Role of Organizational Culture in Enhancing the Organizational Citizenship Behavior of Employees- A Review of Literature

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ABSTRACT

Today most employers have increased their expectations not only in terms of employees' increased performance but also their extra-role or citizenship behaviors. Citizenship behaviors are such discretionary behaviors of employees that are very beneficial for the organizational effectiveness but are beyond the employee's call of duty. In order to bring out such constructive behaviors on the part of employees, employers need to manage and monitor certain internal environmental factors. Organizational culture is one such important factor that can enhance organizational citizenship behavior (OBC) of employees. Organizational culture is the shared perception of the environment in which an organization exists and can have a great bearing on the behavior of employees. The present paper is an attempt to provide an overall idea of the concepts of organizational culture and organizational citizenship behaviors as well as their various comprising factors on the basis of existing literature. Further, the paper provides support for the role of specific organizational cultural framework in enhancing OCB of employees by providing a review of existing literature on the relationship between the two. This study is important in a way as it provides the reasons as to why a specific organizational cultural framework is important in generating positive reactions and behaviors on the part of employees. Moreover, it provides the basis for model building for explaining the relationship between specific organizational cultural framework and various organizational citizenship behaviors. Finally, the paper provides for various suggestions which when incorporated by the management can bring out discretionary constructive behaviors that are beneficial for the effectiveness of organization.

Keywords: Organizational Citizenship Behaviors (OCB), Discretionary Behaviors, Organizational Effectiveness, Organizational Culture.

INTRODUCTION:

Today organizations need to compete and create more value in face of globalization and changing business practices. In order to face these challenges organizations require efficient use of limited resources available within them. Among the various resources available within the organizations, human resources are very important and can contribute to the efficiency of other complementary resources and ultimately help organization in reaching its goals more effectively. The way employees behave has a lot to do with the overall effectiveness of the organization. Even if employees are performing up to the mark, employers' these days expect a lot more than just mere improving their performances. They desire their employees go out beyond the call of their duties and indulge in such discretionary extra- role behaviors that are constructive in nature and are beneficial for the overall effectiveness of organization. Such behaviors have been called as organizational citizenship behaviors (OCB) in the field of organizational psychology. Such behaviors are not directly or clearly recognized by any formal reward system (Organ, 1988) and are imperative for the success of any organization especially the service sector where the overall functioning and performance is mainly based on the behavior of employees. The concept of OCB has been considered of great importance in service sector and has been applied

in hospitals, hotels and many other organizations. Also, many organizations are applying the concept of OCB to increase their efficiency and have augmented such a behavior in public and private organizations (Ebrahimpour et al., 2011). Moorman and blakely (1995) maintained that organizational citizenship behavior causes the staff to prioritize organizational and group interests over personal interests.

One of reasons of the success for any large organization is having employees who perform beyond their official duties (Ebrahimpour et al., 2011). In order to bring out such constructive behaviors on the part of employees, employers need to manage and monitor certain internal environmental factors. One such important factor that can enhance organizational citizenship behavior of employees is organizational culture. Organizational culture is the collective perception of the environment in which an organization survives. It can have great influence on the behavior of employees, and it is so deep that it can guide their actions to the level where they are not even aware about being influenced by it. The type of organizational culture and its strengths and weaknesses is imperative in shaping the type and level of managers' and staff behavior and the basis of the behavior will be functional and effective (Ebrahimpour et al., 2011). It can help an organization to bring out positive attitudes and behaviors on the part of employees. Organizational culture for example, can help in facilitating and stimulating the direct and indirect affect on the level of creativity among employees. It can provide an atmosphere of mutual trust and corporation among employees, wherein they will help and support each other. It can be a source of supportive and inspiring leadership wherein there are possibilities that the employees will get influenced and may indulge in positive discretionary actions. Researchers have given significantly great attention to the concept of organizational culture in the past several years and have considered it as one of the important factors that are central to the organizational success. A majority of focus on the subject came about in an effort to explain the reason as to why U.S. firms were having difficulties in competing with organizations from countries with very different cultures, particularly Japan (Schein, 1990; Trice and 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 (Wilkins and Ouchi, 1983).

