

## Evaluating Dimensions of Organization Citizenship Behavior –With Reference to Hospitals

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**[Abstract]** Organization citizenship behavior (OCB) is considered to be an important aspect in Human resource management, which is well reflected in employee belongingness towards the organization. The available literature supports positive contribution of OCB in overall organizational effectiveness. OCB becomes more crucial when it comes to industry like the service sector. The present study focuses on understanding the most influential dimension of OCB in hospitals of Delhi NCR. The data on OCB was collected by using a 30-item instrument developed by Kataria and Adhikari (2019) based on five dimensions: positivism, philanthropy, cooperation, discipline and commitment. The multiple correlation and regression analysis using SPSS20 was used for the purpose. The present study found that all five dimensions of OCB have a positive relationship with OCB, and cooperation was found to be the most significant.

**[Keywords]** organization citizenship behavior, dimensions, service sector, hospital

### Introduction

OCB can be defined as voluntary exhibition of behaviors benefiting the organisation directly or indirectly and enriching organizational productivity (Williams & Anderson, 1991). Organizations want and need employees to engage in OCB to build a successful workplace. This includes selflessly helping colleagues, sharing workload, giving personal space when not in office, etc. These behaviors are critical to the organization and are considered to contribute to the effectiveness of the organization (Organ, 1988). With this view it is important to look at OCB because the behaviors exhibited are related to other behaviors, where some behaviors need to be encouraged or discouraged. Generally, OCB is studied in sync with social exchange theory, originally proposed in the work of Homans (1958) and Blau (1964). It is noted that employees give back to the organization for impartial treatment by showing OCB (Organ, 1988). Such behaviors can only be shown when individuals have a balanced relationship at work (Bowler & Brass, 2006). These forms of behavior predict the kinds of acts performed by the employees. It is necessary to know the essence of extra role behaviors and why employees are performing so. This thought has given a next step to investigate the dimensions of OCB displayed by professionals in hospitals.

The purpose of the current study is to create a focused insight into the body of knowledge regarding dimensions of organizational citizenship behavior within the healthcare industry. This study holds significance within such service industry because today organizations are confronted with numerous challenges in maintaining, retaining, improving customer satisfaction, and, also, improving the overall performance of the organization. The service organizations are diverse and includes an array of sectors, such as banking, universities, restaurants, hospitals, and government agencies, etc. To be successful, the prime task is to generate an environment that promotes employee behavior and that binds all the factors together.

## Review of Literature

### *Organization Citizenship Behavior*

OCB is an emerging concept and is being increasingly used as a tool to examine performance. It represents human conduct that comprises voluntary actions and mutual benefit with no desire for formal monetary rewards in return. Organ (1988) states that the roots of the OCB can be traced in literature from the study of Barnard (1938) to the field work conducted by Roethlisberger and Dickson, (1939) based upon Hawthorne studies and further followed by the work of Katz and Kahn (1966). The term “OCB” was first coined by Organ and his colleagues in the early 80’s (Bateman & Organ, 1983; Smith et al., 1983) However, the history of management reveals that the concept of OCB was first enunciated in the 1930s by Chester Irving Barnard, a graduate of Harvard University, by referring to it as “extra-role behaviors.”

Organ (1988) defined OCB as “discretionary activity on the part of a person that is not immediately or openly recognized by the formal reward system but that when taken together contributes to the efficient operation of the organization” The term “discretionary” in the above definition means that these behaviors are not mandatory to display and solely depends upon individual choice and does not lead to punishment if it fails to be omitted. These behaviors are displayed by employees at work, which leads to effective and smooth functioning of the organization. In general, most of the employees carry out the work as per duties listed in the job description. The employees who are involved in exhibiting OCBs keep themselves away from acts that are considered to be troublesome at work. Further, Organ and Ryan (1995) defined OCB as behaviors that are individual assistance in the workplace and that exceed the role requirements set as the per job description. OCB is a terminology that envelopes unspecified constructive behaviors of the employees that are for the welfare of the colleagues and beneficial to the organization. OCB comprises various actions and behaviors that are not dictated by the employer from the employees i.e., these are not contractual obligations of the workforce. However, they are beneficial for the organizations. In fact, exhibition of OCBs solely depends upon individual choice.

