

An Analysis of Organisational Citizenship Behaviour Amongst Corporate Managers

Luxmi* and B.K. Punia**

Abstract

The understanding of human behaviour is significantly important to recognize every aspect of human resources due to its direct and indirect impact on the success parameters of a firm and the employees. One increasingly important parameter of an employee's success and working effectiveness is emerging in the form of Organizational Citizenship Behaviour. This is the behaviour that represents the degree to which an individual is devoted to the organisation and its resources, and also performs his duties with full responsibility. This behaviour is discretionary and not directly or explicitly, recognised by formal reward system but in aggregate manner it promotes an effective functioning of the organisation. The present study explores and compares the organisational citizenship behaviour of managers working in Indian Private Firms and MNC's in India. Herein the three factors have been taken into considerations viz. sharing and involvement, organisational ownership and professional commitment. The findings reveal that organisational citizenship behaviour has a leading impact on employees' performance and organisations' success factors.

Introduction

Human Resources of modern organizations find a key position in the priorities agenda of any concern. Irrespective of the sales volume, the budget or the manufacturing processes the central element which performs the work and gives its final shape are the human resources/employees. An employee in any position has some definite role to play as per the job profile. The employee provides his services to the firm accordingly and delivers result. But in unison it is very important to understand that a human being is not a machine which can be programmed to be error free or fatigueless. The performance level of an employee is governed by many factors encompassing his attitude towards the job, expectations from the management, supervisor's behaviour, the culture of the organisation, the company of the colleagues, the vision and mission of the top management, age, qualifications, experience and the performance of the industry as a whole. Hence it becomes imperative to understand each and every aspect of the human resources. The very essence of

analyzing this most important resource lies in understanding its basic nature which governs the factors like behaviour with colleagues, performance levels, self development and commitment towards job and the organization.

There have been many studies regarding the human behaviour and its relation to the work performance. The employee performs the activities as required by the job but as per his emotional, demographic factors and desire to give something more to his surroundings he performs some extra activities which are non defined and are not included in the performance appraisal but still gives satisfaction to him which in turn affects the performance level and influences the individual and organisational growth. The behaviour, which an employee displays other than, mentioned by the job, is known as organizational citizenship behaviour (OCB), which is discretionary, not directly and explicitly, recognized by the formal reward system and in aggregate manner, which promotes the effective functioning of the

*Senior Lecturer, University Business School, Panjab University, Chandigarh.

**Professor, Haryana School of Business, Guru Jambheshwar University of Science & Technology, Hisar.

organization.). Much of what we call citizenship behaviour is not easily governed by individual incentive schemes; such behaviour is often subtle, difficult to measure, and may contribute more to others' performance than one's own (Podsakoff & MacKenzie, 1997). There are two contributors to Organisational citizenship behaviour, namely individual personality (internal) and organizational context (external). The Organisational citizenship behaviour are beyond explicit role expectations of the job and can be distinguished tasks and technical performance. OCB has been defined as individual behaviour that promotes the goals of the Organisational by contributing to its social and psychological environment (Organ, 1997; Rotundo & Sackett, 2002).

In 1983, Denis Organ and his colleagues were first to use the term organisational citizenship behaviour (Bateman & organ, 1983; Smith, Organ & Near, 1983). A comprehensive theoretical discussion is available in the works of Organ (1988), Konovsky and Pugh (1994), Moorman and Blakey (1992), Padsakoff and Mackenzie (1988). Attempts are also made to assess the probably factors causes which may lead employees to foster organisational citizenship behaviour (Smith et al., 1983; Bateman and Organ; 1983, Organ and Konovsky, 1989; Moorman, 1991; Ball et al., 1994). OCB has become an increasingly important topic for both practitioners and researchers particularly in the wake of the challenges of rapidly changing market forces and the firms' needs of human resources as an important source of competitive strength.

