

Antecedents and Determinants of Organisational Citizenship Behaviour: A Study of Banking Industry in Ludhiana City

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Abstract

The present study aims at determining the antecedents of Organizational Citizenship Behaviour and to study the determinants of Organizational Citizenship Behaviour in banking industry of Ludhiana city. Primary data were collected from randomly selected bank employees in Ludhiana city through the use of personally administered questionnaire. Impact of various antecedents and determinants on OCB was tested using regression analysis. Altruism, conscientiousness and civic virtue are the key antecedents of Organisational Citizenship Behaviour (OCB) and job satisfaction is found to be the most important determinant of OCB.

Keywords: Bank employees, organisational citizenship behaviour, antecedents, determinants, regression

1. Introduction

Organizational citizenship behaviour (OCB) is a person's voluntary commitment within an organization that is not part of his or her duties. It has been found that positive OCB has huge impact on performance. By measuring OCB we can increase unit performance.

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OCB has different forms like compliance, helping others, loyalty, benefit etc. Employees willingly provide efforts and ability to the organization even if it is not part of contract. Various determinants of OCB are job satisfaction, perceptions of organizational justice, organizational commitment, personality characteristics, task characteristics, and leadership behaviour.

There are many factors that can contribute to the determination of Organizational Citizenship Behaviour (OCB) like Altruism, Conscientiousness, Civic Virtue, Sportsmanship, Courtesy, etc. but only three main factors have been selected for research i.e. Altruism, Conscientiousness, and Civic Virtue. The aim of OCB is to defend the organization from undesirable behaviour, which leads to organization's increased performance, productivity, healthy operations and effective coordination. OCB is taken into consideration while selecting an employee by the employer.

2. Review of Literature

Elanain (2007) examined the effect of the Big Five personality on OCB once controlled by the controlling variables such as work locus of control (WLOC), self-esteem, organizational justice. In general, the finding of this research was that the Five Factor Model is a predictor of employees OCB. Euwema *et al.* (2007) conducted a study to examine the relationship between personality and the three types of OCB, as well as to test the effectiveness of the leadership group as a moderating factor. This study involved 286 teachers as respondents. The study found that the more open extraversion teachers who are more open to experience will more involve with OCB compared to introversion teachers who are less open to experience. Teachers who obtain high scores on conscientiousness, characterized as more careful and responsible, whereas teachers with introverted and neurotic personalities are less involved in the OCB than that of the extrovert and emotional stability. James *et al.* (2010) conducted research on 60 executives selected from Roots industries, Coimbatore. The research brings out the relationship between organizational citizenship behaviour and emotional intelligence. The tools used for assessment were organizational citizenship questionnaire and emotional intelligence questionnaire. Oguz (2010) found that female teachers have more positive point of views about the organizational citizenship behaviours when compared to male teachers. From the research it was found that there is positive and meaningful relationship between administrator's transformational style and teacher's organizational citizenship behaviour. Descriptive statistics, T test, and Kruskal Wallis test have been used in the analysis of the data which have been collected. Budiyanto and Oetomo (2011) analysed the causal relationships between job motivation, work

