

Organizational Citizenship Behavior in Public and Private Sector and Its Impact on Job Satisfaction: A Comparative Study in Indian Perspective

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Abstract

Organizational citizenship behavior (OCB) is a newly emerging concept in the literature of organization behavior. Despite an increasing number of studies on Organizational Citizenship Behavior (OCB), no unifying work is focused on the measurement of degree of change in OCB in a public sector organization and a private sector organization. We hypothesized that there is a significant difference in the degree of OCB of employees in public sector and private sector organization. Data were collected from 200 employees consisting of managerial and non-managerial staff from both the public sector and private sector organizations. The results showed that employees in public sector organization have greater degree of OCB in comparison to private sector organizations and also the job satisfaction increases or decreases based on increase or decrease in OCB. The purpose of this study is to invoke Organization Citizenship Behavior in private sector organization. Obtained result was in the line of the hypotheses. In terms of organizational citizenship behavior; a significant difference is noticed between public sector and private sector organization. As expected, public sector employees have exhibited higher degree of OCB as compared to private sector employees. Most importantly, organizational citizenship behavior is being proven as the catalyst for enhancing job satisfaction level of employees.

Keywords: Organization Citizenship Behavior, Public sector organization, Private sector organization, Job satisfaction

1. Organizational Citizenship Behavior: An exploration through literature

Organization Citizenship Behavior (OCB) is defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988). OCB provides a means of managing the interdependencies among members of a work unit, which increases the collective outcomes achieved; reduces the need for an organization to devote scarce resources to simple maintenance functions, which frees up resources for productivity; and improves the ability of others to perform their jobs by freeing up time for more efficient planning, scheduling, problem solving, and so on (Podsakoff *et al.*, 2000).

Organizational Citizenship Behaviors (OCBs) are a special type of work behavior that are defined as individual behaviors that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system. These behaviors are rather a matter of personal choice, such that their omissions are not generally understood as punishable. Organizational Citizenship Behaviors are thought to have an important

impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization.

Organizational citizenship behavior is a relatively new concept in performance analysis, but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. The concept was first introduced in the mid 1980s by Dennis Organ and Concept has got the momentum in recent years.

Mart and William (2003) stated that citizenship behaviors must be monitored and properly managed in order something is left here for such behaviors to have enhancing rather than deleterious effects on organizational and employee performance. Organ and Ryan (1995) of Indiana University is widely credited with introducing OCB in academic literature. In the last three decades, it has grown to become a prominent stream of research.

Various behavioral scientists have got their own way of defining organizational citizenship behavior. According to Organ (1988), the definition of organizational citizenship behavior is "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate, promotes the effective functioning of the organization. Organ (1988) also noted that defining Organizational Citizenship Behavior as behaviors that are not formally rewarded is actually too broad, as few "in-role" behaviors actually guarantee a formal reward. There is no doubt that Organizational Citizenship Behavior is discretionary behavior of an employee to provide "Extra" to his organization which is not a part of his defined duty. Van Dyne et al. (1995) proposed the broader construct of "extra-role behavior" (ERB), defined as "behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations." Thus organizational citizenship is functional, extra-role, pro-social organizational behaviors directed at individual, groups and/or an organization. These are helping behaviors not formally prescribed by the organization and for which there are no direct rewards or punishments. Organizational Citizenship Behavior excludes those pro-social behaviors that are prescribed by the organization as performance requirements, and dysfunctional or noncompliant behaviors.

Organ (1988) has postulated the following types of organizational citizenship behaviors

- 1- Altruism (Helping): is selfless concern for the welfare of others. helps others who have been absent, or helps others who have very work loads.
- 2- Courtesy: Take steps to try to prevent problems with other workers. Does not abuse the rights of others.
- 3- Civic Virtue: Attends meetings that are not mandatory, but considered important. Keep abreast of changes in the organization.
- 4- Conscientiousness: Does not take extra breaks. Obey company rules and regulations even when no one is watching.
- 5- Sportsmanship: Consumes a lot of time complaining about trivial matters. Always focuses on what's wrong, rather than the positive side.

