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# ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT LOGISTICS COMPANIES

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**Abstract**

This Study seeks to analyze the influence of Organizational Citizenship Behavior on Logistics companies in Chennai. The sample chosen for this research is 96 employees. In organizational psychology, organizational citizenship behavior (OCB) is a person's volunteer commitment within an organization or a company that is not a factor in the employees' contractual tasks. This Study has been undertaken to assess the overall influence of organizational citizenship behavior on individuals and the organization. The research findings proclaimed the Organization's Citizenship Behavior of employees. In addition, the research exhibited a positive and significant impact of Organizational Citizenship Behavior on Service Quality performances. Next, five indicators created the Organizational Citizenship Behavior variable: altruism, civic virtue, courtesy, sportsmanship, and conscientiousness.

**Keywords:** Organizational Citizenship Behavior (OCB), Contextual performance, Prosocial organizational behavior, Extra-role behavior.

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## Introduction

Since the late 1970s, organizational citizenship behavior (OCB) has been researched. The interest in these behaviors has significantly grown during the last three decades. These employee behaviors have significant effects at work since organizational behavior has been connected to overall organizational effectiveness. Dennis Organ is frequently cited as the originator of OCB. Adding to Katz's 1964 initial piece, Organ (1988) describes individual discretionary behavior that the formal reward system does not clearly or immediately recognize as OCB. Definition of OCB by Organ

### Contextual effectiveness

The idea of contextual performance (OCB) was born from the realization that a substantial section of the job domain should have been considered when considering job-specific work behaviors. It has four components: steadfast excitement, helping others, adhering to rules and procedures, and publicly upholding the organization's goals. The content domain of both OCB and OCB is the same; however, there are some significant distinctions between the two constructs. While contextual performance does not require an extra role, simply that it be non-task, OCBs are not explicitly rewarded.

### Positive corporate behavior

OCB has also been contrasted with organizational behavior (POB), which is more pragmatic. **Brief & Motowidlo (1986)**, POB is actions taken within an organization to enhance the well-being of another person. The crucial contrast is that, unlike OCB, this behavior cannot connect to the organization. Consequently, a person performing pragmatically may oblige a coworker with a personal issue. Similar to OCB, extra-role behavior (ERB) is a concept described as behavior that goes above and beyond the requirements of the function. Whistleblowing and principled organizational dissent, which

are not mentioned in the formal job description, are two significant distinctions between OCB and ERB.

## LITERATURE REVIEW

**Organ, D. W., (1988)** - Organ studied the concept of OCB and proposed that employees who engage in such behaviors are like "good soldiers" who go above and beyond their job duties to help the organization.

**Weiss, H. M., & Cropanzano, R., (1996).** - Weiss and Cropanzano developed the Affective Events Theory (AET), which proposes that employees' emotions and affective experiences at work can influence their OCB.

**Moorman, R. H. (1991).** - Moorman examined how procedural justice (i.e., the fairness of procedures used in decision-making) affects employees' attitudes and OCB toward their managers.

**Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D., (2009).** - Podsakoff et al. conducted a meta-analysis of OCB research and identified four dimensions of OCB: altruism, courtesy, conscientiousness, and sportsmanship.

**Mowday, R. T., Porter, L. W., & Steers, R. M. (1982)** defined the concept of organizational commitment and how it relates to employees' OCB, absenteeism, and turnover.

**Organ, D. W., & Ryan, K. (1995)** - Organ and Ryan reviewed the existing literature on OCB and proposed directions for future research.

**Smith, C. A., Organ, D. W., & Near, J. P., (1983).** - Smith, Organ, and Near developed a measure of OCB and validated it through several studies.

**Aquino, K., Lewis, M. U., & Bradfield, M. (1999).** - Aquino, Lewis, and Bradfield examined the relationship between OCB and workplace deviance (i.e., harmful

behaviors towards the organization) and how to affect and cognition influence this relationship.

**Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G., (2000).** - Podsakoff et al. reviewed the consequences of OCB for both employees and organizations and proposed directions for future research.

**Guzzo, R. A., Yost, P. R., Campbell, R. J., & Shea, G. P., (1993).** - Guzzo et al. studied the concept of group potency (i.e., the collective belief in a group's ability to perform)

### The Objective of the Study

1. To assess the perception of the employers about the Organizational Citizenship Behavior towards the Organization (OCBO)
2. To assess the perception of the employers about the Organizational Citizenship Behavior towards individuals (OCBI).
3. To understand the factors contributing to Organizational Citizenship Behavior and to suggest measures to improve Organizational Citizenship Behavior.

### Hypothesis Development

The following hypothesis is formulated to experiment with the objective.

**H1:** There is a relationship between Promoting the organizational products and working towards the organization's objectives.

**H2:** There is no significant difference between Appreciating colleagues to encourage and Helped Colleagues to overcome difficulties.

Header 3: A positive correlation exists between the factors. Working environment satisfaction helps to perform, and being regular to work helps the organization.

