Impact of Organizational Citizenship Behavior on Managerial Effectiveness

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Abstract

Brisk changes that occurred in various fields in the recent years have had a direct impact on almost all organizations. Environmental factors such as globalization, technology advancement, increasing importance of human resources and tough competitive conditions have necessitated the organizations' to go through a natural process of change. Against this background, organizations inevitably need to adapt to the changing conditions. In any organization, managers need to achieve effectiveness so as to contribute towards organizational success. To find the reasons why managers are failing to achieve their effectiveness, the current study investigated the relationship between organizational citizenship behavior (OCB) and managerial effectiveness (ME) among public and private sector employees in Kerala, India. A total of 240 employees of managerial cadre were surveyed using standardized questionnaires of OCB and ME. Results indicated that the proposed relationship of OCB and ME fit the data well in Indian conditions.

Keywords : organizational citizenship behavior, managerial effectiveness, public sector, private sector, employees

JEL Classification : J24, M10, M50

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In this competitive world, perfect harmony between corporate and individual goals has become an absolute necessity. Graham (1995) identified twenty societal trends that will influence organizations and careers in the future. Amongst these are a tendency for company loyalty to be replaced by increasing self-absorption and cynicism. Corporate goals and individual goals will become unrelated, and a diverging mixture of optimism and pessimism will spread, making people realize that a career for life is no longer the only option for both organizations and employees. It is said that in such situations, leadership will disappear (Clarke, 1992). At the same time, when this discrepancy between ideals of the individual and those of the organization occurs, organizations are in stern competition with one another. It is also noteworthy that this competition is taking place in an arena where all the competing parties have equal access to a variety of resources. In such an environment, differentiating one's organization from its competitors is possible only through proper and effective application of the one resource that not all organizations have equal access to - the human resource. There are a lot of advantages which are embedded in the quality, commitment, and loyalty of this resource. Managers need to contribute their might to unearth and nurture this resource.

Podsakoff and Mackenzie (1997) identified eight positive outcomes that enhance organizational citizenship behavior (OCB) and may contribute to organizational performance and success. According to Podsakoff, Mackenzie, Paine, and Bachrach (2000), OCB may contribute to organizational success by: enhancing coworker productivity, enhancing managerial productivity, freeing up resources so that they can be used for more productive purposes, reducing the need to devote scarce resources to purely maintenance functions, helping to coordinate activities both within and across work groups, strengthening the organization's ability to attract and

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retain the best employees, increasing the stability of the organization's performance, and enabling the organization to adapt more effectively to environmental changes. Arguably, managerial productivity is a highly contributing factor towards managerial effectiveness (ME). Analoui (1999) claimed that the extent of effectiveness is largely based on employee productivity. A series of studies by Campbell, Dunnette, Lawler, and Weick (1970); Reddin (1974); and Laufer and Jenkins (1982) reported somewhat similar observations. However, despite the intuitive plausibility of the assumption that OCB contributes to the effectiveness of work teams (coworker and managers) and organizations, this issue has received little empirical attention. Specifically, there exists no such study that establishes the relationship between subordinate OCB and ME. This is surprising because much of the interest in OCB and its related constructs stems from the belief that these behaviors enhance organizational performance. The present study aims to contribute to the growing literature on OCB by investigating its impact with ME among public and private sector employees in Kerala, India.

Organizational Citizenship Behavior

According to behaviorist theory, behavior in a social environment is observed and then copied. If rewarded, the learnt behavior is repeated (Munn, 1961; Papalia & Olds, 1988). If positive feedback is not experienced, this behavior eventually ceases or is unlearnt. However, there exists one such behavior, that is, OCB, which individuals exhibit without expecting any rewards or to avoid punishment. Even though there is total agreement on the existence of OCB, there is not much convergence on the theoretical underpinnings of these behaviors. The progression of OCB started with the studies of Barnard, as early as in 1938, when it was termed as "willingness to cooperate". He viewed that readiness of individuals to contribute cooperative efforts to the organization is essential for the effective attainment of organizational goals.

