

## A Critical Review On Organizational Citizenship Behaviour For Improvement Of Organization Performance With Special Reference To Engineering Product Based Company

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### ABSTRACT

*The goal of this review study was to explain organisational citizenship behaviour, also known as OCB, in order to improve the performance of a corporation. This review study examined not only the needs and benefits of OCB for companies today but also how OCB enhances organisational performance. This article also studied how OCB enhances organisational performance. The employee who exceeds expectations is rewarded. It can also be given to the employee who takes the initiative and is always willing to assist, the knowledgeable, helpful, and cooperative coworker, the senior staff member who can roll with the punches, or the approachable manager who shows the new employees around the office and introduces them to the staff. This award has in the past been granted to the employee who "goes above and beyond" what is expected of them. All of these many forms of organisational citizenship behaviour (OCB) should be actively promoted. Employees should help the organisation by enhancing one another's performance and well-being, and the advantages of this support should include fewer costs and higher profits at the organisational level, in addition to improved organisational performance.*

**Keywords:** *organizational citizenship behaviour, organizational performance, employee performance, job satisfaction, engineering product company.*

### 1. INTRODUCTION

The phrase "organisational citizenship behaviour," usually abbreviated "OCB," refers to anything that employees undertake on their own time to help coworkers and the organization. In certain areas, OCB is referred to as "corporate citizenship behaviour." Employees that consistently engage in OCB may not always be the best performers (though they could be, given OCB is related to task performance), but they are the ones who are known to "go the extra mile" or "go above and beyond" what is required to do a job successfully. Since OCB is associated with task performance, it is possible that employees who engage in OCB on a regular basis are also the highest performers. Employees that engage in OCB frequently may not always be the highest achievers (Zhang, D., 2011).

The term "organisational citizenship behaviour" refers to a group of voluntary acts that, when viewed as a whole, enhance the productivity of labour and organisations even when they are not mandated. According to the vast majority of workers, involvement in these activities is purely voluntary. They are therefore ineligible to gain formal recognition. Integrating a social structure into the workplace is a crucial aspect of organisational citizenship behaviour. In the definition of organisational citizenship behaviour, the fact

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that certain behaviours have a particular effect on the company's efficiency is indicated by the fact that these behaviours are an essential component of organisational citizenship behaviour (Organ, 1997). Since its inception, scholars have shown considerable interest in organisational citizenship behaviour, also abbreviated as OCB and recognised in some circles. In most instances, OCB is neither formally recognised nor rewarded, and it can be difficult to assign a monetary value to concepts such as "helpfulness" and "friendliness." This conveys the impression that it is meaningless or unimportant. On the other hand, it has been established that OCB has a significant positive impact at the organisational level, resulting in an 18%–38% improvement in organisational performance across a variety of assessment variables (Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Ehrhart, 2004).

With the aid of excellent corporate concepts, the management of businesses can achieve their highest levels of performance. Efforts made to improve the behaviour of professional human resources, who often demonstrate organisational citizenship, can increase the level of organisation within the organization. This aids management in realising its full potential and achieving the highest achievable performance (Ruliaji, A., 2016). According to the findings of Podsakoff, Whiting, Podsakoff, and Blume (2009), were encouraging employees to engage in OCB increases productivity, efficiency, and customer satisfaction while decreasing costs, turnover, and absenteeism. Therefore, the organisation will gain from encouraging employees to engage in OCB. This is particularly true for engineering-based product-based businesses, as it enhances organisational performance. Product engineering companies are engineering firms that offer industrial and business solutions to their clients. From the concept stage through the release of the engineering solutions they supply, these organisations collaborate closely with their clients.

This paper defines organisational citizenship behaviour (OCB), details some of the ways in which OCB promotes organisational performance, and explains how OCB will assist engineering product firms in general. It also evaluates the costs and potential downsides of encouraging OCB. Consequently, this paper gives a description of organisational citizenship behaviour (OCB), emphasises some of the ways in which OCB is manifested, and concludes with implications for further research.

## **2. NEEDS AND BENEFITS FOR OCB**

OCB is an acronym for "on their own time" and is used to denote anything that employees choose to do spontaneously and of their own volition. The specified contractual requirements for these acts are routinely exceeded by the actions that are being carried out. In other words, participation in the activity is completely voluntary. However, OCB may be represented in positive supervisor and colleague ratings or better performance assessments. For instance, an employee may not receive a salary rise immediately after demonstrating OCB. Indirectly, this may increase the likelihood of achieving future incentives. "Promote the efficient operation of the organisation" is the final and most crucial need that OCB must meet to be successful (Organ, 1988, p. 4).

