

INFLUENCE OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A THREE-SECTOR STUDY

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ABSTRACT

In recent years, the employer expectations have witnessed an upward surge, in anticipation of certain discretionary behaviors out of their employees, which fall beyond the purview of workplace requirement and reward systems. All this apparently is to ensure long service periods and bring out the 'Organizational Citizen' within the employee in the organizational context. The present paper is an attempt to examine and investigate the extent of impact that a given Organizational Culture has on Citizenship Behaviors of the employees in an Organization. The study examines the impact of select Culture variables on Organizational Citizenship Behavior across three dominant Organizations representing three sectors of the economy namely, Manufacturing, and Information Technology & Banking. The paper specifically aims at establishing a cause effect relationship between dominant Organizational culture characteristics on Organizational Citizenship Behaviors.

JEL: M10; M14

KEYWORDS: Organizational Culture, Organizational Citizenship Behavior, Correlation

INTRODUCTION

A substantial amount of attention has been paid to the concept of organizational culture in the past several years (Cameron & Freeman, 1991). Likewise, the subject of organizational culture has been considered as one of the central elements that contribute to organizational success. Many scholars (e.g. Deal & Kennedy, 1983, Cameron & Freeman, 1991), in organizational studies assert that when an organization has strong culture and congruence, it is more effective than when it has a weak, incongruent, and disconnected culture. Further, theorists and practitioners alike suggest that improving organizational culture assists in regaining organizational; competitiveness and revitalizing declining organizations (Yeung, Brockbank & Ulrich, 1991). Morgan (2002) explained culture as an active living phenomenon through which people jointly create and recreate the worlds in which they live. Organizational culture provides a framework for using conceptual work and scholarship to improve an organization's effectiveness. (Cameron and Quinn, 2006) found that it is difficult to find a highly successful company that does not have a distinctive, readily identifiable organizational culture because of its powerful effect on performance and long-term effectiveness.

In fact, Organization Citizenship Behavior is those discretionary individual behaviors that employees display which are above and beyond formal role requirements of the workplace and is entirely individual's discretion. They are often described as behaviors that "go above and beyond the call of duty". Not surprisingly, Organizational Citizenship Behaviors are considered to arise, at least in part, from intrinsic motivation including a positive mood state and the need for affiliation or a sense of achievement (Organ, 1988). Derived from Katz's (1964) notion of extra-role behaviors, Organizational Citizenship Behaviors have been defined as "individual behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of an organization" (Organ, 1988, p. 4). They represent 'extra effort' by employees that is nonetheless essential for the effectiveness of the organization, especially where organizational performance is dependent on the

interconnectedness and social networks of its people. Though it is not formally recognized by the reward system of an organization, it has the potential to contribute towards improving efficiency and effectiveness of an organization leading to increased competitive advantage.

In order to achieve some of the objectives mentioned in the paper so far, the paper is structured as follows: Firstly, we review the theoretical literature on Organizational Culture and Organizational Citizenship Behavior. Following a literature review, a couple of relationships are hypothesized. Later, we show an empirical analysis of data gathered from 380 employees of three Organizations viz., Banking, Information Technology and Manufacturing. The research sample, the conceptual model and data collection methods are then discussed, followed by a presentation of the research results. The paper ends by indicating its principal conclusions and discussions.

LITERATURE REVIEW

The study of organizational culture is not a recent phenomenon (Trice & Beyer, 1993). The beginning studies of culture in organizations can be traced back to the early 1930 Hawthorne studies (Warner & Low, 1947) at the Western Electric Company in Chicago, Illinois. Since the 1980s organizational culture has become very visible in organizational research. The more recent focus on the subject came about in an effort to explain why U.S. firms were having difficulties in competing with organizations from countries with very different cultures, particularly Japan. (Schein, 1990; Trice & Beyer, 1993). From this line of study it was determined that national culture cannot explain all the differences. Instead researchers determined the need to differentiate between organizations within a society, especially in relation to organizational performance and effectiveness (Ouchi, 1983).

Organizational culture has long been regarded as a critical determinant of an organization's effectiveness (Deal & Kennedy, 1982; Peters & Waterman, 1982; Schein, 1992; Ouchi, 1983). Some exceptions have emerged, including influential work by Kotter and Heskett (1992), who found a correlation between indices of "strong" culture (e.g., clearly identifiable, consistent values) and long-term organizational performance. Moreover, research by Denison and his colleagues Denison & Mishra (1995) has afforded great insight and has demonstrated empirical ties between culture and organizational performance in various contexts, using an array of performance criteria. Many researchers have identified relationships between organizational culture, organizational performance and change (Deal & Kennedy, 1982; Peters & Waterman, 1982; Ouchi, 1983).

