

A Scale for Measuring Organizational Citizenship Behavior in Manufacturing Sector

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Abstract

Last decades of 20th century have seen increasing research in the area of beneficial non task behavior of employees. Concepts like organizational citizenship behavior, contextual performance, pro social behavior, extra role behavior, etc. have been developed by researchers from time to time.

Despite a good work done by researchers a scale on OCB for manufacturing sector specifically framed for medium scale industries is lacking. The study aims to fill this gap.

The research design involved three broad stages: item generation, scale development and assessment of reliability and validity. Middle and top level managers (260) of several manufacturing organizations participated in data collection. Four factors governing OCB have been identified. The paper provides implications for researchers and practitioners.

Keywords:

Organizational Citizenship Behavior, Altruism, Compliance, Sportsmanship, Loyalty.

Introduction

In an organization every individual is expected to perform certain roles as specified by job descriptions and superior's expectations. However sometimes individual perform certain tasks or exhibits certain behavior above and beyond his call of duty. There is large number of instances in organisations when employees assist their fellow employees which are not part of their job duties. This assistance is spontaneous and does not result in any formal reward. Such 'extra role behavior' is termed as organizational citizenship behavior.

The term organizational citizenship behavior was derived by Organ(1988) and defined it as – “Individuals' 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.”

Researchers' early thinking about organizational citizenship behavior was influenced by a substantial body of theory and research in social psychology on pro-social behavior. This type of behavior is spontaneously directed toward the benefit of a specific individual (usually a stranger), with no apparent prospect of extrinsic reward to the person giving aid.

Though, many of the instances of organizational citizenship behavior could fit into pro-social behavior frame work, yet, the social psychology of pro- social

behavior is not fully adequate for the purpose, for several reasons.

First, some forms of organizational citizenship behavior have been identified, such as impersonal consciousness and involvement in work place governance, which do not represent forms of immediate help for a specific person.

Second, the “organizational” in organizational citizenship behavior is important. Much of the work on pro-social behavior has to do with helping strangers in one-shot episodes with the helper anticipating little if any recurrent interaction with the person helped, whereas, OCB's concern is with cumulative patterns of contributions to people with whom one is involved in some collective enterprise.

Organizational citizenship behavior is performed not only because it expresses a valued principle (eg organizational fairness), or because it is calculative (eg. Impression management) but also it is appropriate and reutilized in a social system of interlocked roles and positions (Cyert & March, 1963).

Frameworks related to Organizational citizenship behavior

Contextual Performance: Contextual Performance is defined by those contributions that sustain an ethos of cooperation and interpersonal supportiveness of the group. Contextual performance can take the form of interpersonal facilitation or job dedication which has much in common with the organizational citizenship behavior compliance factor because it encompasses self disciplined behaviors with respect to rules and use of time .

Organizational citizenship behavior specifies contributions that are neither strictly required by the job description nor rewarded by formal incentives. The Contextual Performance framework makes no reference to what is expected in the job description or the prospect of formal rewards. This is an important distinction between the two.

Pro social Organizational Behavior: - Brief and Motowildo (1986) used the concept of Pro social Organizational Behavior to describe any behavior in an organizational setting aimed at improving the welfare of someone to whom the behavior is directed. The definition does not restrict pro social Organizational Behavior to direct organizational relevance.

Extra role behavior: - This term is defined as behavior which attempts to benefit the organization that goes beyond existing role expectations.

organizational citizenship behavior /helping has been positioned by Dyne et al (1995) as a larger framework of extra role behavior that enhances the effective bonds among organizational members arises from, generates positive emotional states of members and promotes consensus rather than conflict.

Dimensions of Organizational citizenship behavior

Smith et al (1983) identified two factors of organizational citizenship behavior. A type of organizational citizenship behavior that is directed at a specific individual- usually a coworker - is termed as altruism. These factors includes items such as helping an overloaded worker catch up with the workflow or solve a problem or helping a new worker learn the job. The second factor termed as compliance or conscientiousness considers the sub factors that are more general and contribute to the group, department or

organization e.g. punctual at work, low absenteeism, refraining unnecessary breaks, etc. Several different measures on organizational citizenship behavior have clearly proved that altruism (helping) and compliance are two essential factors of organizational citizenship behavior. Other then these two factors some other important factors have been identified by various authors.