In other words, OCBs are optional to portray. The failure to omit such behaviors is not punishable. These behaviors are generally categorized as “going above and beyond” the roles and responsibilities (Podsakoff et.al, 2000) or “going the extra mile” (Zhang, 2011). Here, the employees who engage themselves in OCB believe that work is not just about drawing a salary /generating income, but it is about trying to make a positive effort, helping colleagues, etc., to make the working environment healthy and smooth, even if it is not specified in the job description. Though OCB is not formally recognized and rewarded, the management or business leaders view these actions from a positive perspective. The impact and importance of these behaviors is worth noting. Finally, OCB "effectively promotes the functioning of an organization" (Organ, 1988).

OCB comprises of pro-social behaviors that are voluntary in nature. To list a few examples -- helping a colleague struggling to finish work, sharing the workload, helping with extra little things, making compromises, cooperating at work, and being compassionate in solving the problems of colleagues at work (Organ, 1988).

The research in OCB in the recent years has observed significant emphasis and broad investigation (Jahangir et. al., 2004; Khalid & Ali, 2005; Emmerik et.al., 2005; Chuin & Ramayah, 2009; Ahmadi et.al., 2010; Alizadeh et.al., 2012 and Al-sharafi & Rajiani, 2013). There has been remarkable OCB developmental research in the areas of management, which includes strategic management, human resource management, leadership, service quality (Bettencourt & Brown, 1997; Bell & Menguc, 2002), organizational commitment (Podsakoff et.al., 1996), leader-member exchange (Bhal, 2006), etc. A thorough understanding of the concept and functionality of OCB and its components has a deep contribution in the growth of institutions. OCB helps the organizations produce different results that are worth noting, such as enhanced productivity, gaining consumer loyalty, low-cost, low-turnover rates (Podsakoff, et. al. 2009) and, finally, boosting organization performance (Comeau & Griffith, 2005).

Today's global competition emphasizes the importance of innovation, flexibility, responsiveness, and collaboration to achieve long-term organizational success. Innovation and self-liberty are indicative of vitality to protect an organization in changing circumstances. Most importantly, the organization relies more on human capital, which effectively contributes to an organization regardless of official roles and

responsibilities. These employee actions are essential to the organization and as conceptualized at OCB. The concept of OCB can be studied and analyzed from the view of the individuals who are working, as well as from the organisation perspective. OCB of an employee is high when he is more cooperating at work and is handholding his subordinates to complete task etc. Also, from the organizational perspective, employees displaying OCB are more formalized and streamlined with respect to goal achievement by maximizing efforts to achieve objectives. Thus, it can be summarized that OCBs are synergetic behaviors that enhance positive employee attitudes, which is beneficial for the organization (Williams & Anderson, 1991).

### ***Major OCB Dimensions***

Several research academics have investigated, worked on, and made contributions to the notion of OCB up to this point. OCB is viewed differently by each of these experts, and their perspectives are diverse, as well. The researchers have informed the public of about thirty different types of OCB (Podsakoff et al., 2000). Although different labels are used to describe these behaviors in the research, Other literature on OCB reveals that they are all related. Furthermore, there is some overlap between these dimensions and the categorizations, and researchers are unable to reach a universal consensus on the characteristics of OCB.

Smith and colleagues (1983) conducted factor analysis on a 16-item measure of OCB, resulting in the identification of two factors: benevolence and generalized compliance. As a result, civic virtue (Graham, 1986) and civility (Organ, 1988) were included as additional characteristics of OCB. Organ (1988) integrated previously predicted dimensions and suggested a five-dimensional model consisting of altruism, sportsmanship, conscientiousness, civility, and civic virtue, as well as a number of other characteristics. Organ (1990) expanded on his own research to include two additional types of OCB: cheerleading and peacemaking. According to Williams and Anderson (1991), the OCB construct can be divided into two dimensions: OCB-individual (OCBI) and OCB-organization (OCBO) (OCBO). Organizational behaviors, such as benevolence and civility, go under the category of OCBI, whereas organizational behaviors such as conscientiousness and civic virtue fall under the category of OCBO and focus on the organization as a whole.

