Uncovering Relationship Between Organizational Citizenship Behaviourand Workplace Deviance: An Empirical Study

Dr. Anshu Yadav

Assistant Professor, Amity Business School, Amity University, Uttar Pradesh,
ayadav2@amity.edu

Dr. Parul Yadav

Associate Professor, GL Bajaj Institute of Management & Research, Greater Noida,
parul.yadav@glbimr.org

ABSTRACT

Industrial and organizational psychological research lays emphasis on two dimensional studies organizational citizenship behaviour (OCB) and Workplace Deviant Behaviour (WDB) to enhance job performance. These two employee behaviours have been studied widely to find out their impact on performance but seldom that these two dimensions are studied together. Though they both fall into the same category as voluntary behaviour of an employee but former are found to results in increasing the organisational effectiveness and latter leads to deviation from work resulting in lower productivity. Despite the generally negative relationship between organizational citizenship behaviours and counterproductive work behaviours, employees are often found engage in both. To understand the OCB–WDB relationship, a study was conducted among the 102 academician of Delhi/NCR. Correlation analysis found results having a moderately low positive relationship (0.163), which is surprisingly different from usual expectations.

INTRODUCTION

The study of performance has a long history in the field of industrial psychology and is more relevant in the strong competition the whole world is facing to cope with the changing scenario. The organizations call for team working and hence understood the concept of working in synchronization with each other. But this is not the only criteria for success. The Organizational Citizenship Behaviours (OCBs) are a particular type of work behaviour that is defined as the individual's behaviour that is neither mandatory nor directly or explicitly recognized by the formal compensation system.

These behaviours are not the job requirements, but are performed in order to contribute to maintenance and improvement of the social and psychological context that supports performance and adds in the organisational effectiveness [1]

I. ORGANISATIONAL CITIZENSHIP BEHAVIOUR

The Organizational Citizenship Behaviour (OCB) concept can be outlined from the work of [2]

where he argued for organisation effectiveness it is vital that the employees show their willingness for cooperative efforts it was later supported by [3] who suggested that the innovative and spontaneous behaviours beyond the organisational role are requirement for the same. Later [4] and [5] coined the term 'Organizational Citizenship Behaviour'. The term OCB gained more importance in the year 1990s and till now a relevant factor of organisational studies. It suggests it as extra role behavior.

Citizenship behaviours has gained more importance in recent times as it helps to assist in achievement of organizational goals and in turn enhances organizational performance [6]. It [7]also stated that survival of an organization necessitates OCB, as it maximizes the effective functioning of the organization and endorse efficiency. This behaviour comprises of helping individual initiatives such as conscientiously following company rules protecting its property, cooperation,

altruism, compliance, dependability and punctuality [8].

In an important study [9] have defined Organizational Citizenship Behaviour is not the obligation of the employee for which he or she was hired and is not defined in the job description of the employee. Discretionary behaviour being rather a matter of option, its segregation is not essentially acknowledged and compensated by the organization. Researcher [10] gave two broad classification of Organizational Citizenship Behaviour: classification on an interpersonal dimension (OCB-I) and an organizational dimension (OCB-O). This nomenclature is based on the type of receptors of that behaviour, i.e., individual or organization. For example, lending a hand to a co-worker will come under OCB-I while saying good things about one's employer in front of others will come under OCB-O. While intricate nomenclatures of Organizational Citizenship Behaviour have consequently been formulated, this model for Organizational Citizenship Behaviour is still followed and acts as basis for other categorizations. According to Organ, OCBs have a variety of forms, including altruism, courtesy, sportsmanship, civic virtue and conscientiousness [11].

- Altruism is voluntary behaviours where an employee offers help to an individual with a particular problem to complete his or her chore under atypical state of affairs.
- Courtesy defined by [9] is words of Organ as that the employees treat others with respect. Courtesy incorporates behaviours, which focus on the deterrence of troubles and taking the essential step so as to minimize the effects of the trouble in the future.
- Sportsmanship means that employees have a optimistic mind-set and are willing to endure less than ideal conditions without complaining. [11]
- Civic virtue means that employees dutifully participate in, and are concerned about, the interests of the company[11]

- Conscientiousness is the thoughtful use of time to enhance the efficiency of both individuals and the group; participants give more time to the organization and exert effort beyond the formal requirements [12].

Studies of OCB so far have laid emphasis on its understanding, characteristic, antecedents and effects on performance and effectiveness. The present study focuses on understanding OCB in relationship with work deviant behaviour [13]in Indian context

Workplace Deviance

OCB is the behaviour of an individual that is neither mandatory nor directly recognized by the formal compensation system but results in increasing the organisational effectiveness similarly Workplace Deviance is not any accidental rather intentional behaviours by employees contrary to the interest of organisation. It is the disobeying of important organizational customs, guidelines, or rules and in doing so pose a threat to the welfare of the organization and/or its members or both[14]. They applied the multidimensional scaling technique to categorize Workplace Deviance Behavior. They have classified two types of deviances; the deviance directing towards at either the organization, known as organizational deviance; or at the individuals of the organization, also known as, interpersonal deviance thus considering minor and serious consequence of the both it comes out with four typologies Production deviance, Property deviance, Political deviance and Personal deviance
.

