

Study Of Organizational Citizenship Behavior In View Of Leadership Behavior And Organizational Fairness

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Abstract – Currently, Leadership and Organizational Citizenship Behaviours are the most significant actors in management of organizations. Leadership ensures management of human factor within organizations while orientation and control of human factor is provided by organizational citizenship behaviour.

The leadership characteristics of managers' have a direct and highly important impact on primarily employees and organizational citizenship wisdom as well as organizational culture, climate and success. Managers' personal and professional characteristics and their communication and management styles are essential determinants for formation and shaping of organizational citizenship.

This research article proposes that the performance of an organization can be improved while taking Leadership Behavior, Organizational Fairness & Organizational Citizenship Behavior (OCB). Performance Appraisal (Recognition & Reward) given to the employee for his/her good behavior & extra efforts is also looked upon as an essential variable.

The purpose of this study is to investigate the dynamics of OCB within the broad framework of organizational behavior. This study is envisaged to see the impact of leadership behavior and organizational fairness on the performance of OCB activities and study on how performance appraisal process mediates the relationship between leadership behavior and organizational fairness and OCB.

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I. Introduction

In industrial and organizational psychology, Organizational Citizenship Behavior (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks.

Organizational Citizenship Behavior has been studied since the late 1970s. Over the past three decades, interest in these behaviors has increased substantially. Organizational behavior has been linked to overall organizational effectiveness, thus these types of employee behaviors have important consequences in the workplace.

To describe Organizational Citizenship Behavior, Organ (1988) identified the following five dimensions:

- Altruism, which refers to helping behaviors aimed at specific individuals
- Conscientiousness, which refers to helping behaviors aimed at the organization as a whole
- Sportsmanship, which refers to the willingness on the part of the employee to tolerate less than ideal circumstances without complaining
- Courtesy, which refers to actions aimed at the prevention of future problems
- Civic virtue, which refers to a behavior of concern for the life of the organization

II. Literature Survey

The literature review was one of the major ingredients under this research. The research required browsing several libraries, printed books, journals, magazines and soft materials from internet time to time. However, internet search helped to a great extent. Some free e- books, e-journals and web documents assessed through the internet proved quite worthy. Every bit of information was considered significant and it included books, journals, web articles, news papers reporting and even proceedings of interactions, meetings minutes, annual reports and power point presentations were not considered needless or useless and all thought out. It would require a mention here that some secondary data sources used in the research was also included as literature.

In general, literature review formed the backbone for any quantitative and qualitative research. For this research, the overall literature review process involved searching, reading, analyzing, evaluating, and summarizing scholarly materials relevant to the topic.

Literature reviews contrasted with a subjective examination of recorded information and systematic examination of all available sources further described and justified. There was a clear link between the aims of the research and the literature review, the choice of research designs and means used to collect data, discussion of the issues, conclusions, and recommendations. Literature review was backed by clearly stated research methodology based on existing literature and provided an analytical and critical evaluative stance to the existing literature on the topic.

Manhui Huang ; Jie Peng ; Chuang Wang, "The effects of users' organizational citizenship behaviors on information system performance", 2017, 4th International Conference on Systems and Informatics (ICSIAI)

This paper analyzes the effects of user OCB on IS performance, proposes the research model, and conducts an empirical test. By using survey and conducting regression analysis with a sample of 141 IS users, the results show that four dimensions of OCB including optimization, active learning, conscientiousness and innovating have significant positive influence on IS performance, and therefore a preliminary model of IS users' OCB is built.

Xiangrong Xu ; Xiangrong Xu ; Enhua Hu, "Profiles of dual commitment to the company and union: Relations to turnover intentions and organizational citizenship behavior", 2016, International Conference on Logistics, Informatics and Service Sciences (LISS)

In commitment research it is getting more and more attention to identify homogeneous subgroups with varying configurations of commitment foci and mindsets. The union and the company are two dominant forces in labor relations. We identified profiles of commitment to them in a sample of 1395 employees of Chinese non-state-owned enterprises. Using latent profile analyses, we distinguished six distinct profiles, full commitment, EB-dominant, AC/NC-dominant, moderate commitment, CC-dominant, and uncommitted. Turnover intentions and two dimensions of organizational citizenship behavior varied across six distinct profile groups. Implications of result are discussed.