OCB as such includes three main aspects of an individual's organisational life i.e. sharing and involvement, Organisational ownership, and professional commitment. Sharing and involvement represents the interaction between employees about organizational issues and how it can be solved through creative ideas. For example when a co-worker desires help for some work related matters or personal matter how much time is the fellow employee ready to devote it to him, if the employee is working on a new project how much ideas does he seeks from his other colleagues or his own group members, or how much the employee encourages management to keep their knowledge and skills up to date, or how much does he encourages others to speak up at meetings or how much does he helps co-workers to think for themselves. Organisational ownership

stands for the degree to which the individual is devoted to the Organisational and its resources and also performs his duties with full responsibility. For example how much the employees represents the Organisational favorably to outsiders, or defends the Organisational when employees criticize it, or would be willing to encourage co-workers to invest their own money in the Organisa-tional if these were permissible and the Organisational needed it, or produce as much as he or she is capable of producing at all times or the employee is mentally alert and ready to work when he or she arrives each day or does not wastes organizational resources (space, time, money) while working. Professional commitment signifies the degree to which the individual performs his tasks and duties in meeting the deadlines and performing to high standards to achieve the organizational goals and promoting the organization. For example meets all deadlines set by the Organisational or never miss work even though he or she does not have a legitimate reason for doing so, or try to make his or her personal appearance at work as attractive as possible, and also appropriate to the setting, or uses his/her professional judgment to assess what is right and wrong about organizational improvements.

Literature Review and Organisational Implications of OCB

Along with the other functional aspects of human resource management like recruitment, appraisals it has become necessary to study organizational citizenship behaviour in an Organisational as it is related to a lot of important concepts like leadership, commitment, moods of employees, and culture. Indeed, employee behaviour that may improve individual and, consequently, organizational efficiency have become essential for firm effectiveness and hence the concept of OCB is having inbuilt organisational implication. The related studies on the various functional aspects affecting the organization and having direct or indirect linkage with OCB have been discussed in the present section of the study.

The study by Bateman and Organ, (1983) clustered a list of employees' behavioural patterns that managers typically need and appreciate but are helpless to demand. The items included in the list are gestures like constructive statements for improvement of the organization, expressing personal interest in the work

of others, monitoring new entrants in the organization, etc. It also included other specific behaviour, which employees refrain from indulging in, even though they are free to do so like faultfinding, expressing resentment etc. The result was that the organisational citizenship behaviour not only includes positive behaviour but also takes into account the quality of forbearance.

The relationship of organizational culture with organisational citizenship behaviour has been studied at length by Schein, (1985). According to the study strong cultures are somehow more likely to be associated with effectiveness than weak culture and that strong cultures can be deliberately created. Organizational culture is the sum of what individuals have learnt of organizational world based on observed facts and consequences of the past action and the success or failure of attempts to cope with the needs for anxiety avoidance. Employees filter their behaviour from the perceptions and thoughts generated and supported by organizational culture, which is visualized in their respective organisational citizenship behaviour. Organisational citizenship behaviour has also a major impact on organisational effectiveness, which is affected by organisational culture. Studies have tried to link the culture with the various dimensions of citizenship behaviour. Although most of the definitions stress upon the internalization of the norms, social integration and stability, that link culture firmly with the interests of management and that treat culture as the collective will or consciousness of the organization. Culture refers to the shared philosophies, ideologies, values, beliefs, expectations and norms. Schien (1985) says that organisational culture is the sum of what individuals have learnt of their organizational world based on the observed consequences of the past action and the success or failure of attempts to cope up with the needs for anxiety avoidance. It is thus evident that employees filter their behaviour from the perceptions and thoughts generated and supported by organizational culture. So it is important for the managers to form proper organisational policies because it is seen that the employees who are properly aware of the values and norms have fostered better citizenship behaviour. Also the factors like support structure and risk tolerance are some of the most sensitive components of organisational culture, which have a strong impact on employee's citizenship behaviour. Managers set examples by supporting their coworkers.

According to Farh, Chen-Bo Zhing, Dennis w. Organ, (2001) organizational citizenship behaviour is influenced by organizational context, which are namely job function, managerial level, and organisational ownership. It says that the organisational context shapes and defines the roles, responsibilities entailed in a job, which in turn affects the organisational citizenship behaviour. Also it provides or constraints the opportunities to perform certain forms of Organisational citizenship behaviour for different groups of employees. It was found that largest correlation occurs between social welfare participation and non-work help. Both involve helping behaviour not related directly to internal efficiency of the organization. The lowest correlation is between voice and keeping workplace clean.