OCB is currently considered synonymous with contextual performance, which is defined as "performance that supports the social and psychological environment in which task performance occurs" (Organ, 1997, p. 95). Despite the fact that this reflects the flexible nature of workers' roles in the contemporary workplace and that it acknowledges that employees are recognised and rewarded for engaging in OCB (Van Scotter, Motowidlo, & Cross, 2000; Werner, 1994), the common understanding of OCB as going "the extra mile" or "above and beyond" to help others at work remains a popular way of conceptualising OCB. For instance, a worker may go "above and beyond" to assist a client. Providing help

to a new employee as they acclimatise to their new role and office, assisting a coworker who may be having difficulties meeting deadlines, and volunteering to trade shifts are all instances of exemplary organisational citizenship. The association between occupational citizenship and job satisfaction is roughly 0.40, and it is important to emphasise that the concept of organizationally-related OCB encompasses behaviours such as volunteering to organise office-wide projects or working overtime without expecting compensation (Organ, 1988). This conclusion should be viewed as correlative, not causal. Happiness at the workplace will have an effect on certain areas of performance, particularly those associated with citizenship behaviour. Consider staff employees who are willing to make concessions and sacrifices, are helpful to their superiors and coworkers, and are perceived as "easier to work with." Consider the members of the staff who "assist with the little things" without creating a fuss (or even offer to do so without being asked). These actions are examples of organisational citizenship, a category that incorporates the entire list (OCB).

OCB improves the overall performance of the organisation as well as the performance of its employees. Supervisors are more likely to award higher performance ratings on annual performance reviews to employees who engage in OCB (Podsakoff et al., 2009). This could be due to the fact that employees who participate in OCB are liked and viewed more favourably (also known as the "halo effect"), or it could be due to more work-related factors, such as the manager's belief that OCB plays an important role in the company's overall success or the perception of OCB as a form of employee commitment due to the voluntary nature of the participation. These are both possible explanations for why employees who participate in OCB are well-liked (Organ et al., 2006). The second effect that occurs is the acquisition of incentives, which is connected with a higher performance rating (Podsakoff et al., 2009). These benefits can include pay raises, bonuses, promotions, and other privileges associated with the workplace. Regardless of the link's underlying reason, this impact occurs. Thirdly, because these personnel have higher performance evaluations and are rewarded more generously, they are less likely to be laid off when the company is shrinking, such as during an economic slump. This is due to the fact that higher performance ratings and awards result in increased job satisfaction (Organ et al., 2006).

It is vital to analyse the elements that influence employee engagement in OCB activities within firms because organisational citizenship behaviour (OCB) is beneficial for all types of organizations. The characteristics that can be considered to be the roots of OCB fall into one of the following three groups: personality and traits; attitudes; and leadership and group dynamics. Each of these three categories is broken down further into subcategories. However, this does show that some employees are more naturally inclined to engage in offensive or counterproductive behaviour than others. Personality has a minor impact on the likelihood of engaging in offensive or counterproductive behaviour; however, this does demonstrate that some employees are more likely to engage in OCB than others. The other two categories are more promising in terms of increasing employee participation in OCB because attitudes can be cultivated and both leadership and group traits can be enhanced. In addition, these categories can be improved. It is vital for engineering product firms to have a working environment that fosters or is conducive to the occurrence of on-the-job accidents and injuries (OCB). The suppression of worker initiative and spontaneity by particular group norms (for example, everyone should only do the bare minimum amount of labour that is required, everyone should mind his or her own business, and no one should speak to the supervisor) will result in fewer instances of inappropriate behaviour in the workplace. Even though it could be challenging to change the group norms, there are other ways that employees can be encouraged to interact with one another. Examples of this include providing an office-wide birthday luncheon, encouraging employees to participate in office celebrations, and increasing the number of gatherings that take place at the workplace.

### **3. OCB EFFECTIVENESS FOR ORGANIZATIONAL PERFORMANCE**

Both for-profit and non-profit organisations should prioritise improving organisational performance. It is crucial for managers to understand the factors influencing the success of the firm. This is because it is essential to follow the appropriate steps while getting started. Nevertheless, defining performance, conceptualising it, and understanding how to quantify it are not straightforward jobs. Even though experts have diverse opinions and definitions on organisational performance, the subject remains controversial (Barney, 1997).

The performance of an organisation is a problem that can be considered from a range of stakeholder perspectives. As a result, there is no single definition of what constitutes a successful performance; rather, there is a diversity of opinions on the subject. Academic literature regularly employs the idea of organisational performance to describe an organization's responsiveness toward purpose fulfilment, attempts to assist local inhabitants, and reactions to public requests and criticism. In other words, organisational performance is a measurement of an organization's ability to serve its constituents (Lusthaus et al., 2002). According to Brown and Coulter (1983), objective evaluations of organisational performance are often shown to be connected with characteristics such as effectiveness and efficiency, as well as inputs, outputs, and repercussions. On the other hand, the subjective metrics deal with the opinions that employees or citizens have regarding the delivery of services, such as how satisfied they are with the activities that are carried out by public organisations.

According to Daft (2000), organisational performance is an action that an organisation takes in order to achieve its objectives by making optimal use of its resources. Organizational performance refers to the activities conducted by an organisation in order to achieve its goals and objectives (quoted by Abo-Jarad, Yosoph, and Nick Bin, 2010).