environment, leadership, organizational citizenship behaviour (OCB), job satisfaction and quality of public services in Magetan district government. The survey was conducted among 270 civil servants working at the Magetan District government. The data analyses used Structural Equation Modelling with Partial Least Square program. Through the research, it was found that motivation of employee has a positive and significant effect on organizational citizenship behaviour (OCB); work environment has positive and significant effect on OCB; leadership skill has positive and significant effect on OCB. Chahal and Mehta (2011) studied antecedents and consequences of organizational citizenship behaviour in health sector. The objective of the paper was to establish the impact of OCB on various organizational performances. The authors also put to light the antecedents and its effects on organizational citizenship. It described the antecedents of OCB which includes role clarity, leadership, organizational commitment, Organizational justice and individual traits. Diane *et al.* (2014) investigated the relationship between OCB and both short-term and longer-term outcomes within the context of an outcome-based reward system. They also investigated a type of OCB specific to professional occupations, namely, professional service OCB. Using resource allocation and social exchange theories, the team hypothesize that OCB directed internally to the employing organization may have a negative impact on individuals' productivity and career outcomes, while engaging in professional service OCB would be positively related to these outcomes. Results from a survey of 622 faculty members in research Universities provide support for these hypotheses. Implications and future research directions are discussed. Mark and Zaiton (2015) studied the relationship of flow on organizational citizenship behavior (OCB) and investigated flow as a mediating role between burnout and OCB. A cross-sectional study, collected from 293 hotel employees in Sarawak, Malaysia revealed that flow has a significant relationship with OCB. Meanwhile, flow was found not significant as mediator in associating between burn-out and OCB.

3. Materials and Methods

3.1 Objectives of the Study

The study aims at achieving the following objectives:

- To determine the antecedents of Organizational Citizenship Behaviour in banking industry of Ludhiana city.
- To study the determinants of Organizational Citizenship Behaviour in banking industry of Ludhiana city.

3.2 Research methodology

The present research is based on the objective of determining the antecedents of Organizational Citizenship Behaviour and to study the determinants of Organizational Citizenship Behavior in banking industry in Ludhiana city. Primary data were collected from the employees of banking sector in Ludhiana city. The operational definition of an employee for the study is one who either belongs to junior management or middle management cadre or has been working with same bank for the last two years at the time of data collection. The list of bank branches operating in Ludhiana city was prepared and fifteen branches were randomly selected from the list. From each selected branch, ten employees as per stated definition were selected on the basis of random sampling, thereby making a total sample of 150. Primary data were collected with the help of structured questionnaire. Different statistical tools were used in the analysis of the data to get the satisfactory results for the research.

4. Results and Discussions

4.1 Demographic Profile of the Respondents

Table 1 illustrates the demographic profile of 150 bank employees.

Table 1: Demographic Profile of the Respondents

Demographic Profile	No. of Respondents	Percentage of Respondents
Age (In years)		
20-30	71	47.3
30-40	51	34.0
40-50	18	12.0
50-60	10	6.7
Total	150	100.0
Educational Background		
Diploma	3	2.0
Graduate	101	67.3
Post Graduate	43	27.7
Doctorate	3	2.0
Total	150	100.0

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Gender		
Male	95	63.3
Female	55	36.7
Total	150	100.0
Primary Language		
English	21	14.0
Hindi	56	37.3
Punjabi	72	48.0
Any Other	1	0.7
Total	150	100.0
Marital Status		
Married	100	66.7
Unmarried	50	33.3
Total	150	100.0

Source: Primary Data

Majority of the bank employees were found to be in the age group of 20-30 years (47.3%) with graduation (67.3%). One third of the bank employees surveyed are male (63.3%) with primary language being Punjabi (48.0%). One third of respondents are unmarried (33.3%).

4.2 Service Profile of the Respondents

Table 2 illustrates the service profile of bank employees.

Table 2: Service Profile of the Respondents

Service Profile	No. of Respondents	Percentage of Respondents
Tenure in Bank (In years)		
0-5	89	59.3
5-10	38	25.3
10-15	15	10.0
15-20	8	5.3
Total	150	100.0

No. of People Working Under		
0-10	139	92.7
10-20	7	4.7
20-30	4	2.7
More than 30	0	0
Total	150	100.0
Type of Job		
On Field	57	38.0
Office	93	62.0
Total	150	100.0

Source: Primary Data

Majority of the bank employees are clerks (67.3%) and majority of them have a experience of less than 5 years(59.3%) and do not have any person working under them (92.7%). 62% of the respondents are on office job.

4.3 Parameters of Organizational Citizenship Behaviour

Table 3 shows the agreement regarding the parameters of Organizational Citizenship Behaviour by respondents on a 5 point scale, where 5 point was given to never and 1 to always.