Katz (1964), paying heed to the notion of employees' extra-role behaviors, observed that employees willingly contributed extra efforts for the attainment of the organizational outcomes. Later, Katz and Kahn (1966) extended this concept further and termed the extra role behaviors as supra-role behaviors, which include gestures and behaviors that did not directly adhere to the usual notion of task performance, but help to lubricate the social machinery of the organization. They noted that incentives that motivate task efficiency are different from those that motivate spontaneous informal contribution. The reason as to why such extra role behaviors are important from the perspective of research and practice is because managers and executives value employees who display OCB. This could be because employees who exhibit OCB make the job of managers easier, and the extra time thus obtained by the management allows the manager to focus on more critical managerial issues that can lead to organizational effectiveness.

Though OCB in the form of extra-role behavior got mentioned in 1930s, the first study on OCB can be traced back to Organ (1977). Relying on the notions of Barnard (1938) and Katz (1964), Organ (1977) developed an OCB construct to understand these as-yet-unnamed behaviors as a better representation of performance in the satisfaction-causes-performance controversy.

Bateman and Organ (1983) noted OCB to be an extra-role behavior characterized by two criteria: Behaviors should relate to the workplace, over and above, and beyond role requirements, and such behaviors have to be organizationally functional. Van Dyne, Cummins, and Mc Lean (1995) viewed OCB as 'affiliative and promotive behaviors' that demonstrate the employees' desire to maintain a relationship with coworkers or the organization and contribute to success.

The concept of OCB put forward by several researchers portrays the insight into such behavior. Out of these, the one by Organ (1988) is still regarded as more comprehensive. Organ (1988) defined OCB as:

> Individual behavior that is discretionary, not directly or explicitly recognized by the
> formal reward system, and in aggregate promotes the effective functioning of the

organization. By discretionary, we mean that the behavior is not enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract within the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. (p.4)

Several studies were conducted on OCB and its related constructs on organizational context. A study by Jain (2009) based on multiple regression analysis suggested that OCB was found to be relatively a more powerful predictor of organizationally relevant criterion variables in the Indian work context. Mohammad, Habib, and Alias (2011) came out with a research finding showing that both extrinsic and intrinsic job satisfaction are very important in predicting citizenship behavior. Angeline and Sudha (2014) brought out that the impact of transactional and transformational leadership styles on OCB will lead to the benefit of the organization by increasing productivity, efficiency, and satisfaction among the employees. Pramanik and Chatterjee (2015) found that intrinsic motivation and emotional intelligence were positively related to OCB, so employers may motivate their employees intrinsically to retain them and while hiring, employers may consider candidates with high emotional intelligence who can benefit the organization.
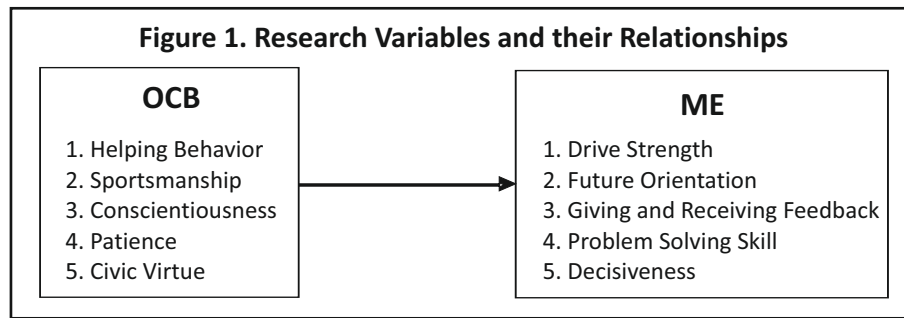
Managerial Effectiveness

Myrdal (1968) insisted that underdevelopment is a total concept - it applies to a society's capacity to develop an efficient cadre of managers. In the past, employees were expected to be efficient in producing the desired results, and their efficiency was measured in terms of the outputs delivered relative to the inputs used; whereas, at present, the focus has shifted to effectiveness. Effectiveness involves doing the right things in the right way, which is particularly important for managers. The executive is expected to get the right things done, and this is simply saying that he/she is expected to be effective (Drucker, 1967). Gupta (1996) defined ME as: "the ability of a manager to carry out the activities required of his position while achieving the results both current and in terms of developing further potential" (p.399).