ORGANIZATIONAL CULTURE:

The concept of organizational culture has remained broad and widely inclusive in scope since its commencement in organizational research. Organizational culture has been defined in numerous ways by different authors. Koberg and Chusmir (1987) defined organizational culture as, "a system of shared values and beliefs that produces norms of behavior and establish an organizational way of life". Heskett and Kotter (1992) defined organizational culture as "the values and behavior patterns of an organization that persist over time and are adopted by new employees". Rousseau (1990) defined the organizational culture as set of norms and values that are shared by individuals and groups across the organizations. They further stated that it is a set of commonly experienced stable characteristics of an organization which differentiates it from others. The most popular definition of organizational culture was given by Schein (1990) wherein he defined it as "a pattern of basic assumptions developed to cope with problems that has worked well enough to be valid and taught to new members". Overall the basis for the different definitions dwell around a collective perception of the environment in which an organization exists. Organizational culture therefore includes values, attitudes, beliefs, assumptions, artifacts, and behaviors shared among the members of an organization. It is so profound in that it guides individual actions even to the level that members are not even aware they are being influenced by it. Research has revealed that culture has influence on employees' commitment (Lok and Crawford, 1999; Mycek, 2000; O'Reilly, 1989; Parry, 2004) and behaviors (Atchison, 1996; Cooke and Rousseau, 1988). Moreover, culture of an organization may influence organizational operations, productivity, leadership actions (Shaw, 2002), performance (Cameron and Quinn, 2011), and organizational effectiveness (Parry, 2004; Valentino and Brunelle, 2004).

Since the 1980s organizational culture has become very noticeable in organizational research (Mohanty and Rath, 2012). In order to understand the overall complexity of organizational culture, numerous researchers made attempts to identify and examine its components. Schein (2006) described Organizational culture in three levels: artifacts, espoused beliefs and values, and underlying assumptions. He described artifacts as the surface level which includes all the phenomena that one sees, hears, and feels when one encounters a new group with an unfamiliar culture. It includes the visible organizational structures and processes which are hard to decipher. Espoused beliefs and values were described by him as those justifications that are shared and accepted among the group members. The underlying assumption are the implicit assumptions that result from repeated success in implementing certain beliefs and values that actually guide the behavior, perception, thinking, and feelings of

group members about things. Lewis (1998) stated that, from many definitions of culture provided in the literature, it emerges that the most common components are symbols, processes, forms and behavior-all of which can be observed; feelings, beliefs and values-which have to be inferred from the observable components; and basic assumptions-which are the core of the culture. These components were adapted by Lewis (1992) from Schein's three layer model of organizational culture.

According to Delobbe et al. (2002) artifacts and basic assumptions have been typically studied using qualitative approaches whereas, values and behavioral patterns, have been measured using quantitative instruments. They reviewed twenty organizational culture questionnaires to find out the common cultural dimensions on the basis of values and behavioral patterns and from their review they identified four core dimensions of organizational culture namely: people oriented innovation, control and result oriented. Delobbe et al. (2002) explained people oriented cultures as reflecting perceived support, cooperation, mutual respect and consideration between organizational members. Innovation oriented cultures were explained by them as such cultures which indicate general openness to change, propensity to experiment and taking risks. Control oriented cultures according to them focus on the level of work formalization, the existence of rules and procedures and the importance of the hierarchy. Results/outcome orientation focuses on the level of productivity or performance expected inside an organization.

Similarly, Berson et al., 2008 identified three types of recurring cultural dimensions across several organizational culture typologies namely, innovative, bureaucratic and supportive culture (e.g. Hofstede et al., 1990; Kotter and Heskett, 1992; O'Reilly et al., 1991; Tsui et al., 2006; Wallach, 1983). They further maintained that these three dimensions draw attention to distinct organizational forms, each of which comprises an important domain for understanding of an organization's functioning. For the present study we focus on the role of these three core dimensions in enhancing citizenship behaviors among the members of an organization. Following is the explanation provided for each of the dimensions:

1) Innovation Oriented: According to Berson et al. (2008) this dimension is included in most extant typologies and it emphasizes an entrepreneurial orientation, creativity and a risk-taking work environment. This dimension sometimes titled as innovation, involves an enterprising and opportunity-seeking environment (Ireland et al., 2003). Employees, who seek challenge and risk, thrive in such organizations (Wallach, 1983).

2) Bureaucratic/flexible Culture: this theme focuses on either bureaucratic or flexible orientation. According to Berson et al. (2008) an organization which focuses on bureaucratic orientation involves an emphasis on rules, regulations and efficiency. Organizations that are high on this bureaucratic dimension lack fexibility and emphasize more on formalization and centralization along with an emphasis on efficient performance. In such type of organizations performance is improved through rules, procedures and clearly defined structures that highlight consistency and predictability (Wallach, 1983). In contrary to this, organizations which are non-bureaucratic are mostly flexible and in such organizations employees are more empowered and more work autonomy is provided to them.