Table 3: Agreement Regarding the Parameters of OCB

Serial No.	Statements	Mean (SD)	t-value	p-value
1.	I create healthy and positive atmosphere in my bank.	1.73 (.88)	-17.63	Significant
2.	I follow my bank rules even when not watched.	1.83 (.94)	-15.13	Significant
3.	Sometimes I work beyond my working hours to complete my task in hand.	1.99 (0.99)	-12.49	Significant
4.	I help new employees in adjusting with bank policies.	1.80 (.95)	-15.38	Significant
5.	I am punctual.	1.70 (.87)	-18.34	Significant
6.	I usually do not take extra breaks.	2.20 (1.02)	-9.57	Significant

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7.	I volunteer extra tasks besides my role in bank.	2.28 (.88)	-10.07	Significant
8.	I do not complain about insignificant things in bank.	2.16 (1.08)	-9.47	Significant
9.	I am very helpful towards my customers.	1.76 (.79)	-19.39	Significant
10.	I use my bank's resources rationally.	1.85 (1.01)	-13.86	Significant
11.	I always use my creativity to bring best in my subordinates.	2.09 (1.15)	-9.66	Significant
12.	I do not speak ill about my bank.	2.34 (1.32)	-6.08	Significant
13.	I propagate the achievement of my bank.	2.14 (.98)	-10.78	Significant
14.	I resolve conflicts among co-workers.	2.16 (1.01)	-10.07	Significant
15.	I encourage my co-workers to give suggestions for upliftment of my bank's reputation.	2.08 (1.05)	-10.77	Significant

Source: Primary Data

Organizational Citizenship Behaviour of the employees are valued on the basis of the 15 statements given. Since the mean scores are less than 3, it is concluded that employees have agreed to the statements above. Employees create healthy and positive atmosphere in their bank (mean=1.73). They follow bank rules even when not watched (1.83) and are punctual (1.70). Sometimes they work beyond working hours to complete their task (1.99) and help new employees in adjusting with bank policies (1.80). Employees usually do not take extra breaks (2.20) and volunteer extra tasks besides role in bank (2.28). They do not complain about insignificant things in bank (2.16). They are very helpful towards their customers (1.76) and use bank's resources rationally (1.85). Respondents always use creativity to bring the best in their subordinates (2.09) and do not speak bad about bank(2.34). They propagate the achievement of the bank(2.14), resolve conflicts among co-workers (2.16) and encourage co-workers to give suggestions for up-liftment of the bank's reputation (2.08).

4.4 Parameters of Job Satisfaction

In this section, various parameters regarding the job satisfaction are discussed. Table 4 shows the agreement regarding the parameters of job satisfaction by respondents, measured on a 5 point Likert scale, where 5 point was given to never and 1 to always.

Table 4: Agreement Regarding the Parameters of Job Satisfaction

Serial No.	Statements	Mean & (SD)	t-value	p-value
1.	I feel my social status is because of my job.	1.94 (.92)	-14.09	Significant
2.	The monetary benefits in my bank are fair.	2.01 (.96)	-12.65	Significant
3.	My bank gives me opportunity to use my skills and abilities in my work.	1.79 (.87)	-17.00	Significant
4.	I feel involved and responsible among employees in my bank.	1.84 (.89)	-15.95	Significant
5.	The work environment in my bank is congenial.	2.16 (.95)	-10.84	Significant
6.	There is existence of formal and friendly atmosphere with fellow workers and higher authorities.	2.11 (1.07)	-10.19	Significant

Source: Primary Data

Since the mean scores are less than 3, it is concluded that employees have agreed to the statements above. Respondents feel that their social status is because of the job (1.94) and the monetary benefits in their bank are fair (2.01). Bank provides opportunity to employees to use their skills and abilities in work (1.79) and employees feel involved and responsible in the bank (1.84). The work environment in the bank is congenial (2.16) and there exists formal and friendly atmosphere with fellow workers and higher authorities (2.11).