Researchers have argued that improving, maintaining or changing organization culture assists in making organizations more competitive and in helping revitalize declining organizations. Still, despite this potential importance, organizational culture is still a very controversial area of study among organizational researchers (Quinn & Spreitzer, 1991). Culture has been historically molded (Hofstede *et al.*, 1990) and deeply ingrained in an organization and as a result is difficult to change (Atchison, 2002; Drucker, 1995; Hofstede *et al.*, 1990; Narine & Persaud, 2003; Taylor, 2003). Culture influences the communication skills and decision-making processes of the organization's members and affects its credibility (Cooke & Rousseau, 1988; Kowalezyk & Pawlish, 2002; Mycek, 2000). Organizational culture also shapes the organization's level of socialization and learning (Cooke & Rousseau, 1988). Kowalczyk & Pawlish (2002) correlated the importance of culture to an organization's competitive advantage, adaptability, and level of innovation. It has been further noted that the culture of an organization may affect organizational system operations, productivity, leadership actions (Shaw, 2002; Taylor, 2003), performance (Cameron & Quinn, 1999), and organizational effectiveness (Parry, 2004; Valentino *et al.*, 2004).

Research has shown that culture has influenced employees' commitment (Lok & Crawford, 1999; Mycek, 2000; O'Reilly, 1989; Parry, 2004; Putz, 1991; Webster, 2004) and behaviors (Atchison, 2002; Cooke &

Rousseau, 1988). It has been further noted that the culture of an organization may affect organizational system operations, productivity, leadership actions (Shaw, 2002; Taylor, 2003), performance (Cameron & Quinn, 1999), and organizational effectiveness (Parry, 2004; Valentino *et al.*, 2004). Research has indicated that culture has influenced employees' commitment (Lok & Crawford, 1999; Mycek, 2000; O'Reilly, 1989; Parry, 2004; Putz, 1991; Webster, 2004) and behaviors (Atchison, 2002; Cooke & Rousseau, 1988). The change in organizations is pervasive due to the amount of change in the external environment (Cameron & Quinn, 1999). Culture emerges as people within organizations learn how to deal with these changes or uncertainties. It gives them accepted ways of expressing and affirming their beliefs, values and norms (Trice & Beyer, 1993). In short, "cultures are a natural outgrowth of the social interactions that make up what we call organizations" (Trice & Beyer, 1993).

Organizations that employ individuals who exhibit Organizational Citizenship Behaviors are more likely to have effective work groups within the organization (Podsakoff, Ahearne, & Mackenzie, 1997). Empirical studies on Organizational Citizenship Behaviors have been conducted in various industries, including sales (Mackenzie, Podsakoff, and Fetter, 1993; Podsakoff & Mackenzie, 1994), education (Somech *et al.*, 2004), communications, Podsakoff *et al.* 1990), and banking (Wheatley, 2002). Organizational Citizenship Behavior research has also expanded across the globe, with studies being conducted in organizations in countries other than the United States. Organizational Citizenship Behaviors have been studied in organizations in Canada (Latham & Skarlicki, 1996), Taiwan (Farh, *et al.* 1990), China (Farh, Zhong, & Organ, 2004), and Israel (Somech & Drach-Zahavy, 2004). (Chhokar, Zhuplev, Fok, and Hartman 2004) conducted a study on Organizational Citizenship Behavior that expanded across the boundaries of five different countries. They examined Organizational Citizenship Behavior in France, Britain, India, Russia, and the United States and found that in all there has been an impact of Organizational Citizenship Behavior.

Organizations facing increasing competition and uncertain environments are moving from bureaucratic structures to new organizational forms characterized as flat. Networked, uncertain, flexible, and decentralized (Ancona, Kochan, Scully, Maanen, & Westney, 1996). Traditional task-based jobs, comprised of fixed packages of similar tasks, have been "unbundled" into "broader chunks of work that change over time" (Cascio, 1995), resulting in more ambiguous work roles. To function effectively, it is not enough for an organization to "depend solely upon its blueprints of prescribed behavior" (Katz, 1964). Organizations have accordingly been relying increasingly on their employees' willingness to contribute beyond formal job descriptions and on their leaders to inspire an empowered workforce. Organizational citizenship behavior, originally conceptualized as extra-role behavior were valued by the organization but not explicitly recognized by formal reward systems (Organ, 1988), and leader-member exchange (Graen & Scandura, 1987), have much to offer for the effective functioning of these new forms of organizations.