## Research Methodology

### Research Design

Explanatory design is another name for descriptive research design, which merely describes something, such as demographic traits. A descriptive study often determines the frequency with which something occurs or how two variables fluctuate.

### Data Sources

Once the researcher has identified and defined the research problem and determined the specific information needed to solve it, the next step is to evaluate the type and sources of data that can provide the desired results. Data sources are of two types through which data is collected and used: primary and secondary data.

### Sampling - Convenience Sampling:

In this method, the sample units are chosen primarily based on convenience to the investigator. The units selected may be each person who comes across the investigator.

### Sample Size

This term pertains to the number of individuals from the population that will be selected for sampling. The sample size chosen for the survey is 130.

### Tools for Analysis

Chi-square test, one ANOVA, and Karl Pearson's coefficient

### Data Analysis and Interpretations:

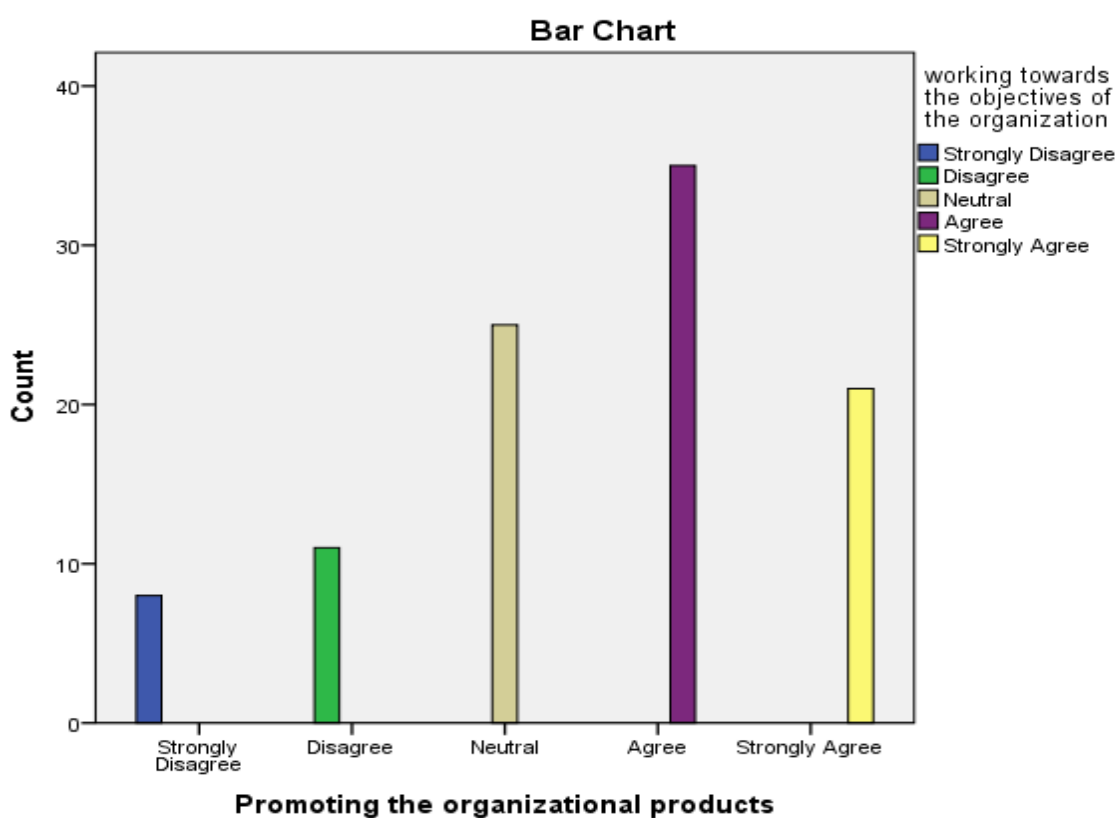
**H0:** There is no relationship between Promoting the organizational products and working towards the organization's objectives.

**H1:** There is a relationship between Promoting the organizational products and working towards the organization's objectives.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	400.000 <sup>a</sup>	16	.000
Likelihood Ratio	297.321	16	.000
Linear-by-Linear Association	99.000	1	.000
N of Valid Cases	96		

a. 17 cells (68.0%) have an expected count of less than 5. The minimum expected count is .64.



Degree of Freedom = (r-1) \*(c-1)

= 4\*4= 16

Calculated value = 400.000

Tabulated value = 26.296

Z = Z cal > Z tab

Z= 400.000 > 26.296

Hence, the Alternate hypothesis [H1] is accepted

**Inference:**

We accept the alternate hypothesis since the calculated value exceeds the tabulated value. Hence, there is a relationship between Promoting the organizational products and working towards the organization's objectives.

**One-Way ANOVA classification**

**Null hypothesis (H0):** There is a significant difference between Appreciating colleagues to encourage and Helping Colleagues to overcome difficulties.