There are three dimensions of organisational citizenship behaviour: organizational obedience, organisational loyalty and organisational participation (Graham, 1991). Organisational obedience is the acceptance of organisational rules, regulations, policies formulated with respect to organizational structure and processes. It can be observed in adhering to the rules and punctuality in finishing work, meeting deadlines and low rate of absenteeism from work. Organisational loyalty is admiring the leaders and their views and talking management to overcome the current problems.

Katz and Kahn, 1996, (1978) distinguished between the role behaviour (behaviour in accordance with formal role descriptions) and extra role behaviour (actions beyond formal role requirements). Accordingly, formal and extrinsic rewards are based upon in role behaviour while intrinsic rewards are related to extra role behaviour. Extra role behaviour arises from feelings of "citizenship" with the organisation in which one is working. Thus the employee-citizen performs certain activities on behalf of the organisation to which he/ she is committed without being formally required to do so. Organisational citizenship behaviour is not just compliance of the job description drawn by the firm rather it has been observed that people perform more than what they are required and expected to do, which ultimately enhances the organizational performance and image in the corporate world. Organisational citizenship behaviour is partly the function of the extent to which employees feel supported by the Organisational and have good relationship with their immediate supervisors and not performed only for sake of impression management (Jardine and Bargrain, 2000).

Borman and Motowidlo, 1993; Organ and Ryan, (1995) have viewed that organisational citizenship behaviour being extra role behaviour, does not mean that in the organisation it goes unnoticed and unappreciated by organisational leaders, or it has no impact on the formal and informal evaluations of an employees' performance, or people are unaware of the benefits of being a good corporate citizen. Rather their studies prove that it does affect evaluations and the workers also know this. Therefore, workers engage themselves in it because they wish to signify that organisational citizenship behaviour is pro-social and voluntary.

Padsakoff, MacKenzie, Moorman and Fetter, (1990) have found that organisational citizenship behaviour can be measured on 5 dimensions or items, namely Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue. Here Altruism is behaviour, which is directly or indirectly aimed at helping specific individuals. Conscientious is carrying out role behaviour well beyond the minimum required level. Sportsmanship indicates the behaviour, which are involved when a person accepts minor frustrations without complaints. Courtesy is taking action to prevent problems from accruing by respecting others needs and Civic Virtue is indicated by behaviour designed to increase one's participation in and support of the Organisational a whole.

Williams, (1998) has worked on the sources of judging organisational citizenship behaviour of an employee and in the process he found the supervisor as most authentic source of judgment as compared to the coworker. This was because they were able to provide relatively accurate and concrete picture of employees' citizenship behaviour. The supervisor ratings are more likely to distinguish between in-role and extra-role behaviour and exhibit less variance in the factor structure of citizenship behaviour dimensions. He also found that there was a very little difference between supervisors and self-ratings.

Various studies have found relationship between organizational citizenship behaviour, leadership and organizational commitment. The leaders can be of two types transactional leaders in which he and the follower act as bargaining agents in exchange process by which rewards and punishments are administered. There is a mutual dependency between both the parties. Second are the transformational leaders, in which the leader

develops some effects on the followers like trust, admiration, loyalty and respect. The relation is more emotional based. The leader broadens and enhances his follower's goals. In case of organisational commitment Allen and Meyer (1990) found that there are three types of commitment namely: continuance, affective and normative commitment. Continuance commitment refers to the recognition to the cost associated with discontinuing with a given activity, like participating in the organization. This depends on the magnitude of investment, which an individual has made, and the perceived lack of alternatives. Affective commitment is the emotional attachment with the organisation such that the strongly committed individual identifies with, is involved in and enjoys membership in the organization. Normative commitment refers to the feelings of obligation to remain within the organization. Based on this an employee exhibits certain behaviour because he thinks them to be moral and right. The relation between the organisational citizenship behaviour, leadership and commitment was found that the strength of follower's continuance commitment to the organisation would not increase their propensity to engage them in citizenship behaviour. The person higher in normative commitment is bound to exhibit higher citizenship behaviour. The transformational and transactional leaders increase the follower's normative and growth commitment. The transformational leaders and transactional leader's behaviour influence the followers to make extra ordinary efforts, performing above and call of the duty by strengthening their normative commitment.

