

An Exploratory Study of Organizational Citizenship Behaviour and its influence on Organizational Effectiveness

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Abstract: Organizational behaviour involves the design of work as well as the psychological, emotional and interpersonal behavioural dynamics that influence organizational performance. Management as a discipline concerned with the study of overseeing activities and supervising people to perform specific tasks is crucial in organizational behaviour and organizational effectiveness. Management emphasizes the design, implementation and arrangement of various administrative and organizational systems for organizational effectiveness. While the individuals, and groups bring their skills, knowledge, values, motives, and attitudes into the organization, and thereby influencing it, the organization, on the other hand, modifies or restructures the individuals and groups through its structure, culture, policies, politics, power, procedures, and the roles expected to be played by the people in the organization. This study conducted through the exploratory research design involved 125 participants, and result showed strong positive relationship between the variables of interest. The study was never exhaustive due to limitations in terms of time and current relevant literature, therefore, further study could examine the relationship between personality characteristics and performance in the public sector, where productivity is not outstanding, when compared with the private sector. Based on the result of this investigation it was recommended that organizations should provide emotional intelligence programmes for their membership as an important pattern of increasing co-operative behaviours and organizational effectiveness.

Keywords: Organizational Citizenship Behaviour, Organizational Effectiveness, Co-operative behaviours, Organizational dynamics, Organizational Structure, Job Design, Emotional intelligence

1. Introduction

An organization is a dynamic social system driven by certain factors within and outside its environment. An organization relies on basic perspectives on task, people, technology and structure to enhance its effectiveness. Organizational behaviour is the study of individual and group behaviours

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within organizations and the application of such knowledge towards organizational effectiveness (Gopinath, 2020). It is directly involved and primarily concerned with the understanding, prediction and controlling of human behaviour in organizations, and also supplies necessary behaviour patterns in organizations, and to management (Gopinath & Shibu, 2015). Organizational behaviour stresses the basics of systems thinking, as well as group dynamics. It is interested in the role of perception and motivation in the behaviour of the individual, and enhances integrated and cohesive approach to management performance (Gopinath, 2020). As a systematic study of the nature and culture of organizations, it focuses on understanding, changing and improving individual and group behaviours by examining interpersonal and leadership behaviours in relation to teams, cultural diversity, and ethics in organizations and promoting human behaviour towards improving organizational effectiveness (Gopinath & Shibu, 2015). Organizational effectiveness is a measure of the organizational outcomes in terms of performance, growth, productivity and profitability. An organization is effective when it is able to achieve its goals in terms of the triple-bottom-line; in relation to its goals (Gopinath, 2020). Organizational behaviour is particularly interested in the unique behaviour manifested by an individual within an organization, because human behaviour is central to performance and organizational effectiveness. Therefore, organizational behaviour tries to find out the reason why an individual may react positively to a situation and the other reacts negatively to the same situation. It also considers why do two or more different individuals performing the same task achieve very different results even though they are being managed in the same manner (Gopinath, 2020). To this extent, organizational behaviour is not only bound towards the enhancement of the effectiveness of organizations, it is the field that seeks enhanced knowledge of behaviour in organizational settings through the scientific study of individual, group, organizational processes, politics and power, and the goal of such knowledge being the enhancement of both organizational effectiveness and individual well-being. (Sidle, 2008; Strohmair, 2013; Swanson, 2015; Williams and Anderson, 1991; Gopinath, 2020).

