

**A STUDY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND JOB STRESS IN A MANUFACTURING COMPANY IN MUMBAI<sup>1</sup>**

**Sukhada Tambe<sup>2</sup>**  
**Dr. Meera Shanker<sup>3</sup>**

**ABSTRACT**

*OCB refers to the behaviour of the employees in the organization which is voluntary in nature and such behaviour is over and above the roles and responsibilities assigned to them. OCB is gaining importance in organizations. OCB goes a long way in contributing towards reducing job stress. On the one hand job stress is counter productive for the employee and the organization and on the other hand OCB is helpful and favourable for the employee as well as the organization. OCB is considered as an important dimension to reduce the job stress in the organization, in turn making employee more satisfied and productive. Present study is an attempt to find out the relationship between OCB and its various dimensions with job stress. Statistical analysis revealed unequivocal relationship between these two factors.*

**Keywords :** Organizational Citizenship Behaviour (OCB), Job Stress, Altruism, Courtesy, Civic Virtue, Conscientiousness, Sportsmanship

**Introduction :**

The success of an organization depends on the efficiency and productivity of the employees. Employees go a long way in contributing towards the organizational success. During the stay of an employee in the organization, there are certain behaviours which are expected from him and are abiding on him by the rules and regulations of the organization. In addition to this, employees at times exhibit certain behaviours that go beyond the call of the duty. Such behaviour which is exhibited over and above the rules and regulations is called Organizational Citizenship Behaviour (OCB). Organ (1988) defines OCB as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and

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2 Assistant Professor, Dr.V.N.Bedekar Institute of Management Studies, Thane

3 Associate Professor, Jankidevi Bajaj Institute of Management Studies, Juhu

effective functioning of the organization". OCB enhances organizational efficiency by increasing production, improving the quality of service provided, raising client satisfaction or decreasing customer complaints (Podsakoff, MacKenzie, Paine, and Bachrach, 2000).

Researchers broadly define stress as a deviation from normal psychological or physiological functioning caused by exigencies in the individual's immediate environment. Work stress is defined as the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs (National Institute of Occupational Safety and Health 1999). A stressed employee will not be able to give his best performance at work.

There have been studies which have examined the relationship between job stress and OCB. These studies provide different findings. Motowidlo et al. (1986) report a negative relationship between OCB and job stress. However Bolino and Turnley (2005) report a positive relationship between OCB and job stress.

The current study is an attempt to study the relationship between OCB and job stress in a large manufacturing organization in Mumbai.

#### **Objective :**

1. To study the impact of OCB on Job Stress.
2. To study the relationship between OCB and Job Stress.

#### **Literature Review :**

OCB in simple terms is the discretionary behavior which does not receive any formal recognition or reward. Research has shown that organizational citizenship behavior helps maximize the organizational performance of companies (Podsakoff et al., 2000).

It is commonly seen that employees experience work stress and stress can take a heavy toll on organizations and the employees working in those organizations (Francis & Barling, 2005; Hart & Cooper, 2001). High levels of stress can vitiate performance of the employee and have adversely affect behavioural and attitudinal work outcomes (Oplatka, 2009).

Prima facie it may seem that OCB is healthy for the individual as well as the organization. However, recent studies have also shown that despite a positive relationship between OCB and satisfaction, high levels of OCB can have a negative impact on the individual (Bergeron, 2007; Bolino & Turnley, 2005; Bolino, Turnley, & Niehoff, 2004; Bolino, Turnley, Gilstarp, & Suazo, 2010). Bolino and Turnley (2005) explained that OCB requires an individual to fulfill several roles

and responsibilities simultaneously. Thus, employees who exhibit high OCB in addition to their formal job could be subject to work overload. They may in turn start considering their work as stressful. Furthermore, employees with high OCB are likely to experience role conflict and ambiguity regarding their actual job definition that could add to their job stress (Belogolovsky & Somech, 2010).

Bolino et al. (2010) found that managers who encourage OCB by means of organizational norms and culture, employee performance evaluation, tend to add pressure on employees to engage actively in OCB. Which may in return make the employee feel obliged to engage in OCB. However OCB by its very definition says that it is voluntary in nature.

### **Hypothesis :**

Based on the literature review it is hypothesized that :

H0 : There is no relationship between OCB and Job Stress.

H1 : There is a relationship between OCB and Job Stress.

### **Methodology :**

The sample consisted of 200 employees from a large manufacturing company in Mumbai. The demographic profile of the participants is as follows :

#### **Age**

<b>Age Group</b>	<b>Number of Respondents</b>	<b>Percentage</b>
25-35	62	31%
35-45	92	46%
45-55	36	18%
55 and above	10	5%

#### **Gender**

<b>Gender</b>	<b>Number of Respondents</b>	<b>Percentage</b>
Male	140	70%
Female	60	30%

**Qualification**

<b>Age Group</b>	<b>Number of Respondents</b>	<b>Percentage</b>
Diploma	16	8%
Bachelors Degree	68	34%
Post Graduate	110	55%
Ph.D	6	3%

OCB was measured using 24-item scale developed by Podsakoff et al (1990). Job stress was measured using a scale developed by the authors.