Considerable empirical evidence has converged on the finding that Organizational Citizenship Behaviors have a significant impact on managerial performance appraisals and other managerial decisions (Allen & Rush, 1998; Avila, Fern, & Mann, 1988; Borman, White, & Dorsey, 1995; Conway, 1999; Johnson, Erez, Kiker, & Motowidlo, 2002; Kiker & Motowidlo, 1999; Lowery & Krilowicz, 1994; MacKenzie, Podsakoff, & Fetter, 1991, 1993; MacKenzie, Podsakoff, & Paine, 1999; Motowidlo & Van Scotter, 1994; Orr, Sackett, & Mercer, 1989; Rotundo & Sackett, 2002; Van Scotter & Motowidlo, 1996; Werner, 1994). In some cases, these findings indicate that citizenship behaviors have substantially greater influence on performance appraisals than objective performance information (Lowery & Krilowicz, 1994; MacKenzie *et al.*, 1991, 1993; MacKenzie *et al.*, 1999).

A smaller set of studies has investigated the influence of citizenship behaviors on other managerial decisions. Orr *et al.* (1989) investigated the relative impact of contextual and task behaviors on supervisor ratings of the monetary value of employee contributions at work. Results indicated that contextual behaviors explained significant variance in Standard Deviation estimates, beyond what is explained by

task behaviors alone. Additionally, Kiker and Motowidlo (1999) found that both contextual and task performance significantly influenced supervisor reward allocation decisions. In a military sample, Van Scotter, Motowidlo and Cross (2000) demonstrated that contextual performance explained significant additional variance beyond task performance in rewards such as medals received, promotability ratings, and informal rewards.

DATA AND METHODOLOGY

In this study, a specially designed Questionnaire was adopted to measure the employee’s perception on different aspects of the study. The Questionnaire used in the study is designed taking into account different theories and models of Organizational Culture & Organizational Citizenship Behavior. The instrument consists of statements evaluated on a three point rating Scale. The three varied scale of Rating Behavior of employees were Yes, No & Can’t say. The questionnaires were distributed to the 550 employees working in the Organizations under study. The total no of questionnaires received was 380 representing a rate of return of 69 percent. Further out of the 380 questionnaires returned another 36 questionnaires were rejected owing to a high rate of missing data. Hence, the complete survey data came to 344 which represent 62 percent of the total questionnaires, which is being used for the final analyses. The survey instrument comprised of a total of 54 questions excluding the demographic questions. There were a total of 30 questions devoted to Organizational Culture and 24 questions to Organizational Citizenship Behavior. The survey involved Organizations representing three different sectors namely, The Modern Private Banking Organization, The modern Information Technology Organization and the Traditional Manufacturing Organization. A list of the variables used in the study are presented in Table 1. Summary statistics of the data are presented in Table 2. A graphical depiction of the model used in the paper is presented in Figure 1.

The hypotheses tested are as follows:

H1 – There would be a significant positive relationship between Organizational Culture and Organizational Citizenship Behavior

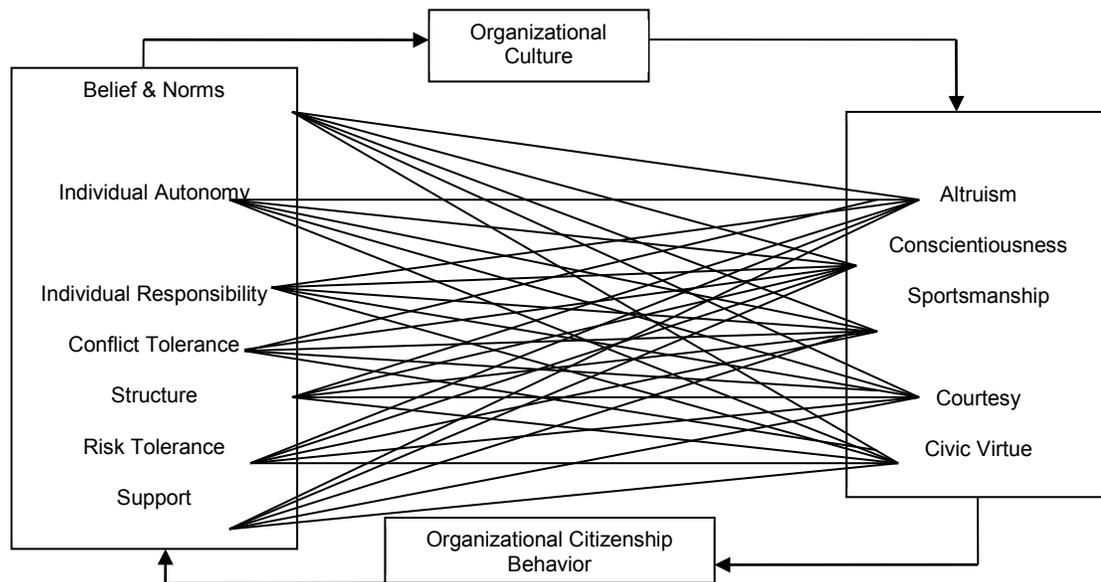
H2 – The factors of Organizational Culture will positively influence the factors of Organizational Citizenship Behavior.

