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### **Organizational Citizenship Behaviour in relation to Performance in Army Jawans**

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#### **ABSTRACT**

The study was conducted to study organizational citizenship behavior (OCB) and performance in Army Jawans. Using a sample of 209 Army Jawans from different parts of Rajasthan the results revealed that organizational citizenship behavior was significantly correlated with performance. Correlation and regression analysis were used to answer the research questions.

**KEY WORDS:** OCB, Army Jawans, Performance

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Indian Army does not promise a bed of roses, nor does it guarantee for materialistic luxuries, yet the life it provides is matchless. The experiences and knowledge Indian Army provides are amazing. The honour and respect the job gives, together with the opportunity of serving the nation gives a sense that no other high package job can. As a young soldier gets commissioned after long months of tough training, eager to face challenges and serve in the remote areas of the nation, places whose names the common man has not even heard of. Life in the remote areas is tough, and the soldier learns to live life cheerfully, knowing the worries tomorrow offers.

Organizational citizenship behaviour is individual behaviour that is discretionary, not directly or explicitly acknowledged by the formal reward system, and that in the aggregate promotes the effective functioning of the organization<sup>1</sup>.

The concept of OCB was first introduced as *A Good Soldier Syndrome*<sup>2,3</sup>, something that was considered necessary for the prosperity and effective functioning of organizations. Organisational citizenship behaviours (OCBs) are discretionary behaviours that are neither mandated nor compensated by the organization. They include those behaviours that contribute to maintain an organization's social system based on social exchange theory relying on long term socio-emotional benefits and not on short term economical benefits<sup>4,5</sup>, and which indirectly benefit the work group or organization as a whole<sup>3</sup>. There gave a five-factor model which consists of courtesy, altruism, civic virtue, conscientiousness, and sportsmanship<sup>1</sup>.

The positive association between OCB and performance has been studied for a variety of populations. For example- workers of healthcare organizations, bank employees, school teachers, school students, military, managers, industrial workers, nurses<sup>6-13</sup>.

Job performance is a multidimensional idea<sup>14</sup> as an extent to which a person assists the organization in meeting its goal. Job performance comprises of apparent behaviour that employee's perform in their job which are significant to the organizational goals<sup>15</sup>.

Model of job performance is based on a study of U.S. Navy personnel<sup>16</sup>. The model has 4 dimensions:

1. Task-oriented behaviors are similar to task-specific behaviors in Campbell's model. This dimension includes any major tasks relevant to someone's job.
2. Interpersonally oriented behaviors are represented by any interaction the focal employee has with other employees. These can be task related or non-task related. This dimension diverges from Campbell's taxonomy because it included behaviors (small talk, socializing, etc.) that are not targeting an organization's goal.
3. Down-time behaviors are behaviors that employees engage in during their free time either at work or off-site. Down-time behaviors that occur off-site are only considered job

performance when they subsequently affect job performance (for example, outside behaviors that cause absenteeism).

4. Destructive/hazardous behaviors.

Researches also propose that besides individual task performance employees also engage in extra role behaviour such as helping co-workers or voluntarily<sup>1</sup>. OCB among military personnel was first studied by<sup>17</sup> on 64 dyads of supervisor and subordinates in the U.S. military. The results confirmed supervisor behaviours (availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, promise fulfillment, receptivity) which facilitated interpersonal trust were positively correlated with OCB in subordinates.

## **METHODOLOGY**

### ***Objectives***

- To assess the relationship between OCB and performance among Army Jawans.

### ***Hypothesis***

H<sub>1</sub>: Performance will be positively correlated with OCB.

OCB has a positive effect on subjective well-being and job performance of workers<sup>18</sup>. The perception of employees toward OCB has a positive and significant influence on employees performance<sup>19</sup>. A hypothesis of positive relationship has been based on the conceptual framework.

### **Sample**

The total sample for the present study comprised 209 Army Jawans between the ages of 18-50 having 12<sup>th</sup> as minimum qualification coming from all the socio economic background from the Armoured Core of Rajasthan was taken. A total of 510 questionnaires were distributed out of which 320 were obtained back. 111 questionnaires were incomplete so the usable final targeted sample was 209. Jawans with Alcoholic Dependence Syndrome and Low Medical Category (LMC) were excluded.

## **MEASURES**

### ***Organizational Citizenship Behaviour Scale<sup>20</sup>***

Organizational Citizenship Behaviour Scale was constructed<sup>20</sup> to establish the organizational citizenship behaviour of an individual. The scale has 36 items both in English and Hindi. The scale measures an individual's commitment which is voluntary inside an organization or company which is not the element of his/her designated responsibilities. The scale provides a total score as well as

scores on the 4 factors, namely, altruism, organizational compliance, sportsmanship and loyalty. The scale has high reliability and validity with a reliability of 0.89 and validity of 0.94.

### ***Performance Rating Scale<sup>21</sup>***

Performance rating scale was developed <sup>21</sup> to ascertain the level of efficiency. It is a 14 item scale in English that requires the officers to fill in the scale so as to know how well the particular Jawan was doing. The higher the score the higher the performance level of the individual. The scale has a high reliability of 0.99 and validity of 0.84.

## **RESULTS**

Data collected were analyzed in SPSS. Table 1 shows the descriptive statistics

### **1. Mean, standard deviation and alpha values**

<b>Measures</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Cronbach's Alpha</b>
<b>Altruism</b>	104.363	4.097	0.40
<b>Organizational Compliance</b>	23.602	2.238	0.69
<b>Sportsmanship</b>	28.378	2.539	0.53
<b>Loyalty</b>	14.995	0.069	0.71
<b>Total OCB</b>	171.339	6.911	0.69
<b>Performance</b>	37.129	16.768	0.76

### **2. Bivariate correlation between OCB and performance**

	<b>Performance</b>
<b>Altruism</b>	0.144*
<b>Organizational Compliance</b>	0.203**
<b>Sportsmanship</b>	0.157*
<b>Loyalty</b>	0.034
<b>Total OCB</b>	0.209**

\*. Correlation is significant at the 0.05 level (2- tailed).

