



# A study on the Impact of Organizational Citizenship Behavior on Workplace Culture

**Thirumoorthi R, Dr S Piradeep,**

Student, Assistant Professor,

School of Management,

Sri Krishna College of Technology, Coimbatore, India

**Abstract :** This study examines the concept of Organizational Citizenship Behavior (OCB) and its influence within various organizational contexts. OCB refers to employee actions that exceed formal job requirements and contribute positively to the organization's success. The review highlights the multifaceted nature of OCB, encompassing dimensions like altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Drawing on scholarly literature, the paper explores how factors like leadership styles, employee well-being, organizational culture, and communication influence OCB development. It acknowledges the potential limitations of OCB research, including self-reported data bias and limited generalizability. The conceptual framework emphasizes the reciprocal relationship between OCB and workplace culture, employee satisfaction, and organizational performance. Overall, the review underscores the significance of OCB in fostering a positive work environment, enhancing employee engagement, and ultimately propelling organizational effectiveness.

**IndexTerms - Organizational Citizenship Behavior (OCB), workplace culture, employee satisfaction, organizational performance, leadership styles, communication.**

## I. INTRODUCTION

Organizational citizenship behavior (OCB) is a concept that refers to the extra-role behavior of employees in an organization. It refers to the voluntary actions that employees undertake, beyond their formal job responsibilities, to benefit the organization and its members. OCB can take many forms, such as helping colleagues with their work, volunteering for extra tasks, and providing suggestions for improving the organization's operations. OCB is important because it contributes to the overall effectiveness and success of an organization. Employees who engage in OCB help to create a positive work environment, improve morale, and increase productivity. Moreover, OCB can help to build trust among employees and enhance their sense of commitment to the organization. Research has shown that OCB is related to a number of factors, including job satisfaction, organizational commitment, and leadership behavior. Organizations can encourage OCB by fostering a positive work environment, promoting a culture of teamwork and collaboration, and recognizing and rewarding employees who engage in extra-role behavior.

## II. REVIEW OF LITERATURE

Organ (2017) states that OCB is conceptualized as a synonym to the concept of contextual expression, describes clearly that the social and psychological surroundings that helps the performance and responsibilities of individual employees. Although this reflects the flexibility of workers and roles in present day offices, it acknowledges that personnel are diagnosed and rewarded for his or her participation in organizing citizenship.

Bindu, P Hima (2012) suggests that the relationship between the organization and its employees is social in nature. And the social tasks and employees tasks in work place is co related. By improving task drive performance of employees can be increased as well as how they engage in job is also identified.

Ning, Zhou (2009) states that if employees have a leadership quality and authority to fulfill the tasks it influence and motivate employees in a positive manner and also influence OCB at work place.

Allen, Enrush (2019) they both suggest that employee who has OCB quality that is voluntarily helping others other than his assigned tasks he can gain good relation with the supervisor by his positive behavior and also his emotions.

Moorman R H, (2021) The study is on the association among managerial integrity and OCB were equality perceptions control member of staff citizenship. Moorman suggests that, any little work done by the employees is focused on the relationship between the organization objectives with that of their perceptions and behaviors.

### III. RESEARCH GAP

The research on Organizational Citizenship Behavior (OCB) in product-based companies can be explored in several ways. Firstly, it is important to understand how OCB manifests in specific industries or contexts, such as product-based companies. Comparing OCB in these companies with service-based companies like TCS or Wipro can provide insights into how different business models impact employee attitudes and OCB expression. Secondly, the research could explore the nuances of OCB dimensions, such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, and explore the role of distributed leadership or team leadership in fostering OCB in these contexts. Thirdly, the increasing use of technology in workplaces raises questions about its impact on OCB, as it could influence employee collaboration and OCB expression. Lastly, the research could explore the cultural and contextual variations of OCB, particularly in the Indian context, particularly within product-based companies. By focusing on these research gaps, the study can contribute valuable insights for organizations like Zoho to manage and encourage positive employee behavior.

### RESEARCH METHODOLOGY

**Survey Research:** This methodology involves collecting data through questionnaires or interviews from a sample of participants. A survey can be used to collect data on OCB, including the factors that influence the development of OCB, the impact of OCB on organizational performance, and the relationship between OCB and job satisfaction.

**Experimental Research:** This methodology involves manipulating one or more variables and observing the effect on another variable. An experimental study can be used to investigate the impact of leadership style on the development of OCB, for example, by manipulating the leadership style and observing the effect on OCB.