1.1 Building Blocks of Organizational Citizenship Behaviour

1.1.1 Organizational structure and Organizational Behaviour

Even though the individuals and groups bring their skills and abilities to the organization and to influence it, organizational structure plays a unique role. There are two ways of looking at organizational design. First and foremost, as a part of the field of organizational behaviour in which case it is concerned with the establishment of the basic principles and concepts that underlie the evaluation of organizational structure. Second, as a top management function involving the creation of an appropriate architecture through which the activities of an organization are accomplished. The possible outcomes of such a top management action include organizational chart, job description or design, policies and procedures, necessary for organizational performance. On the other hand, organizational structure refers to an established pattern of work roles embracing authority and responsibility relationships and the administrative mechanisms used in controlling and integrating work activity. This is a type of unifying mechanism that attempts to bring together people and work in a harmonious manner. In this case, the concern of top management engaged in organizational design is to create an effective structure for the membership of the organization that would guarantee the realization of the goals of the organization (Fritz, 1996; Shih et al., 2016; Torraco and Swanson, 2015; Gopinath, 2019).

1.1.2 Job Design and Organizational Behaviour

Job design can be defined as the systematic specification of the tasks inherent in a job, the techniques used in performing the job and the relationship of the job to other jobs. Essentially, job

design is concerned with identifying the tasks and determining the techniques suitable for its accomplishment. In addition, management must consider the interdependencies of the job and its processes to the worker to ensure the best fit between the worker and the job. Job design is important in organizational behaviour and organizational effectiveness because it is believed that ultimate job performance is influenced by the tool and methods adopted in accomplishing the job (Gopinath & Shibu, 2016). Also, the nature of the job or task determines the methods, the tools, and the techniques to be adopted. This implies that there should be a balance between the demands of both the job, the tools and the employee's physical and mental efforts. Basic methods in job design include job enlargement and job enrichment. Job enlargement simply involves increasing the job range or horizontally loading the job. Job enlargement has the advantage of increasing the skill variety of a worker. Academic research has shown that it increases worker performance (behaviour). However, job enlargement does not give the worker control over his work; also, some workers do not even like enlarged jobs. On the other extreme is job enrichment. Job enrichment involves increasing the depth of the job or vertically loading the job through giving the worker control over what he or she is doing. It is broader in scope than job enlargement because it requires increasing both the range and the depth of a job. Some of the variables associated with job enrichment include, accountability, achievement and control. Accountability implies that the worker should be responsible for his or her performance, and achievement means that the job should be challenging enough to enable the worker achieve something significant. Control demands that the worker should be able to determine and control the pace of his or her performance in attempts to achieve organizational goals. Human resource management is an essential building block in organizational behaviour and organizational effectiveness because even though the board of directors (BODs) should ensure that a proper management structure, systems and people are in place, the entire membership of the organization must be well motivated for optimal performance. It can be emphasized that sound human resource management helps to promote and maintain organizational interest, reputation and it is the acts and omissions of the people charged with relevant responsibilities that will determine whether organizational objectives are to be achieved. Obviously, the interaction of human behaviour with organizational practices and the environment provides the basis for the ultimate organizational effectiveness (Fritz et al., 1998; Hellriegel et al., 2001; Lazaar, 2014; Schermerharm et al., 2011).

1.1.3 Emotional Intelligence and Organizational Behaviour

Emotional intelligence often described as the revolutionary new science of success and human relationships, promotes emotional health, it is about being happy, self-confident, self-aware and resilient. It is the ability to identify emotions and use them constructively in everyday life and in organizations. This necessitates learning emotional regulations, or the ability to control emotions, monitoring them and adjusting them to shape personality and behaviour. Emotional intelligence has huge positive influence on organizational behaviour and organizations at large through the membership and leadership (Mandell and Pherwani, 2003). Emotional intelligence as a unique psychological construct is associated with positive co-operative behaviour. For example, according to (Nelson and Quick, 2003) in contrast to task performance, co-operative behaviour is a form of contextual performance at work. Contextual performance contributes directly to organizational success by maintaining or improving the organizational, social, or psychological environment that supports task performance. In other words, contextual performance improves the social-psychological quality of the work environment and also has specific relationships with personality characteristics and cognitive ability. They found in a study that cognitive ability was strongly related to task performance, but not contextual performance. In contrast, the personality characteristics of *conscientiousness*, *extroversion*, and *agreeableness* were strongly related to co-operative behaviour. Therefore, personality factors do have

