

## **A STUDY OF THE IMPACT OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR ON EMPLOYEES' PERFORMANCE**

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#### **Abstract**

The term "employee performance" refers to the manner in which an employee satisfies their job responsibilities and accomplishes their assigned tasks. It relates to the quality, efficacy, and efficiency of their work. The employee's performance is one factor that goes into our calculation of how valuable they are to the organisation. Performance depends on two factors. The first and main factor is skill and ability to perform, and the second factor is the organisation citizenship behavior of the employee. This research focuses on the impact of organisational citizenship behaviour on employees' performance. When there was a pandemic in recent years, the OCB of employees played a vital part in the provision of services to customers. Consciousness, civic virtue, and Courtesy are the components of OCB that have been studied in this study. All of these considerations are intimately associated with emotional situations. The research is based on primary data collected from 140 respondents employed in various sectors. The primary data is gathered through the use of a structured questionnaire. The SPSS software is used to analyze the data. Descriptive statistics such as mean and standard deviations are calculated. Structural equation modeling is used to study the significance of the impact of Consciousness, civic virtue, and Courtesy on the performance of the employees.

**Keywords:** OCB, Civic Virtue, Courtesy, Performance

#### **INTRODUCTION**

Organizational Citizenship Behavior (OCB) is an optional code of behavioural attributes that does not have to be met by the basic job requirements. As a result of the current competitive and challenging global corporate environment, OCB has become a focal point of attention. It has been discovered that having a positive OCB positively impacts performance levels. The positive relationship between OCB and performance is one of the factors that led to its selection as a research ground. By measuring OCB, we can get one step closer to improving performance. Organizational citizenship behaviours can take on various forms, including Conscientiousness, Civic Virtue, and Courtesy. These behaviours are characterised by employees' willingness to contribute their efforts and abilities to the organisation, even if they are not explicitly required. It is defined as individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that, in the aggregate, promotes the effective functioning of an organisation.

Keeping employees productive in their work is one of an organization's most crucial responsibilities. Contextual performance is now thought to be a crucial component of overall job performance, nonetheless, in recent years. Practitioners and scholars now see work performance as going beyond what is thought to be necessary for task performance. Employees are now expected to go above and beyond what is specified in their job description, where there have been changes to the global economy and greater competitiveness.

Employees' capacity to participate in activities that advance the organization's general well-being is captured by contextual performance. This component of job performance is thought to be just as crucial as task performance. Contextual performance examples include volunteering for more tasks, acting honourably within the organisation, collaborating with coworkers, and engaging in additional discretionary actions (Borman & Motowidlo, 1993).

Contextual performance's advantages include improved workplace culture and climate.

According to researchers and practitioners, task performance and contextual performance are the two key components of job performance (Motowidlo & Schmit, 1999). The production of job-specific goods and services depends on task performance, which necessitates acquiring and demonstrating fundamental technical skills by employees.

While job performance is important, contextual performance improves the workplace environment by fostering stronger social networks. Employees' contextual performance influences the culture and environment of the organisation. Contextual performance can change an organisation because individuals take on additional responsibilities, persevere with excitement, and collaborate and support others (Motowidlo & Schmit, 1999).

Organizational performance is correlated with contextual performance. The fact that contextual performance affects the caliber of human resource procedures is one of the primary justifications for including it as a measure of job performance (Befort & Hattrup, 2003). Job performance relates to the organization's objectives and mission (Motowidlo & Schmit, 1999). Therefore, judgments on how to evaluate employee performance and the proportion of weight given to task-related vs. contextual behaviours significantly impact decisions made about human resource policies (Befort & Hattrup, 2003).

## REVIEW OF LITERATURE

- Saima Batool (2013), The organisational justice of a bank does not substantially impact an officer's ability to behave ethically. Organizational Commitment acts as a go-between for Justice and OCB in their interactions. It is impossible to determine organizational justice's impact on OCB elevation if Organizational Commitment is not included. This indicates that rewarding good employees does not eliminate performance concerns; rather, doing so cultivates a sense of attachment and a high level of organisational commitment in the workers' reward. They have demonstrated a dedication to the organisation, earning them OCB.