Studies have shown that job satisfaction and attitude causes individual productivity at work. Job satisfaction is related to constructive, spontaneous, optional, non-compensated contributions, which is organisational citizenship behaviour. The employee's assessment of fairness of supervision, of policies and procedures, and pay etc leave an impact on satisfaction and frame the personality in long term. Organisational citizenship behaviour is mainly due to the individual personality traits, which is an outcome of the attitude. Measure of personality attains maximum predictive power when the behavioural criterion is an aggregate of thematically related behaviour across time and situations. Organisational citizenship behaviour represents behaviour that occurs in weak situations. The association between citizenship behaviour and

satisfaction is as long as some appreciable part of the variance in job attitude is dispositional in nature. Helping fellow employees to perform their responsibilities improves the understanding that they have their role requirements, which in turn, increases their satisfaction and commitment.

Studies on impact of human resource management on organizational citizenship behaviour have shown that human resource management has an effect on an employee's willingness to elicit organisational citizenship behaviour. The various parameters of HRM like performance appraisal, supervisor's interaction, family life impact, flexibility, job freedom, job security and compensation have indirect impact on citizenship behaviour. This is because that the employees do show good behaviour because they want to be nice or to get noticed but something because it can have multiple positive effects on a company. But according to Dyne, Graham & Dienesch (1994), the employees might also have a negative correlation, like an employee might just ignore his own duties in order to help his coworker, which is also a parameter of measuring organisational citizenship behaviour. Also when a company takes care of its employees by certain contributions like variable pay, incentive pay, and family support etc. the employees feel an obligation to do something good in return for the organisation and thus displaying the organisational citizenship behaviour.

While studying the impact of coworker's organizational citizenship behaviour and supervisor's behaviour on the employee job satisfaction, it has been found that the individual who hold more favorable attitude executed organisational citizenship behaviour with greater frequency. Organisational citizenship behaviour in the form of meeting deadlines, finding things to do when things are slow, and performing duties with extra care provide coworkers with a sense of stability and predictability. These improve the attitude and job satisfaction. Impact of coworker's self serving citizenship behaviour has a different impact than the well-intentioned citizenship behaviour on fellow employees. Self serving citizenship behaviour is one which is at an individual level, for example, the employees regard with disdain coworkers whose primary motivation for coming early and staying late is self interest. This behaviour may improve the organisational effectiveness but at an individual level;

fellow employees may react negatively, particularly when others' citizenship behaviour could be personally detrimental. In the two cases, coworker's citizenship behaviour is associated with favorable attitudes when they are perceived to be self-serving. Also the behaviour of the supervisor on the employee and his coworker has a major impact on the employee's organisational citizenship behaviour. Researches suggest that compared with their non-abused counterparts, targets of the abusive supervision and related behaviour experience lower self-efficacy, increase organisational conflict, less favorable attitudes, greater psychological distress and more likelihood to respond counterproductively. Hence the abusive supervision constitutes a major source of serious stress that has serious implications for the effectiveness of the organisation and its members. The implications can be that the victims may have a difficulty to trust the therapist, family members, and other individuals who might otherwise may be valuable source of social support. If the coworker's organisational citizenship behaviour is also self-motivated then the fellow workers can view it as politically motivated, strategic moves that are designed to enhance the worker's image at focal subordinate's expense. This happens when the employees are motivated to cultivate a favorable image with superiors because subordinates who are held in high esteem are likely to receive better treatment than their counterparts. Employees may execute citizenship behaviour to make their coworkers look less dedicated on comparison. As a result, the target of abusive behaviour from supervisor is likely to perform citizenship behaviour in order to decrease the likelihood that they will be further victimized, and to increase the likelihood that their supervisor's hostility will be directed at someone else. The whole situation impinge on the employees attitude and motivation because the employees when suffer abusive supervision they not only view it as a source of injustice but also hold their respective organisation accountable for their supervisor's behaviour (thinking that the organisation must develop and enforce rules that protect subordinates from the hostile bosses), whereas others may not (perhaps recognizing that, for various reasons, their employer does not have means to discipline an abusive supervisor and protect abused subordinates). The studies hence conclude that the relationship between the coworker's citizenship behaviour and employee's job satisfaction and organizational commitment will be positive when

abusive supervision is low and negative when abusive supervision is high. Also that when coworkers performed less citizenship behaviour the abused subordinates will be more committed to the organisation as compared to the non-abused employees.