Workplace Deviance is also described as a category of behaviours that are discretionary and contrary to legitimate interest of the organisation where individuals make conscious preferences regarding whether to employ such behaviours as playing rude pranks, profanities at co-workers, forging expense reports, and disrupting the work of others. Anything which intends to harm the organization is Workplace Deviance Workplace [15].

According to a study of [16] it was found that almost 33-75% of employees at some time in their service to the organisation have found to be engaging in CWB. One in every 15 employees embezzles from their employer. Almost thirty-three to seventy-five percent of the target audience of research has exhibited deviant behaviour in one or the other form and forty-two percent of the women surveyed said they have been sexually harassed. About twenty to twenty-five percent of the employees have complained about the abuse at workplace. This kind of predicament have to kept under control as organizations put a lot of efforts and resources in their workforce and these kinds of behaviours add on to the economic, social and psychological costs of the organization. These approximation may even be elevated today because of the pervasiveness of technology-facilitated deviance These facts above demonstrate that the impact of these behaviours are significant and grave and needs to be examined by organizational researchers

ARE THEY OPPOSITE FORMS OF BEHAVIOR

Organizational theorists have repeatedly surveyed on the two dynamic behaviors - OCB & WDB. Some researchers believed that these extra task behaviors are strongly oppositely related to each other. While others believed that there is a week relationship between the two domains. The OCB – WDB relationship do not comply with an integrated picture and all researchers have their own conception on the subject matter. Nevertheless, it has been argued that the assumption of Workplace Deviance Behavior& Organizational Citizenship Behavior is oversimplification o the facts and there can be a situation herein, they can be positively correlated. According to[17] there have been empirical evidences that Workplace Deviance Behavior& Organizational Citizenship Behavior are not negatively related to each other but antecedents and consequences are oppositely related. 5 antecedent circumstances were postulated by the

study that might direct to both Workplace Deviance Behavior and Organizational Citizenship Behavior in a chronological manner. The circumstances were under stimulation at workplace, co-worker lack of performance, organizational restraints, absence of anticipated rewards for OCB, and unwarranted behaviors of Workplace Deviance Behavior. The researchers projected that under stimulation can direct to monotony and dullness, lack of performance by co-worker, organizational constrictions, and absence of anticipated rewards can be the reason for resentment, & can lead to Workplace Deviance Behavior ultimately. In certain situations, an employee feels guilty after engagement in Workplace Deviance Behavior and then directs themselves towards Citizenship Behavior as remorse.

According to research study by [18], there is a negative relation between Organizational Citizenship Behavior and Workplace Deviance Behavior. The research was performed in Pakistan. To the researchers prospect, the outcome established in the geographical background were parallel to those recognized by the other researchers but the Pakistani context had found more strength which can be enlightened using the following conception that, since Pakistan is still developing, the physiological needs and security needs (the two lower level of Maslow's hierarchy of needs theory) are the prominent one and people endeavor for a job which can provide them with maximum remuneration and are least bothered about other factors like working environment and alike. Due to this very rationale it was inferred that satisfied people in an organization are more likely to exhibit citizenship behavior at large, and the rest who have doubts on the way, their organization take care of them, have developed Workplace Deviance Behavior. According to [19] the distinctive relationship between OCB and CWB was moderately negative. Along with the relationship between global OCB and global CWB, the relationships between OCB's

components and CWB's components were also observed in the study.

Objectives

The objectives of the study are:

- To study the level of Workplace Deviance Behavior of academicians.
- To study the relationship between Organizational Citizenship Behavior & Workplace Deviance Behavior.
- To study the impact of Organizational Citizenship Behavior on Workplace Deviance Behaviour

Methodology

Exploratory & Descriptive Research approach was adopted to study the relationship between Organizational Citizenship Behavior & Workplace Deviance Behavior.

For the current study 200 respondents were contacted 160 of those participated and fully complete authentic responses considered for study were only 102 having a response rate of 63.75%.

Non probability snowball sampling techniques was used to collect the data from The data was collected from colleges and B-Schools in India.

Standardized tool used for Organizational Citizenship Behavior was designed by [17]. It is a 20- Items scale with a reliability index of 0.94. Similarly, the questionnaire used to measure Workplace Deviance Behavior was designed by Bennett and Robinson in 1999. It is a 19-Items scale with a reliability index of 0.96 .
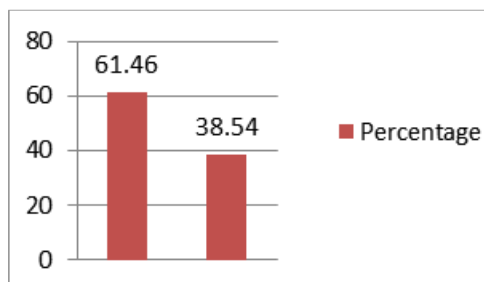
Findings