Table 1: OC and OCB Variables

Organizational Culture	Organizational Citizenship Behavior
Belief & Norms	Altruism
Individual Autonomy	Conscientiousness
Individual responsibility	Sportsmanship
Conflict Tolerance	Courtesy
Structure	Civic Virtue
Risk Tolerance	
Support	

Above-mentioned table represents variables considered for analyzing the impact of Organizational Culture on Organizational Citizenship Behavior. Organizational Culture variables are the independent variables and Organizational Citizenship variables being the dependent variables.

Figure 1: The Conceptual Model



The figure above is the conceptual model on which the study is based. The model assumes and hypothesizes that all dimensions considered for analysis in Organizational Culture and Organizational Citizenship Behavior will impact each other i.e. each variable will have some impact of the other variable/variables.

Table 2: Mean, Standard Deviation and Intercorrelations of Study Variables

Corr	Mean	SD	BAN	IR	STR	IA	CT	SP	RT	ALT	SPRTS	CV	CONSC	COUR
BAN	14.65	2.76												
IR	11.88	1.98	0.51**											
STR	4.6	1.42	0.53**	0.42**										
IA	5.26	0.97	0.31**	0.28**	0.12*									
CT	7.07	1.4	0.54**	0.39**	0.33**	0.35**								
SP	11.29	2.22	0.65**	0.47**	0.47**	0.36**	0.53**							
RT	6.54	1.53	0.51**	0.43**	0.29**	0.22*	0.42**	0.47**						
ALT	15.51	3.16	0.47**	0.46**	0.43**	0.31**	0.43**	0.53**	0.37**					
SPRTS	9.1	2.07	0.48**	0.40	0.47**	0.23**	0.36**	0.52**	0.40**	0.59**				
CV	11.38	2.41**	0.52**	0.51**	0.39**	0.26**	0.45**	0.62**	0.36**	0.63**	0.62**			
CONSC	7.09	1.77	0.57**	0.48**	0.52**	0.27**	0.50**	0.58**	0.39**	0.66**	0.63**	0.61**		
COUR	8.97	2.02	0.46**	0.38**	0.43**	0.26**	0.41**	0.58**	0.29**	0.65**	0.56**	0.61**	0.59**	

Note: The above table shows summary of Mean, Standard Deviation and intercorrelations among the study Variables at **ten percent and *five percent levels. BAN = Belief & Norms, IR = Individual Responsibility, STR = Structure, IA = Individual Autonomy, CT = Conflict Tolerance, SP = Support, RT = Risk Tolerance, ALT = Altruism, SPRTS = Sportsmanship, CV = Civic Virtue, Consc = Conscientiousness & Cour = Courtesy **Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed).

RESULTS

To results of tests of the hypothesis (H1) correlation are presented in Table 3. The results derived indicated a high positive correlation between Organizational Culture and Organizational Citizenship Behavior ($r = .722, p < .01$) across all the Organizations (Manufacturing, IT, Banking). The results also demonstrated a significant level of correlation between Organizational Culture and Organizational Citizenship Behavior in the individual Organizations as well. For the banking Organization the correlation was significant ($r = .626, p < .01$), similarly for the IT organization the correlation was also significant ($r = .635, p < .01$), again for the manufacturing sector the correlation was found to be ($r = .764, p < .01$) higher than the average of all the sectors and highest among the three Organizations under study. Hence the hypothesis is accepted.