4.5 Perception of Organizational Justice

Table 5 shows the agreement regarding the perception of organizational justice by respondents.

Since the mean scores are less than 3, it is concluded that employees have agreed to the statements. Employees feel that there is periodic rotation of jobs of employees at the same level (2.36). The scope for personal growth and development is satisfactory (2.30). There is recognition of creativity in their bank (2.28). The promotion opportunities is same to all (2.26). Workload is also assigned rationally in their bank (2.30).

Table 5: Perception of Organizational Justice

Serial No.	Statements	Mean (SD)	t-value	p-value
1.	There is periodic rotation of jobs of employees on same level.	2.36 (1.11)	-7.00	Significant
2.	The scope for personal growth and development is satisfactory.	2.30 (1.09)	-7.77	Significant
3.	There is recognition of creativity in my bank.	2.28 (1.10)	-8.01	Significant
4.	The promotion opportunities are equal to all.	2.27 (1.14)	-7.84	Significant
5.	Workload is assigned rationally in my bank	2.30 (1.05)	-8.13	Significant

Source: Primary Data

4.6 Parameters of Organizational Commitment

Table 6 shows the response regarding the organizational commitment by respondents measured on a 5 point likert scale, where 5 point was given to never and 1 to always.

Table 6: Statements on Organizational Commitment

Serial No.	Statements	Mean (SD)	t-value	p-value
1.	I usually adjust my work schedule to accommodate other employees.	2.33 (.10)	-8.25	Significant
2.	I usually help employees who are absent.	2.19 (1.07)	-9.30	Significant
3.	I offer ideas to improve organizations functioning.	2.05 (.90)	-12.94	Significant
4.	I voluntary do more than my role requirement	2.25 (1.00)	-9.20	Significant
5.	I always express loyalty towards my bank.	2.00 (.98)	-12.55	Significant

Source: Primary Data

Since the mean scores are less than 3, it is concluded that employees have agreed to the statements above. Employees usually adjust work schedule to accommodate other employees(2.32) and usually help employees who are absent(2.18).They offer ideas to improve organizations functioning(2.05) and voluntary do more than role requirement(2.24).They always express loyalty towards bank(2.00).

4.7 Personality Characteristics as an Antecedent of OCB

Table 7 shows the response regarding the personality characteristics by respondents measured on a 5 point Likert scale, where 5 point was given to never and 1 to always. Personality characteristics of employees are valued on the basis of the statements

Table 7: Personality Characteristics as an Antecedent of OCB

Serial No.	Statements	Mean (SD)	t-value	p-value
1.	I reasonably undertake risks at my job.	2.49 (1.12)	-5.56	Significant
2.	Job provides me freedom to use my wisdom.	2.25 (.96)	-9.59	Significant
3.	I prefer the challenges in my work role.	2.07 (.87)	-12.96	Significant
4.	The training at regular intervals has greatly benefited me.	2.29 (.93)	-9.23	Significant
5.	My relationship in bank is congenial.	2.17 (.99)	-10.28	Significant

Source: Primary Data

Since the mean scores are less than 3, it is concluded that employees have agreed to the statements above. Employees reasonably undertake risks at the job (2.49) and Job provides freedom to use wisdom (2.24).They prefer the challenges in work role (2.07).The training at regular intervals has greatly benefited the employees (2.29) and their relationship in bank is congenial (2.16).

4.8 Task Characteristics as an Antecedent of OCB

Table 8 shows the response regarding the task characteristics by respondents measured on a 5 point likert scale, where 5 point was given to never and 1 to

always. Task characteristics of employees are valued on the basis of the statements. Since the mean scores are less than 3, it is concluded that employees have agreed to the statements above.