**Data Analysis :**

Data was analyzed using the Statistical Package for Social Sciences (SPSS version 21). The data was analyzed using Factor analysis and Pearson's Correlation. The reliability of the scales was also tested.

Statistical results revealed that the employees in this organization display high level of OCB. These employees are high on Conscientiousness, Courtesy and Altruism. The employees in the said manufacturing company have less job stress.

**Factor Analysis for OCB :**

Factor analysis resulted in five dimensions of OCB with factor loading ranging from .535 to .909. Factors with loading less than .40 were rejected. The dimensions extracted in factor analysis are similar to the dimensions given by Podsakoff et al (1990) who developed this scale.

The first factor is Sportsmanship with factor loadings ranging from .817 to .909. The second factor is Altruism with factor loadings ranging from .695 to .814. The third factor is Conscientiousness with factor loadings ranging from 0.573 to 0.764. The fourth factor is Courtesy and the factor loadings range from .535 to .754. The fifth factor is Civic Virtue for which the factor loadings range from .553 to .856.

The following table presents varimax rotated factor structure comprising five major dimensions of OCB. The highlighted loadings in each factor indicate the items included under that factor.

**Table 1 : Factor Structure of OCB scale (Rotated Component Matrix)**

Variable	Statements	S	A	C	Co	CV
13	I do not tend to make “Mountains out of molehills.	<b>.894</b>	.143	.003	.061	.149
12	I do not consume a lot of time complaining about trivial matters.	<b>.909</b>	.165	.050	.054	.125
15	I never find fault with what the organization is doing.	<b>.857</b>	.113	-.085	.180	.078
14	I always focus on the positive side rather than the negative side	<b>.855</b>	.137	-.038	.215	.124
11	I am not the classic “squeaky wheel” that always needs greasing	<b>.817</b>	.026	.173	.015	.144
2	I am always ready to lend a helping hand to those around me.	.101	<b>.796</b>	.137	.145	.068
5	I help orient new people even though it is not required.	.069	<b>.695</b>	.003	.134	.168
1	I help others who have heavy workloads.	.195	<b>.779</b>	.210	.070	.123
3	I help others who have been absent.	.158	<b>.814</b>	.109	.100	.035
4	I am willing to help others who have work-related problems.	.036	<b>.799</b>	.072	.122	.051
6	I am one of the most conscientious employees.	.102	.065	<b>.573</b>	.199	.029
7	I believe in giving an honest day’s work for an honest day’s pay.	.087	.005	<b>.719</b>	.246	-.023
10	I obey company rules and regulations even when no one is watching.	-.046	.044	<b>.745</b>	.103	.114
9	I do not take extra breaks.	.037	.196	<b>.764</b>	-.050	.262
8	My attendance at work is above the norm.	-.120	.219	<b>.638</b>	-.014	.220
18	I do not abuse the rights of others.	-.014	.197	.097	<b>.754</b>	-.017
17	I consider the impact of my actions on coworkers.	.109	.219	.201	<b>.731</b>	.002
16	I try to avoid creating problems for co-workers.	.240	.264	-.101	<b>.535</b>	-.026
19	I take steps to try to prevent problems with other workers.	.064	.023	.152	<b>.669</b>	.227

20	I am mindful of how my behaviour affects other people's jobs.	.147	-.034	.175	<b>.640</b>	.257
21	I keep abreast of changes in the organization.	.084	.031	.215	.198	<b>.553</b>
22	I attend meetings that are not mandatory but are considered important.	.163	.067	.130	-.028	<b>.856</b>
23	I attend functions that are not required by help the company image.	.193	.159	.017	.033	<b>.797</b>
24	I read and keep up with organization announcements, memos and so on.	.091	.138	.142	.161	<b>.671</b>

Note : A=Altruism, C=Conscientiousness, S=Sportsmanship, Co=Courtesy, CV=Civic Virtue

### Reliability of OCB scale :

The following table presents the reliability of OCB scale :

**Table 2 : Reliability of OCB Scale**

Factor	No. of Items	Alpha Reliability
Altruism	5	.827
Conscientiousness	5	.730
Sportsmanship	5	.936
Courtesy	5	.688
Civic Virtue	4	.829

In the above table it can be seen that OCB scale and its subscales show high level of reliability with alpha values ranging from 0.688 for Courtesy to 0.936 for Sportsmanship dimension of OCB.

### Factor Analysis for Job Stress :

The job stress scale as discussed before is in its initial stages and yet to be developed fully.

Factor analysis resulted in five dimensions of Job Stress with factor loading ranging from .453 to .821. Factors with loading less than .40 were rejected. Factor analysis resulted in five major dimensions of Job Stress extracted through varimax rotated factor structure.

The first factor for the purpose of this study is named as 'Stress' by the authors. It includes items related to job stress and job pressure, for e.g. behaviour of the boss and colleagues, suitability of the job, learning experience in the job, etc. The first factor i.e. 'Stress' shows factor loadings

ranging from .457 to .791

The authors named the second factor as 'Physical and Mental Condition'. Physical and mental condition have a greater impact on the psychological well being of an employee. It included items like physical well being, tremendous pressure to get and survive the job, etc. The second factor has factor loadings ranging from .514 to .821.

