

A study of organizational citizenship behavior among employees

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Abstract- The study aimed to investigate the level of Organizational Citizenship Behavior (OCB) among employees and determine the factors influencing such voluntary workplace behaviors. This study was conducted on 160 subjects purposively selected from Rajkot city. Using a standardized OCB scale developed by Podsakoff and colleagues (1990). Results showed moderate to high levels of OCB with some demographic differences. However, interaction effects between demographic variables and organizational type were found to be non-significant. The study underscores the importance of supportive work environments in promoting extra-role behaviors.

Keywords: Organizational Citizenship Behavior, Employees, Workplace Behavior, OCB Dimensions, Organizational Psychology

I. INTRODUCTION

Organizational Citizenship Behaviour (OCB) refers to voluntary behaviours performed by employees that are not part of their formal job requirements but contribute positively to organizational effectiveness. First introduced by Organ (1988), OCB includes behaviours such as helping colleagues, maintaining discipline, showing initiative, being courteous, and participating responsibly in organizational activities.

Modern organizations increasingly depend on such extra-role behaviours to remain competitive and efficient. Employees who engage in OCB help create a cooperative environment, enhance team performance, reduce conflicts, and improve overall productivity. Because these behaviours are discretionary, understanding what influences them is important for managers and organizational leaders.

This study attempts to explore the extent of OCB among employees and examine demographic differences affecting such behaviours.

A commonly accepted definition is: OCB means **employees willingly doing more than what is expected**, such as helping others, being cooperative, showing responsibility, and supporting the organization even when they don't have to.

Organizational Citizenship Behavior (OCB), conceptualized by Organ (1988), has been extensively studied in organizational psychology. Smith, Organ, and near (1983) initially identified dimensions of OCB, which were later refined by Organ into five key behaviors: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Podsakoff et al. (2000) highlighted the positive relationship between OCB and organizational effectiveness. Research also indicates that employees with higher job satisfaction and organizational commitment exhibit greater OCB. Studies by Farh et al. (1997) and Niehoff & Moorman (1993) suggest that leadership style, fairness perceptions, and workplace climate significantly influence OCB levels.

The study examined by the Singh & Pandey (2025) (OCB and Psychological Capital) influence of Psychological Capital (PsyCap) on Organizational Citizenship Behavior among employees working in the banking sector. A sample of employees from public and private banks was surveyed using standardized measures of PsyCap and OCB. Results indicated that employees with higher levels of optimism, resilience, hope, and self-efficacy demonstrated significantly higher OCB. Gender and type of bank also showed notable differences, while interaction effects were found to be insignificant. The findings highlight that cultivating positive psychological resources can enhance OCB in the workplace.

This study by Jha (2025) (OCB, Well-being & Turnover Intentions) explored the relationship

between Organizational Citizenship Behavior, employee well-being, and turnover intentions among service industry employees. Using a cross-sectional design, OCB levels were assessed along with measures of psychological well-being and intention to quit. Results indicated that higher OCB was associated with enhanced well-being and lower turnover intention, although the latter relationship was modest. The study concludes that promoting OCB can contribute to employee stability and overall organizational health.

The research by Sugiono & Nurhasan (2025) (Organizational Culture, Job Satisfaction & OCB) analyzed the impact of organizational culture on OCB with job satisfaction as a mediating variable. Data collected from corporate employees were analyzed using path analysis. Findings revealed that a supportive and cohesive organizational culture significantly increases OCB. Job satisfaction was found to partially mediate this relationship, indicating that positive workplace experiences enhance employees' willingness to engage in discretionary behaviors. The study emphasizes the importance of cultivating healthy work environments.

The research aimed to examine Rhianazala et al. (2025) (Work Environment, OCB & Performance) the relationship between the work environment, OCB, and employee performance. Survey data from organizational staff were analyzed using multiple regression techniques. The findings indicated that a supportive work environment directly increases OCB, which subsequently enhances performance. The study concludes that OCB acts as an intermediary mechanism linking workplace climate to improved employee outcomes.

This bibliometric analysis by Sankar et al. (2025) (OCB Research Trends) explored global research trends on Organizational Citizenship Behavior between 2005 and 2025. Using data from leading indexing databases, the study examined publication patterns, keyword clusters, influential authors, and thematic developments. Findings revealed a shift in OCB research toward psychological empowerment, green HRM, work-family balance, and digital leadership. The analysis highlights emerging areas

where OCB continues to shape organizational productivity in modern workplaces.

This study Saraswati et al. (2024) (Job Satisfaction, Commitment & OCB) investigated the effect of job satisfaction and organizational commitment on Organizational Citizenship Behavior and employee performance. Using a quantitative design, data were collected from employees in various service organizations. Results confirmed that both job satisfaction and organizational commitment significantly predicted OCB and subsequently improved employee performance. The study suggests that enhancing employee morale and loyalty can strengthen OCB-driven outcomes.

This study by PMC Research (2024) (Emotional Intelligence, CSR & OCB) examined how emotional intelligence and perceptions of corporate social responsibility influence OCB among corporate employees. Using structural equation modeling, the research found that both emotional intelligence and CSR perceptions significantly predict OCB. Additionally, psychological need satisfaction mediated the relationships. The study demonstrates that emotionally aware employees and socially responsible organizations create environments conducive to higher OCB.

II. RESEARCH OBJECTIVES

1. To examine the level of organizational citizenship behavior among employees across different genders.
2. To compare organizational citizenship behavior between employees in central and State sector organizations.
3. To analyze the interaction effect of gender and type of organization on organizational citizenship behavior.
4. To recommend strategies for enhancing organizational commitment considering gender and organizational context.