Table 8: Task Characteristics as an Antecedent of OCB

Serial No.	Statements	Mean (SD)	t-value	p-value
1.	I am overloaded with work.	2.55 (.95)	-5.75	Significant
2.	There is lot of psychological stress and frustration at my bank.	2.84 (1.03)	-1.90	Not Significant
3.	I do not like the monotonous duties assigned by my superiors.	2.89 (1.02)	-1.36	Not Significant
4.	There is always role conflict in my bank.	3.00 (1.19)	.00	Not Significant
5.	My role demands more working hours.	2.63 (1.07)	-4.19	Significant

Source: Primary Data

Employees are overloaded with work (2.55) and there is lot of psychological stress and frustration at bank (2.84). Employees do not like the monotonous duties assigned by their superiors (2.89). Employees did not agree that there is always role conflict in the bank (3.00) but agree that their role demands more working hours(2.63).

4.9 Leadership Behaviour as an Antecedent of OCB

Table 9 shows the response regarding the leadership behaviour by respondents measured on a 5 point Likert scale, where 5 point was given to never and 1 to always. Leadership behaviour of employees are valued on the basis of the statements.

Since the mean scores are less than 3, it is concluded that employees have agreed to the statements above. Employees are able to give accurate directions to subordinates (2.05) and always try to motivate people under their control (2.01) and have good communication skills(1.86) and their staff follows their instructions as desired(1.92) and they always follow participative leadership style (1.84).

Table 9: Leadership Behaviour as an Antecedent of OCB

Serial No.	Statements	Mean (SD)	t-value	p-value
1.	I am able to give accurate directions to my subordinates.	2.053 (.93)	-12.53	Significant
2.	I always try to motivate people under my control.	2.01 (.93)	-13.08	Significant
3.	I have good communication skills.	1.86 (.85)	-16.40	Significant
4.	My staff follows my instructions as desired.	1.92 (.92)	-14.44	Significant
5.	I always follow participative leadership style.	1.84 (.88)	-16.09	Significant

Source: Primary Data

4.10 Altruism as an Antecedent of OCB

Table 10 shows the response regarding the altruism by respondents measured on a 5 point Likert scale, where 5 point was given to never and 1 to always. Altruism of employees are valued on the basis of the statements.

Table 10: Altruism as an Antecedent of OCB

Serial No.	Statements	Mean (SD)	t-value	p-value
1.	I feel happy when my co-workers excel at work.	1.79 (.914)	-16.16	Significant
2.	I try to make a new comer comfortable in bank environment.	1.79 (.86)	-17.36	Significant
3.	I am ready to help my co-workers in work related problems.	1.85 (.92)	-15.39	Significant
4.	Welfare of others comes prior to my personal welfare.	2.21 (1.11)	-8.64	Significant
5.	My efforts are coordinated towards enhancement of my banks goodwill.	1.79 (.90)	-16.48	Significant

Source: Primary Data

Since the mean scores are less than 3, it is concluded that employees have agreed to the statements above. Respondents feel happy when co-workers excel at work(1.79) and they try to make a new comer comfortable in bank environment(1.79).They are ready to help co-workers in work related problems(1.85).Welfare of others comes prior to their personal welfare(2.21) and their efforts are coordinated towards enhancement of banks goodwill(1.79).

4.11 Conscientiousness as an Antecedent of OCB

Table 11 shows the response regarding the Conscientiousness by respondents measured on a 5 point Likert scale, where 5 point was given to never and 1 to always. Conscientiousness of employees are valued on the basis of the statements.

Table 11: Conscientiousness as an Antecedent of OCB

Serial No.	Statements	Mean (SD)	t-value	p-value
1.	I am never unnecessarily absent from my duty.	2.41 (1.31)	-5.54	Significant
2.	I only take prescribed rest breaks.	2.08 (1.04)	-10.83	Significant
3.	I follow the rules of my bank diligently.	1.89 (1.02)	-13.23	Significant
4.	I never misuse my banks resources.	2.14 (1.30)	-8.02	Significant
5.	I consider my workplace as my second home.	1.92 (.97)	-13.60	Significant

Source: Primary Data

Since the mean scores are less than 3, it is concluded that employees have agreed to the statements above. Respondents are never unnecessarily absent from my duty (2.41) and only take prescribed rest breaks (2.08).They follow the rules of bank diligently (1.89) and never misuse my banks resources(2.14).They consider their workplace as their second home(1.92).

