

## **Organizational Citizenship Behaviour: An Empirical Study In Select Pharmaceutical Companies**

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### **ABSTRACT**

This study examines the Organization Citizenship Behavior of employees in pharmaceutical industry. The main aim is to assess the citizenship behavior. It also recommends practices to increase citizenship behavior levels. OCB was measured by the 24-item questionnaire developed from Podsakoff, MacKenzie, Moorman and Fetter (1990). All the five components were assessed– altruism, conscientiousness, civic virtue, sportsmanship and courtesy. All together 120 respondents participated from middle to higher level of the three pharmaceutical companies included in the study (Unichem, Health Biotech and Torque Pharmaceuticals).

The study tests the impact of good organization citizenship behavior. To the best of the researchers' knowledge, this study is the first of its kind undertaken for this industry. The study findings suggest a significant organization citizenship behavior in the employees of selected pharmaceutical companies. The findings of the present study would provide valuable insight for management to adopt various effective human resource management practices at their workplace. The study was limited to pharmaceutical industry only and to a selected geographical area i.e. in and around Chandigarh, which may limit the generalizability of the results to the other industries.

**KEYWORDS:** Organization citizenship behavior, Pharmaceutical industry, Pharmaceutical companies.

### **INTRODUCTION**

Organizational Citizenship Behavior (OCB) is a unique aspect of individual activity at work. **Organ (1997)** defined OCB as the performance that supports the social and psychological environment in which task performance takes place. According to **Organ**

(1988), OCB is an individual behavior that is discretionary and not directly recognized by the formal reward system, which in overall promotes the efficient and effective functioning of the organization. These feelings have been perceived as the backbone of behaviors that were not required by an organization, but which have positive impact on organizational function.

Dimensions of OCB:

ALTRUISM- Helping others whenever necessary

CONSCIENTIOUSNESS- Being punctual and completing tasks well ahead deadlines

COURTESY- Informing others whenever necessary

CIVIC VIRTUE- Contribution to reputation of the organization

SPORTSMANSHIP- Adjusting in less cordial situations at workplace

**Williams and Anderson (1991)** divided OCB into three dimensions; (a) in-role behaviors (IRB) – the responsibilities undertaken by the employees (for example, works full 8 h day, completes assigned duties on time, complies with rules and regulations), (b) OCBI – behaviors that immediately benefit specific individuals and, through this means, indirectly contribute to the organization (for example, helps others who have been absent, takes a personal interest in other employees), and c) OCBO – behaviors that benefit the organization in general (for example, gives advance notice when unable to come to work, adheres to informal rules devised to maintain order).

## **REVIEW OF LITERATURE**

**Katz (1964)** opined that in order to operate efficiently, an organization must possess the following three basic conditions with regard to employees: participating and staying in the organization, acting according to the behavioral principles regulated by the organization; and, automatic devotion to the organization being the most important of all of them.

Regarding the measurement of OCB, **Smith et al. (1983)** developed a 16-item behavior rating scale. Factor analyses of ratings made with this scale suggest two factors, labeled altruism and generalized compliance. Subsequently, **Organ (1988)** has added other constructs to his OCB model. Civic virtue (Graham, 1986) refers to responsible involvement in the governance and political life of the organization. Organizational courtesy relates to

organization members' gestures toward preventing problems that might occur. Finally, sportsmanship is defined as toleration without complaint of less than desirable organizational conditions.

According to **Van Dyne, Graham, and Dienesch (1994)**, the framework of OCBs includes- Social Participation, coinciding with Organ's (1988) Altruism and Courtesy, Loyalty, corresponding to Sportsmanship and partly to Civic Virtue, Obedience, overlapping with Conscientiousness and partly with Civic Virtue, and Functional Participation, that does not correspond to any of the categories previously proposed.

**Podsakoff et al. (2000)** identified seven dimensions of OCB: helping behavior, organizational loyalty, organizational compliance, sportsmanship, civic virtue, individual initiative, and self-development.

**Farh, Zhong, Organ (2004)** have discussed five extended dimensions of OCB: self-training, protecting and saving company resources, social welfare participation, keeping the workplace clean and interpersonal harmony. They also developed a concentric model of OCB. Self-domain is the inner most circle of this concentric model that includes contributions made purely out of one's own power or will. The next circle of this model is group domain which refers to the contributions that require interactions with peers and teamwork. Organization domain consists of the activities which must engage some organizationally relevant characteristics such as corporate resources, governance etc. Society dimension extends beyond the boundaries of the organization with reference to contributions to external environment and the stakeholders.