With an increasing 'cut throat' competition and dynamic business environment around the globe, organizations require a team of managers to run the day to day operations (Boyatzis, 1982). Individual's effectiveness is a key component in making an individual successful in all aspects of life, including the organizational life. That is why, we need effective executives. Apparently, within a company, managerial competence is important, particularly at the level where the shortage of top-flight ability is most keenly felt. However, little attention seems to have been paid to ME in comparison to some other aspects of organizational dynamics. A key function of managers is to determine what has to be done and how it is to be done. Indeed, managers are dynamic and the life giving elements in every business, and without them, the resources cannot be converted into high production (Drucker, 1967). However, the managerial role is continually changing with organizational complexity, globalization, the accelerated product life cycle, growing complexity of relationship with stakeholders, scarcity of resources, and intense competition (Bolman & Deal, 1991).

Managers play a significant role in the development, formulation, and execution of the organization's long term as well as short term strategies that determine corporate success (Al-Madhoun & Analoui, 2004). Aggregation of employees' performance represents the organizational performance which places stress on the efficient use of resources and accomplishment of desirable outcomes. With increased dependency of business on information technology, managers are required to sort out new ways to facilitate organizational production and sustainable self-growth. What differentiates surviving organizations from others (Sinclair-Hunt & Simms, 2005) is the performance and effectiveness of its executives.

Numerous studies on ME have explored the construct in a comprehensive manner. A recent study by Rana and

Figure 1. Research Variables and their Relationships

OCB	ME
1. Helping Behavior	1. Drive Strength
2. Sportsmanship	2. Future Orientation
3. Conscientiousness	3. Giving and Receiving Feedback
4. Patience	4. Problem Solving Skill
5. Civic Virtue	5. Decisiveness

Rastogi (2015) revealed that the distribution of rewards, organizational policies and procedures, and interpersonal treatment determined effectiveness among managers. Mahajan and Chaturvedi (2012) analyzed the effect of blended learning on functional effectiveness factors of ME on managers of banking and information technology sectors, and found that the effect of blended learning was more effective for banking sector managers, especially female managers. Rishipal (2015) explored the association between managerial loyalty and effectiveness towards the organization and found that the correlation between ME of loyal managers was positive and significant.

Objective of the Study

The specific objective of the study is to determine the relationship between OCB of subordinates and ME.

Methodology

(1) Research Design : To obtain answers to the identified objective, a descriptive research design was selected as appropriate for this study. The representation depicts the pattern and structure of relationships among the set of measured variables, and the same is presented in the Figure 1.

(2) Sampling : In this study, a probability sampling technique, stratified random sampling method has been used for selecting the respondents from the 'Universe'. 'Universe' for this study are the employees of managerial cadre from public and private sector enterprises in Kerala, India. At first, for the study, Kerala was divided into three regions/strata namely northern region, central region, and southern region. At the second stage, 80 employees of managerial cadre were selected by random sampling from each of the region. A total of 240 employees of managerial cadre were surveyed. This study was conducted during May - November 2015.

(3) Survey Instruments : Standardized questionnaires were used in this study to collect data from the employees of the managerial cadre. The measures used in this study were borrowed from their original source. OCB questionnaire developed by Khalid, Ali, Ismail, Rahman, Kassim, and Zain (2009) and ME questionnaire developed by Menachery and Venkatapathy (2007) were used in the study.

(4) Identification of Questionnaires : There has been a multiplicity of questionnaires on OCB. I identified 11 OCB instruments through literature review. These include: OCB scales developed by Organ (1988) ; Podsakoff, MacKenzie, Moorman, and Fetter (1990) ; Moorman (1993) ; Konovsky and Organ (1996) ; Moideenkutty (2000) ; Lee and Allen (2002) ; Pattanayak, Misra, and Niranjana (2003) ; Lievens and Anseel (2004) ; Lo and Ramayah (2009) ; Khalid et al. (2009) ; and Jain (2010). Even though the construction and measurement of OCB scales identified was done on different contexts, the decision to use a valid and reliable OCB questionnaire

(for superior-ratings) developed by Khalid et.al (2009) is due to the following reasons: the questionnaire is recently developed, the questionnaire measures the widely accepted dimensions of OCB, the type of rating used in the questionnaire will serve the purpose of the study.