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influence on co-operative behaviour but it depends on the organizational emotional intelligence and the quality of the organizational, social and psychological environment at work (Lepine and Dyne, 2001). In emphasizing the relationship between organizational behaviour and emotional intelligence, (Cherniss and Caplan 2001) suggest that individual factors, group factors, interpersonal and organizational factors are critical ingredients of organizational behaviour. They suggest that in organizational selection processes, chief executive officers. (CEO), intervention strategies are among the issues that shape organizational behaviour and performance.

The theory of emotional intelligence suggests that excellent performance management systems combined with effective training and development will have impact only when the organizational leadership practices are aligned with them. Leadership in this context is tied to excellent organizational management systems which are needed for organizational effectiveness. Even though organizational leaders may believe that individual and organizational capacity for continuous learning is an essential competitive advantage, matters in the external environment may often take their attention away from this concern and leading to negative individual and group performance. Therefore, capturing the attention of leaders for the purpose of having organizational people engaged in quality work is necessary and will ultimately contribute to organizational effectiveness. Leadership is a major emotional intelligence competence that has huge influence on organizational membership and organizational performance. It also to a great extent drives organizational behaviour and effectiveness (Lam and Kirby, 2002; Warner, 1994; Zhang et al., 2017). According to (Goleman 2006) organizational life is a kind of vanity fair, in which those who want to get ahead can do so by playing to the vanity of their superiors. Therefore, organizations must find ways to force leaders to listen to employees and take others' views into consideration in decision-making. Leaders who do not appreciate the views of employees will likely stay isolated behind their desks and a wall of colorless sycophants who will readily be supportive irrespective of whatever is said or done. The emotional intelligence, personality and competences of organizational leaders influence task demands, people, building blocks and organizational culture to enhance organizational effectiveness (Ashkanasy and Daus, 2005; Avino, 2013; Avolio, 1999; Bass, 1998; Caruso et al., 2002; Daus and Ashkanasy, 2005; MiGOI et al., 2017; Munir and Azam, 2017; Sparr et al., 2017).

2. Research Problem

While human behaviour is central to organizational behaviour and organizational effectiveness, it is also the most problematic aspect of organizational management. Because of differences in value system, perception, personality, and cultural background, no two individuals are the same, and it becomes difficult, if not impossible, for them to produce the same result even under one management or leadership. This perspective on individual differences is critical for management in attempts to achieve organizational effectiveness. The challenge for management in organizations is therefore, to try to find ways to fit individuals and groups within the organizational environment and to provide opportunities for effective performance that would lead to ultimate organizational effectiveness.

2.1 Research Objective

This study was designed to explore the relationship between organizational behaviour and organizational effectiveness.

2.2 Research Questions

- i. Is it true that individuals or groups influence organization behaviour?
- ii. Can management supervise groups in an organization?
- iii. Does task or technology influence organizational activity?

- iv. Can organizational processes enhance organizational effectiveness?
- v. Does environment or culture contribute to human behaviour in organizations?

3. Hypothesis

To achieve the objective of the study this hypothesis was formulated and tested at 0.05 level of significance.

H₀: There is no relationship between organizational behaviour and organizational effectiveness.

H₁: There is a relationship between organizational behaviour and organizational effectiveness.

3.1 Selection of Sample

The sample of the study consisted of 125 employees from 5 automobile organizations located in Chennai.

3.2 Data Collection

The study uses random sampling survey method. The number of the questionnaires distributed was 200, 196 questionnaires were returned, of which the number of the valid questionnaires is 125. Recovery rate is 63%.