Organisational citizenship behaviour contributes significantly to attain organisational effectiveness thus making it one of the most important research topic these days. Organisational citizenship behaviour has definitely favorable effect on fellow employee's attitude. Organisational citizenship behaviour in the form of setting aside one's own work responsibilities to come to the aid of others give employees sense that the organisation is the kind of place where individuals treat each other with kindness and consideration, and they implicitly communicate that fellow employee's feelings are valued. These experiences make organizations more attractive place to work and foster loyalty and commitment to the organization.

Various studies have also shown that the influence of individual affective state (i.e., mood) on the intention of employees to perform organizational citizenship behaviour plays a very significant role. Studies in related social psychological areas have indicated that pro-social and helping behaviour tend to increase when individual mood becomes more positive (Isen, 1970, 1987; Isen & Baron, 1991). When their affective state became more positive, their intention of performing organizationally beneficial behaviour tended to increase. Studies in related areas have indicated that helping and other socially desirable behaviour tend to increase when mood becomes more positive. Williams and Wong (1999) found that the willingness of employees to perform organisational citizenship behaviour increased as their self-reported mood became more positive. Mood is a transitory, fleeting condition that fluctuates and changes throughout the day (Isen & Baron, 1991). It may be that employees who are experiencing more positive affective states may perceive the organisation and its members as more deserving of extra-role assistance (Isen, Shalker, Clark & Karp, 1978), or that those who feel good are more willing to perform citizenship behaviour in an attempt to prolong or extend their positive feelings (Forest, Clark, Mills & Isen, 1979). Workers who are comparatively dissatisfied with their jobs may not be motivated to exhibit Organisational citizenship

behaviour since they have little difficulty finding a replacement job requiring fewer extra-role behaviour in a market where the number of jobs far exceeds the supply of workers. An individual's mood state tends to be transitory in nature, relatively short-term in duration, and influenced by commonplace or mundane occurrences (Isen & Baron, 1991). Since employee mood is relatively fleeting and difficult to ascertain, more research is required to confirm its advent and extent. It may also be beneficial to determine if specific types of mood tend to be associated with different kinds of citizenship behaviour intentions. Studies have also demonstrated that common influences like components of specific job-related tasks (Kraiger, Billings & Isen, 1989), unexpected small gifts (Isen & Geva, 1987), and environmental aspects like employee workspace (Isen & Baron, 1991) can alter a person's affective state. Companies have a variety of mood-altering possibilities available to them since many of the factors, which could potentially influence an employee's mood, such as the tasks, assigned or an environment, which is supportive and conducive to more pleasant states, can be controlled to some degree by organizations. Organizations that are particularly concerned with citizenship behaviour may benefit from paying attention to the moods of their employees. Studies suggests that it may be necessary or desirable for organizations striving to elicit organizational citizenship behaviour to focus attention on creating more pleasant atmospheres that lead to more positive affective states for their employees. It appears that employees who are induced to be in more positive moods are more likely to be good corporate citizens contributing to desirable organizational actions.

The extensive review on the subject along with its organisational implications brings out that the concept is very important and a topic of researched significantly at international level. In Indian context, the entry of Multinational Corporation (MNCs) necessitates the research on the present theme. Do employees exhibit distinct citizenship behaviour while working in domestic and multinational organisations? How the diverse demographics of the employees affect their citizenship intentions? These and some related queries have made the theme more significant research area in behavioural sciences. Hence keeping in view the significance of the topic, the present research has been carried out with the following objectives.

Objectives of the Study

The main objective of the present paper has been to examine organisational citizenship behaviour of corporate managers across diverse personal and organisational variables. However the incidental objectives contributing to the attainment of main objective have been as under:

1. To examine organisational citizenship behaviour of corporate managers in Indian Private Firms and MNCs.
2. To evaluate the citizenship behaviour dimensions i.e. organisational ownership, professional commitment, and sharing and involvement amongst the corporate managers of Indian Private Firms and MNCs.
3. To study the association of demographic variables (age, experience, gender and qualification) and organisational citizenship behaviour of corporate managers in Indian Private Firms and MNCs.
4. To suggest practicable guidelines for enhancing organisational citizenship behaviour amongst the corporate managers.