- Tom Redman (2010), According to findings, there is a strong indirect connection between HRM practices and benevolence that is mediated by perceived work influence. A high correlation was found between HRM practices and employees' perceptions of the support they receive from their organisation, which suggests that workers have the impression that their employer is concerned about their well-being and values their contributions. There was no evidence to suggest that an individual's perception of their organization's support mediated the connection between HRM and employee behaviour. These findings lend credence to an explanation of the influence of HRM on employees' organisational citizenship behaviour that focuses on the intrinsic motives and opportunities at play.
- According to Akinyemi Benjamin's (2011) research, the banking industry in Niger is one of the most dynamic and significant contributors to the country's overall economy. As a result of the reforms, there is now more competition and a greater demand for workers with advanced skills. A bank needs to cultivate a more adaptive and resilient workforce to achieve a competitive edge in the unpredictable business environment of today (Akinyemi, 2009). a key role The importance of extra-role behaviour and retention is emphasized throughout this research. The study investigated the connection between OCB and VTI, and the data point toward a connection between HRDC and OCB.
- María Zayas-Ortiz (2015), The sample reveals a significant association between organisational commitment and organisational citizenship, including civic virtue, civility, and generosity features. Commitment to an organisation serves merely as a predictor of the significance of certain organisational behaviour acts. The findings also indicate a favourable association between organisational commitment and behaviour that demonstrates organisational citizenship.
- Dr. Garima Mathur & Dr. Pushpa Negi (2014), It is generally agreed that measuring employees based on their organisational citizenship behaviour is a more accurate. The attributes of leaders can better express the different behaviours of their roles. The research investigated OCB as well as servant leadership, and the influence of servant leadership's personal and social aspects on organisational citizenship behaviour was also investigated. According to the findings, servant leadership behaviours can accurately predict organisational citizenship behaviour in service industries such as banking and insurance. Similarly, both characteristics of servant leadership were associated with OCB. The research strengthens OCB by concentrating on a certain leadership style based on service to others. More than the attributes of followers themselves, the characteristics of leaders impact the OCB of followers.
- Yavuz YILMAZ (2020), (2020), The findings demonstrate how job descriptions might have an effect, either directly or indirectly, on OCB. The results of the study indicate that there is a substantial amount of OCB, job descriptions, and OC. In addition, job descriptions act as a mediator between the OC and OCB relationship. It has been demonstrated that job descriptions affect an organization's citizenship and commitment (OCB). Therefore, if upper management of a corporation wants employees to demonstrate

good organisational citizenship, they need to improve employee organisational commitment.

- Mohammad Shahidul Islam et al. (2016), This study aimed to construct a conceptual framework model for Bangladesh and determine the characteristics that affect employee organisational citizenship behaviour (OCB). Organizational Compliance, Problem Concern, Initiative, and Growth, Loyalty to the Organization, Generosity to Others, Civic Virtue, Sportsmanship, Courtesy, and Conscientiousness. Employees who demonstrate altruistic behavior, for as by showing concern for their co-workers issues, will show OCB, which will serve as a beneficiary of this behaviour. For the entirety of the business Employees will have faith in each other, which may result in a flourishing employee relationship between vertical supervisory subordinates and horizontal peers.
- Sania Zahra malik, Maheen Saleem (2016), The research aimed to investigate the effects of several types of leadership on organisational citizenship behaviour (autocratic, democratic, and laissez-faire). According to the study's findings, there is a considerable connection between OCB and leadership styles (i.e., Autocratic, Democratic, and Laissez faire). When it comes to encouraging or motivating subordinates to do better role behaviors that ultimately result in great organisational performance, organizations need to emphasize a leader's leadership style.