Xiao-lang Liu ; Shan-shi Liu ; Hai-bin Luo ; Bing Ma, "Perceived organizational support in typical versus atypical workers: Associations with job performance and organizational citizenship behavior", 2014, International Conference on Management Science & Engineering (ICMSE)

The paper tested the effect of perceived organizational support on job performance and organizational citizenship behavior of atypical employees and typical employees in Chinese state-owned enterprise. We found no significant difference between the two types of staffs on perceived organizational support, but the typical employees' job performance, organizational citizenship behavior are higher than atypical employees'.

Ke Jiang-lin ; Kan Ping ; Zhu Yan-nan ; Yan Xiao-li, "The effect of civil servants workplace spirituality on organizational citizenship behavior in the Chinese context Sign In or Purchase", 2014, 11th International Conference on Service Systems and Service Management (ICSSSM)

The results of regression analysis indicated that these two dimensions, sense of community and alignment between organizational and individual values, had a more significant influence on organizational citizenship behavior. Besides, it found that workplace spirituality had a stronger explanatory power in organizational citizenship behaviors directed to organization in this paper. Finally, the paper discussed the significance of the results in management and gave advice for future research.

Jianghua Wu ; Jie You ; Ya Fu ; Yang Tian, "An empirical study on the effect of organizational citizenship behavior on subjective well-being and job performance", 2014, 11th International Conference on Service Systems and Service Management (ICSSSM)

Generally speaking, the organizational citizenship behavior (OCB) of employees and the degree of organizational socialization play significant roles in job performance and employees' feelings. In this research, an empirical tracking study was conducted. First, two OCB dimensions were measured on campus. Second, four organizational socialization dimensions were measured in the workplace. Five months later, subjective well-being and job performance were measured in the workplace as well.

III. Research Methodology

Research Parameters

1. Leadership Behavior (LB)

There are a number of common behaviors recognized in an effective Team Leader at the helm of a productive team. In particular, an effective Team Leader displays ability to:

- Communicate effectively
- Recognize the developmental requirements of team members

- Set goals and motivate the team to achieve them
- Provide enthusiastic and creative encouragement
- Model acceptable behavior

2. Organizational Fairness/Justice (OJ)

Organizational justice refers to employee perceptions of fairness in the workplace. These perceptions can be classified into four categories: distributive, procedural, informational, and interactional.

3. Performance Appraisal, Recognition & Reward (PA)

A performance appraisal (PA), also referred to as a performance review, performance evaluation, (career) development discussion, or employee appraisal is a method by which the job performance of an employee is documented and evaluated.

4. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is defined as the context or performance in which any job or task takes place. It is basically being a person who is ready to serve the organization in matters that is outside the scope of his/her job domain. It includes being helpful, caring towards other employees in the organization. Example: Helping a newcomer in an organization with his work or working overtime sometimes in order to convert clients, etc.

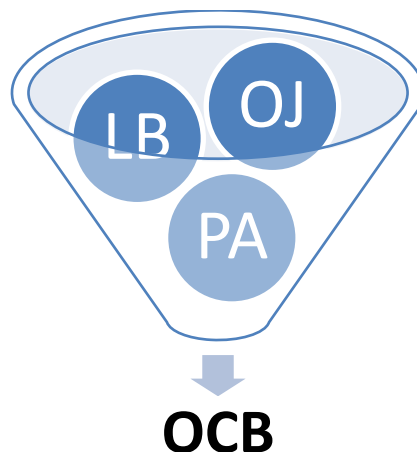


Fig 3.1 Proposed conceptualization of the study

Sampling design

A sample design is a definite plan determined before any data are actually collected for obtaining a sample from a given population. Samples can be either probability samples or non-probability samples. I will use simple random sampling technique to select my sample. This type of sampling is also known as chance sampling or probability sampling where each and every item in the population has an equal chance of inclusion in the sample and each one of the possible samples, in case of finite universe, has the same probability of being selected. In case of infinite population, the selection of each item in a random sample is controlled by the same probability and that successive selections are independent of one another.