Graham (1986) considered civic virtue also as a worthwhile construct of organizational citizenship behavior. Civic virtue describes a posture of responsible, constructive involvement in the political or governance process of the organization.

Organ (1988) made a case that courtesy is also a form of organizational citizenship behavior. It refers to helpful behaviors that prevent a work related problem for occurring or help to lessen the severity of a foreseen problem.

Organ (1988) elaborates five specific categories of discretionary behavior and the contribution of each to efficiency.

- (1) Altruism is directed towards other individuals, but contributes to group efficiency by enhancing individual's performance; participants help new colleagues and give freely of their time.
- (2) Conscientiousness is the thoughtful use of time to enhance the efficiency of both individuals and the group; participants give more time to the organization and exert effort beyond the formal requirements.
- (3) Sportsmanship increases the amount of time spent on organizational endeavors; participants decrease time spent on whining, complaining and carping.
- (4) Courtesy prevents problems and facilitates constructive use of time; participants give advance notices, timely reminders and appropriate information.
- (5) Civic virtue promotes the interests of the organization broadly; participants voluntarily serve on committees and attend functions.

Graham (1989) proposed four-dimension model of organizational citizenship behavior:

- (1) Interpersonal helping, which focuses on helping coworkers in their jobs when such help is needed
- (2) individual initiative, which describes communications to others in the work place to improve individual and group performance
- (3) personal industry, which describes the performance of specific task as and beyond the call of duty
- (4) loyal boosterism, which describes the promotion of the organizational image to outsiders.

Building on the conceptual work of Organ (1988), Podsakoff et al (1990) also identified the same five major categories of organizational citizenship behavior: altruism, conscientiousness, sportsmanship, courtesy and civic virtue

Organ (1990b) suggested two more dimensions-

- (1) Cheerleading – involves the celebration of coworkers' accomplishments. The effect is to provide positive

reinforcement for positive contributions, which in turn makes such contributions more likely to occur in the future.

- (2) **Peacemaking-** occurs when someone notices that a conflict is on the verge of developing into a personal war between two or more parties. The peacemaker steps in to the breach, giving people a chance to cool their heads, helping the antagonists save face and helps discussants get back to consideration of personal issues.

Williams and Anderson (1991) identified two broad categories of organizational citizenship behavior: (a) OCB O- behaviors that benefit the organization in general, and (b) OCB I- behaviors that immediately benefit specific individual and directly through this means contribute to the organization.

From the above description it is clear that the various dimensions of organizational citizenship behavior are having some specific functions in any organization. Based on the functioning of the manufacturing industries some of the functions of organizational citizenship behavior are as follows:

- Enhancing co-worker and managerial productivity
- Freeing up resources so they can be used for productive purposes
- Reducing the need to devote scarce resources to purely maintenance functions
- Strengthening an organizations' ability to attract and retain the best employees
- Helping to coordinate the activities both within and across work groups
- Enabling the organization to more effectively adapt to environmental changes
- Increasing the stability of the organization's performance

Methodology

Objectives

The study was undertaken with the following objectives:

1. To develop a scale for measuring organizational citizenship behavior
2. To standardize the scale.
3. To identify the factorial constitution of OCB in manufacturing organizations.

Development of the Scale

After consulting relevant literature and discussion with academicians and practitioners, 115 items were developed. These items were discussed with ten experts. After discussion 59 items (table 1) remained. Each of these items was transferred on card. A panel of 30 judges comprising of management teachers, researchers and practitioners having an average experience of 12 years was prepared. Guiding or working definition of organizational citizenship behavior with necessary instructions for selection of the cards were placed before judges, who were

contacted individually. The choice of each judge was noted and the frequency of choice was calculated. The items which were selected by more than 27 judges were accepted for the scale. The final form of scale constituted 36 items (table 2). The 36 items were administered on 260 respondents of manufacturing industry. The data was then tabulated and item total correlation was calculated (table 3). Items having correlation less than the value of 0.198 ($p < 0.05$) were dropped. The value is taken from Fisher and Yates (1992) table of correlation coefficients and their levels of significance. Rotated component matrix of factors was also determined with the help of SPSS and is shown in table 4.

Reliability

The reliability of an instrument is its ability to produce consistent results each time. While administering the instrument under similar conditions to the same population – the more similar the results, higher the reliability. There are external and internal consistency procedures for determining reliability. The present research considers the internal consistency procedure for measuring reliability of the instrument. The reliability of the scale as determined by split half reliability method on the sample of 260 subjects is 0.89.