## RESEARCH METHODOLOGY

The research is based on Organizational Citizenship Behaviour (OCB). A detailed questionnaire was prepared for employees in the IT sector. A total of 140 responses were received using the simple random sampling method. The data is cleaned and processed to obtain descriptive and inferential statistics. To understand each factor of the independent variable and the dependent variable, PLS-SEM is used. It relies on a bootstrap procedure to make statistical inferences. PLS-SEM allows the user to apply three structural model weighting schemes: centroid weighting scheme, factor weighting scheme, and path weighting scheme. Amongst these factors, a weighting scheme is used to study this research.

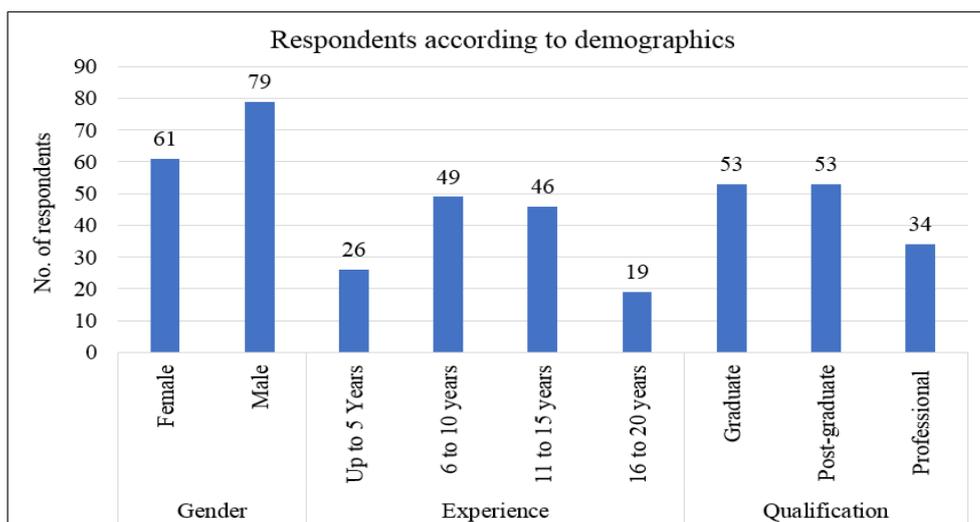
### Descriptive Statistics:

Demographics		Frequency	Percent
Gender	Female	61	43.6
	Male	79	56.4
Experience	Up to 5 Years	26	18.6
	6 to 10 years	49	35.0
	11 to 15 years	46	32.9
	16 to 20 years	19	13.6
Qualification	Graduate	53	37.9
	Post-graduate	53	37.9
	Professional	34	24.3

The above table indicates that there are a total of 140 respondents, of which for gender there

are 79 are male respondents, and 61 are female respondents. For experience, there are 26 respondents with up to 5 years of experience, while 49 respondents are between 6 to 10 years. There are 46 respondents with experience between 11 to 15 years and 19 with 16 to 20 years of experience. It also indicates that 53 respondents are qualified to graduate, 52 respondents are post-graduate while remaining 34 are with professional qualifications.

The above information is represented in a bar graph, as shown below.



### Conscientiousness

To study conscientiousness, information is collected from 5 different questions. The responses to these questions are classified and presented in the following table.

Qs. No.	Statement	CD	DG	NT	AG	CA
CON-1	My attendance at work is above the norm	6	23	57	26	28
CON-2	I do not take extra breaks	2	20	46	46	26
CON-3	I obey the organization's rules and regulations even when no one is watching	2	16	39	38	45
CON-4	I am one of the organization's most conscientious employees	2	18	38	51	31
CON-5	I believe in giving an honest day's work for an honest day's pay	4	6	44	56	30

CD - Completely Disagree, DG - Disagree, NT - Neutral,

AG - Agree, CA - Completely Agree

The above responses are rated as follows.