In very general language, organizational citizenship behaviors describe actions in which employees are willing to go above and beyond their prescribed role requirements. After defining Organizational citizenship behavior, this is very important to identifying antecedent of organizational citizenship behavior. In fact, job satisfaction itself is a strong predictor of organizational citizenship behavior. Smith (1983) found job satisfaction, as the best predictor of organizational citizenship behavior. After seventeen years of research, job satisfaction is still the leading predictor of Organizational Citizenship Behavior (Organ and Ryan, 1995).

In fact few behavioral scientists claim job satisfaction as the single predictor of organizational citizenship behavior (OCB). According to Penner et al. (1997), job satisfaction is only one reason for the accurate prediction of Organizational Citizenship Behavior. Moorman Robert H., (1993) found that Job Satisfaction measures which reflect a cognitive basis would be more strongly related to Organizational Citizenship Behavior than measures of Job Satisfaction which reflect an affective basis.

Payne Stephanie C. et al. (2006) found that the employee satisfaction was positively related to service-oriented Organizational Citizenship Behaviors, customer satisfaction, and customer loyalty, whereas affective commitment was not related to these outcomes. The extent to which the predictor variables interacted with one another and the role of employment status on these relationships was also explored. High levels of job satisfaction or affective commitment resulted in more service-oriented Organizational Citizenship Behaviors for employees and self-employed workers, whereas high levels of both resulted in more service-oriented Organizational Citizenship Behaviors for owners.

After joining an organization every employee faces initial problems which make him very unpleasant during initial days. So, it can be noticed that in initial days employees generally do not exhibit Organizational Citizenship Behavior but after spending some time in the organization they get acquainted with the environment and feel comfortable in the organization. It means long stay in organization increases positive affectivity and experienced employees generally exhibit Organizational Citizenship Behavior. Remus Ilies et al. (2006) found that at the individual level, experience-sampled positive affect and job satisfaction predicted experience-sampled reports of organizational citizenship behaviors over time.

Work itself is a biggest source of motivation. Instead of looking for external source of motivation, organizations must organize work in a manner, so that work itself may become a biggest motivating factor.

Wegge et al. (2006) found that objective working conditions substantially correlated with subjective measures of work motivation. Moreover employees experiencing a high motivating potential at work reported more Organizational Citizenship Behavior, higher job satisfaction, and less turnover intentions. Work not only provides a platform to employees for exhibiting Organizational Citizenship Behavior but also reduces the turnover intentions. In these days recruitment is not problem retention is a problem.

Morality in judgment or moral judgment helps employees in exhibiting Organizational Citizenship Behavior. Wagner et al. (2000) conducted a study of peer ratings of altruistic Organizational Citizenship Behavior in a sample of 96 U.S. nurses showed that the contextual variables of job satisfaction, organizational commitment, and trust in management were germane for the younger participants. The dispositional variable of moral judgment was a unique predictor of altruistic Organizational Citizenship Behavior among the older participants. Every employee will like to see moral behavior of top management. This can only be provided by providing an environment of moral judgment.

It seems that job's self efficiency is also a strong predictor of Organizational Citizenship Behavior. Samuel et al. (2006) estimated two models to describe both direct effects of task variables upon Organizational Citizenship Behavior and indirect effects through the mediator of Job Satisfaction. Findings were mixed in that some task variables directly impacted particular elements of Organizational Citizenship Behavior, while other task variables demonstrated a mediated effect through Job Satisfaction. Perhaps chief among the discoveries was the positive relationship between Job Self-efficacy and Organizational Citizenship Behavior.

Only committed employees can exhibit Organizational Citizenship Behavior. Commitment leads to Organizational Citizenship Behavior is not very rare to find in most of the organization. In fact, commitment creates an emotional bond between employees and organizations. This bond is a solid platform for exhibiting Organizational Citizenship Behavior. Harif Amali Rifai (2005) explained the theoretical model proposes both distributive justice and procedural justice as antecedents of job satisfaction and job satisfaction has an effect on organizational citizenship behavior (OCB) through affective commitment. Job satisfaction has a significant impact for developing affective commitment. The results also support that affective commitment is a significant predictor of organizational citizenship behavior.