3) Supportive Culture: this involves a supportive orientation towards organization members (Berson et al., 2008). Organizations that are high on support offer a warm place of work, where people are friendly, fair and helpful (O'Reilly et al., 1991). Such cultures represent work environments that are portrayed by trust, safety and an encouraging and collaborative atmosphere. Managers working in such cultures facilitate fair and open relationships among employees.

ORGANIZATIONAL CITIZENSHIP BEHAVIORS:

Organ (1988) defined organizational citizenship behavior as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ (1988) further, stated that, the term discretionary means that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. Organizational citizenship behaviors have been found playing a very important role in increasing the overall effectiveness of the organizations. Podsakoff et al. (1997) stated that, organizations where individuals who exhibit organizational citizenship behaviors are employed are more likely to have effective work groups within the organization. Many empirical studies have been conducted on organizational citizenship behaviors in various industries, including sales (Mackenzie, et al., 1993; Podsakoff and Mackenzie, 1994), education (Bogler and Somech, 2005), communications (Podsakoff et al., 1990) and banking (Wheatley, 2002). Organizational citizenship behavior research has also expanded globally with studies being conducted in diverse organizations of different countries including Canada (Latham

and Skarlicki, 1995), Taiwan (Farh et al., 1990), and China (Farh et al., 2004). Due to its growing significance in the area of organizational behavior, many authors have tried to understand the complexity of organizational citizenship behaviors and identify the various factors that comprise these behaviors. Roethlisberger and Dickson (1964) grouped citizenship behaviors into cooperation and productivity. Cooperation included such usual gestures that individuals provide when others are in need; productivity incorporated the formal or economic structure of work dispersed within the organization. Chen et al. (1998) used three dimensions of OCB namely, altruism, conscientiousness and sportsmanship and found them to have essential psychometric properties. Prior to them, Bateman and Organ (1983) found two dimensions of OCB namely, altruism and generalized compliance. They found the items of altruism dimension depicted a strong nature to help specific persons in a direct, immediate, and face to face manner. The items of generalized compliance dimension were more of a response to general requirements of the shared efforts.

Podsakoff et al. (2000) alleged that despite the growing interest in citizenship behaviors, a review of the literature in this area reveals a lack of consensus about the dimensionality of this construct. Their examination of the past literature identified almost 30 potentially different forms of citizenship behavior. However, from the definitions of the constructs they found a great deal of conceptual overlap between the constructs. They therefore organized them into seven common themes or dimensions and explained them as below:

1) Helping Behavior: it consists of behaviors where employees willingly help others, and avoid any incidence of work-related problems (Podsakoff et al., 2000).

2) Sportsmanship: it involves those behaviors where employees are willing to tolerate the unavoidable troubles and burdens of work without making any complain (Organ, 1990). Podsakoff et al. (2000) suggested that people with sportsmanship do never complain when they are troubled by others, and also maintain an optimistic approach when things do not go their way and are not offended when others do not follow their suggestions, are willing to give up their personal interest for the benefit of the work group, and not taking the refusal of their ideas personally.

3) Organizational Loyalty: it depicts loyal boosterism and organizational loyalty of employees (Graham, 1989). It includes behaviors where employees spread goodwill and protect the organization from any harm (George and Jones, 1997). Loyal employees approve, support and defend their organizational goals (Borman and Motowidlo, 1993). Podsakoff et al. (2000) maintained that organizational loyalty involves promoting the organization to outsiders, protecting and defending it against external threats, and remaining devoted to it even under difficult situations.

4) Organizational Compliance: it includes employee's internalization and acceptance of the organization's rules, regulations, and procedures, which results in a careful obedience to them, even when no one watches or monitors compliance (Podsakoff et al., 2000). This behavior is considered as a form of citizenship behavior because, even though, everyone is expected to comply with company regulations, rules, and procedures at all times, many employees simply do not. Therefore, an employee who faithfully obeys all rules and regulations, even when no one is monitoring, is looked upon as an especially "good citizen." (Podsakoff et al., 2000)

5) Individual Initiative: it is the most important and emphasizing dimension that stresses extra-role behavior and includes engaging of employees in such task-related behaviors that are far beyond than what is minimally required or generally expected (Podsakoff et al., 2000). It includes volunteering of employees to take on extra individual initiative, extra actions in organization in the cause of creativity and innovation, extra incentive for anyone to succeed, extra responsibilities, and prompting others for extra effort (Podsakoff et al., 2000).

6) Civic Virtue: According to (Podsakoff et al., 2000) civic virtue represents a macro-level interest in, or commitment to, the organization as a whole. It includes such behaviors where employees show their enthusiasm to participate keenly in organization's governance (e.g., attending meetings, engaging in policy debates, putting across one's views about what approach the organization should follow, etc); observing its environment for threats and opportunities (e.g., keeping up with transformations in the industry that might influence the organization); and looking out for its best interests (e.g., reporting doubtful activities, locking doors, etc.), even at immense personal cost (Podsakoff et al., 2000).