Completely Disagree = 1

Disagree = 2

Neutral = 3

Agree = 4

Completely Agree = 5

The above responses are used to calculate the mean conscientiousness scores using the formula given below.

$$\text{Mean score of conscientiousness} = \frac{\text{Sum of rating of 5 questions}}{\text{Maximum rating (25)}} \times 100$$

Using the above formula, the mean conscientiousness score is calculated for each respondent and all 140 respondents. The descriptive statistics is obtained and presented in the following table.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Conscientiousness	140	28	100	72.14	16.168
Valid N (listwise)	140				

The above table indicates that the mean score of conscientiousness is 72.14%. The minimum score obtained is 28% and the maximum score is 100%. The standard deviation of the variable is 16.16.

### Civic Virtue

To study civic virtue, information is collected from 4 different questions. The responses given to these questions are classified and presented in the following table.

Qs. No.	Statement	CD	DG	NT	AG	CA
CV-1	I attend meetings that are not mandatory, but considered important	21	13	66	27	13
CV-2	I attend functions that are not required, but help the organization's image	11	15	67	30	17
CV-3	I keep abreast of changes in the organization	17	18	52	28	25
CV-4	I read and keep up with organisation announcements, memos and so on	12	21	50	27	30

CD - Completely Disagree, DG - Disagree, NT - Neutral, AG - Agree, CA - Completely Agree

The above responses are used to calculate the mean scores of civic virute using the formula as given below.

$$\text{Mean score of civic virtue} = \frac{\text{Sum of rating of 4 questions}}{\text{Maximum rating (20)}} \times 100$$

Using the above formula mean score of civic virtue is calculated for each respondent and subsequently for all 140 respondents. The descriptive statistics is obtained and presented in the following table.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Civic Virtue	140	20	100	63.32	16.089

The above table indicates that the mean score of civic virtue is 63.32%. The minimum score obtained is 20% and the maximum score is 100%. The standard deviation of the variable is 16.08.

**Courtesy:** To study courtesy, information is collected from 3 different questions. The responses given to these questions are classified and presented in the following table.

Qs. No.	Statement	CD	DG	NT	AG	CA
COR-1	I am mindful of how my behaviour affects other people's jobs	6	12	44	33	45
COR-2	I do not abuse the rights of others	7	12	31	38	52
COR-3	I try to avoid creating problems for co-workers	8	23	40	29	40

CD - Completely Disagree, DG - Disagree, NT - Neutral, AG - Agree, CA - Completely Agree

The above responses are used to calculate the mean score of courtesy using the formula as given below.

$$\text{Mean score of courtesy} = \frac{\text{Sum of rating of 3 questions}}{\text{Maximum rating (15)}} \times 100$$

Using the above formula mean score of courtesy is calculated for each respondent and subsequently for all 140 respondents. The descriptive statistics is obtained and presented in the following table.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Courtesy	140	33.3	100.0	73.569	16.4335

The above table indicates that the mean score of courtesy is 73.56%. The minimum score obtained is 33.3% and maximum score is 100%. The standard deviation of variable is 16.43.

### Contextual Performance

To study contextual performance, information is collected from 5 different questions. The responses given to these questions are classified and presented in the following table.

Qs. No.	Statement	CD	DG	NT	AG	CA
CP-1	I take own initiative to start new task on completion of old task	6	23	57	26	28
CP-2	I am ready to take challenging task	2	20	46	46	26
CP-3	I keep on upgrading my job related knowledge	2	16	39	38	45
CP-4	I am ready to take extra responsibility	2	18	38	51	31
CP-5	I actively take part in meetings and discussions	4	6	44	56	30

CD - Completely Disagree, DG - Disagree, NT - Neutral, AG - Agree, CA - Completely Agree

The above responses are used to calculate the mean score of contextual performance using the formula as given below.

$$\text{Mean score of contextual performance} = \frac{\text{Sum of rating of 5 questions}}{\text{Maximum rating (25)}} \times 100$$

Using the above formula mean score of contextual performance is calculated for each respondent and subsequently for all 140 respondents. The descriptive statistics are obtained and presented in the following table.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Contextual Performance	139	24	100	66.39	17.645

The above table indicates that the mean score of contextual performance is 66.39%. The minimum score obtained is 24% and the maximum score is 100%. The standard deviation of the variable is 17.64.

