

# The Extent of Organizational Citizenship Behaviour in Various Industries

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## **Abstract**

Through this research paper, we try to find the relation between the organizational citizenship behavior practiced in various industries and the attrition rates in that particular industry. The extent to which the 5 basic behaviors of OCB, which are: altruism, conscientiousness, sportsmanship, courtesy and civic virtue, are practiced in these industries has been captured and their relation with attrition trends studied. The entire study has been focused on the young workforce (age group, 21-30) and the result that became evident after analyzing the survey data was that OCB plays a very minor role in determining the turnover intention of the employees.

## **Literature Review**

### **Organizational Citizenship Behavior**

According to Organ's (1988) definition, it represents "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization". The concept of OCB was originally conceived out of an interest in behavioral consequences of job satisfaction that were presumed to have important applications for organizational effectiveness. Job satisfaction has a relation with job contents. These job contents then play a major role in determining the turnover intention. The OCBs are basically directed at:

### **Individuals**

Altruism and Courtesy

### **Organization**

Conscientiousness, Sportsmanship and Civic Virtue

### **Altruism**

A class of helping behaviors aimed directly at specific persons.

### **Courtesy**

Treating others with respect

### **Conscientiousness**

Sarcastically explained as a 'good soldier' or 'good citizen' syndrome of doing things that are 'right and proper' but for the sake of the system rather than specific persons.

### **Sportsmanship**

People do not complain and have a positive attitude.

**Civic Virtue**

Employees responsibly participate in the political life of the organization.

**Research Methodology**

**Participants**

Industries- Information Technology (IT) (excludes ITES , BPOs, KPOs),Software, Engineering , Fast Moving Consumer Goods (FMCG), Education, Finance and Consulting.

We have used SIC codes to distinguish different industries from each other [http://exim.indiamart.com/sic-codes/]. Indian SIC doesn't define IT1 and Software2. They have been distinguished on the basis of the product that they offer. Since both of them show different kind of OCB behaviors. Rest of the industries comply with the norms.

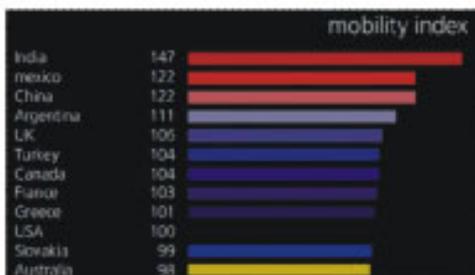
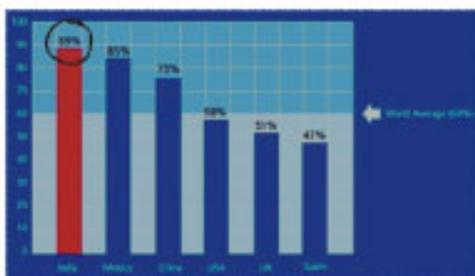
**Sample**

To collect the data, we distributed the OCB surveys in various organizations. The participants were selected randomly and the final sample consisted of 207 Indian participants in varied job functions from various sectors such as IT, software, FMCG, Consulting, Banking and Education. The participants were taken from different organizations since if taken from the same organization; they may show similarities in their responses as OCB is a group-level phenomenon.

The age group surveyed was between 21 and 30 and were working in different companies. We have tried to focus our research on the young workforce of India which will play a major role in the coming decade.

**Why did we focus of the age group of 21-30:**

Global Perspective



Why 21-30?

- Motivated by:
- Higher aspirations
  - Focus on promotions
  - 'Porsche' lifestyle
- Job shifting culture
- ↓
- Personal traits of employees
- ones desire in life
  - level of skill & patience
  - ability to negotiate
  - financial standing
- 5 – 10 lacs: middle level to corporate system

Source:  
<http://trak.in/tags/business/2010/06/26/indian-employees-most-aspiring/>

*IT: Information technology is the entire field of computers, networking, data distribution, and anything else which has anything to do with the collection, processing, and dissemination of information.*

*Software: Software engineering is developing a specific sequence of instructions, called a program, to allow a computer to perform a certain task.*

**Research**

**Hypothesis**

When talking about the young workforce of India (age 21-30), OCB doesn't really play a major role in the turnover intention of employees.

**Previous work**

There has been a lot of research done that shows that OCB is related to the work atmosphere in the different organizations. Organ[1] suggested that OCB could be one kind of criteria during performance appraisal and redefined OCB as "performance that supports the social and psychological environment in which the task performance takes place".