According to Lin (1991), a scale consisting of six aspects was devised. These dimensions were recognition within the organization; aid to colleagues; harmony; righteousness; discipline; and self-improvement. Loyalty was added to the list by George and Brief in 1992. OCB can be classified into three categories according to Van Dyne, Graham, and Dienesch (1994): obedience, loyalty, and participation. Compliance refers to respect for the structures and processes established by the organization, loyalty refers to working towards a common objective, while making additional efforts, and participation refers to making contributions to the greater good of the community. Podsakoff et al., (2000) discovered seven aspects of OCB that overlap with the previously listed dimensions after reviewing and analyzing literature on OCB and its connected ideas. These dimensions are as follows: (i) individual initiative (ii) sportsmanship (iii) civic virtue (iv) organizational compliance (v) helping behavior (vi) organizational loyalty (vii) self-development.

These five dimensions form the basis of most of the studies carried out in this area by different scholars. Each dimension has its own feature and relates to the work effectiveness in its own way (Table 1). Altruism refers to helping behavior. In this, “willingness” is showcased by an employee to help coworker in relation to a specific to a task, such as assisting colleagues who are absent from work, sharing workload, helping new joiners etc. These mentioned behaviors are displayed selflessly by the employees. Courtesy - This dimension of OCB includes showing positive gestures in the behavior of an individual. These behaviors concentrate on helping colleagues with focus on avoiding problems at work, such as advance intimation to the employees before scheduling of a meeting, thus doing good for colleagues or employees. Sportsmanship is about the capacity of an individual to work under non- standard working conditions without complaining, grumping with issues, and compromising with one’s own comfort. Individuals who exhibit sportsmanship are able to maintain a positive disposition when in challenging situations. Such employees have higher resilience and do not easily leave the organization. Conscientiousness comprises of adhering to the rules and regulations laid by the organization. It also includes being punctual at work and

working sincerely without supervision. These behaviors include avoiding gossips at work, timely reporting, and obeying instructions received from the reporting managers. This dimension of OCB emphasizes sincerity of the employees towards work with less supervision. Civic Virtue showcases a sincere concern of the employees for wellbeing of the organization. It includes passion and the willingness of an employee to participate in the social events, taking part in debates relating to policies, expressing of thoughts, etc. These show devotion and concern of an individual towards organization. This dimension constructively contributes to the organization environment both internal and external.

**Table 1**

*Dimensions as given by Organ (1988) of OCB*

<b>Dimension</b>	<b>Description</b>	<b>Benefit to the Organization</b>
Altruism	Handholding Colleagues	
Conscientiousness	Self-disciplined employees and following the rules at work	Minimum supervision required
Courtesy	Preventing problems at work	
Sportsmanship	Working without complaining	Allows seniors to focus on important task
Civic Virtue	Sincere involvement concerning the governance of the organization	Safeguarding and maintaining the goodwill of the organization

### **Objective**

The objective of this study is to identify the most influential dimension of OCB in hospitals of Delhi NCR.

### **Methodological Tools Administered**

This study examines some demographic variables and dimensions that determine organizational citizenship behavior among hospital employees of the national capital region. The nature of this study is quantitative that involved the survey by distribution of the questionnaire in hospitals of the national capital region of India. The convenience sampling method was used for this study. The target sample was comprised of professionals (doctors, nurses, support staff, administrators etc) from hospitals in NCR. The population of the study includes employees of hospitals of the National Capital Region. The potential participants of the study were from various hospitals in Delhi, NCR. The participants included doctors, nurses, administration staff, etc. The convenience sampling method was used in the final stage of the study. Numerous scales measuring OCB in the national and international context have been developed, tested, and successfully applied in diverse countries, cultures, and sectors. Scholars (Smith, Organ, & Near (1983); Organ (1988); Graham (1989); Moorman & Blakely (1995); George & Jones (1997) have developed OCB scales based upon several dimensions. The present study employed the instrument developed by Kataria and Adhikari (2019).

The overall reliability of the scale was measured by Cornbach's Alpha, which was found to be 0.79. This scale consisted of thirty items measured on a Likert scale ranging from strongly agree (5) to strongly disagree (1). These items were grouped into five dimensions i.e., Positivism (comprised of six items: item numbers 12, 18, 23, 24, 20 and 30); Philanthropy (six items: item numbers 3, 4, 14, 16, 25 and 26); Cooperation (six items: item numbers 5, 6, 8, 15, 21, and 27); Discipline (six items: item numbers 2, 9, 11, 17, 19 and 29) and Commitment (it also includes six items: item numbers 1, 7, 10, 13, 22 and 28).

