

Can Organizational Culture be a Predictor of Organizational Citizenship Behaviors?

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Abstract—Since the liberalization in 1991 in India, the industries have gone through a massive change. The Indian companies have also made rapid strides in merging and acquiring foreign companies to improve them and survive in the highly demanding corporate world. The work culture and the mindset of people have also dramatically changed over the past two decades. The introduction of foreign products has improved the quality of the local products. The lifestyle has also witnessed a major shift from the pre – liberalization years. Thus the changes that are occurring worldwide are very important and forcing organizations to change. Therefore the change agent working in a traditional organizational development framework, describing culture is the first step in a rational change process which involves moving an organization from ‘here’ to ‘there’. For the practitioner who works from a complex or living systems perspective, describing culture is also as a key part of the change process itself. The paper is an attempt to investigate as to how much a given Organizational Culture can predict the prevalent Organizational Citizenship Behaviors in three different sectors namely, Manufacturing, Banking and Information Technology.

Index Term—Organizational culture, organizational citizenship behavior, correlation.

I. INTRODUCTION

The concept of organizational culture is relatively new and is still evolving. The discipline of organizational culture emerged from the fields of anthropology and sociology. The formal writing on the subject began by Andrew Pettigrew in 1979 from an anthropological point of view. Pettigrew focused on the concepts of myth, ritual, and symbolism in an organization context [1]. The culture is particularly important when attempting to manage organization-wide change. Practitioners are coming to realize that, despite the best-laid plans, organizational change must include not only changing structures and processes, but also changing the corporate culture as well.

A substantial amount of attention has been paid to the concept of organizational culture in the past several years [2]. Likewise, the subject of organizational culture has been considered as one of the central elements that contribute to organizational success. Many scholars 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[3],[4]. Further, theorists and practitioners alike suggest that improving organizational culture assists in regaining organizational competitiveness and revitalizing declining organizations [5].

Organizational citizenship behaviors are discretionary workplace behaviors that exceed one's basic job requirements. They are often described as behaviors that "go above and beyond the call of duty". Not surprisingly, OCBs 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 [6]. In a separate vein, research shows that the components of chronic, long-term stress, otherwise known as *burnout*, can negatively affect variables associated with intrinsic motivation including one's energy levels, engagement with work and sense of achievement [7].

II. REVIEW OF LITERATURE

Organizational culture has long been regarded as a critical determinant of an organization's effectiveness [8], [9], [10], [11]. Some exceptions have emerged, including influential work by Kotter and Heskett, who found a correlation between indices of "strong" culture (e.g., clearly identifiable, consistent values) and long-term organizational performance [12]. Moreover, research by Denison and his colleagues has afforded great insight and has demonstrated empirical ties between culture and organizational performance in various contexts, using an array of performance criteria [13].

Schein differs in his version of the history of organizational culture indicating that although the concepts of group norms and climate date back to the 1930 Hawthorne studies, the concept of culture has been used only in the last several decades [14]. According to Schein, the 1950s were the era when organizational psychology split from industrial psychology. At this point organizational psychology began to emphasize working with whole groups versus just individuals [15]. As cited in Schein, Likert developed his System 1 through 4 to describe organizational norms and attitudes. At the same time, Katz and Kahn developed their entire analysis of organizations around systems theory which laid the theoretical foundation for later culture studies [16]. Many researchers have identified relationships between organizational culture, organizational performance and change [17], [18], [19]. 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 [20]. Numerous attempts to define, characterize or describe organizational culture appear in the literature [21], [22], [23], [24], [25], [26]. Griesemer defines organizational culture as "the sum total of the learned behavior traits, beliefs and characteristics of the members of a particular organization" [27]. He indicates the key in the definition is the word "learned" because that is

Manuscript received December 29, 2011; revised February 16, 2012

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what distinguishes culture from biological inherited behaviors.

Organizations that employ individuals who exhibit OCBs are more likely to have effective work groups within the organization [28]. Empirical studies on OCBs have been conducted in various industries, including sales [29], [30], [31], [32], [33].

Considerable empirical evidence has converged on the finding that OCBs have a significant impact on managerial performance appraisals and other managerial decisions[34],[35],[36],[37],[38],[39],[40],[41],[42],[44],[43] [45], [46], [47]. In some cases, these findings indicate that citizenship behaviors have substantially greater influence on performance appraisals than objective performance information [48], [49], [50].

III. HOW CULTURE PREDICTS OCB

Literature linking Organizational Culture and Organizational Citizenship Behavior or studies exclusively studying the impact of Organization specific culture practices on Citizenship Behaviors was found to be either nonexistent or negligible. However owing to increased Globalization, researchers have become increasingly interested in the influence that a cultural context has on Organizational Citizenship Behavior. As noted by Paine and Organ, cultural context may influence the applicability of Organizational Citizenship Behavior in a variety of ways [51].