Regarding ME, I identified four self - rated questionnaires with variables that explain ME on varied context. ME perception scale developed by Mott (1971), ME scale by Harris (1988), Gupta (1996), and Menachery and Venkatapathy (2007) are the ones. For this study, I decided to use the valid and reliable ME scale developed by Menachery and Venkatapathy (2009) because of the following reasons: the questionnaire has been recently developed, items in the questionnaire are past and future oriented, and the questionnaire was developed in a similar context of the present study.

(5) OCB Questionnaire : OCB Questionnaire (for superior-ratings) developed by Khalid et al. (2009) was used in this study. This scale consists of 30 items, and was administered to employees of managerial cadre to measure OCB of their subordinates. The items in the questionnaire measure five OCB domains that are: Helping Behavior, Sportsmanship, Conscientiousness, Patience, and Civic Virtue. Respondents were asked to indicate the extent of OCB demonstration using a 5-point likert scale format which includes: 1 - *Strongly disagree*, 2 - *Agree*, 3 - *Neither agree nor disagree*, 4 - *Disagree*, 5 - *Strongly Agree*. Minor modification was made to the questionnaire to suit the study sample. The word "hotel" was replaced by the word "organization".

Validity of the OCB questionnaire got confirmed by evaluating the content/face validity of the scale by offering it to two consultants in the field of management. To confirm the reliability of the instrument, Cronbach's α was calculated based upon the pilot study conducted among 46 employees of managerial cadre from public and private sector enterprises in Kollam, Kerala. The result of Cronbach's α provided evidence of reliability of the scale. The Table 1 represents the Cronbach's α of the respondents on the OCB scale.

(6) ME Questionnaire : Managerial Effectiveness Scale (MES) developed by Menachery and Venkatapathy (2009) was used in this study. This questionnaire consists of 110 items that measure five dimensions of ME, which include Future Orientation, Drive Strength, Problem Solving Skill, Giving and Receiving Feedback, and Decisiveness. A four-point Likert type rating scale was designed for each item, which includes: 1 - *Strongly disagree*, 2 - *Disagree*, 3 - *Agree*, 4 - *Strongly agree*.

Table 1. Cronbach's α of the Respondents on the OCB Scale Based on Pilot Study

Sl. No.	OCB Dimensions	Cronbach's α
1	Helping Behavior	0.89
2	Sportsmanship	0.86
3	Conscientiousness	0.81
4	Patience	0.74
5	Civic Virtue	0.79

Table 2. Cronbach's α of the Respondents on the Managerial Effectiveness Scale (MES) Based on Pilot Study

Sl. No.	ME Dimensions	Cronbach's α
1	Future Orientation	0.85
2	Drive Strength	0.82
3	Problem Solving Skill	0.80
4	Giving and Receiving Feedback	0.77
5	Decisiveness	0.78

The validity of ME scale got confirmed by evaluating content/face validity by offering it to two leading consultants who are postgraduates, one in management and another in engineering with 40 years of rich experience in the fields of consulting and training. To confirm the reliability of the instrument, Cronbach's α was calculated based upon the pilot study conducted among 46 employees of managerial cadre from public and private sector enterprises in Kollam, Kerala. The result of Cronbach's α has provided evidence of reliability of the scale. The Table 2 represents the Cronbach's α of the respondents on the managerial effectiveness scale (MES).

Data Analysis, Results, and Discussion

To find out the relationship between OCB of subordinates and ME, correlation analysis was conducted. Multiple regression analysis was also done to determine how each of the five components of OCB and ME as well as the various dimensions of ME are related.

(1) Relationship Between OCB of Subordinates and ME : The Table 3 presents the results of correlation analysis regarding the intra and inter-relationship among OCB and ME. Karl Pearson's coefficient of correlation was used for the purpose. The results indicate that there exists a significant positive relationship between OCB and ME ($r = .409$). This finding is in line with the opinion of Podsakoff and Mackenzie (1997), who identified managerial productivity as one among the eight positive outcomes enhanced by OCB that may contribute to organizational performance and success. Arguably, managerial productivity is a highly contributing factor for ME. Analoui (1999) claimed that the extent of effectiveness is largely based on employee productivity, and various studies conducted by authors like Campbell et al. (1970), Reddin (1974), and Laufer and Jenkins (1982) reported somewhat similar results.