After detailed analysis of the literature available in this domain, studying citizenship behavior for Indian pharmaceutical industry comes across as a new area of interest for research as not much work has been done on these employees. This research will try to fill this gaps.

## **OBJECTIVES OF THE STUDY**

1. To study the organization citizenship behavior in employees of select pharmaceutical companies.
2. To compare the citizenship behavior levels among male and female teachers.

3. To analyze the citizenship behavior of teachers with respect to their department, qualification and years of service.

## **RESEARCH METHODOLOGY**

### **Research Design**

This study is descriptive in nature. It has been undertaken to learn and describe the characteristics of a group of employees, in an attempt to determine the employee citizenship behavior and its level towards the organization. Appointments were made to visit the companies to personally deliver the set of printed questionnaires to the employees. Qualitative semi-structured interviews were carried out to capture the views of employees.

### **Research instrument**

The required data was collected by using self-administered questionnaires. The questionnaire is divided into two parts.

Part I of the questionnaire relates to demographic variables of employees such as age, gender, designation, qualification and years of experience in the organization.

Part II comprises of a 24 item OCB questionnaire developed by Podsakoff, Mackenzie, Moorman and Fetter, 1990. The ratings indicated the extent that each of the behaviors was a characteristic of the employee's behavior.

### **Sampling**

Simple random sampling was used to select employees from corporate offices of pharmaceutical companies under study. For the purpose of our study 40 employees each was selected from three pharmaceutical companies (Unichem, Health Biotech and Torque Pharmaceuticals).

### **Data collection**

The method used for collecting primary data is interview and questionnaire method. The secondary data collected for this study includes text book reviews, journal reviews, internet reviews and dissertation reviews. 30 employees were selected to carry out the pilot study.

The research instrument was validated using this data. This helped in the rewording of questions based on the feedback received.

#### **IV. DATA ANALYSIS AND RESULTS**

Various statistical analyses like descriptive analysis, correlation and linear regression analysis were performed to arrive at the results. Statistical Package for Social Sciences (SPSS Version 20) was used to analyze the data.

The data was converted into standardized scores to make it normally distributed and then applied the tests such as t-test, ANOVA which have the basic assumption that data should be normally distributed. Overall profile of the respondents was examined. Descriptive statistics such as means, standard deviations and reliabilities (Cronbach's alphas) for all the variables used in the study were used to describe the demographic profile.

#### **Profile of Respondents**

There were more male respondents than female respondents in this sample. There were 72 males (60%) as compared to 48 females (38.3%). Majority of the respondents were below 30 years old (52.5 %). Also in the sample, a large proportion of the respondents report that they have obtained a post-graduate degree (60.0%), while the remaining completed graduation (26.7%) diplomas (5.3%), and doctorate (8.0%).

#### **Findings**

Cronbach Alpha for the dimensions and overall were also calculated for dependent variable Organization Citizenship behavior as displayed in the table below:

**Table 1- Cronbach's Alpha coefficients**

	N=120
Statement 1-Statement 5 - Altruism	.806
Statement 6-Statement10 - Civic Virtue	.714
Statement 11-Statement15 - Conscientiousness	.729

Statement 16-Statement19 - Courtesy	.632
Statement 20-Statement 24 - Sportsmanship	.855
Overall	.717

**H01: No significant difference exists in employee citizenship behavior between male and female employees.**

Independent samples t-test was performed for examining the difference among male and female employees for citizenship behaviour displayed towards the organization.

**Table 2- Independent samples test**

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
TOCB_N EW	Equal variances assumed	.929	.337	1.030	118	.305	1.91814	1.86292
	Equal variances not assumed			1.004	91.966	.318	1.91814	1.91071

It can be concluded that no significant difference exists between the citizenship behaviors displayed towards the organization by both genders. Null hypothesis is accepted at  $t(118) = .337, p > 0.05$ .