Fig 1: Level of Workplace Deviance

To study the level of work deviance behaviour of academicians with the help of research tool it was observed that 61.46% of the sample agreed that they involve in Organizational Deviance in one or the other form while 38.54% showed Interpersonal Deviance in recent past. Among the Citizenship Behavior acts, majority of the sample surveyed said that they had lent a compassionate ear when someone had a work problem followed by the behavior of helping a co-worker in learning new skills or share job knowledge. This implies that the academicians are ready to listen to their colleagues work problems and also to help them in learning new job skills. According to Organ, these behaviors forms the OCB-I nomenclature wherein these behaviors influence the interpersonal aspect of OCB

To study the relationship between OCD and WDB following hypothesis was tested through correlation analysis

Ho= There is no significant correlation between Organizational Citizenship Behavior & Workplace Deviance Behavior

H1= There is a significant correlation between Organizational Citizenship Behavior & Workplace Deviance Behavior.

Table 1: Correlation between Organizational Citizenship Behavior & Workplace Deviance

		OCB	WDB
OCB	Pearson Correlation	1	.163
	Sig. (2-tailed)		.103
	N	102	102
WDB	Pearson Correlation	.163	1
	Sig. (2-tailed)	.103	
	N	102	102

As the value of Pearson Correlation is .163. This means that there is a positive weak correlation between Organizational Citizenship Behavior & Workplace Deviance Behavior i.e., an increase in

one variable (say for example, OCB) will result in an increase in the second variable (WDB) and vice-a-versa. Also the significance of this correlation is .103. The significance basically describes whether the correlation is purely due to chance factors and not due to an actual relation. As, the significance level in this case, is .103 (which is greater than .05), the null hypothesis is accepted and alternative hypothesis is rejected. Thus it can be inferred that there is no significant correlation between Organizational Citizenship Behavior & Workplace Deviance Behavior.

Table 2: Table for value of R and R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.163*	.023	.017	.31241

a.   Predictors : (Constant), OCB

The value of R square is .026, translated into percentage will make it 2.6%. That would mean that Organizational Citizenship Behavior accounts only for 2.6 % of the variation in Workplace Deviance Behavior. So 97.4% of variation in Deviance Behavior is explained by other factors. Thus it can be inferred that as 2.6% is very negligible proportion Organizational Citizenship Behavior is having almost negligible influence on Workplace Deviance Behavior and other factors are more accountable for WDB.

Table 3: Value of Coefficients in Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 Constant OCB	1.275 .076	.132 .046	.163	9.510 1.648	.000 103

a. Dependant Variable WDB

For each unit increase in Citizenship Behavior, there will be .076 unit increase in Workplace Deviance Behavior. The p value i.e. the significance value for the slope here is .103 which is greater than .05 the null hypothesis is retained.

Thus it can be inferred that there is no supported relationship between OCB & WDB. In simpler words, OCB does not influence WDB. Other demographic factors like Organizational tenure and gender were also studied and examined separately with both Citizenship Behavior & Deviance Behavior, but only 2 significant correlations could be established i.e., OCB & Tenure and WDB & Gender. These correlations were significant but very week. This means that though there is a relationship between them but, the proportion with which they are related to each other are very minimal and other factors play major influence.

Conclusion

As the results infers there is no significant relationship between Organizational Citizenship Behavior & Workplace Deviance Behavior. A correlation analysis yielded a coefficient value as .163 which implied that the relationship is positive (i.e., an increase in one variable will result in the increase in another variable) & week (i.e., the extent to which one variable affects the value of other variable is very small). One possible explanation of this result can be that the academicians feel that they are contributing so much for the growth of the organization so the organization should also levy some time for the personal entertainment of the academician. In other words, when people engage in morally praiseworthy behaviors, they often grant themselves a moral license to behave immorally. Another analysis yielded that Organizational Citizenship Behavior accounts only for 2.6% of the variation in Deviance Behavior. So 97.4% of variation in Workplace Deviance Behavior is explained by other factors. It can be inferred that as 2.6% is very negligible proportion, Organizational Citizenship Behavior is having almost negligible influence on Workplace Deviance Behavior and other factors are more accountable for WDB.

Both Organizational Citizenship Behavior & Workplace Deviance Behavior are extra role

behaviors that influence the overall productivity of the organization in one or the other way. The organizations should try to encourage its internal customers to develop those behaviors which could benefit the organization [20]. Thus OCB is the desirable behavior and provides a healthy work culture to the organization as suggested by [21] HR practices [22]Task identity, Stress level, & Job satisfaction are some of the determinants of WDB and organization should strive to improve upon these factors to reduce WDB in the organization as they are undesirable behaviors on the part of organization. Job satisfaction is one of the most important factor as it can influence both Organizational Citizenship Behavior & Workplace Deviance Behavior i.e., if the target audience is satisfied with their job they are more likely to exhibit OCB but if they are not satisfied with their job they are more likely to exhibit work deviance behavior.

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