Trust seems to be factor on which exhibition of Organizational Citizenship Behavior depends. In fact, trustworthy relationship is a base of generating organizational citizenship behavior. Dirks and Ferrin (2000) found the relationship between trust and the attitudinal outcomes (job satisfaction and organizational commitment) appears to be considerably stronger than the relationship between trust and the behavioral outcomes (job performance, organizational citizenship behaviors and turnover intention).

Some attitudinal measures like perceived fairness, organizational commitment, and leader supportiveness seems to have a solid impact on Organizational Citizenship Behavior. Organ and Ryan (1995) found the relationship between job satisfaction and Organizational Citizenship Behavior is stronger than that between satisfaction and in-role performance, at least among non managerial and nonprofessional groups. Other attitudinal measures (perceived fairness, organizational commitment, leader supportiveness) correlate with Organizational Citizenship Behavior at roughly the same level as satisfaction. They also tested the prediction that job satisfaction, although not a strong correlate of productivity, does relate to organizational citizenship behavior, because the latter is less constrained by either ability or work-process technology.

Barrick and Mount (1991) found in public sector organization number of agreeable employees are more than private sector. This also is a basis of our study. Agreeable employees exhibit higher degree of organizational citizenship behavior. 'Agreeableness' alone is a very important trait. Taking a base of agreeableness John and Srivastava (1999) highlighted that individuals high on agreeableness may engage in helping behavior than individuals low on this trait. The assumption that agreeableness is a good indicator of organizational citizenship behavior is further strengthened by Elanain (2007) who clearly observed a significant positive correlation

between agreeableness and organizational citizenship behavior. Present study is aimed to examine the assumed difference in organizational citizenship behavior between public and private sector employees. Organizational citizenship behavior is a key determinant of organizational culture in any organization. In India, much work has not been done to explore the perceived organizational citizenship behavior difference between public and private sector organization. The present study clearly aims to reduce this gap of literature.

On the basis of the list of antecedents of organizational citizenship behavior, following model is used to measure the difference of organizational citizenship behavior in public and private sector taken for present study.

2. Research Methodology

Present study is conducted using a theoretical model to measure organizational citizenship behavior. Methodology can be broadly explained by understanding theoretical model, framing hypotheses; sample and sample profile; tool and design of the study. A detailed description of all these are as follows:

2.1 Theoretical model of Organizational Citizenship Behavior

For conducting any research it is very important to conceptualize the thought. For the present study, a model of organizational citizenship behavior is developed. On the basis of extensive literature survey researchers has identified 10 variables which are having straight impact on organizational citizenship behavior. Literature clearly reveals that these 10 variables are antecedents of organizational citizenship behavior. Figure-1 exhibits this proposed model of measuring Organizational Citizenship Behavior. For measuring the Organizational Citizenship Behavior difference between public sector and private sector organization, z-test issued.

2.2 Research Question and Hypotheses

In the light of existing literature, the following research questions are framed:

1. Employees exhibit different degree of organizational citizenship behavior in public and private sector organization.
2. Organizational citizenship behavior enhances the job satisfaction level in both public and private sector organizations.

Difference in organizational citizenship behavior is measured through measuring the summated difference in public and private sector organization. For measuring the statistical significant difference, main hypothesis is constructed. In addition to this, one hypothesis is constructed to measure the linear impact of organizational citizenship behavior on job satisfaction level of public sector employees. Similarly, one hypothesis is also constructed to measure the linear impact of organizational citizenship behavior on job satisfaction level of public sector employees. These three hypotheses are as follows:

- H₁: There is a significant difference in the degree of organizational citizenship behaviour of employees in public sector and private sector organization.
- H₂: Organizational citizenship behavior has significant linear impact on job satisfaction of employees in public sector.
- H₃: Organizational citizenship behavior has significant linear impact on job satisfaction of employees in private sector.