4. Presentation of Results

Table1. Profile of Respondents (n=125)

S. No	Description	Category	Total	Percentage
i	Gender	a) Female	55	44.00
		b) Male	70	56.00
ii	Education	a) Diplomas	40	32.00
		b) Degrees	50	40.00
		c) Others	35	28.00
iii	Age	a) 18-35years	25	20.00
		b) 36-50years	70	56.00
		c) 51-70years	30	24.00
iv	Experience	a) 5-10years	42	33.60
		b) 11-20years	52	41.60
		c) 21-35years	31	24.80
v	Status	a) Low	33	26.40
		b) Middle	58	46.40
		c) High	34	27.20

Table2. Analysis of Frequencies, Mean, Decision Mean and Grand Mean for Responses to Research Questions

S. No	Restatement of research questions	Scores					Row score	No of Respondents	Mean	Decision Mean @ 3 Points	Grand Mean
		SA	A	N	D	SD					
		5	4	3	2	1					
i	Individuals/ groups can influence organizational behaviour	60	40	2	3	20	492	125	3.94	Accepted	3.14
ii	Management does not supervise	10	20	3	20	72	251	125	2.00	Rejected	

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	groups in organizations									
iii	Technology does not influence organizational activity	15	10	4	16	80	239	125	1.91	Rejected
iv	Organizational processes can enhance organizational effectiveness	70	20	1	4	30	475	125	3.80	Accepted
v	Cultural / environment contributes to human behaviour in organizations	65	35	2	5	18	499	125	4.00	Accepted

Table 3. Regression Analysis

Variables	Coefficient	Std.Error	t-Statistic	Prob.
OB	87.26050	31.12605	2.512760	0.0345
C	207.7241	18.07840	28.06640	0.0000
R-squared	0.883012	Mean dep. var	248.4265	
Adj. R-squared	0.731160	S.D. dep. var	249.3750	
S.E. of regression	114.4530	Akaike info criterion	11.38409	
Sum squared residual	312478.5	Schwarz criterion	11.89464	
Log likelihood	-191.4324	Hanna-Quinn Criterion	11.62105	
F-Statistic Prob (F-statistic)	15.48286	Durbin-Watson Stat	1.653101	

5. Findings

Human behaviour in organizations is a reflection of personality and the environment, while building blocks of organizations as well as organizational culture have significant contribution on organizational effectiveness. For example, the individual's perception of a given organizational environment is greatly affected by the organizational stimuli and self-concept. Self-concept refers to what an individual thinks of himself or herself which affects the person's view of others. On the other hand, organizational stimuli or situation, also known as perceptual organization involves the arrangement of information with a view to interpreting and understanding them. Early attempts on building blocks of organizations, organizational design or structure sought to evolve effective structure for organizing co-operative endeavours to enhance organizational effectiveness. A focus on organizational structure becomes imperative as a capable pattern of reducing the inefficiency arising from organizational complexity. In addition to defining lines of authority and responsibility among individuals and groups in organizations, organizational structure also provides for matters relating to centralization and decentralization, depending on the type and size of the organization, as means of