The analysis shows there was a significant correlation between all the variables (Organizational Culture: Belief & Norms, Individual Autonomy, Individual responsibility, Conflict Tolerance, Structure, Risk Tolerance, and Support. Organizational Citizenship Behavior: Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue). It was observed that despite the fact that study was conducted in three diverse organizations, yet there was a significant relationship among the variables across the Organizations, notwithstanding that the culture and practices prevalent in respective Organizations are different. Also it was inferred that the degree of difference of correlation between the Organizations was not very significant i.e. (Banking, IT and Manufacturing). The uniformity may be attributed to a strong conformity to culture in each of the Organizations. In addition, it may be possible that each of these Organizations values their culture and attach high significance to it. Therefore conformity to culture in these Organizations is obvious and as such, has significant correlation with Organizational Citizenship Behavior Variables. Hence, citizenship behavior attributes in these Organizations is a result of healthy Organizational Culture practices, which are dear to every employee working. Among organizations, the manufacturing organization scored slightly over others. The reason could be the uniformity in pay and privileges, equal opportunities and job security, that is typical about Manufacturing Organizations, that keep the employees more committed to the culture, that results in overall better score in Organizational Citizenship behavior.

In this hypothesis (H2) it was assumed that each variable in Organizational Culture will positively impact the Organizational Citizenship Behavior, across all the organizations and also in the individual organizations. The results of these tests are presented in Table 4. For this purpose correlation was conducted to establish the impact of Organizational Culture on Organizational Citizenship Behavior. It was observed that across the organizations and also in individual organizations, the correlation was positive from high to moderate levels (refer table 2). Belief & Norms had a positive correlation with Altruism, at ($r = .47, p < .01$), with Sportsmanship, at ($r = .48, p < .01$), Civic virtue, at ($r = .52, p < .01$), with Conscientiousness at ($r = .57, p < .01$), with courtesy, at ($r = .48, p < .01$).

It can also be seen that Individual responsibility had a positive correlation with Altruism at ($r = .46, p < .01$), with sportsmanship, at ($r = .40, p < .01$), with Civic Virtue, at ($r = .51, p < .01$), with Conscientiousness, at ($r = .48, p < .01$), with Courtesy, at ($r = .38, p < .01$). It was further established that Structure had a significant positive relationship with Altruism, at ($r = .43, p < .01$), with Sportsmanship, at ($r = .47, p < .01$), with Civic Virtue, at ($r = .40, p < .01$), with Conscientiousness at ($r = .52, p < .01$), with Courtesy, at ($r = .43, p < .01$). It was further established that Individual autonomy had a positive moderate correlation with all variables, with Altruism, at ($r = .32, p < .01$), with Sportsmanship, at ($r = .23, p < .01$), with Civic Virtue, at ($r = .26, p < .01$), with Conscientiousness at ($r = .27, p < .01$), and with Courtesy, at ($r = .26, p < .01$). Again it was observed that Conflict tolerance was positively correlated with other variables, with Altruism, at ($r = .43, p < .01$), with Sportsmanship, at ($r = .36, p < .01$), with Civic Virtue, at ($r = .46, p < .01$), with Conscientiousness, at ($r = .50, p < .01$) and with Courtesy, at ($r = .41, p < .01$).

Also on inference it was established that Support was positively correlated with other variables, with Altruism, at ($r = .53, p < .01$), with Sportsmanship, at ($r = .52, p < .01$), with Civic Virtue, at ($r = .62, p < .01$), with Conscientiousness, at ($r = .58, p < .01$) and with Courtesy, at ($r = .58, p < .01$). Similarly on analysis it was observed that Risk Tolerance was positively correlated with other variables, with Altruism, at ($r = .37, p < .01$), with Sportsmanship, at ($r = .40, p < .01$), with Civic Virtue, at ($r = .36, p < .01$), with Conscientiousness, at ($r = .39, p < .01$) and with Courtesy, at ($r = .29, p < .01$). Therefore the hypothesis is accepted.

It was hypothesized that each variable in Organizational Culture will significantly influence the Organizational Citizenship Behavior across all Organizations and also for each of the Organization. This hypothesis was accepted. It was evident from the analysis that each variable was significantly correlated to the other variable, across all Organizations. When compared it was apparent that Support had most

significant correlation with other variables viz. Altruism, Sportsmanship, Civic Virtue, Conscientiousness and Courtesy, of this Civic Virtue scored the highest. The reason for such results could be the cultural conformity in Organizations and positive impact of culture towards peer support. Particularly for the Civic Virtue could be the respect that, employees have for the rules and regulations of the Organization.