According to Wanous[2] the reason for job termination was solicited from both the worker and the employer and was categorized as either voluntary or involuntary. The focus of this study is the former. Some related studies (Griffith, Hom, Gaertnes, 2000; Mertz & Campion, 1998; Mobehy, 1977) [3] say -employees may leave when perceiving desirability such as job satisfaction or other job related attitudes and when better alternatives are provided

Cheng-Wei Chen and Yu- Chen Wei [4] in their journal on "relationship behavior between OCB and Turnover intention" speak that OCB is negatively related to turnover intention. According to Organ OCB developed from its conviction that job satisfaction affected people's willingness to help colleagues and work associates and their disposition to cooperate in varied and mundane forms to maintain organized structures that govern work. The employee's organizational commitment improves with better job satisfaction and is thus willing to make more effort to organization and perform more OCB at the same time. [Yafang, Tsai, Department of health service administration [5]

**Proof**

We have seen from the above literature that OCB is negatively related to Turnover intention.

$$\text{Turnover intention} = \text{Function}(1/\text{OCB}) \dots \dots \dots (1)$$

We have taken the book -"the 7 hidden reasons Employee Leave" by Leigh Branham as the reference to define turnover intention.

The 7 reasons are as follows:-

| <b>Reasons</b> | <b>OCB behavior</b>                            |               |
|----------------|--|---------------|
| Reason 1       | The job or workplace was not as expected       | Sportsmanship |
| Reason 2       | Mismatch between job and person                |               |
| Reason 3       | Too little coaching and feedback               | Altruism      |
| Reason 4       | Too few growth and advancement opportunities   |               |
| Reason 5       | Feeling devalued and unrecognized              | Civic virtues |
| Reason 6       | Stress from overwork and work life imbalance   |               |
| Reason 7       | Loss of trust and confidence in senior leaders | Courtesy      |

## SAMVAD

As we can see 4 out of the 7 reasons are OCB dimensions.

==>We can club these 4 out of the 7 reasons as OCB behaviors..... (2)

Thus from (1) & (2), we can infer that

==> Turnover intention = function ( 1/OCB , Other factors) .....(3)

Where these Other factors can be compensation, stress, external factors etc. as seen in the table

The survey was done to check for the various OCB factors in the different industries:-

The % has been as of those employees that showed maximum behavior pertaining to the particular OCB.

- OCBI is OCB related to individual behavior (altruism, Courtesy)
- OCBO is OCB related to Organization behavior (Conscientiousness, Sportsmanship, Civic)

==>Turnover intention = (K ×Other factors /OCB) .....(4)

The results of the survey are as shown below:-

| Industry   | OCB dimensions (% of employees showing such behavior)   | Y = OCBI, OCBO (average)       | X= Attrition |
|------------|---|--------------------------------|--------------|
| IT         | Altruism= 46.3<br>Conscientiousness=26<br>Sportsmanship=1.85<br>Courtesy=37<br>Civic virtues=31.5 | OCBI = 41.65<br><br>OCBO=19.78 | 23           |
| Software   | Altruism= 20<br>Conscientiousness=25<br>Sportsmanship=0<br>Courtesy=35<br>Civic virtues=20        | OCBI = 27.5<br><br>OCBO=15     | 29           |
| Consulting | Altruism= 55.5<br>Conscientiousness=39<br>Sportsmanship=0<br>Courtesy=22.2<br>Civic virtues=27.8  | OCBI = 38.85<br><br>OCBO=20.4  | 22           |

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|                    |  |                                |    |
|--------------------|--|--------------------------------|----|
| Engineering        | Altruism=50<br>Conscientiousness=33.3<br>Sportsmanship=0<br>Courtesy=50<br>Civic virtues=50        | OCBI = 50<br><br>OCBO=27.76    | 20 |
| Finance            | Altruism= 40<br>Conscientiousness=30<br>Sportsmanship=0<br>Courtesy=50<br>Civic virtues=45         | OCBI = 45<br><br>OCBO=25       | 36 |
| Research/Education | Altruism= 28.6<br>Conscientiousness=28.6<br>Sportsmanship=0<br>Courtesy=7.14<br>Civic virtues=35.7 | OCBI = 17.87<br><br>OCBO=21.43 | 18 |
| FMCG               | Altruism= 43<br>Conscientiousness=28.57<br>Sportsmanship=0<br>Courtesy=57<br>Civic virtues=28.57   | OCBI = 50<br><br>OCBO=19.04    | 17 |

The attrition rates have been taken from -  
<http://retention.naukrihub.com/attrition-rates-in-different-sectors.html> (2007 data)

We used Pearson's correlation coefficient to find the correlation between the OCBI, OCBO and Attrition rate of the different industries

We found

- (1) There is negative correlation between OCBI and Attrition rate ( $r = -0.353$ ,  $p < 0.1$ )
- (2) There is negative correlation between OCBO and attrition rate ( $r = -0.26$ ,  $p < 0.1$ )

But the values found is much closer to 0 which shows that the correlation isn't really strong.