The Data

The present study is exploratory by nature and aims at exploring the organisational citizenship behaviour for the two categories of the samples. The data for the present research has been collected from two hundred and forty managers working in Indian private firms (IPFs) and multinational corporations (MNCs) operating in Northern India. The sample comprise of one hundred twenty managers each from IPFs and MNCs. The Indian private firm whose managers acted as the respondents in the survey mainly include Trident, Vardhaman, Bharti Televentures, Mafoi Consultants, Career Cruise, Larsen and Turbo, Ranbaxy, Magma Leasing, BILT, Reliance Infocom, Eveready, and Flex Industries. LG, Samsung, Whirlpool, Standard Chartered, Reckitt & Benser, Hindustan Lever Ltd, ABN Amro Bank, Nokia, Philips, Gillette, Siemens, and GE Caps were the prominent MNCs whose managers participated in the present survey. Each manager was requested to fill the questionnaire for one of his colleague/co-worker for the items mentioned in it. The data was collected through individually administered questionnaire, developed by Biswajeet Pattnayak, Rajnish Kumar Misra and Phalgu

Niranjana. The questionnaire contains 30 items segregated into the three dimensions viz. organizational ownership, professional commitment and sharing and involvement.

Results and Discussion

Overall status and dissimilarities in OCB level: The data collected has been compiled and statistically analyzed in the light of objectives of the study. In the first instance the research aims at examining the extent of organisational citizenship behaviour on earlier mentioned three dimensions across two categories of respondents and the same has been depicted as per the Table-1 and Table-2. The Table-1 depicts that the managers working in IPFs are very high on the dimensions of organisational ownership and professional commitment but not much high on sharing and involvement. In this larger percent of managers strongly agree for organisational ownership than professional commitment. The table further clarify that nearly 70% of the managers agree for the factors organisational ownership professional commitment. This may be because the managers in Indian private firms have a significant ownership feeling towards whatever they do. This might be due to the culture and vision of the top management. In many Indian companies the employees are taken care of and hence they inculcate the ownership feelings thereby leading to professional commitment. Further exploration of the responses reveals that the risk taking capability of the Indian managers is not very high. Also their self-management is not very high but average. Also lesser number of managers exhibited the strongly agree attitude in professional commitment because only in the past two decades the top management of the Indian private firms have changed from family owners to professional qualified managers. Sharing and involvement has been found least in Indian private firms where the managers agreed to the tune of nearly 55%. The prevalence of the culture in the Indian firms could be the reason attributable to it. Though in common parlance the managers feel proud in sharing the information with their superiors, subordinates and peers, yet lesser number of managers strongly agreed to the statements exhibiting sharing and involvement. Also the resources planning in the Indian firms is still not up to the mark and there is a lot of wastage which can be avoided like papers, budget etc.

The managers also don't seem to be giving much attention to the total productivity concept thereby leading to the wastage of the resources.

While studying the responses of managers serving in MNCs, it has been found that they are much higher on organisational ownership as compared to professional commitment and sharing and involvement. This could be because of the fact that they consider everything as their own when they get involved in any assignment they are working on. The managers serving in MNCs have manifested an average extent of professional commitment, which might be because of their feeling that the managers do not want to suggest their friends to invest money in their firm. Also the managers might not take up extra duties and responsibilities because they want to work only according to their job profiles. The managers have been found quite poor on the dimension of sharing and involvement. Because of very high competition they may have a fear of loosing the targets to their coworkers and hence turning them to be less involved and secretive enough. The attitude of their boss might also affect their intentions to share the matters and issues with their coworkers. Likewise the managers are not very sure of the reward system if they share the information they have with their peers and hence they show laxity in giving ideas and sharing information and try to keep it with them only.

In overall standing the managers working in IPFs have exhibited much higher degree of organisational ownership and professional commitment as compared to their counterparts working in MNCs. On sharing and involvement dimension as well IPFs managers have outshined the managers of MNCs though the gap is not too wide (Table-1). On comparing these three dimensions of OCB across two segments of managers by applying grand mean score method and paired samples test, the results have brought out significant difference in the overall status organisational citizenship behaviour of corporate managers (Table-2). From the weighted scores of the responses on the base of 100 for the two samples one can observe that for sharing and involvement the variance is least and for professional commitment the variance value is highest signifying that the responses for sharing and involvement are nearly same, then for Organisational ownership and the responses for professional commitment are least related. The reason

for this might be that still MNCs in India are not able to establish themselves very well. This is also evident from the profit figures of the Indian private firms and MNCs. They take time to establish themselves and to blend their corporate culture with the Indian culture so that the managers understand it fully. Sometimes the managers might face conflict between the vision and working strategies of the MNCs and what they have experienced in Indian firms.