It can also be observed that other than in the relationship between patience and overall ME (.021), future

Table 3. Correlations Between OCB and ME

	1	2	3	4	5	6	7	8	9	10	11	12
1	1	.433**	.580**	.464**	.429**	.893**	.302**	.369**	.317**	.326**	.364**	.400*
2		1	.241**	.106	.205**	.670**	.129*	.210**	.252**	.196**	.337**	.268**
3			1	.485**	.454**	.723**	.250**	.339**	.261**	.263**	.209**	.316**
4				1	.274**	.570**	.224**	-.040	.103	-.064	-.080	.021
5					1	.570**	.209**	.354**	.286**	.339**	.278**	.352**
6						1	.311**	.368**	.357**	.321**	.366**	.409**
7							1	.577**	.650**	.522**	.449**	.739**
8								1	.668**	.785**	.699**	.899**
9									1	.652**	.642**	.847**
10										1	.707**	.880**
11											1	.839**
12												1

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Note:

1 - Helping Behavior   2 - Sportsmanship   3 - Conscientiousness   4 - Patience   5 - Civic Virtue   6 - OCB   7 - Future Orientation

Table 4. Multiple Regression for ME as a Function of OCB

Multiple R	.510
R Square	.260
Adjusted R Square	.244
Standard Error of Estimate	16.209
F - value	16.463**
Level of Significance	.000

**Significant at $p < .01$ level

Table 5. Beta Table of Multiple Regression for ME as a Function of OCB

Particulars	Unstandardized coefficients		Standardized coefficients	t-value	Level of Significance
	B	Standard Error	Beta		
(Constant)	252.247	11.863		21.264	.000
Helping Behavior	1.166	.298	.309	3.916**	.000
Sportsmanship	.403	.302	.084	1.333	.184
Conscientiousness	1.236	.624	.149	1.980*	.049
Patience	-2.693	.695	-.260	-3.877**	.000
Civic Virtue	2.407	.756	.206	3.184**	.002

**Significant at $p < .01$ level ; *Significant at $p < .05$ level

orientation (-.040), giving and receiving feedback (.103), problem solving skill (-.064), and decisiveness (.080), all the other variables have a significant correlation. Significant positive correlation among the variables of OCB presents a desirable scenario wherein an increase in any one of the variables would positively influence other variables. This is true for the ME variables too. Based on the above results, it is stated that the relationship between OCB and ME is statistically significant.

From the results of the present study, and findings of Podsakoff and Mackenzie (1997) and Podsakoff et al. (2000), there is ample requirement for increase in OCB. Furthermore, it is evident that an increase in OCB variables of subordinates will result in an increase in ME. Multiple regression analysis was carried out to determine how the five components of OCB are related to ME and each of its components of ME. Not many studies have been done connecting these two aspects. It is expected that the results of the analysis will contribute substantially to the OCB literature.

(2) Impact of OCB Dimensions on ME : The results of multiple regression presented in Table 4 reveal that there exist multiple correlations between OCB and ME (.510). The coefficient of multiple determination (R Square) is found to be .260. This implies that 26% of the variance in ME is explained by OCB (helping behavior, sportsmanship, conscientiousness, patience, and civic virtue). Significant F-value denotes the availability of evidence to conclude that at least one of the predictors is useful for predicting ME.

To know about the components of OCB that influence ME, beta values were considered. From the output displayed in Table 5, the regression equation is arrived as under:

ME = 252.247 + 1.166 Helping Behavior + .403 Sportsmanship + 1.236 Conscientiousness - 2.693 Patience + 2.407 Civic Virtue.

The t-value in Table 5 reveals that helping behavior, conscientiousness, patience, and civic virtue emerged as significant predictors of ME.

The above results indicate that helping behavior, conscientiousness, patience, and civic virtue contribute to ME. It is obvious that helping behavior, conscientiousness, patience, and civic virtue of subordinates will produce an effect on ME. Higher levels of ME have been found to have a significant effect on performance outcome with predetermined standards of performance.