Validity

Besides face validity, as all items of the scale are related to the variable under focus, the scale has high content validity. It is evident from the assessment and ratings of the judges/experts that items of the scale are directly related to the concept of organizational citizenship behavior. In order to find out the validity from the coefficient of reliability (Garrett, 1981), the reliability index was calculated, which indicated high validity on account of being 0.94.

Factors of Organizational Citizenship Behavior

The scale was administered on 260 respondents and the scores obtained were subjected to factor analysis and four factors were identified (Table 4). These are altruism, organizational compliance, sportsmanship and loyalty.

1. **Altruism:** It is measured by 22 items. Altruism includes creating healthy and cheerful atmosphere at workplace, listening to co-workers problems and providing solutions, trying to improve working conditions, volunteering to take additional tasks, spreading goodwill in the organization, giving constructive suggestions for improvement, being enthusiastic about my job and about co-workers welfare, helping subordinates to develop required skills, providing suggestions to co-workers related to their work, consulting colleagues whenever possible, following organization's rules even when not watched, taking initiative for new assignments, helping new employees adjust in new working environment, protecting organizational resources.

2. **Organizational Compliance:** This is measured by 5 items. These include boosting organization's image, promoting organization's products and services, projecting good image of organization to the people, providing suggestions to co-workers related to their work.

3. **Sportsmanship:** This is measured by 6 items. These include not complaining about insignificant things at workplace, putting extra effort on job, taking feedback from co-workers and superiors,

opposing favoritism in the organization and encouraging family member to patronize our organization.

4. **Loyalty:** This is measured by 3 items. Loyalty is measured when a respondent gives his opinion regarding his views on buying shares of company at market price, ready to send children in his company and feeling that the company is best in industry to work for.

Implications

Organizations are the grand strategies created to bring order to a concerted effort for the achievement of certain goals and objectives. Since these objectives cannot be achieved by an individual or a small group of individuals, there are in the notion of the organization the concepts of division of labor, hierarchy of authority, etc. Since an individual cannot achieve the objectives of an organization, it is necessary that many people be harnessed in the pursuit of an organization. However, in order that their efforts are meaningful they be tied in a meaningful relationship. In order that this relationship bears fruits, every organization contains a blue print of human behavior at work. While there can be a definite ratio of input to output when it comes to other inanimate factors of production, in the case of human beings there cannot be any such fixed ratio. This human element if, handled properly by the manager, two plus two can equal five. Also, this human element varies with individual to individual. It becomes necessary for a manager, to study human behavior within the context of an organization, having understood it try to predict the human behavior and having predicted it try to control it. Organizational citizenship behavior is the human behavior which is required to be studied in the context of an organization. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive organization-relevant behavior. Because of the importance of good citizenship for organizations, understanding the nature and sources of "Organizational Citizenship Behavior" (OCB) has long been a high priority for organizational scholars (Bateman and Organ, 1983; Organ, 1988) and remains to be so.

With the rapid technological changes taking place in the present century, managers are required to mould themselves as per the requirements of the organizations and also to cope up with their coworkers. The toughest job faced by the managers is to work as a

Conclusion

The present research has been taken to develop a reliable and valid scale for measuring OCB in manufacturing organizations. The scale incorporates reported variables governing OCB activities in business organizations covering all critical dimensions of pro social behavior. Scientific techniques were adopted during development and standardization of the scale. The factor analysis using principal component technique varimax rotation method converged the original 36 attributes into 4 dimensions.