### Structural Equation Modelling

In the field of structural analysis, a method known as structural equation modelling, which utilises multivariate statistical analysis, is the method of choice. This method is a combination of factor analysis and multiple regression analysis. Its purpose is to investigate the structural connection that exists between the measured variables and the latent constructs. Because it provides an estimate of the multiple and interrelated dependencies in a single analysis, this methodology is the one that the researcher finds to be most advantageous. There are two categories of variables that are utilised in this analysis: endogenous variables and exogenous variables. The relationship between endogenous variables and the independent variable is the same as that between dependent variables and endogenous variables. Here the PLS-SEM modelling technique is used to find the fundamental relations between the dependent variable and independent variables.

In the present study variables identified for SEM are as follows.

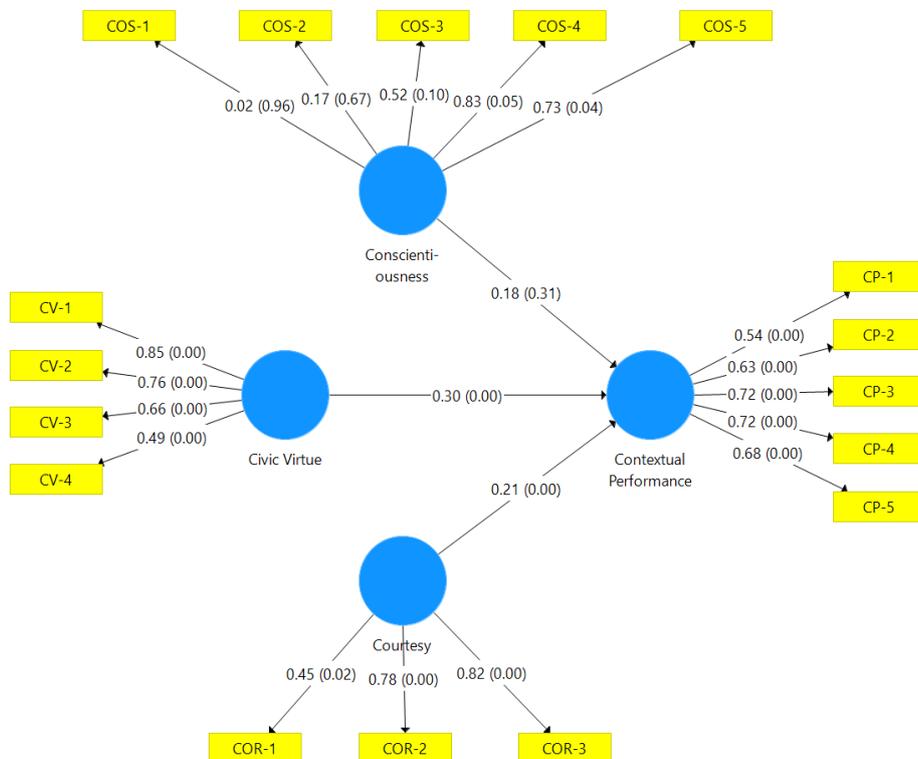
Independent Variables: Conscientiousness, Civic Virtue, Courtesy

Dependent Variable: Contextual Performance

In the process execution of 'Structural Equation Modeling' the following statistics are used.

1. Graphical representation
2. Path Coefficients
3. Outer Loadings

### Graphical Representation



### Path Coefficients

The PLS path coefficients are interpreted like standardized regression coefficients. Thus, they are descriptively compared in their magnitude because they are all on the same scale.

Rodríguez-Entrena, M., Schuberth, F., & Gelhard, C. (2018). Assessing statistical differences between parameter estimates in Partial Least Squares path modeling. *Quality & Quantity*, 52(1), 57-69.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Civic Virtue -&gt; Contextual Performance</b>	0.304	0.317	0.073	4.157	<b>0.000</b>
<b>Conscientiousness -&gt; Contextual Performance</b>	0.182	0.107	0.180	1.011	<b>0.313</b>
<b>Courtesy -&gt; Contextual Performance</b>	0.212	0.227	0.070	3.043	<b>0.002</b>

From the above table, calculated p-value for civic virtue with contextual performance is 0.000. It is less than the standard p-value of 0.005. This implies that there is a significant relationship between both variables. And from obtained path coefficients the conclusion is there is a positive relationship between civic virtue and contextual performance.