**H02: No significant difference exists in employee citizenship behavior between employees as per their qualification levels.**

**Table 3- ANOVA**

		df	Mean Square	F	Sig.
TOCB_NEW	Between Groups	3	211.799	2.181	.049
	Within Groups	116	97.109		
	Total	119			
T_AL	Between Groups	3	29.828	.293	.830
	Within Groups	116	101.815		
	Total	119			
T_CV	Between Groups	3	346.795	3.704	.014
	Within Groups	116	93.617		
	Total	119			
T_CS	Between Groups	3	402.655	4.368	.006
	Within Groups	116	92.173		
	Total	119			
T_CR	Between Groups	3	151.635	1.537	.209
	Within Groups	116	98.665		
	Total	119			
T_SS	Between Groups	3	66.378	.658	.580
	Within Groups	116	100.870		
	Total	119			

One way ANOVA was performed to find differences if any, exists among the citizenship levels of employees having different qualifications. The F-value exceeds the tabled critical value at  $p=.05$  with  $df_1=3$  and  $df_2=116$  for Civic virtue, Courtesy and Overall organization citizenship behavior. It can be concluded that significant difference exists between the citizenship behaviors especially civic virtue and Courtesy behavior displayed towards the organization by employees having different qualification levels.

**H03: No significant difference exists in employee citizenship behavior between employees as per years of service.**

**Table 4- ANOVA**

		df	Mean Square	F	Sig.
T_AL	Between Groups	3	37.638	.370	.774
	Within Groups	116	101.613		
	Total	119			
T_CV	Between Groups	3	96.277	.962	.413
	Within Groups	116	100.096		
	Total	119			
T_CS	Between Groups	3	44.864	.442	.723
	Within Groups	116	101.426		
	Total	119			
T_CR	Between Groups	3	50.215	.496	.686
	Within Groups	116	101.288		
	Total	119			
T_SS	Between Groups	3	15.675	.153	.927
	Within Groups	116	102.181		
	Total	119			
TOCB_NEW	Between Groups	3	43.744	.431	.731
	Within Groups	116	101.455		
	Total	119			

One way ANOVA was performed to find differences if any, exists among the citizenship levels of employees having different years of service. It can be concluded that no significant difference exists between the citizenship behaviors especially civic virtue and Courtesy behavior displayed towards the organization by employees having different service years. Null hypothesis is accepted at  $t(116) = .731, p > 0.05$ .

**H04: No significant difference exists in employee citizenship behavior between employees as per respective departments.**

**Table 5- ANOVA**

		df	Mean Square	F	Sig.
T_AL	Between Groups	6	142.370	1.456	<b>.020</b>
	Within Groups	113	97.750		
	Total	119			
T_CV	Between Groups	6	86.941	.863	.524
	Within Groups	113	100.693		
	Total	119			
T_CS	Between Groups	6	308.484	3.469	<b>.003</b>
	Within Groups	113	88.930		
	Total	119			
T_CR	Between Groups	6	98.521	.984	.439
	Within Groups	113	100.079		
	Total	119			
T_SS	Between Groups	6	145.012	1.486	.189
	Within Groups	113	97.610		
	Total	119			
TOCB_NEW	Between Groups	6	104.258	1.045	<b>.040</b>
	Within Groups	113	99.774		
	Total	119			

The F-value exceeds the tabled critical value at  $p=.05$  with  $df_1=6$  and  $df_2=113$  for Altruism, Conscientiousness and Overall organization citizenship behavior. It can be concluded that significant difference exists between the citizenship behaviors especially altruism and Courtesy behavior displayed towards the organization by employees having different qualification levels.

**CONCLUSION**

This study emphasizes the importance of organization citizenship behaviour and also identifies various factors that have a significant effect on it. The future scope of the study is quite wide from different perspectives. This study can be conducted at various levels of the organization, say, large scale and MNCs to strengthen the model. In depth analysis on the specific factors identified may be carried out which can give rise to individual effect of each factor on citizenship behavior levels.

**LIMITATIONS OF THE STUDY**

The major limitation of this study is that the study was limited to pharmaceutical industry only and to a selected geographical area i.e. in and around Chandigarh, which may limit the generalizability of the results to the other industries. A more diverse sample drawn from more companies or from the broader geographical regions would have facilitated a better understanding and generalizations of the findings. The other limitation of the study is that the self-reported measures were used for data collection. So, the chances of natural bias and a single source bias influencing the results cannot be ruled out. Finally, due to time constraint the sample size was relatively small. In addition, the present study is purely quantitative in nature. Future research may supplement the present study with qualitative studies that use focus groups and observations.

**IMPLICATIONS OF THE STUDY**

The present study would possibly help managers and practitioners to pay attention to the motives that generate positive attitudes among organizational members and support already existing processes. From the theoretical perspective, the present research has enriched the literature on the integration of a distinct body of knowledge i.e. OCB. So, the findings of the study can help the companies to devise strategies to improve the behavior to be shown towards organization and HR processes. Overall, the findings of the present study would provide valuable insight for management to adopt various and effective tools in their workplace.

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