TABLE 1

LIST OF INITIAL ITEMS

1. I create healthy and cheerful atmosphere at workplace.
2. I always listen to co-workers problems and try to suggest solutions.
3. I try to improve the safety working conditions.
4. I motivate employees to help organization to achieve its objectives.
5. I resolve conflicts between co-workers.
6. I am punctual.
7. I am not interested in taking extra breaks.
8. I volunteer to take additional tasks, not part of work.
9. I spread goodwill in the organization.
10. I do not listen anything wrong from any person about my organization.
11. I help my co-workers whenever required.
12. I give constructive suggestions for improvement from time to time.
13. I do not complaint about insignificant things at workplace.
14. I provide extra support to customers.
15. I am enthusiastic about my job.
16. I am enthusiastic about my co-workers' welfare.
17. I am enthusiastic about management.
18. I self develop myself as per the changes taking place.
19. I help subordinates to develop required skills.
20. I put extra efforts on my job.
21. I take regular feedback from my co-workers and superiors.
22. I help my subordinates and co-workers to learn skills in which I am efficient.
23. I respect local norms of the place where my work site is situated.
24. I use cheaper resources during tours to save organizational resources.
25. I oppose favoritism in the organization.
26. If presence of employees is less, I sacrifice my sanctioned leave.
27. I complete my lunch in less then the allotted time and use the time to work.
28. I encourage family members to patronize our organization.
29. I try to boost my organization's image.
30. I promote my organization's products and services.
31. I project a good image of my organization to the people.
32. I praise the working conditions of my organization.
33. I provide suggestions to co-workers related to their work.
34. If possible I help co-workers to solve any problem emerged during working.
35. I encourage co-workers to give suggestions for improving our productivity/ efficiency.

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| <p>36. I consult my colleagues whenever possible.</p> <p>37. I follow my organization's rules even when not watched.</p> <p>38. I welcome good change and never resist it.</p> <p>39. I take initiative for new assignments.</p> <p>40. Sometimes I can wait late night to complete tasks given to me.</p> <p>41. I am eager to propagate any achievements of the company.</p> <p>42. I help new employees adjust in new working environment.</p> <p>43. I take job seriously and make no mistakes.</p> <p>44. I do not take personal credit for teamwork.</p> <p>45. I do not speak ill of supervisor and co-workers when they are not present.</p> <p>46. I protect the organizational resources.</p> <p>47. My actions are such that they do not create problems for co-workers or hurt them.</p> <p>48. I save water / electricity in company as social responsibility.</p> <p>49. I usually switch off / close the tap, without waiting peon to come.</p> <p>50. I even transmit the personal discussions to authorities.</p> <p>51. I will promote my colleague, if he is joining competitor at higher scale.</p> <p>52. I am ready to buy shares of my company at market price.*</p> <p>53. I financially support my colleagues.</p> <p>54. I am ready to send my children in this company.</p> <p>55. I have always been thinking about innovative work methods.</p> <p>56. I can emotionally blackmail my co-workers for desirable results.</p> <p>57. Whenever something goes wrong, 'passing the buck' in my favorite game.</p> <p>58. I rely over reports, rather than personal observation.</p> <p>59. I always feel that my company is best in industry to work for.</p> | <p>5. I spread goodwill in the organization.</p> <p>6. I help co-workers when required</p> <p>7. I give constructive suggestions for improvement.</p> <p>8. I do not complaint about insignificant things at workplace.</p> <p>9. I am enthusiastic about my job</p> <p>10. I am enthusiastic about my co-workers' welfare.</p> <p>11. I self develop my self as per the changes taking place.</p> <p>12. I help subordinates to develop required skills.</p> <p>13. I put extra effort on my job.</p> <p>14. I take feedback from my Co-workers and superiors.</p> <p>15. I use cheaper resources during tours to save organizational resources.</p> <p>16. I oppose favoritism in the organization.</p> <p>17. I encourage family member to patronize our organization.</p> <p>18. I to boost my organization's image.</p> <p>19. I promote my organization's products and services.</p> <p>20. I project a good image of my organization to the people.</p> <p>21. I praise the working conditions of my organization.</p> <p>22. I provide suggestions to co-workers related to their work.</p> <p>23. I encourage co-workers to give suggestions for improving our productivity/efficiency.</p> <p>24. I consult my colleagues whenever possible.</p> <p>25. I follow my organization's rules even when not watched .</p> <p>26. I welcome good change without resistance.</p> <p>27. I take initiative for new assignments.</p> <p>28. I help new employees adjust in new working environment.</p> <p>29. I do not take personal credit for teamwork.</p> <p>30. I protect the organizational resources.</p> <p>31. My actions are such that they do not create problems for co-workers or hurt them.</p> <p>32. I switch off/ close the tap, without waiting peon to come.</p> <p>33. I am ready to buy shares of my company at market price.</p> <p>34. I am ready to send my children in this company.</p> <p>35. I emotionally blackmail my co-workers for desirable results.</p> <p>36. I always feel that my company is best in industry to work for.</p> |
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TABLE 2