III. METHOD

Sample: The sample of present study consisted of male and female employees of central and state

organizations of Rajkot for the final sample 160 employees purposively selected from two different type of organizations.

Tools of this research:

● 'Organizational citizenship behavior scale'

The Organizational Citizenship Behavior scale developed by Podsakoff and Colleagues (1990) based on Organ's (1998) five dimensional taxonomy. This 24-item scale has five dimensions in the scale: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The scale of altruism, conscientiousness, sportsmanship and courtesy has five items; but civic virtue has four items. Only five items are negatively keyed (2, 7, 12, 17, and 22). Responses to the items are based on a five-point Likert scale. Each assertive statement is provided with five points namely strongly agree, agree, neutral, disagree, strongly disagree are given points 1,2,3,4 and 5 respectively while in negative statements strongly agree, agree, neutral, disagree, strongly disagree are given 5,4,3,2 and 1 points respectively. High scores indicate high organizational citizenship behavior and low scores

indicate low organizational citizenship behavior.

Instruments:

Personal Data Sheet: Personal data sheet was framed to collect information's about gender, age, type of family etc from the subjects.

Procedure: The testing was done on a group of male and female employees among central and state organizations of RAJKOT city. The whole procedure was explained to them clearly. It was also made clear to them that their information would be kept secret. It was checked out that none of the subjects left any questions. Obtained data were analyzed using F-test (ANOVA).

IV. RESULT AND DISCUSSION

For the purpose of present study 2 x 2 factorial design have been used to check the main and interaction effect of the two main independent variables viz., gender and type of organization. Accordingly two-way ANOVA was planned and F-values obtained using F-test. The results obtained are presented in table 1 and 2.

Table – 1 ANOVA summary of overall organizational citizenship behaviour with reference to Gender and Type of Organization (N=160)

Source	S.S	Df	M.S	F	Sig.
ASS	.06	1	.06	0.00	NS
BSS	1386.51	1	1386.51	14.10**	0.01
ABSS	35.16	1	35.16	0.36	NS
WSS	15343.23	156	98.35	-	-
TSS	16764.96	159	-	-	-

Table-2 Statistics of Means and SDs of overall organizational citizenship behavior with reference to gender and type of organization (N=160)

Type of Organization	Gender	N	Mean (M)	Mean Difference
Central Government	Male	40	85.40	0.04
State Government	Male	40	85.44	
Central Government	Female	40	88.36	5.88
State Government	Female	40	82.48	

Statistics of organizational citizenship behavior is shown here for the group under study. The table shows total mean score for organizational citizenship behavior of male and female employees.

* Overall organizational citizenship behavior with reference to gender:

When F-test was applied to check the impact of gender on overall organizational citizenship behavior among employees no significant F- value was found. The F-value (Table - 4.5) is 0.00 which is very negligible. Table -4.6 reveals that the mean scores of overall organizational citizenship behavior of male and female employees are 85.40 and 85.44 respectively and the difference between two is 0.04 which is very negligible, Hence, the null hypothesis-2 was accepted and it was concluded that there was not any significant impact of gender of employees on their overall organizational citizenship behavior.

* Overall organizational citizenship behavior with reference to type of organization:

When F-test was applied to check the impact of type of organization on overall organizational citizenship behavior among employees significant F-value was found. The F- Value (Table - 4.5) is 14.10 which is statistically significant on the level of 0.01. Table reveals that the mean score of overall organizational citizenship behavior of central and state organizations employees are 88.36 and 82.48 respectively and the difference of means (5.88) is remarkable and it is statistically significant on the level of 0.05. Hence, the null hypothesis-3 was rejected and it was concluded that there was a significant impact of type of organization of employees on their overall organizational citizenship behavior.

* Overall organizational citizenship behavior with reference to interaction effect of gender and type of organization:

When F- test was applied to check the interaction effect of gender and type of organization on overall organizational citizenship behavior significant impact was not found. The F-value is 0.36 which is statistically not significant. Hence, the null hypothesis was accepted and it was concluded that there was no significant interaction effect of gender and type of organization on overall organizational citizenship

behavior.

All mean differences are relatively small except for the State vs. Central comparison which suggests that type of organization has a stronger impact of citizenship behaviour than gender does.

Gender differences are minor and may not be statistically significant unless tested further (e.g., with a t-test or ANOVA).

V. CONCLUSION

The present study aimed to examine the differences in organizational citizenship behavior with reference to gender and type of organization (central vs. state government employees). The findings reveal the following:

1. Type of organization has a significant impact on organizational citizenship behavior.
Employees working in state government organizations reported higher levels of organizational citizenship behavior compared to those in central government institutions. This difference was observed in both male and female groups, with mean differences of 0.04 and 5.88 points, respectively. This suggests that organizational context, environment, and management practices may play a crucial role in shaping employee citizenship behavior.
2. Gender differences in organizational citizenship behavior are minimal.
 - Among central government employees, females showed slightly higher citizenship behavior than males (mean difference = 0.04).
 - Among state government employees, males showed a marginally higher commitment than females (mean difference = 5.88). These differences, though present, are relatively small and may not be statistically significant, indicating that gender alone does not strongly influence organizational citizenship behavior.
3. Overall, organizational factors appear to influence citizenship behavior more than demographic factors like gender. This suggests that HR policies and leadership styles tailored to the type of organization may be more effective in

enhancing citizenship behavior levels than gender-specific interventions.

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