### **Data Analysis**

SPSS version 20 was used to examine the data, which included Pearson's correlation and regression analysis, among other things. Additionally, descriptive measures, such as the mean, the weighted mean, and the standard deviation have been derived for the purpose of determining the OCB level. A total of 137 questionnaires were presented to participants, but only 119 were returned, and seven of those were

eliminated because they were only partially completed. To determine the most significant dimension of OCB, one hundred twelve (112) questionnaires were used in the investigation.

**Table 2**  
*Demographic Profile of the Respondents*

Particulars	Description	Number	Percent
Gender	Male	62	55%
	Female	50	47%
Age (In years)	21-25	11	10%
	26-30	12	11%
	31-35	23	21%
	36-40	13	12%
	41-45	24	21%
	45 and above	13	12%
	Graduation	25	22%
Qualification	Post-Graduation	83	74%
	Higher than Post-Graduation	4	4%
Family Type	Joint	50	47%
	Nuclear	51	46%
	Single	11	9%
N		100	

There were 112 hospital employees who participated in the study. A brief profile of respondents is summarized in Table 2. The gender distribution is almost the same. Sixty-two of the respondents were male and fifty were female. This distribution shows a fair data collection based upon gender. In the category of family type, it is interesting to note that 50 of the respondents were staying in joint families, 51 with nuclear families, and 11 participants were staying alone. The highest educational qualification distribution shows that 4 of the respondents have a qualification higher than a master's degree, 83 of the respondents have a master degree, and 25 have neither a bachelor's degree nor a higher national diploma.

**Table 3**  
*Correlation Test for OCB and its Dimensions*

OCB	Positivism	Philanthropy	Cooperation	Discipline	Commitment
R	.956 <sup>a</sup>	.944 <sup>a</sup>	.952 <sup>a</sup>	.947 <sup>a</sup>	.944 <sup>a</sup>
R Square	0.914	0.891	.907	.897	.891
Adjusted R Square	0.913	0.891	0.907	0.897	0.891
Std. Error of the Estimate	0.24956	0.28032	0.25904	0.27192	0.28025

*Note: Pearson's correlation is significant at the 0.01 level (1-tailed)*

Table 3 shows the regression model summary. This table displays R, R square, adjusted R square and the standard error. R is the multiple correlation coefficient between OCB and each dimension. This table indicates the R values of OCB and each dimension. In the model, the R values range from .956 to .944. This indicates that all of the dimensions have a positive relationship with OCB. The R square value ranges from .914 to .891 (91.4 % to 89.1%) indicating the proportion of variation in the dependent variable due independent variable as explained in the model. The R square values indicate that model fit is acceptable.

**Table 4***Regression on OCB & Its Dimensions*

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.082E-015	.000		.000	1.000
	Positivism	.200	.000	.210	42888096	.000
	Philanthropy	.200	.000	.211	46758795	.000
	Cooperation	.200	.000	.215	45220863	.000
	Discipline	.200	.000	.210	45626525	.000
	Commitment	.200	.000	.208	48049168	.000

a. Dependent Variable: OCB

Table 4 indicates the standard regression analysis for OCB and its overall dimensions. Based on results among the OCB dimensions, positivism, philanthropy, cooperation, discipline, and commitment reflects coefficient beta 0.210, 0.211, 0.215, 0.210, and 0.208 respectively. Cooperation, which had a 0.215 coefficient beta, is the most salient dimension of OCB, and its contribution to the determination of OCB is in comparison with other dimensions.

### Conclusion

The results showed that Cooperation is the most significant dimension of OCB as exhibited by the employees of the hospital in Delhi NCR. It is also noted from the results that all five dimensions i.e., positivism, philanthropy, cooperation, commitment and discipline of OCB holds positive relationship with OCB. These dimensions can be categorized under individual, and group directed behaviors for benefiting the organization and, thus, holds relevance in the hospitals of Delhi NCR. It is evident from the results that employees in the hospitals of Delhi NCR exhibit both individual and group directed behaviors.

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