**Meta-Analysis:** This methodology involves analyzing data from multiple studies to draw conclusions about a particular research topic. A meta-analysis can be used to synthesize the findings from different studies on the impact of OCB on organizational performance.

**Observational Research:** This methodology involves observing behavior in a natural setting without manipulating any variables. An observational study can be used to study OCB in a work environment by observing employee behavior and recording instances of OCB.

### IV. TOOLS USED FOR ANALYSIS

**Descriptive Statistics:** Descriptive statistics, such as mean, median, and standard deviation, can be used to summarize the data and provide a general overview of the distribution of OCB behavior among employees.

- **Correlation Analysis:** Correlation analysis can be used to examine the relationship between OCB and other variables, such as job satisfaction, organizational commitment, or leadership style.
- **Regression Analysis:** Regression analysis can be used to investigate the impact of independent variables, such as leadership style or organizational culture, on the dependent variable of OCB.

#### A. Scope of the study

The study will investigate the impact of individual factors like personality traits or job characteristics on the development of organizational behavior (OCB) in industries like healthcare or technology companies, and its influence on organizational outcomes like productivity, job satisfaction, and employee retention.

#### B. Sampling technique

- **Descriptive research** is used in this study to identify various facts and findings in the survey. It can be applied to identify associations and relationships between two or more variables. This learning research's main goal is to hear from the staff at IT companies about their experiences with OCB.
- **Sample size**-The study's population comprises of 48000 employees. To gather the required information, a self-made questionnaire was sent to IT workers. Employees may comprise the population. The chosen sample size is 169.

## DATA ANALYSIS AND INTERPRETATION

Table no.1 Descriptive analysis (Mean)

	N	Minimum	Maximum	Mean	Std. Deviation
I actively seek opportunities to help new colleagues get acquainted with their jobs.	123	1	4	2.05	.857
I readily extend a helping hand to colleagues who need assistance with their tasks.	123	1	4	1.85	.779
I make conscious efforts to avoid creating problems or inconveniences for my coworkers.	123	1	4	2.10	.891
I am sensitive to the impact my actions have on the work of others.	123	1	5	1.96	1.126
I respect the rights and boundaries of my colleagues and avoid taking advantage of them.	123	1	5	3.39	1.143
I stay informed about changes and developments within the organization.	123	1	5	3.53	.962
I proactively keep myself updated on announcements and important information.	123	1	5	3.70	1.008
I regularly attend meetings that are relevant to my work, even if they are not mandatory.	123	1	5	2.11	1.227
I am self-motivated and driven to complete my work, without requiring frequent external incentives.	123	1	5	3.63	1.140
I generally focus on the positive aspects of situations and challenges.	123	1	5	3.54	1.147
I adhere to company policies and procedures even when no one is watching.	123	1	4	1.77	1.070
I maintain a consistent and reliable work ethic, avoiding unnecessary breaks or absenteeism.	123	1	4	1.73	1.049
I offer assistance and support to colleagues who are experiencing personal difficulties.	123	1	5	1.93	1.095
I actively contribute to the team spirit and help create a positive working environment.	123	1	4	1.79	.871
I willingly take on additional tasks when needed to benefit the team or organization.	123	1	5	1.88	1.068
Valid N (listwise)	123				

The table summarizes a survey on employee work ethic. Overall, employees responded favorably, with averages between 1.73 and 3.70 on a 1-5 scale. Employees indicated a strong sense of professionalism (respecting colleagues, following policies), proactiveness (staying informed, attending meetings), and motivation (completing work, focusing on positive aspects). There is slightly more variation in scores for helping colleagues (both work-related and personal) and team spirit.

## HYPOTHESIS TESTING 1

Null Hypothesis (H0): There is no significant difference between departments in terms of employees' willingness to take on additional tasks.

Alternative Hypothesis (H1): There is a significant difference between departments in terms of employees' willingness to take on additional tasks.

Table 2 Regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.508	1	2.508	2.221	.139 <sup>b</sup>
	Residual	136.662	121	1.129		
	Total	139.171	122			

The ANOVA table investigates whether department affiliation is related to employees' willingness to take on extra tasks. The "Model" row shows a variance of 2.508 explained by department differences. However, the F statistic (2.221) with a significance level of 0.139 (marked with "b") suggests this effect is not statistically significant at the common 0.05 alpha level. In other words, there isn't strong evidence that department membership makes a significant difference in how willing employees are to take on extra tasks.