This fact can further be proved by having a look at the OCB mix in different industries. It shows that the mix is somewhat similar in each of the industries whereas the attrition rates are pretty dissimilar for the industries. This proves that OCB factors affect the Turnover intention but not to a great extent.

### Mix of OCB in Indian Industries

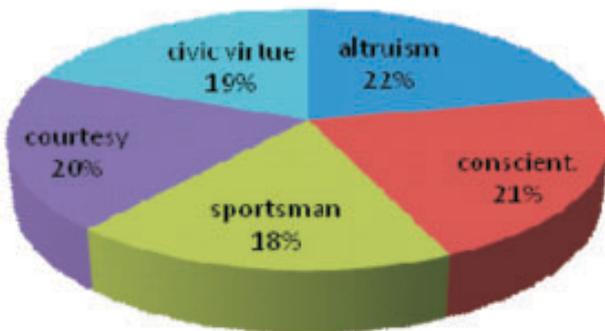
There is a plethora of industries present within the geographical borders of India. The ever increasing young working population in India also aids in more and more development of the industries. For the purpose of this research we have considered the following 7 industries: Information Technology, Software, Finance, Consulting, Education, Engineering and FMCG.

The attrition rates for some of the above mentioned industries are alarmingly high and an in-depth research of the possible reasons for this high turnover rate of these industries will help improving the condition. Various approaches were adopted in order to find the relation between the OCB and high turnover intention.

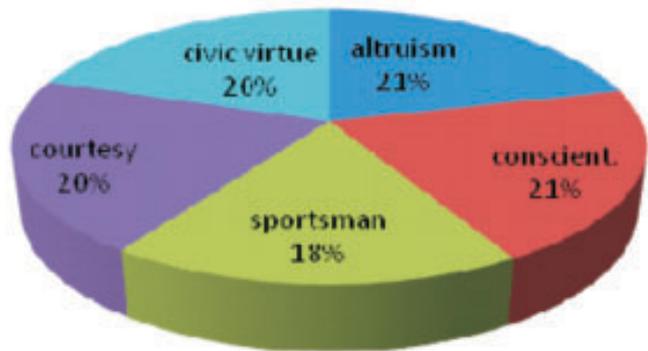
**Approach 1**

The 5 basic behaviors of OCB were mapped against the above mentioned industries. The percentage distribution of these behaviors was studied with respect to the industries.

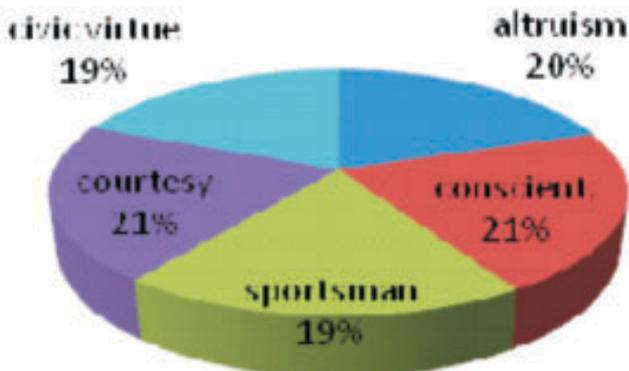
**Consulting**



**IT industry**



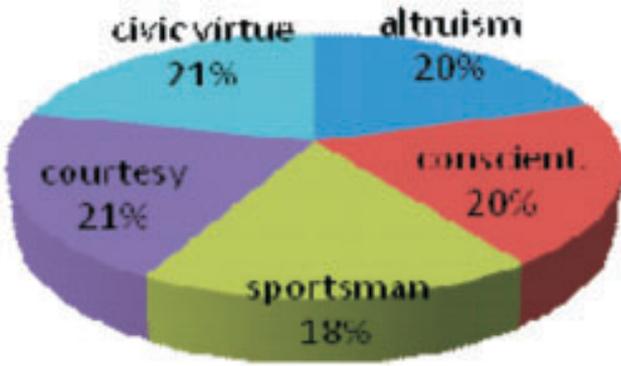
**Software**



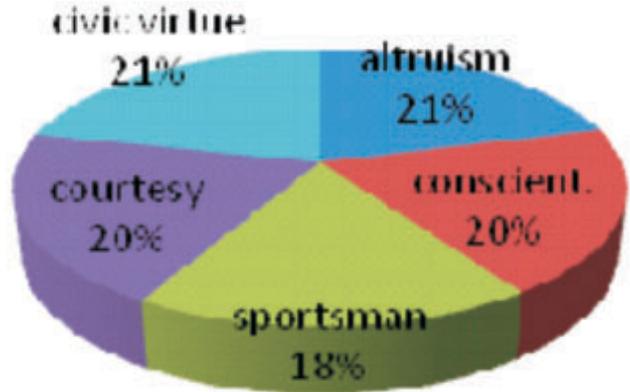
**Engineering**



# Finance



# Education



The data obtained from this hypothesis proved nothing substantial and hence it was rejected.