2.3 Sample

Subject of the present study are selected from managerial and non-managerial staff of one public sector and one private sector organization. For sampling, simple random sampling is used. Managerial and non managerial staffs are taken as probable respondents. More specifically, workers are not included in the sample. Samples are selected from all the departments of the respective organizations like production, finance, personnel etc. In nutshell, for sampling a particular department is avoided, rather it is a representation of all the departments.

2.4 Sample Profile

Subjects of the present study are selected from the category of managers and official's staff of the organizations, taken for the present study. Total 200 subjects are randomly selected from each organization and will be given same questionnaire, in which, respondents indicated their opinion about organizational dimensions (questions related to organizational citizenship behavior) in both the organizations (i.e. public sector organization and private sector organization).

2.5 Tool

It has already been discussed that the present study is focused on the measurement of degree of difference in

organizational citizenship behavior of a public sector organization and a private sector organization. Organizational Citizenship Behavior is measured through ten independent variables. These ten variables are collected through literature. Each variable is measured using a five point rating scale ranging from strongly disagrees to strongly agree with neither agree nor disagree as the middle point. Internal consistency of the scale is checked and Cronbach's alpha is found to be 0.8. Based on the literature each question in the questionnaire is constructed (see Appendix).

For checking validity of the scale we applied content validity technique. We systematically evaluated how well the content of a scale represents the measurement test at hand. Due to the subjective nature of this technique we also used a more sophisticated technique referred to as criterion validity.

2.6 Design

For measuring the difference between means of two organizations, z-test for two populations is employed. In addition, for measuring the linear impact of organizational citizenship behavior on job satisfaction of employees in public and private sector, simple regression technique is employed.

3. Data Analysis and Interpretation

Data analysis is done using MS Excel software. Analysis is done using three steps: z-test for comparing means; linear impact of organizational citizenship behavior on job satisfaction for public sector employees and linear impact of organizational citizenship behavior on job satisfaction for private sector employees. Z-test result and regression results are presented from table-3.1 to table-3.3. Following section focuses on these 7 tables and their statistical interpretation:

For comparing means of organizational citizenship behavior in public sector and private sector organization z-test is applied. Computed z value is coming as **53.85** which falls in the rejection region (at 5% level of significance). This indicates rejection of null hypothesis and acceptance of alternative hypothesis. Hence, null hypothesis of no difference is rejected and alternative hypothesis of significant difference is accepted. Hence, it can be concluded that there is a significant difference between organizational citizenship behavior exhibition of employees in public sector and private sector organization (at 95% confidence level). Sample result clearly exhibit that mean of the public sector organization is higher than the private sector organization.

Table 3.1 (a) exhibits regression statistics for job satisfaction level in public sector organization and organization citizenship behavior in public sector organization. R^2 value is coming as 97.9% which is an indication of strong predictor model. Standard error is relatively low. Table 3.1 (b) shows that F-value is significant which exhibits overall significance of regression model. Table 3.1 (c) exhibits t - value and p - value for testing the slope of the regression model. Significant t - value and corresponding p - value is an indication of linear relationship between dependent and independent variable.

Table 3.2 (a) exhibits regression statistics for job satisfaction level in private sector organization and Organization Citizenship Behavior in private sector organization. R^2 value is coming as 97.5% which is an indication of strong predictor model. Standard error is relatively low. Table 3.2 (b) shows that F-value is significant which exhibits overall significance of regression model. Table 3.2 (c) exhibits t - value and p - value for testing the slope of the regression model. Significant t - value and corresponding p - value is an indication of linear relationship between dependent and independent variable.

4. Discussions

It is clearly evident from table 1 that organizational citizenship behavior score is high for public sector organization as compared to private sector organization. The reason can be explained in terms of different level of competitiveness in both the organizations. It seems that within organization competitiveness is very high in private sector organization. This may be a probable reason which hinders employees of the private sectors to exhibit less organizational citizenship behaviors as compared to public sector organization. Crewson (1997) also observed that public employees in government organizations are seen as motivated by a concern for the community and a desire to serve the public interest, and are more likely to be characterized by an ethic that prioritizes intrinsic rewards over extrinsic rewards. He also added that public-sector employees rate a feeling of accomplishment and performing work helpful to society and to others as more important job characteristics than do private-sector employees.