LIST OF STATEMENTS

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| <p>1. I create healthy and cheerful atmosphere at workplace</p> <p>2. I listen to co-workers problems and try to suggest solutions.</p> <p>3. I try to improve the working conditions</p> <p>4. I volunteer to take additional tasks, not part of work</p> | <p>5. I spread goodwill in the organization.</p> <p>6. I help co-workers when required</p> <p>7. I give constructive suggestions for improvement.</p> <p>8. I do not complaint about insignificant things at workplace.</p> <p>9. I am enthusiastic about my job</p> <p>10. I am enthusiastic about my co-workers' welfare.</p> <p>11. I self develop my self as per the changes taking place.</p> <p>12. I help subordinates to develop required skills.</p> <p>13. I put extra effort on my job.</p> <p>14. I take feedback from my Co-workers and superiors.</p> <p>15. I use cheaper resources during tours to save organizational resources.</p> <p>16. I oppose favoritism in the organization.</p> <p>17. I encourage family member to patronize our organization.</p> <p>18. I to boost my organization's image.</p> <p>19. I promote my organization's products and services.</p> <p>20. I project a good image of my organization to the people.</p> <p>21. I praise the working conditions of my organization.</p> <p>22. I provide suggestions to co-workers related to their work.</p> <p>23. I encourage co-workers to give suggestions for improving our productivity/efficiency.</p> <p>24. I consult my colleagues whenever possible.</p> <p>25. I follow my organization's rules even when not watched .</p> <p>26. I welcome good change without resistance.</p> <p>27. I take initiative for new assignments.</p> <p>28. I help new employees adjust in new working environment.</p> <p>29. I do not take personal credit for teamwork.</p> <p>30. I protect the organizational resources.</p> <p>31. My actions are such that they do not create problems for co-workers or hurt them.</p> <p>32. I switch off/ close the tap, without waiting peon to come.</p> <p>33. I am ready to buy shares of my company at market price.</p> <p>34. I am ready to send my children in this company.</p> <p>35. I emotionally blackmail my co-workers for desirable results.</p> <p>36. I always feel that my company is best in industry to work for.</p> |
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Table 3
Item Total Correlation

1	.659	19	.620
2	.680	20	.656
3	.721	21	.572
4	.686	22	.615
5	.701	23	.719
6	.648	24	.743
7	.666	25	.692
8	.363	26	.637
9	.635	27	.628
10	.706	28	.689
11	.579	29	.577
12	.694	30	.627
13	.527	31	.508
14	.582	32	.460
15	.517	33	.411
16	.512	34	.233
17	.329	35	.314
18	.639	36	.451

Table 4
Rotated Component Matrix

ocb1	.610	.295	.204	-.008	ocb29	.508	.120	.060	.413
ocb2	.664	.270	.172	.018	ocb30	.557	.092	.172	.364
ocb3	.715	.325	.078	.108	ocb31	.511	.030	.018	.373
ocb4	.672	.357	.036	.080	ocb32	.431	.007	.105	.302
ocb5	.718	.329	.110	-.043	ocb33	.193	-.008	.150	.691
ocb6	.634	.365	.094	-.053	ocb34	-.024	-.024	.100	.725
ocb7	.643	.179	.215	.104	ocb35	.317	.005	-.071	.083
ocb8	.324	-.135	.487	-.181	ocb36	.041	.388	.165	.634
ocb9	.587	.185	.288	.018					
ocb10	.624	.186	.402	.016					
ocb11	.539	-.036	.446	.040					
ocb12	.537	.176	.492	.069					
ocb13	.158	.125	.651	.285					
ocb14	.201	.102	.645	.399					
ocb15	.128	.216	.676	.122					
ocb16	.162	.360	.460	.123					
ocb17	-.135	.336	.496	.199					
ocb18	.267	.587	.454	.015					
ocb19	.318	.620	.244	.068					
ocb20	.361	.739	.129	.053					
ocb21	.357	.683	-.001	.056					
ocb22	.335	.632	.167	.114					
ocb23	.656	.336	.192	.037					
ocb24	.715	.243	.229	.095					
ocb25	.622	.262	.195	.151					
ocb26	.537	.267	.328	-.029					
ocb27	.552	.114	.164	.361					
ocb28	.574	.319	.193	.194					

Extraction Method: Principle Component Analysis
 Rotation Method: Varimax with Kaiser Normalization
 Rotation converged with 25 iterations

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