### Approach 2

In this approach, the average scores obtained by all the 7 industries on each of the 5 behaviors were mapped.

### ANALYSIS 2: Average score of industries on OCB behaviours.

| Altruism    | average |
|-------------|---------|
| IT          | 15.96   |
| Software    | 14.25   |
| Consultancy | 16      |
| Engineering | 16.16   |
| Education   | 15.07   |
| Finance     | 15.6    |
| FMCG        | 15.4    |

| Conscientiousness | average |
|-------------------|---------|
| IT                | 15.46   |
| Software          | 15.25   |
| Consultancy       | 15.44   |
| Engineering       | 15.44   |
| Education         | 14.07   |
| Finance           | 15.3    |
| FMCG              | 15      |

| Sportsmanship | average |
|---------------|---------|
| IT            | 13.37   |
| Software      | 13.8    |
| Consultancy   | 13.11   |
| Engineering   | 13.27   |
| Education     | 12.78   |
| Finance       | 13.55   |
| FMCG          | 13      |

| Courtesy    | average |
|-------------|---------|
| IT          | 15.43   |
| Software    | 14.85   |
| Consultancy | 14.11   |
| Engineering | 16      |
| Education   | 14.57   |
| Finance     | 16.05   |
| FMCG        | 17      |

| Civic virtue | average |
|--------------|---------|
| IT           | 15.01   |
| Software     | 13.5    |
| Consultancy  | 14      |
| Engineering  | 15.44   |
| Education    | 15.5    |
| Finance      | 16.55   |
| FMCG         | 15.57   |

• average score remains in a close bracket.



## SAMVAD

These average scores obtained are from a total of 20, which is based on the survey questionnaire. Again, the average scores obtained were quite similar for all the industries. The average scored ranged from 14 to 16 in all the cases except for 1 behavior, Sportsmanship, which ranged from 13 to 14. Nothing was evident from this approach too, hence rejected.

### Approach 3

The percentage of positive scores for all the OCBs were compared against the industries. In order to remove the central tendency of 'replies', the answers with the response 3 were not considered and to remove the negative characteristics of the 'replies', the answers with the response 1 & 2 were also removed.

An average score of 17 or more was considered to be positive for this form of evaluation.

The metrics showed a significant change in the behavior percentages of each of the behavior for each of the industries.

|                   | IT    | SOFTWARE | CONSULTANCY | ENGINEERING |
|-------------------|-------|----------|-------------|-------------|
| ALTRUISM          | 46.29 | 20.00    | 55.55       | 50          |
| CONSCIENTIOUSNESS | 25.92 | 25.00    | 38.88       | 33.33       |
| SPORTSMANSHIP     | 1.85  | 0.00     | 0           | 0           |
| COURTESY          | 37.03 | 35.00    | 22.22       | 50          |
| CIVIC VIRTUE      | 31.48 | 20.00    | 27.77       | 50          |

These above statistics show varied results for different industries. Hence, we can assume that it is these different industries' culture which is the reason for such varied responses and apart from these OCBs, there are other factors which determine the turnover intention of employees.

### Conclusion

In the complex system prevalent today, nothing is as simple as it seems to be or it should be. Turnover intention for employees working in various industries is not just governed by a single factor. There are a lot of intricacies while deciding the reason for high attrition rate with industries. There are various factors which determine the level of attrition in an industry and the contribution of OCBs to it is pretty low.

OCBs play a very minor role in determining the turnover intention of employees as there are other factors which determine the same, such as, compensation, incentives rewarded. The introduction of Globalization has brought about MNCs which are ready to look over its employees. These factors motivate the young workforce (21-30) and therefore the extent of OCB with attrition rate is limited.

### References

1. Organ, D. W. (1997). *Organizational citizenship behavior: It's construct clean-up time. Human Performance, OCB measurement* 30510, 85-97.
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3. *Organ, D. W. (1988). Organizational Citizenship Behavior - The Good Soldier Syndrome. (1st ed.). Lexington, Massachusetts/Toronto: D.C. Heath and Company.*
4. *Cheng-Wei Chen and Yu- Chen We: journal on “relationship behavior between OCB and Turnover intention, 2008*

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