Table 3.1 (a), 3.1(b), 3.1(c) and table 3.2 (a), 3.2 (b), 3.2 (c) exhibits the result of regression (linear) between job satisfaction and organizational citizenship behavior for public sector organization and private sector organization respectively. As expected the result is in line with the hypothesis. Job satisfaction increases or decreases with the increase or decrease in the organizational citizenship behavior level. Obviously job satisfaction is positively

correlated with the exhibition of organizational citizenship behavior. No matter employees come from public sector organization or private sector organization, involvements in organizational citizenship behavior enhances the level of job satisfaction.

5. Limitations of the study

Though we have taken all possible steps to provide the findings in a holistic way but as a natural phenomenon of any research present study is also not free from some limitations. A list of limitations observed on the present study is given as below:

- Due to time constraint we could not have catered many public and private sector organizations.
- Due to cost constraints geographic coverage of the study is limited.
- Difference in job satisfaction could have also been examined in the light of pre and post liberalization period in India.
- We could have also taken stratified sampling to cater different departments but it could not have achieved due to limited resources.
- We have explored a list of 10 antecedents. More antecedents could have been explored for a comprehensive study.

6. Appendix

Organizational Citizenship Behavior Construct: (i) In my organization, there is happy living environment; (ii) In general, employees are satisfied from their job; (iii) In my organization, employees have a long stay in organization; (iv) In my organization, employees experience a high motivating potential at work; (v) In my organization, judgments are based on moral ground; (vi) In my organization, jobs are self contained; (vii) In my organization, degree of organizational commitment is very high; (viii) In my organization, leaders are supportive and (ix) Employees generally perceive fairness in decisions taken by the organization.

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Table 3.1. z-Test: for comparing two means (Organizational Citizenship Behavior)

	<i>Organizational Citizenship Behavior (Public sector)</i>	<i>Organizational Citizenship Behavior (Private sector)</i>
Mean	34.632	22.66
Known Variance	10.1532	2.2012
Observations	250	250
Hypothesized Mean Difference	0	
Z	53.85498178	
P(Z<=z) two-tail	0	
z Critical two-tail	1.959962787	

Table 3.1 (a). Regression Statistics for Job Satisfaction and Organization Citizenship Behavior in Public Sector organization

<i>Regression Statistics</i>	
Multiple R	0.989592492
R Square	0.9792933
Adjusted R Square	0.979209805
Standard Error	0.230095689
Observations	250

Table 3.1 (b). ANOVA table for Job Satisfaction and Organization Citizenship Behavior in Public Sector organization

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	620.9699	620.9699	11728.8	8.1E-211
Residual	248	13.13012	0.052944		
Total	249	634.1			

Table 3.1 (c). *t* – value and *p* – value for the regression result between Job Satisfaction and Organization Citizenship Behavior in Public Sector organization

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-6.168680156	0.099215	-62.1752	2.9E-153
Organization Citizenship Behavior	0.333020434	0.003075	108.2996	8.1E-211

Table 3.2 (a). Regression Statistics for Job Satisfaction and Organization Citizenship Behavior in Private Sector organization

<i>Regression Statistics</i>	
Multiple R	0.987628
R Square	0.975409
Adjusted R Square	0.97531
Standard Error	0.211671
Observations	250

Table 3.2 (b). ANOVA table for Job Satisfaction and Organization Citizenship Behavior in Private Sector organization

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	440.7445	440.7445	9837.078	1.5E-201
Residual	248	11.11149	0.044804		
Total	249	451.856			

Table 3.2 (c). *t* – value and *p* – value for the regression result between Job Satisfaction and Organization Citizenship Behavior in Private Sector organization

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-21.9127	0.251779	-87.0312	7.1E-188
Organization Citizenship Behavior	1.039374	0.010479	99.18204	1.5E-201