Employee demography and OCB: It is a common perception that age, gender, qualifications and experience of employees affect their working modes. Do these demographic variables also affect the organisational citizenship behaviour of corporate managers or not. It has been testified by applying chi-square test of significance and presented through Table-3. The values of chi-square are calculated for the three citizenship behaviour factors for the two categories of the sample. The results have brought out that for the managers of Indian Private Firms all the four demographic variables have been found associated with their organisational citizenship behaviour. However there are certain inconsistencies in the results for the managers from MNCs. Here also all the four demographic variables have been found affecting the organisational citizenship behaviour of MNCs managers except the gender which is not found associated with professional commitment and sharing and involvement. Similarly the experience and age factors have also not exhibited alliance with professional commitment and organisational ownership dimensions of organisational citizenship behaviour.

Summation and Recommendations

The research has ascertained that organisational citizenship behaviour is a very significant aspect of organisational functioning. Organisations wherein the employees exhibit higher citizenship behaviour are bound to flourish and gain competitive advantage. The analysis has brought out that the Indian managers are still not very comfortable while working on group projects. Hence their team-building skills need to be strengthened. It would help them not only in accomplish their group projects but also inculcate in them a positive change while attending the meeting with the managers of other functional departments managers and that is how a congenial work environment will enhance their

citizenship behaviour. The companies should devise the training programmes to develop the attitude of the employees which would affect their citizenship behaviour and improve upon the analytical skills so that they are able to see the holistic view of organisation and offer workable suggestions accordingly. The targets should be set in such a manner that the employees themselves are very motivated to achieve them and at the same time encourage others for the same. The deadlines set should be realistic to improve professional commitment in Indian firms. In this process culture building may be a basic prerequisite and hence the companies should try to impress upon the same so that their employees can exhibit superior citizenship behaviour. Self-managing techniques should be a focus for the managers to decrease their wastage time while organizing things at work. The MNCs need to

concentrate on understanding the behaviour of the Indian employees and then try to maintain a balance with their corporate vision. The MNC managers are not in a habit of taking extra assignments as per the data. The companies should design some benefit programs for those managers who take up such tasks and ready to give more to the company. This may be due to their habit of just doing the work as per their job profiles. From the study we also witness that the managers from both firms are very low on sharing and involvement, which gives a perception of very high competition among the managers. Organizations should take care that the targets they set should not form the basis of such competition that employees become self-centered. Further they should be made proficient in time management techniques which would increase their organisational ownership which is very low for this factor in MNCs.

