors, organizationally pertinent extra-role behaviors, and political behaviors, such as full and responsible organizational

participation.
Allen & Rush (1998) [12] described organizational citizenship behaviors become important since they facilitate the accomplishment of organizational goals and enhance organizational performance.
Miles *et al.* (2002) [13] defined that a person who engages in OCB might receive the appreciation and recognition that includes positive emotion and a greater likelihood of repeating the OCB.
Poncheri (2006) [14] explained that organizational citizenship behavior typically refers to behaviors that positively impact the organization or its members.

Objectives
1. To study the attitude of mangers on individual based organizational citizenship behavior and organization based organizational citizenship behavior.
2. To study the attitude of workers on individual based organizational citizenship behavior and organization based organizational citizenship behavior.
3. To find out the difference between the attitude of mangers on individual based organizational citizenship behavior and organization based organizational citizenship behavior.
4. To find out the difference between the attitude of workers on individual based organizational citizenship behavior and organization based organizational citizenship behavior.

Research Methodology
Primary data for the study was obtained through a structured questionnaire administered in person from respondents in Gurgaon region. Organizational citizenship behavior scale (OCB Scale) developed by Williams and Anderson (1991) [8] was used. A study was completed at a micro level due to constraint in time and resources on the basis of random convenient sampling. 50 managers and 50 workers were taken for the purpose of the study. For the purpose of testing the hypotheses 't' test was used.

Hypotheses
H_{01}: There is no significant difference between the attitude of managers on individual based organizational citizenship behavior and organization based organizational citizenship behavior.
H_{02}: There is no significant difference between the attitude of workers on individual based organizational citizenship behavior and organization based organizational citizenship behavior

Analysis and Interpretation
Results for the attitude of managers for an organization based organizational citizenship behavior (OCBO) and individual based organizational citizenship behavior (OCBI) tabulated in table 1 as,

Table 1: Attitude of Managers for OCBO AND OCBI

S. No	OCB Type	Managers	Mean	S.D	t Value
1	OCBO	50	74.65	17.16	4.52
2	OCBI	50	62.29	8.92	

From the table 1 it is clear that 't' value is 4.52. Since the calculated value was higher than the critical value. At

0.01level it is 2.58 and 0.5 level it is 1.96.Hence the null hypothesis was rejected. Managers prefer organization based organizational citizenship behavior in comparison to individual based organizational citizenship behavior. Such behaviors are concerned with benefiting the organization as a whole, such as conscientiousness, sportsmanship and civic virtue.

Results for attitude of employees for individual based organizational citizenship behavior (OCBO) and organization based organizational citizenship behavior (OCBI) tabulated in table 2 as,

Table 2: Attitude of Workers for OCBO AND OCBI

S. No	OCB Type	Employees	Mean	S.D	t value
1	OCBO	50	70.71	9.52	6.91
2	OCBI	50	65.21	22.48	

From the table 2 it is clear that 't' value is 6.91. Since the calculated value was higher than the critical value. At 0.01level it is 2.58 and 0.5 level it is 1.96. Hence the null hypothesis was rejected. Workers prefer organization based organizational citizenship behavior in comparison to individual based organizational citizenship behavior. The voluntary actions of employees to perform the extra role gives added strength to the organization. Citizenship behavior may be different for different people as every employee in an organization perceives job requirements differently i.e. for some employees, helping others may be a routine, for some other employees organizationally pertinent extra-role behaviors, and political behaviors may be important.

Conclusion

Organizations want and need employees who will do those things that aren't in any job description. It will help the firm to outperform. OCB has been taken as a crucial organizational behavior that leads the organization for quick accomplishment of goals and smooth running of business. Therefore, it would be a major concern for managers to amplify employees' participation in OCB. Although the present study has successfully provided some interesting findings, it also has some shortcomings. The data of the present study were collected from Gurgaon region only, which may limit the generalizability of the results to the other parts. The size of the sample was small. Future studies can be done to get more valid results.

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