Organizational citizenship behaviour, abbreviated OCB, refers to the actions of employees that increase the effectiveness of the organization's activities. The OCB is able to achieve this accomplishment because it fosters a healthy psychological and social environment in which productive assignment work can develop. Employees place a high value on OCB because it develops social interactions, which increases the chance of employee retention. Organizational citizenship conduct refers to the activities and behaviours that aren't specifically required of an employee. Although they are not required for the position, they are advantageous to the team and encourage more organisational responsibilities and output. Employee The rate at which an organisation retains its current employees is known as its retention rate. It is also feasible to refer to it as a procedure in which the company's resources are motivated and encouraged to remain employed for an extended period of time in order to ensure the company's continuous sustainability (Khoshnamoghdam, F., 2017).

Organization citizenship behaviours (OCB) can be demonstrated by individuals, groups, and even organisations themselves. The impact of OCB on the organisational performance of information technology (IT) companies in Chennai was significant. The outcomes of the study reveal that few variables significantly impact employees' decisions to leave or remain with the organisation. Competition has intensified as a result of the growing requirement for organisations to retain their productive personnel in the face of fierce competition. Included in this are a competitive wage package, employment security, suitable training and development opportunities, and recognition and awards for increased performance. At no point is it permissible to neglect the significance of other variables while formulating a retention strategy. In addition, it was discovered that OCB could effectively predict employee retention (Balathandayutham Dr. P., 2020).

Often, the willingness of employees to participate in the collective effort is a crucial component in determining whether or not a company will achieve its objectives. According to Miller (2002) and Jas and Skelcher (2005), when it comes to group or organisational performance, a collective action dilemma may occur. This issue is shared by both employers and employees. That is, the workers will not join and fulfil their tasks so long as they are able to "free ride" on the collective's efforts. Since it is generally accepted that the performance of public organisations represents a public good, employees have a strong incentive to minimise their contribution to such performance. It can be difficult for management to ensure that all personnel complete their official tasks in the absence of an effective monitoring system. The manager is able to develop a control mechanism to align the preferences of individual employees with the organization's goals; nevertheless, this technique raises a dilemma in the event that individuals falsify sensitive information deliberately. Due to the fact that opportunistic behaviours can also apply to "team shirking," the problem is exacerbated when the employer has difficulty determining the team's joint output (Latané et al., 1979). Few, however, have extended the thesis to include OCB's mediating effects on leadership styles, public service motivation, and public organisation performance.

Despite the fact that OCB can improve the organisational performance of engineering product companies, this is the case. This technique has the ability to improve the human resource management and practises of engineering product companies. According to Organ et al. (2006), the recruitment and selection of prospective public employees is a crucial initial stage in the process of OCB improvement. Because OCBs are so important to a company's performance, it is the role of HR professionals to identify the behaviours in the job analysis and evaluate their contribution to overall work success. It is also possible to motivate employee participation in OCBs by pairing more experienced employees with less experienced employees within the context of training and mentorship programmes. This is done in an effort to encourage people receiving mentoring to engage in OCBs (Organ et al., 2006).

In future research, it will be critical to investigate alternative leadership styles in addition to the operationalization of organisational citizenship behaviour (OCB) and public service motivation. The transformational leadership style, for example, is just one of many styles of leadership that all employees of engineering product organisations may meet at some point in their careers. The effectiveness and efficiency with which an organisation accomplishes its objectives are the major determinants of its overall performance. According to Neely and colleagues (2002), "performance" refers to the process of quantifying the efficiency and efficacy of acts that have been taken in the past. Evaluations of people's performances are carried out on a regular basis. The performance can be broken down into the two parts that are outlined in this description, which are as follows: 1) efficiency, which explains how an organisation uses its resources in production and service; and 2) effectiveness, which characterises the extent to which an organisation achieves its objectives. 1) Efficiency explains how an organisation uses its resources in production and service; 2) Effectiveness explains the link between the real and ideal combination of inputs to generate specified outputs. Typically, these objectives are defined as appropriateness (the extent to which outputs meet the needs of customers), availability (aspects such as frequency, supplying to priority groups, and physical gaps), and quality (the extent to which needed standards are met) (Dollery & Worthington, 1996).

#### 4. CONCLUSION

It is well known that the acts of citizenship organisations can reduce the possibility that intelligent individuals will seek work elsewhere. Employees who engage in voluntary or organisational citizenship behaviours may have a positive impact on organisational performance. Examining the organisational citizenship behaviour of the turnover process, this study was conducted with the intent of providing answers to the problems currently

being encountered by the company. Employees who have a great desire to serve others and enhance their welfare are more likely to go above and beyond the requirements of their positions. As a consequence of this, they are more likely to have a favourable outlook on the performance of the organisation in which they are employed. One thousand and sixteen public servants who live and work in the Guadalajara Metropolitan Area in Mexico participated in a study that used structural equation modelling to investigate their ideas. According to the data, public personnel in Mexico demonstrate OCB, also known as additional role behaviours, which are associated with enhanced public organisational performance as a result of higher levels of public service motivation (PSM). The presence of TLS within an organisation is associated with both improved organisational performance and OCB performance. There was no evidence, however, that OCB acted as a mediator between TLS and organisational performance.

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