better achieving organizational goals. A major issue in organizational management has always been the question of locus of authority. The locus of authority in the organization affects the structure of the organization which may be described as centralized or decentralized. Centralization results when all the power in decision-making is in the hands of a single-high-level person. On the contrary, decentralization results in a situation in which ultimate authority to command and ultimate responsibility for results can be localized as far down in the organization as efficient management of the organization would permit. Basically, decentralization is the tendency to delegate formal authority to lower organizational units, while centralization is the tendency to withhold such authority - centralization and decentralization are not however, mutually exclusive. They are not alternatives rather they form a continuum. In the circumstances, an organization cannot be said to be centralized or decentralized, instead, an organization is either more centralized or more decentralized, provided it has the necessary flexibility for the ultimate organizational effectiveness. In decentralized structures, managers exercise some measure of flexibility in interpreting organizational policies, and the degree of decentralization in an organization is linearly related to the level of flexibility (Gopinath & Shibu, 2015). Management has to put in place an environment that creates the necessary discipline and appropriate structure for ensuring proper internal controls over organizational operations. This means an organizational structure which ensures that the authority and responsibility for activities are clearly defined. Such a structure should offer a high level of independence for internal control and ensures that human resource policies and practices are effective and are tailored towards ensuring that employees take ownership and responsibility to control activities in their respective strategic business units (SBUs). With creativity on the part of the organizational membership, it can convert challenges into opportunities and experiences show that it is only when an organization has established structures that its gains can endure. Organizational behaviour is a blended discipline involving the sciences of psychology, sociology, engineering, anthropology, management, and others. Because of the interdisciplinary nature of the topic, people from different backgrounds were selected for the study. As in table 1, the 125 respondents comprised of 55 females and 70 males ranging in age between 18 and 70 years, and with over 5 to 35 years industrial work experiences. They had qualifications such as diplomas and degrees and falling within the low-income, middle-income and high-income levels. The responses received from the subjects were found useful for the purpose of analysis. As in table 2(i), at 3.94 points, the respondents agreed that individuals/ groups influence organizational behaviour.

As in table 2(v), and at 4.00 points, the respondents were emphatic that culture/ environment contributes to human behaviour in organizations. This descriptive scientific analysis with a grand mean score of 3.14 over a decision score of 3.00 showed that organizational behaviour has positive effect on organizational effectiveness. The regression analysis in table 3 was specifically adopted to establish the relationship between the variables of interest. In regression analysis, there is an important measure, R^2 , which calculates the percentage of variation in the dependent variable accounted for by the independent variable(s). The possible values of R^2 , range from 0 to 1.00. The closer R^2 is to 1.00 the greater the percentage of the explained variation. A high value of R^2 of about .80 or more would indicate that the independent variable is a good predictor of values of the dependent variable of interest. A low value of about .25 or less would indicate a poor predictor and a value between .25 and .80 would suggest a moderate predictor. In this investigation, the R^2 value of .88 suggests that there is a strong positive relationship between the variables of interest. The goodness-of-fit test of the model is also very good at the adjusted R^2 value of .73. The Durbin-Watson criterion value of 1.65 is a value that is within the range between 1.5 and 2.5. Therefore, it is safe to state that there is no autocorrelation among the independent variables of the study. The F-test and t-test are significant at 0.05 level. Therefore, H_0 : was rejected and H_1 : accepted to confirm that organizational behaviour

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explains organizational effectiveness.

6. Recommendations

- i. Organizations should promote emotional intelligence programmes for their membership as an important pattern of increasing co-operative behaviours.
- ii. Top management in organizations must always ensure to put in place strong organizational structures to drive organizational effectiveness.
- iii. Conducive working conditions are a pre-requisite to encourage organizational attractiveness and employee retention.
- iv. It is important to build and sustain credible organizational culture to enhance organizational reputation, credibility and organizational effectiveness.
- v. Decentralization should be encouraged and authority pushed as far down the organizational ladder as possible, consistent with competence. This flexibility is necessary to promote even distribution of decision-making powers in organizations.

7. Conclusion

Organizational behaviour is concerned with individual and group behaviour in organizations and how it affects organizational effectiveness. Organizational behaviour also stresses the basics of system thinking, as well as group dynamics. It is very interested in the role of perception and motivation in the behaviour of the individual and enhances integrated and cohesive approach to management. Personality is critical to organizational behaviour because it reflects the unique adjustments individuals make to perform in certain consistent ways in an organization to achieve organizational objectives. Within the context of organizational behaviour, organizational culture reflected by values provides incentives for better performance. Building blocks of organizations such as organizational structure and resources promote organizational effectiveness because it is only when proper structures are established that the organization's sustainability can endure. 125 respondents participated in the study conducted through the exploratory research design. Data were analyzed through statistical techniques and the result showed positive correlation between organizational behaviour and organizational effectiveness.

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