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

A test of Pearson correlation was used to address the relationship between OCB (M=171.339,±6.9111) and Performance (M= 37.129,±16.768). Using an alpha level of 0.05, this test was found to be statistically significant,  $r(198) = 0.209, p < 0.01$ , indicating that these two variables are highly positively related.

3. Regression analysis

Independent Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-188.396	250.534		-0.752	0.453
Altruism	0.263	0.314	0.064	0.840	0.402
Organizational compliance	1.170	0.570	0.156	2.052	0.041
Sportsmanship	0.445	0.522	0.067	0.852	0.395
Loyalty	10.522	16.534	0.043	0.636	0.525

Note. Fit for model  $R^2 = 0.053$  Adjusted  $R^2 = 0.035$ ,  $F(4,204) = 2.858$ ,  $p < .000$

Organizational citizenship behaviour significantly predicts performance among Army Jawans which is indicated by the regression coefficient ( $R^2 = 0.053$ , adjusted  $R^2 = 0.035$ ,  $F(4,204) = 2.858$ ,  $p < .000$ ). Total organizational citizenship behaviour accounts for 3.5% of variance in performance in the current sample. Further, a linear regression analysis indicates, organizational compliance a subscale of organizational citizenship behaviour emerging as the most important predictor of performance.

**DISCUSSION**

The relevance of OCB for Army Jawans can be established by the fact that extra- role behaviours at the workplace have been identified as “Good Soldier Syndrome” by Organ<sup>1</sup>,<sup>3</sup>. Hypothesis of the study proposed a positive correlation between organizational citizenship behaviour and performance. The results supported the hypothesis and we found that organizational citizenship behaviour does have a significant positive correlation (0.209\*\*) with performance. Results denoted that as the OCB of the individual increases so does the performance.

Sportsmanship, altruism, civic virtue and courtesy have an optimistic and important consequence on the performance of the worker<sup>22</sup>. Altruism facilitates workers to go further than the work needs ensuing to achievement of hard job. Besides, workers that exhibit courtesy are more liable to fit into citizenship behavior that is considered valuable for the association. Exclusively, they are expected to give confidence to their co- workers when they are behind and they are those who do something to thwart troubles with other co- workers.

OCB facilitate attainment of performance at the hospital<sup>23</sup>. This entails that consideration and collaboration with social group, advising, doing additional responsibilities with no setbacks and criticisms, timekeeping, unpaid assistance, capable use of managerial assets, contributing information and completely representing the association will boost service competence, patient contentment, patient return and reference to others, therefore, organizational performance.

Employees form social bonds at workplace and may use important employees as their role models for analyzing the appropriateness of particular beliefs and behaviours. Such relationship

impact their attitude toward compliance which predicts behavioural compliance. When a worker has control of matters impacting them or other employees they may easily take responsibility for their compliance<sup>24</sup>. Antecedents to OCB are the features that improve the intensity of performance of the workers in a company. Organizational citizenship behaviours augment the likeability of place of work location which can add to augmented performance and competence<sup>25</sup>.

A survey was conducted on state-owned enterprises, private enterprises, foreign-funded enterprises to test the relationship between organizational citizenship behaviour and organizational performance<sup>26</sup>. Organizational loyalty, to follow the organization, person initiative, and continuation of interpersonal accord exerts significant pressure on person performance. Indulgence of workers in various organizational behaviour are expected to boost their personal performance. Of all the components of OCB organizational compliance comes out to be more significant.

Enhancement in organizational performance cannot be comprehended in the nonexistence of compliance. Hence, to achieve development in organizational performance it is necessary for the organizations in query to obey the policies. On the basis of the significance of policy and regulatory structure, it is essential for organizations to expand and support procurement policies to improve organizational performance<sup>27</sup>.

Altruism in organizations provides a workplace ambience in which individual differences of opinion or estrangement are moderated. For that reason, the existence of altruism climate in organizations offers the basis for making healthy work environments that may lead to positive consequences for workers like better job satisfaction and individual well-being, and subsequently, may do well to organizations in terms of amplified performance, organizational commitment and organizational health<sup>28</sup>.

The Social Exchange Theory<sup>29,4</sup> considers that any exchange relation in a corporation can be divided into two types- economic exchange relationship and social exchange relationship. The key motivating power in the expansion of a corporation is teamwork and altruistic behaviour is favourable to the co operational and performance of the organization. A worker with altruistic behaviour will make more assistance to the company or surpass himself which is not only valuable to his own development but also to the organization's efficacy and synergy. Workers with better altruistic behaviours will devote themselves to extra-role behaviours like innovation and creation instead of being late or quitting the job. OCB has been linked to various aspects of performance like fairness perception, individual disposition and proper leadership styles<sup>30</sup>.

The results of the current research also show that OCB is a significant predictor of performance.

## **SUMMARY & CONCLUSION**

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- Significant positive correlation was found between OCB and performance.
- Organizational compliance as a subscale of OCB emerged as the most important predictor of Performance.

## **CONCLUSION**

This study will have implication for informing the policies of Indian Military Services since the greater majority of Indian Army consists of Jawans. The findings of the study might be helpful in directing the attention towards variables which are relevant to performance.

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