Recommendations

The results of the present study provide an insight on the effect of OCB of subordinates on ME among public and private sector employees in Kerala. In tune with the statement of Organ, Podsakoff, and MacKenzie (2006) that "the extent to which employees exhibit OCB is a function of ability, motivation, and opportunity" (p. 93), OCB can be enhanced through motivating employees, promoting better relationships between supervisors and staff, and among staff. The following are some suggestions to encourage OCB at the workplace :

(1) Creating a Healthy Work Place Environment : Formal and informal groups are indispensable in any organization. Managements of respective organizations should take adequate steps to inculcate in the minds of the employees a sense of social belongingness, like encouraging staff to attend formal and informal office functions, social gatherings, and so forth.

(2) Awareness Among Managers / Supervisors : Training or educating managers / supervisors will enable them to be aware about employee displays of OCB. They may also choose to include OCB in their performance appraisals, or devise their own casual / informal reward systems to encourage it.

(3) Hiring Practices : A set of outgoing, attentive, and enthusiastic employees having a positive outlook and a 'can do' attitude will be more inclined to engage in OCB. During hiring processes, if appropriate weightage is provided to traits related to OCB, it would help in having a band of employees who have positive attitudes and would thereby contribute to organizational effectiveness.

(4) Improve Corporate Climate : The OCB dimensions of helping behavior, conscientiousness, patience, and civic virtue are found to be highly effective in influencing ME. This presents a strong case for improving these dimensions. It is only possible by improving corporate climate and ways of improvement are as follows:

(i) For improving the helping behavior among employees, managements should provide adequate autonomy to employees. It will increase the incidence of employees' seeking help from others and that this behavior fosters their efforts to help others. In addition to autonomy, appropriate training and courses, including human relations training should be conducted that enable employees to learn to be empathetic to the others' needs and feelings, and be able to help them to improve their work performance.

(ii) For improving conscientiousness behavior among employees, organizations should maintain a flawless communications channel at various levels within the organization.

(iii) Patience among employees can be improved by developing a forgiving climate within organizations. It can grow through values and practices that serve the organization for the better. It may not be possible for organizations to institutionalize forgiveness overnight. Rather, the forgiveness climate must emerge gradually and genuinely from social contexts, leaders, and the organization's core values.

(iv) Organizations should perform core activities by consultation with professional people and also according to the rules and regulations. Thus, it creates a kind of trust and civic virtue that manpower has in an organization.

(5) Creating Role Models: Participation and good acts of stakeholders is an essential requirement for improved performance of organizations. The respective managements should serve as role models in practicing OCB, thereby motivating employees to display the same.

Conclusion

This study contributes to the existing body of organizational research in several ways. This study has integrated and expanded upon the previous studies of Podsakoff and Mackenzie (1997) that identified eight positive outcomes enhanced by OCB, which may contribute to organizational performance and success. Out of this, managerial productivity is the outcome that has been found to contribute substantially towards ME. Results indicate that the proposed relationship of OCB and ME fits the data well in Indian conditions. This finding can be interpreted through organizational role theory and social exchange theory. The understanding is that OCB is not necessary for an employee to maintain his/her organizational membership as compared to in-role behavior since organizations evaluate in-role behaviors. However, research has shown that OCB activities are also considered positively in the performance appraisal of employees (Allen & Rush, 1998; Park & Sims, 1989). The findings from this study, which are supported by empirical evidence, may also provide guidelines for training supervisors in the use of appropriate influence tactics. This would help in promoting OCB, which would help in enhancing ME.

Limitations of the Study and Scope for Further Research

No work is without precincts, because margins open the way for further growth. This study also engrosses certain limitations. Human behavior is often accepted as a combination of certain personal attributes and various aspects of the situation within which the person is placed. Researchers have, in the past, identified a variety of situational variables that are found to influence behavior. However, when it comes to choosing personal attributes as the potential drivers of behavior, the variables selected are mostly those related to a person's demographic background. The present study was limited to demographic background only. There is potential to do future research in this area. That the sample size was 240 respondents because of the lack of support from the sample frame is also a limitation of the study. So, I had to confine to the voluntary participation within the limits of the study. Size of the sample is also a constraint as it could have been bigger if support was received from the sample frame. Loss of sample also took place because of the incomplete questionnaires. Another limitation of this study pertains to the cross section of the population, which is limited to public and private sector employees. In any case, the findings of this study are indeed relevant to the organizational context.

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