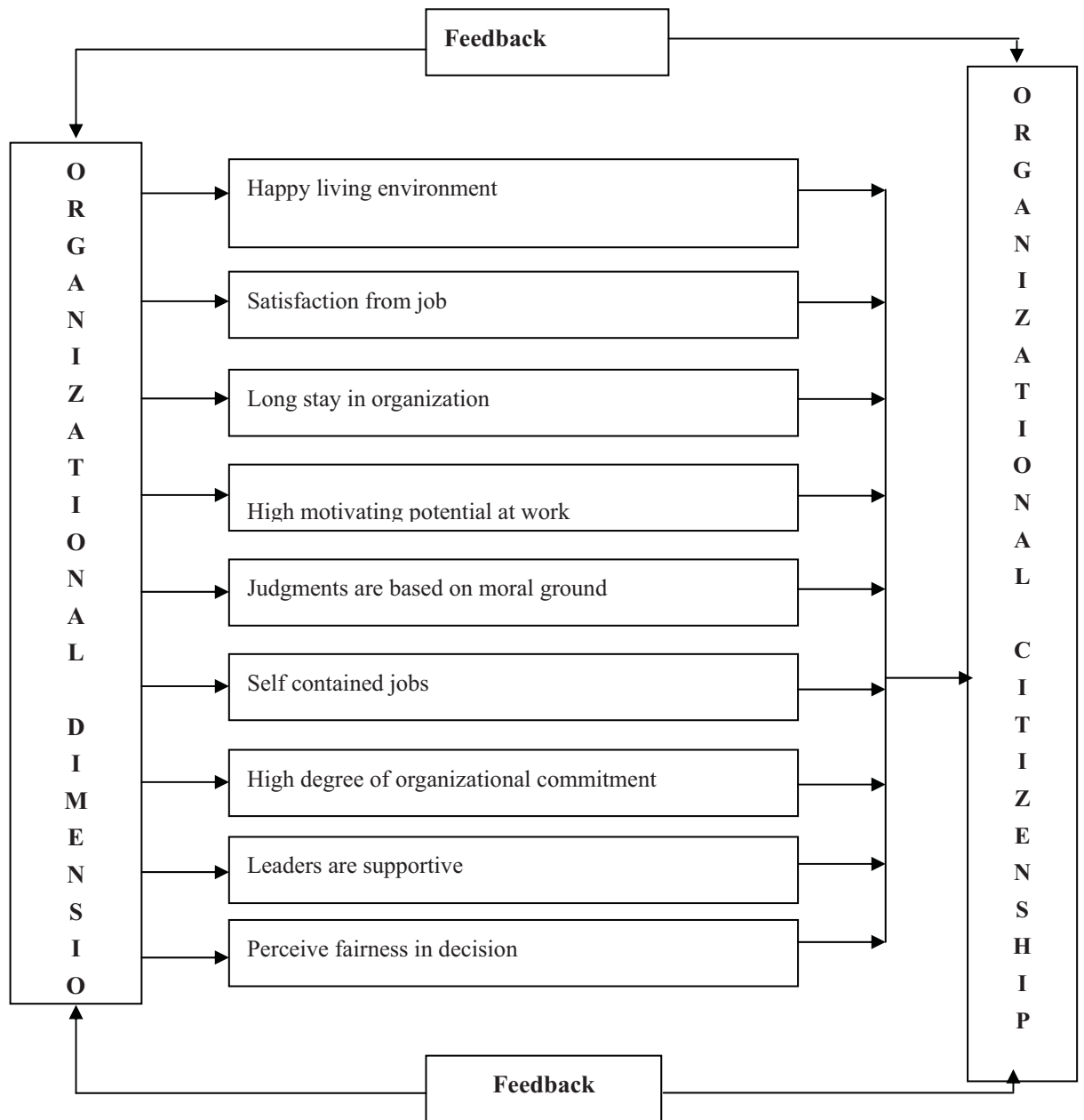


Figure 1. Theoretical Model of Organizational Citizenship Behavior to test the difference between public sector and private sector organization