Data Collection Methods

The data would be collected from primary and secondary sources. Secondary information would be collected from published literature whereas primary data would be collected through structured questionnaire and interview schedule. The data would be analyzed by using both qualitative and quantitative techniques.

• Primary Data

Approximately data will be collected from 10 different organizations from different hierarchies. The approximation is summarized in Fig 3.2. The primary data will be obtained from a sample size of approximately (117x9=1053) 1100 respondents consisting of management, employees, HOD of different departments of private sector companies i.e. from all different levels of hierarchy. This target group will be identified across industry from various organizations, classified and specified for the purpose of collecting relevant data.

Focus group discussion for interaction and face to face conversation with different groups will be arranged. One to one interview opportunities will also be realized considering the availability of acceptable respondents. This will provide an insight into what they think about this issue, their view points and comments, range of opinions and ideas, and the inconsistencies and variation that exists in terms of beliefs and their experiences and practices, only with prior permission from the concerned personnel.

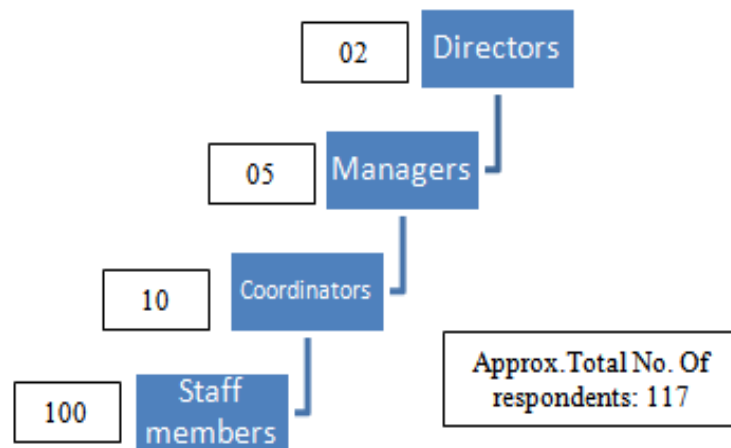


Fig.3.2 Approximation of number of respondents for data collection in a small organization

- **Secondary data**

Secondary data will be collected through the various program reports, functional reports and other published literature like articles, research papers, magazines etc. The data so collected will be compared with the primary data.

Statistical Analysis

The data would be analyzed through multivariate statistical techniques like multiple regression analysis, confirmatory factor analysis, using SPSS software.

The collected data will be analyzed with correlations between the research parameters & the graphs of the aforesaid parameters will be presented for a better understanding of the research output.

IV. Conclusion

The changes experienced in business and human factor within organizations and the current rapid innovations have rendered the concept of leadership considerably important and increased the need for managers featuring leadership. Organizational Citizenship Behavior denotes high performance working, increasing efficiency, running towards the organizational goals. Employees striving towards organizational interests, showing extra effort beyond the expectations, forming the culture of “big family” among employees, establishing efficient management dedicated to organizational vision, mission, core values and goals constitutes the most significant building stone of organizational behavior and culture structure.

Currently, Leadership and Organizational Citizenship Behavior are the most important actors for organizational management. Leadership ensures management of human factor within organizations while orientation and control of human factor is provided by Organizational Citizenship Behavior.

Manager’s leadership characteristics have a direct and highly important impact on primarily employees and organizational citizenship sense as well as organizational culture, climate and success.

Manager’s personal and professional characteristics and their communication and management styles are essential determinants for formation and shaping of Organizational Citizenship Behavior.

Organizational Justice is generally referred as the just and fair manner in which organizations treat their employees. Organizational fairness plays an important role in taking part in OCB which is the ultimate goal of the study.

This study examined how employees react to formal evaluations of Organizational Citizenship Behavior in Performance Appraisals. Using a sample of 117 respondents with relevant job experience, this experimental study found that their reactions to such formal inclusion of Organizational Citizenship Behavior depended on their task performance.

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