In this study the third factor is termed as 'Underemployment'. The employee may be employed but his skills may not be used fully while in the job, which may in turn lead to frustration and add to his stress. This factor enumerated factors related to underemployment viz. being underpaid, heavy mental strain, desire to change job, etc. The third factor shows the factor loadings ranging from .454 to .747.

The authors titled the fourth factor as 'Job Insecurity'. When there is high insecurity, the employees tend to be highly stressed. The items included in this category were inability to perform work efficiently, lack of job security, no promotion opportunities, etc. The factor loadings for 'Job Insecurity' range from .453 to .761.

The fifth factor is called 'Job Loss'. The items in this factor enumerate the reasons for leaving the previous job. The factor loadings for 'Job Loss' range from .508 to .815.

#### **Reliability of Job Stress scale :**

The following table presents the reliability of Job Stress scale :

**Table 3 : Reliability of Job Stress Scale**

<b>Factor</b>	<b>No. of Items</b>	<b>Alpha Reliability</b>
Stress	16	.942
Physical and Mental Condition	15	.959
Underemployment	13	.92
Job Insecurity	9	.883
Job Loss	6	.836

In the above table it can be seen that Job Stress scale and its subscales show high level of reliability with alpha values ranging from 0.836 for Job Loss to 0.959 for Physical and Mental Condition dimension of Job Stress.

**Correlation Matrix :**

**Table 4 : Correlation Matrix**

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>1</b>	1	.321**	.306**	.176*	.322**	-.086	-.111	-.075**	.004**	-.130*
<b>2</b>	.321**	1	.370**	.347**	.181*	.088	.025**	.053	.048**	-.017**
<b>3</b>	.306**	.370**	1	.598**	.241**	-.077	-.116**	-.125**	-.080	-.039**
<b>4</b>	.176*	.347**	.598**	1	.406**	.029	-.015*	-.053**	.014**	.051
<b>5</b>	.322**	.181*	.241**	.406**	1	-.134	-.169**	-.203*	-.134**	-.020**
<b>6</b>	-.086	.088	-.077	.029	-.134	1	.560	.752	.681	.417
<b>7</b>	-.111	.025	-.116	-.015	-.169*	.560**	1	.595	.606	.509
<b>8</b>	-.075	.053	-.125	-.053	-.203**	.752**	.595	1	.594	.367
<b>9</b>	.004	.048	-.080	.014	-.134	.681**	.606	.594	1	.500
<b>10</b>	-.130	-.017	-.039	.051	-.020	.417**	.509	.367	.500	1

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

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

Note : Factors – 1=Altruism, 2=Conscientiousness, 3=Sportsmanship, 4=Courtesy, 5= Civic Virtue, 6=Job Loss, 7=Job Insecurity, 8=Underemployment, 9=Stress, 10=Physical and Mental Condition

In the above table, factors 1-5 represent OCB and 6-10 represent Job Stress. In the correlation matrix we see that factors 1-5 are highly correlated with each other and similarly factors 6-10 are also highly correlated with each other because they form the part of same scale. However it is clearly seen in the matrix that there is negative and at times no correlation between OCB and Job Stress. For e.g. the first factor of OCB is Altruism which is negatively related to all factors of Job stress and is there is very insignificant correlation between altruism and stress dimension of Job Stress (.004). That is to say that in organizations where the employees exhibit high OCB there is either no job stress or the OCB is not at all related to Job Stress. The statistical analysis shows an unequivocal relationship between OCB and Job Stress. Thus we accept the null hypothesis i.e. 'There is no relationship between OCB and Job Stress'. It is important to note that the scales used in the study to measure OCB and Job Stress are highly reliable.



**Discussion :**

This study is limited to a large manufacturing company in Mumbai. This company is known for its excellent HR practices and has several initiatives for employee engagement. This could be one of the reasons for low level of employee stress in this organization. It may be inferred that by the virtue of the HR practices in this organization, the employees are happy and exhibit high level of OCB.

Jain and Cooper (2012) found a negative relationship between organizational stress and OCB. That is to say stress reduces involvement in the acts of OCB. Cialdini, Baumann, and Kenrick's (1982) developed a negative state relief model which states that prosocial behaviour intends to reduce negative feelings of unhappiness or dissatisfaction. Thus the authors stated that involvement in positive behaviour (OCB) may reduce the feeling of unhappiness and dissatisfaction. Kasraie et al (2014) in their study got a significant relationship between the quality of work life, job stress, job satisfaction, and citizenship behavior.

When OCB increases, it affects stress directly and indirectly, directly by causing stress to decrease, and indirectly so that respondents who exhibit more OCB experience less work-family conflict, which in turn decreases stress (Tzineria & Sharonia, 2014).

**Conclusion :**

OCB and job stress are important dimensions of organizational behaviour. Thus organizations in general and HR professionals in particular have to pay serious attention to both OCB as well as job stress. Organizations on one hand need to encourage OCB in their own interest and on the other hand must ensure that the employees are not subjected to job stress.

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