The calculated p-value for conscientiousness with contextual performance is 0.313. It is greater than the standard p-value of 0.005. This implies that there is no significant relationship between both conscientiousness and contextual performance.

The calculated p-value for courtesy with contextual performance is 0.002. It is less than the standard p-value of 0.005. This implies that there is a significant relationship between both variables. And from obtained path coefficients the conclusion is there is a positive relationship between courtesy and contextual performance.

### Outer Loadings

Outer loadings: are the estimated relationships in reflective measurement models (i.e., arrows from the latent variable to its indicators). They determine an item's absolute contribution to its assigned construct.

Hair et al. (2017, p. 323) A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>COR-1 &lt;- Courtesy</b>	0.446	0.424	0.196	2.275	<b>0.023</b>
<b>COR-2 &lt;- Courtesy</b>	0.780	0.759	0.089	8.787	<b>0.000</b>
<b>COR-3 &lt;- Courtesy</b>	0.819	0.803	0.082	9.969	<b>0.000</b>
<b>COS-1 &lt;- Conscientiousness</b>	0.023	0.271	0.446	0.052	<b>0.959</b>
<b>COS-2 &lt;- Conscientiousness</b>	0.170	0.344	0.393	0.432	<b>0.666</b>
<b>COS-3 &lt;- Conscientiousness</b>	0.521	0.509	0.312	1.667	<b>0.096</b>
<b>COS-4 &lt;- Conscientiousness</b>	0.825	0.573	0.419	1.972	<b>0.049</b>
<b>COS-5 &lt;- Conscientiousness</b>	0.734	0.526	0.361	2.036	<b>0.042</b>
<b>CP-1 &lt;- Contextual Performance</b>	0.538	0.532	0.105	5.100	<b>0.000</b>
<b>CP-2 &lt;- Contextual Performance</b>	0.632	0.609	0.086	7.321	<b>0.000</b>
<b>CP-3 &lt;- Contextual Performance</b>	0.720	0.717	0.056	12.953	<b>0.000</b>
<b>CP-4 &lt;- Contextual Performance</b>	0.723	0.714	0.066	10.950	<b>0.000</b>
<b>CP-5 &lt;- Contextual Performance</b>	0.679	0.680	0.072	9.400	<b>0.000</b>
<b>CV-1 &lt;- Civic Virtue</b>	0.849	0.841	0.044	19.371	<b>0.000</b>
<b>CV-2 &lt;- Civic Virtue</b>	0.756	0.736	0.088	8.559	<b>0.000</b>
<b>CV-3 &lt;- Civic Virtue</b>	0.655	0.648	0.117	5.582	<b>0.000</b>
<b>CV-4 &lt;- Civic Virtue</b>	0.488	0.478	0.149	3.269	<b>0.001</b>

## Findings

The conclusion of the study is drawn based on primary data. Organizational citizenship behavior and contextual performance are the two variables under the study. Contextual performance has three categories. These three categories are Conscientiousness, Civic Virtue, and Courtesy. The mean score of 140 respondents for conscientiousness is 72.14 percent, for civic virtue 63.32, and for courtesy is 73.56.

The civic virtue of employees is significantly less than Conscientiousness and Courtesy. The mean score of Contextual performance is 66.39 percent. Using structural equation modeling impact of each of the three independent variables on the dependent variable is obtained. Civic Virtue and Courtesy have positive path coefficient values, corresponding p-values are less than 0.05. The conclusion is there is a significant positive impact of Civic Virtue and Courtesy on contextual performance.

Path coefficient value for Conscientiousness is positive but corresponding p-value is greater than 0.05. Conclusion is Conscientiousness has positive but not significant impact on contextual performance.

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