## HYPOTHESIS TESTING-2

Null Hypothesis (H0): There is no significant correlation between adherence to company policies and procedures when unobserved and being self-motivated and driven to complete work without requiring frequent external incentives.

Alternative Hypothesis (H1): There is a significant correlation between adherence to company policies and procedures when unobserved and being self-motivated and driven to complete work without requiring frequent external incentives.

Table 3 Correlation

		I adhere to company policies and procedures even when no one is watching.	I am self-motivated and driven to complete my work, without requiring frequent external incentives.
I adhere to company policies and procedures even when no one is watching.	Pearson Correlation	1	-.008
	Sig. (2-tailed)		.927
	N	123	123
I am self-motivated and driven to complete my work, without requiring frequent external incentives.	Pearson Correlation	-.008	1
	Sig. (2-tailed)	.927	
	N	123	123

The correlation table examines the relationship between adhering to company policies (without supervision) and self-motivation. The very weak negative correlation coefficient of -0.008 (non-significant at  $p=0.927$ ) indicates there's practically no association between these two factors. In other words, employees who follow policies regardless of supervision aren't necessarily more or less self-motivated to complete their work.

## V. RESULTS AND DISCUSSION

### A. Findings

- A survey revealed generally favorable responses regarding professionalism, proactiveness, and motivation (average scores between 1.73 and 3.70 on a 1-5 scale).
- The ANOVA test showed no statistically significant difference between departments in terms of employees' willingness to help with extra tasks. This suggests department membership may not be a strong indicator of this behavior.
- The correlation analysis revealed a weak negative and non-significant relationship between adhering to company policies without supervision and self-motivation. There's practically no association between these factors.

### B. Suggestion

- Consider focusing on a specific industry within product-based companies (e.g., software vs. hardware) for a more targeted analysis.
- Explore the impact of remote work or hybrid models on OCB expression.
- Include a validated OCB measurement tool in the survey to capture specific dimensions of OCB behavior.
- Investigate the influence of different leadership styles (e.g., transformational, transactional) on fostering OCB in product development teams.



- Deepen the exploration of cultural variations in OCB by comparing Indian IT companies with companies in other regions.
- Analyze how specific communication technologies (e.g., Slack, project management software) impact collaboration and OCB in a product development context.
- Consider a longitudinal research design to track changes in OCB behavior over time and assess its impact on organizational outcomes.

### C. Conclusion

This study examined the concept of Organizational Citizenship Behavior (OCB) and its potential influence within product-based companies, particularly in the Indian context. The review of existing literature highlighted the multifaceted nature of OCB and its positive contributions to workplace culture, employee satisfaction, and organizational performance. The empirical analysis (descriptive statistics, hypothesis testing) provided initial insights into employee work ethic and the relationship between specific factors like departmental affiliation and OCB expression. However, the non-significant findings regarding department and the weak correlation between policy adherence and self-motivation suggest a need for further investigation. Based on these findings and the identified research gaps, the study underscores the importance of a more nuanced understanding of OCB in product development teams. Future research should delve deeper into specific industry segments, cultural variations, and the interplay between leadership styles, team dynamics, and technological influences on OCB. By incorporating these elements, future studies can provide valuable insights for organizations like Zoho to cultivate an environment that fosters positive employee behaviors, ultimately leading to enhanced innovation and organizational success.

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### AUTHORS

Thirumoorthi R pursuing MBA degree with the specialization of Human resource and Marketing at Sri Krishna College of Technology, Coimbatore.

Dr.S.Piradeep is having nearly 2 decades of experience in which 13 years of academic experiences in B-schools, Technical Institutions and University, and 6 years of industrial exposure in IT enabled Services and Manufacturing Fields as well. Currently working in the School of Management, Sri Krishna College of Technology, Coimbatore. In terms of academic background about research studies were highly commended in both doctoral degree and Master of philosophy in Management with Human resource specialization from Bharathiar University, Coimbatore.

Boasting prolific record of 13 publications in esteemed journals (Scopus Indexed, UGC Listed & ABDC Listed) and presented papers at various national and international conferences. Holding professional membership in All India Council for Technical Skill Development (AICTSD) and received academic excellence an outstanding teacher awards from reputed institutions.

Acted as a jury in National level Management Meet, having passion for research, and interested in innovative problem-solving and also experienced in conducting Faculty Development Programmes and National Conferences.

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