4.12 Civic Virtue as an Antecedent of OCB

Table 12 shows the response regarding the civic virtue by respondents measured on a 5 point Likert scale, where 5 point was given to never and 1 to always. Civic

virtue of employees are valued on the basis of the statements. Since the mean scores are less than 3, it is concluded that employees have agreed to the statements above.

Table 12: Civic Virtue as an Antecedent of OCB

Serial No.	Statements	Mean (SD)	t-value	p-value
1.	I am active participant in bank meetings.	1.95 (1.03)	-12.50	Significant
2.	I work towards enhancement of resources of my bank.	1.87 (.97)	-14.25	Significant
3.	I willingly attend trainings.	1.92 (.97)	-13.69	Significant
4.	I willingly attend information sessions arranged by my bank.	1.89 (.90)	-15.13	Significant
5.	I always keep my banks work on priority.	1.88 (.96)	-14.26	Significant

Source: Primary Data

Employees are active participants in bank meetings (1.95) and work towards enhancement of resources of the bank (1.87). They willingly attend trainings (1.92) and information sessions organised by my bank (1.89). They always keep banks work on priority (1.88).

4.13 Impact of Various Antecedents and Determinants on OCB

Impact of various determinants such as Job satisfaction, Organizational justice, Organizational Commitment, Personality characteristics, Task characteristic, Leadership behaviour on Organisational Citizenship Behaviour was checked using linear regression.

Table 13 describes the regression results by taking OCB as dependent variable and job satisfaction, organisational justice, organisational commitment, personality characteristics, task characteristics and leadership behaviour etc. as independent variables. The overall regression equation was found to be significant ($F=11.833$, $p<0.05$) and independent variables explain 33.2 percent of variance in OCB.

Table 13: Impact of Various Antecedents and Determinants on OCB

Dependent Variable: Organisational Citizenship Behaviour					
Independent Variables	Unstandardized Coefficient		Standardised coefficient	t-value	p-value
	B	Standard Error			
(Constant)	0.689	0.186		3.696	0.000
Altruism	0.148	0.065	0.206	2.282	0.024
Conscientiousness	0.188	0.049	0.286	3.831	0.000
Civic virtue	0.174	0.065	0.236	2.676	0.008
Job satisfaction	0.205	0.077	0.267	2.679	0.008
Organizational justice	-0.035	0.064	-0.059	-.551	0.583
Organizational Commitment	0.078	0.065	0.105	1.198	0.233
Personality characteristics	0.153	0.070	0.195	2.204	0.029
Task characteristics	0.080	0.059	0.104	1.354	0.178
Leadership behaviour	0.134	0.059	0.183	2.277	0.024
F value (p value)	11.833(0.01)				
R ²	33.2%				
Significant at 5 % level					

Source: Primary Data

Among the nine predictors only six were found to be significant namely altruism, Conscientiousness, civic virtue, job satisfaction, Personality characteristics and leadership behaviour. The predictors; namely organisational justice, organisational commitment, and task characteristics were found to be insignificant in explaining OCB at 5 percent level of significance.

6. Conclusion

It has been found that positive Organizational Citizenship Behaviour (OCB) has huge impact on performance. By measuring OCB we can increase unit performance. Job satisfaction, personality characteristics and leadership behaviour have significant impact on OCB and job satisfaction has been found

to be the most important one. Altruism, Conscientiousness and Civic Virtue have been found to have significant impact on OCB and among these the most important has been found to be Conscientiousness.

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