CONCLUSION

The paper was aimed at evaluating the extent of impact Organizational Culture can have on Organizational Citizenship Behaviors of the employees working in three different sectors i.e. Banking, Information Technology and the Manufacturing. For the said purpose, data was analyzed collected from 380 respondents using statistical measures like correlation, which was rigorously used to arrive at comprehensive analysis, in addition mean and standard deviation was also applied to test the hypothesis.

The study of the culture of three different organizations shows that Organizational Culture in many ways can impact the Citizenship Behaviors of employee in an Organization. It may be concluded that there are certain factors which relate to the Culture practiced in a Workplace and which have got lot to do with inculcating the Organizational Citizenship Behavior amongst the employees. The results indicated similar results for the Organizations surveyed, which reiterates the assumption that culture if nurtured can inculcate citizenship behaviors in employees within the Organization. It can be hence speculated that strengthening the cultural roots of an Organization can lead to observance of Citizenship Behavior across all sectors in a given Organization.

In this study, we found support for the hypothesis that the Organizational Culture is positively related to the dimensions of Organizational Citizenship Behavior. It was observed that all dimensions of Organizational Culture were found significantly correlated to the Organizational Citizenship Behaviors. This further strengthens the assumption that all factors of Organizational Culture will impact the Citizenship behaviors. Hence, these results provide support for the notion that Organizational Culture within certain framework can potentially shape the Citizenship Behaviors of the employees in an Organization. It may further be argued that individuals may bring with them a predisposition to perform Citizenship Behaviors but a Culture not prepared to absorb the discretionary behaviors can render individual efforts futile. Therefore, the results presented in the current analysis suggest that the most significant determinant of employee citizenship is the Cultural Phenomena and its capacity to influence people and their behaviors.

This paper is subject to several limitations. The size of the sample may be small when compared with the number of people working in all three Organizations. Data were collected from certain types of the Organization belonging to a particular location. Hence, the results cannot be generalized for the whole sector considering the working population in these sectors and given the immense size and cultural diversity of the nation. Another limitation was, the responses might have been influenced by certain degree of personal bias and because of which the responses might not have been completely accurate.

In addition, a very limited availability of literature pertinent to Indian Organizations served as a serious limitation. The maximum literature reviewed and cited on this subject was derived from journals, books, periodicals and magazines from the west, though the studies are authoritative and well researched, but lack of Indian context makes the study just a little unsupportive.

The present study has opened the doors for wider discussions, deliberations and research. There are several other dimensions to carry out research in this area. Further, studies related to Organizational Culture and Organizational Citizenship Behavior can be conducted having focus on gender and its impact on the variables. Gender presumes significant importance during study of variables like Organizational Commitment, Discipline, Leadership, Motivation etc. Because of the fact that gender differences largely

influence Organizational Culture, Functioning, Motivation, Leadership Style, Communication, Commitment etc. Hence, it can potentially impact and influence the results of the present work. Another area that could be examined further is impact of employee’s education on variables of Organizational Culture and Organizational Citizenship Behavior. It may be beneficial to observe if an employee’s education matches with the job content or job description.

Table 3: Correlation between OC & OCB across all Organizations

Organization	N	Correlation
Total (Manufacturing, IT, Banking)	343	.722**
Banking Organization	51	.626**
IT Organization	89	.635**
Manufacturing Organization	202	.764**

Note: Above table shows the overall correlation among different variables of Organizational Culture and Organizational Citizenship Behavior as mentioned in table 1 at 10 percent level. ** Correlation is significant at the 0.01 level (2-tailed)

Table 4: Correlation of OC & OCB Variables across all Organizations

	Altruism	Sportsmanship	Civic Virtue	Conscientiousness	Courtesy
Belief & Norms	.47**	.48**	.52**	.57**	.48**
Individual Responsibility	.46**	.40**	.51**	.48**	.38**
Structure	.43**	.47**	.40**	.52**	.43**
Individual Autonomy	.32**	.23**	.26**	.27**	.26**
Conflict Tolerance	.43**	.36**	.46**	.50**	.41**
Support	.53**	.52**	.62**	.58**	.58**
Risk Tolerance	.37**	.40**	.36**	.39**	.29**

Note: Above table shows the correlation of each variable of Organizational Culture with each variable of Organizational Citizenship Behavior as mentioned in table 1 at 10 percent level. ** Correlation is significant at the 0.01 level (2-tailed).

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