Hofstede observed that individualistic cultures are characterized by loosely knit social structures in which people are responsible for taking themselves and their families only. In contrast, collectivist cultures are characterized by tight social structures in which people distinguish between in-groups and out-groups and expect their in-group to be responsible for looking after them in exchange for their absolute loyalty to the in-group [52].

Research by Lam, Hui, and Law indicates that participants from collectivist culture like Hong Kong and Japan were significantly more likely to perceive the sportsmanship dimension of Organizational Citizenship Behavior to be a requirement of the job than from participants of the individualistic cultures like Australia or the United States. In addition, participants from Hong Kong and Japan were significantly more likely to perceive the courtesy dimension of Organizational Citizenship Behavior to be a required part of the job than participants from Australia [53].

Further, Paine and Organ argued that Organizational commitment may be higher in collectivist cultures than in individualistic cultures, because of the importance of the in-group in shaping perceptions of self-identity in collectivist societies [54].

IV. HYPOTHESIS

H1 – Organizational Culture will significantly impact Organizational Citizenship Behavior

H2 – Organizational Culture will significantly predict the Organizational Citizenship Behavior

V. THE VARIABLES

Organizational Culture:

- Belief and Norms
- Individual Autonomy
- Individual responsibility
- Conflict Tolerance
- Structure
- Risk Tolerance
- Support

Organizational Citizenship Behavior:

- Altruism
- Conscientiousness
- Sportsmanship
- Courtesy
- Civic Virtue

VI. METHOD

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 and Organizational Citizenship Behavior. The questionnaire was administered in three different Organizations representing three different sectors namely Manufacturing, Banking and IT. A total of 344 responses were considered for analysis. The survey instrument had a total of 54 questions pertaining to Organizational Culture and Organizational Citizenship Behavior.

VII. FINDINGS

To test the hypothesis (H1) correlation was done. The results derived indicated a significant 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 (Table I). Hence the hypothesis is accepted. It was observed from the analysis that there was a significant correlation between all the variables (OC: Belief and Norms, Individual Autonomy, Individual responsibility, Conflict Tolerance, Structure, Risk Tolerance, and Support. Organizational Citizenship Behavior: Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue).

TABLE I: CORRELATION BETWEEN OC AND 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**

** Correlation is significant at the 0.01 level (2-tailed)

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 Organization. In addition it may also be 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, it is needless to say that 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 the second hypothesis it was assumed that variables in Organizational Culture will significantly predict the Organizational Citizenship Behavior factors, across all the organizations and also in individual organizations covered under study. For this purpose regression was conducted to establish the degree of predictability of Organizational Culture on Organizational Citizenship Behavior across all Organizations under study. It was observed from analysis of all three sectors that Organizational Culture is significantly predicting Organizational Citizenship Behavior.

The analysis revealed that most of the variables of Organizational Culture are partially predicting the Organizational Citizenship Behavior variables i.e. (58.15 $P < .01$) with a variance of 55% ($R^2 = .53$). The factors where the predictability is significant include Individual Responsibility ($\beta = .20, p < .01$), Structure ($\beta = .13, p < .01$), Conflict Tolerance ($\beta = .20, p < .01$), Support ($\beta = .33, p < .01$) are considerably predicting the Organization Citizenship Behavior variables. Under this hypothesis it was assumed that there will be a significant predictability of overall Organizational Citizenship Behavior by Organizational Culture variables. This hypothesis was partially accepted. It was evident from the analysis that maximum variables were significantly predicting the variables of the Organizational

Citizenship Behavior. Most significant was Support, the reason could be the peer participation and support to avoid a conflict or cover up a failure. Lowest significance was scored by Risk Tolerance; the reason could be a low orientation to risk taking in Organizations, which is a general characteristic of employees working across all sectors.

TABLE II

	Beta	R Square	F
Belief and Norms	.07 (1.22)	.55	58.15**
Individual Responsibility	.20** (4.24)		
Structure	.19** (4.28)		
Individual Autonomy	.04 (1.08)		
Conflict Tolerance	.13** (2.78)		
Support	.33** (6.40)		
Risk Tolerance	.03 (.76)		

Regression Analysis of OC and OCB across all Organizations

VIII. CONCLUSION

Having studied the Organizational Culture of three different Organizations it can be concluded that there are certain factors which are related to the Culture practiced in a Workplace and which have got lot to do with inculcating the Organizational Citizenship Behavior amongst the employees. This is found to be more or less the same for all the Organizations surveyed, because these factors form the basic concept of Organizational Citizenship for any 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.

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