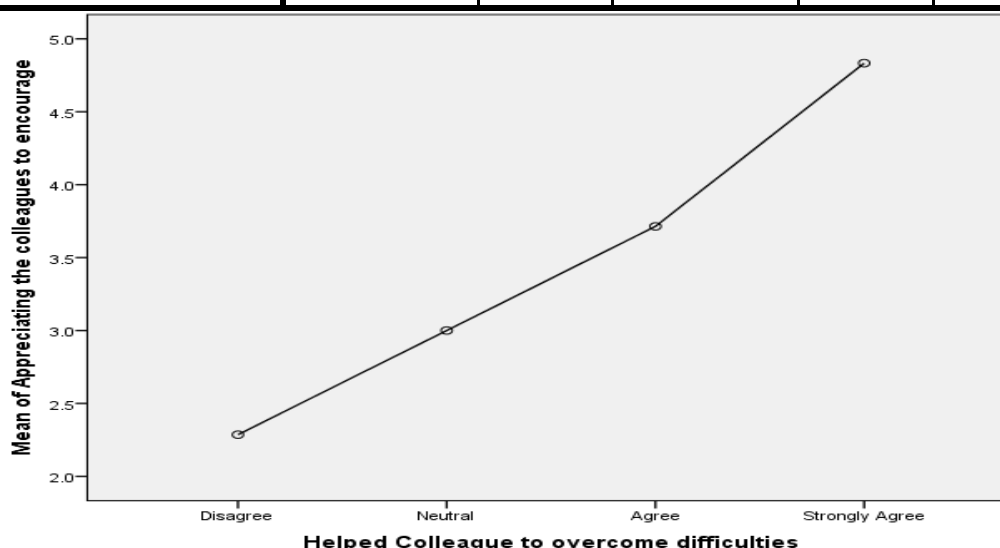
**The alternate hypothesis (H1):** No significant difference exists between Appreciating colleagues to encourage and Helped Colleagues to overcome difficulties.

Appreciating the colleagues to encourage			
Levene Statistic	df1	df2	Sig.
9.964	3	96	.000

**ANOVA**

Appreciating the colleagues to encourage

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	66.122	3	22.041	138.856	.000
Within Groups	15.238	96	.159		
Total	81.360	99			



Calculated value = 138.856

Tabulated value = 2.70

$$F = F_{cal} > F_{tab} \quad F = 138.856 > 2.70$$

Hence, the Alternate hypothesis [H1] is accepted.

**Inference**

The calculated F value is more significant than expected—the tabulated value. Based on the data, we can conclude that there is no significant difference between positively acknowledging and supporting colleagues through challenges. Therefore, we reject the null hypothesis.

**Analysis Using Karl Pearson’s Correlation**

Correlation analysis is a statistical technique that measures the extent of the linear correlation between two variables. It

helps determine the degree of association between the two variables.

**Null hypothesis (H0):** There is a positive relationship between working environment satisfaction which helps to perform, and Being regular to work helps the organization.

**The alternate hypothesis (H1):** There is a negative relationship between the working environment, the satisfaction which helps to perform, and Being regular to work, which helps the organization.

**Correlations**

		Being regular work does help the organization	the working environment is to the satisfaction that helps to perform
Being regular to work, does help the organization	Pearson Correlation	1	.946**
	Sig. (2-tailed)		.000
	N	100	100
the working environment is to the satisfaction that helps to perform	Pearson Correlation	.946**	1
	Sig. (2-tailed)	.000	
	N	96	96

\*\* . There is a significant correlation at the 0.01 level (2-tailed).

$$r = \frac{N \sum XY - \sum X \sum Y}{\sqrt{N \sum X^2 - (\sum X)^2} \sqrt{N \sum Y^2 - (\sum Y)^2}}$$

*r* = .946

**Inference:**

Since  $r$  is positive, there is a positive relationship between the working environment satisfaction that helps to perform and Being regular to work, which does help the organization.

**Findings and Suggestions**

Promoting organizational products and working towards the organization's goals are related since the calculated value is more significant than the tabular value, which leads us to adopt the alternate hypothesis.

F's estimated value is higher than its tabular value, inferring. After careful analysis, we have rejected the null hypothesis and found no significant difference between showing appreciation to colleagues and providing encouragement and assistance to help colleagues overcome difficulties in: Significant.=.

Since  $r$  is positive, there is a positive association between the working environment and job happiness, which helps employees perform, and consistent attendance at work, which benefits the company.

**Suggestions**

- An organization should motivate its employees toward OCB.
- Management should take the necessary steps to implement OCB in their workplace.
- A proper reward system should be announced to encourage employees.
- The management should conduct more training classes.

**Conclusion**

The continued existence of businesses and their ability to satisfy the requirements and

demands of numerous stakeholders regarding organizational, economic, social, and environmental intergenerational justice are inherently necessary for the survival of the human race and our shared biosphere. However, organizational, economic, and environmental conflicts have raised serious concerns and hindered the successful adoption of sustainable practices in businesses. Having strong behavioral competency is essential in resolving conflicts and promoting the growth of profitable and responsible organizations. Without it, a corporation may become a threat to itself and the environment. In this essay, the researcher argued for the importance of the "OCB" conceptual model in establishing sustainable success at the organizational level.

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