References

1. Bateman, T.S. and Orgom, D.W. (1983), *Job Satisfaction and the Good Soldier; The Relationship between Affect and Employee Citizenship*, Academy of Management Journal, Vol. 26, No. 4, pp. 587-595.
2. Borman, W.C. and Motowidlo, S.J. (1993), *Expanding the Criterion Domain to Include Elements of Contextual Performance*, In N.Schnitt, W.C. Borman and Associates (Eds.), *Personnel selection in Organisations*, Jossey Bass, San Francisco, CA., pp. 71-98.
3. Fash, L.J., Zhong, B.C. and Organ, W. (2001), *Organizational Context and Employee Citizenship Behaviour in the PRC: Impact of Job Function, Managerial Level, and Organisation Ownership*, Paper Accepted at Academy of Management 2001 Annual Conference.
4. Graja, J.W., White, L.A. and Dorsey, D.W. (1995), *Effects of Ratee Task Performance and Interpersonal Factors on Supervisor and Peer Performance Ratings*, Journal of Applied Psychology, Vol. 80, pp.168-177.
5. Jardine, J.J.K. Bargraim, J.J. (2000), *The Relationship between Perceived Fairness at Work and Organisational Citizenship Behaviour*, A University of Copy Town Working Paper.
6. Katz, D. & Kahn, R.L. (1966, 1978), *The Social Psychology of Organisation*, Wiley: New York.
7. Kohovsky, M. and Pugh, S.D. (1994), *Citizenship Behaviour and Social Exchange*, Academy of Management Journal, Vol. 37, No. 3, pp. 656-669.
8. Organ, D. W. (1997), *Organizational Citizenship Behaviour: It's Construct Clean-Up Time*, Human Performance, Vol. 10, No. 2, pp. 85-97.
9. Organ, D.W. (1988), *Organisational Citizenship Behaviour*, Lexington: M.A. Lexington.
10. Organ, D.W. and Ryan, K. (1995), *A Meta- analytic Review of Attitudinal and Dispositional Predictors of Organisational Citizen Behaviour*, Personnel Psychology, Vol. 48, No. 4, pp. 775-802.
11. Podsakoff, P.M., Mackenzie, S., Moorman, R.H. and Fetter, R. (1990), *Transformational Leader Behaviour and their Effect on Trust, Satisfaction and Organisational Citizenship Behaviour*, The Leadership Quarterly, Vol. 1, pp. 107-142.
12. Pattanayak, B., Misra, R. & Niranjana, P. (2003), *Organisational Citizenship Behaviour: A Conceptual Framework and Scale Development*, Indian Journal of Industrial Relations, Vol. 39, No.2, pp. 194-203.
13. Podsakoff, P.M., MacKenzie, S.B. (1997), *Impact of Organizational Citizenship Behaviour on Organizational Performance: A Review and Suggestions for Future Research*, Human Performance, Vol. 10, No. 2, pp. 133-151.

14. Rotundo, M., & Sackett, P. R. (2002). *The Relative Importance of Task, Citizenship, and Counterproductive Performance to Global Ratings of Job Performance: A Policy-Capturing Approach*, Journal of Applied Psychology, Vol. 87, No. 1, pp. 66-80.
15. Schein, E.H. (1985), *Organisational Culture and leadership: A Dynamic View*, Jossey-Bass, San Francisco.
16. Smith, C.A., Organ, D.W. and Near, J.P. (1983), *Organisational Citizenship Behaviour: Its Nature and Antecedent*, Journal of Applied Psychology, Vol. 68, No. 4, pp. 653-663.
17. Williams, J.J. (1988), *Affective and Non-Affective Components of Job Satisfaction and Organisational Commitment as Determinants of Organisational citizenship behaviour and In-role Behaviour (Unpublished Doctoral Dissertation)*, Bloomington: Indian University.

Table 1: Responses on Five Categories for Three Factors of OCB (Percentage)

Factor	Organisational Ownership		Professional Commitment		Sharing and Involvement	
	IPFs	MNCs	IPFs	MNCs	IPFs	MNCs
Strongly Agree	43.90	23.57	36.43	13.81	28.27	12.86
Slightly Agree	27.50	45.16	34.19	43.90	26.14	36.43
Neutral	12.86	12.86	17.14	19.38	18.39	17.14
Slightly Disagree	10.24	13.81	08.81	16.11	18.39	28.37
Strongly Disagree	05.80	04.60	03.43	06.70	08.81	05.20

Note: IPFs = Indian Private Firms; MNCs = Multinational Corporations

Table 2: Overall Status and Significance of Difference in OCB

Factors	Indian Private Firm	MNCs in India	Paired Samples test
Organisational ownership	78.65	73.85	t = 3.404
Professional Commitment	78.37	67.89	Sig. (2-tailed) = .077
Sharing and Involvement	69.24	64.71	

Table 3: Employee Demographics and OCB

Factors	Indian Private Firms				Multinational Corporations			
	G.	Q.	E.	A.	G.	Q.	E.	A.
Organisational Ownership	0.4	6	5.46	2.7	0.4	0.3	9.12	19
Professional Commitment	4.3	2.4	2.9	1.7	42.5	4.1	13.5	10.2
Sharing and Involvement	0.2	6.3	7.2	2.3	57.6	7.2	1.1	15.3
Table value at 5% level of Significance	9.488	9.488	9.488	9.488	9.488	9.488	9.488	9.488

Note: G = Gender; Q = Qualifications; E = Experience; A = Age.