7) Self Development: it includes such voluntary behaviors where employees engage into developing their knowledge, skills, and abilities (Podsakoff et al., 2000). It includes behaviors where employees look forward and take advantage of highly developed training courses; keep themselves aware of the latest developments in their relevant field and area, or even learn new set of skills so as to increase the range of their contributions to the organization (George and Brief, 1992). According to Podsakoff et al. (2000) this

behavior is conceptually different from other dimensions and is expected to improve organizational effectiveness through rather different mechanisms than the other forms of citizenship behavior.

Organizational citizenship behaviors play a vital role in enhancing the organizational performance, and improving the efficiency and effectiveness of the operations. Such behaviours are also central in improving the output and in reducing the waste of resources consumed. In addition, these behaviors are imperative in maintaining good social relations, hence, reducing the need for managerial control and coordination of tasks between employees. Podsakoff et al. (2000) explained various conceptual reasons behind the contribution of organizational citizenship behaviors towards the organizational success. These include enhancing coworker and managerial productivity; releasing resources for more productive purposes; reducing the need to devote scarce resources to purely maintenance functions; helping to coordinate activities both within and across work groups; strengthening the organization's ability to attract and retain the best employees; increasing the stability of the organization's performance; and enabling the organization to adapt more effectively to environmental changes (Podsakoff et al., 2000). Substantial empirical evidence reveals that Organizational Citizenship Behaviors have a significant impact on organizational effectiveness and performance (Karambayya, 1990; Podsakoff and MacKenzie, 1994; Podsakoff et al., 1997; Walz and Niehoff, 1996).

Organizational Culture and Organizational Citizenship Behaviors:

Cultures are essential for building a strong sense of ownership among employees by focusing on such practices as empowerment, employee involvement, teamwork, consistency, adaptability and a strong sense of mission (Fey and Denison, 2003). Organizational cultures are imperative in enhancing organizational outcomes by appealing to employees' ideals related to commitment and effort (e.g. Pettigrew, 1979).

A specific type of organizational cultural framework can result in specific types of organizational outcomes. For instance, cultures focused on innovation and entrepreneurial goals can facilitate firm's efforts to manage resources strategically (Ireland et al., 2003). Such cultures promote creativity and the generation of new ideas and emphasize opportunity-seeking and advantage-seeking behaviours. Moreover, leaders from such innovation focused organization tolerate failure, encourage learning and facilitate innovation and risk-taking (Wallach, 1983). The organizations which are innovation oriented, therefore, can enhance the citizenship behaviors of employees; this is because, the employees in such organizations will not hesitate in taking risks or practicing new ideas as they will not fear any punishment from the management if there is any failure. Williams et al. (2007) in their study found entrepreneurial culture as directly related with extra-role behaviors. They maintained that entrepreneurial culture values change, growth, and organizational adaptability, and such things can be enabled by a high level of extra-role behaviors.

Conversely, bureaucratic cultures which emphasize more on centralization, hierarchy, standardization and formalization may lead to negative outcomes. The rigidity of bureaucratic forms often yields negative employee reactions. Many studies have supported negative relationship between bureaucratic culture and employee outcomes like employee satisfaction and intrinsic motivation (e.g. Bhargava and Kelkar, 2000; Sherman and Smith, 1984). Contrary to this, perceived work flexibility which is a characteristic of non-bureaucratic culture is found to be positively associated with employee satisfaction (e.g. Clark, 2001). Such negative employee outcomes as a result of bureaucratic culture can ultimately impact the citizenship behaviors of employees especially in service organizations as they will not have the authority to mange things in a way to perform better. They will lose their interest in serving the customers in a better way as they will fear that any creative idea on their part to help the organization may turn into failure and they might get punished by the management. Such a strict culture therefore hampers innovation and makes an organization inefficient in the long run especially in these days of severe competition when it is too difficult to survive. When employees don't have the authority or autonomy in their work and have to work under rigid rules and regulations their balance in keeping the customers satisfied as well as working under formal rigid guidelines can be devastating for both the employee as well as the customer. This negative association between such organizational culture and customer satisfaction has been supported by research as well (e.g. King and Garey, 1997; Meterko et al., 2004). The justification provided for these negative associations was that the rigidity involved in the emphasis given to rules and regulations enhances employees' experience of stress which then translates into lower levels of customer satisfaction.

Besides, focusing on an innovative and flexible orientation, an organization that stresses on supportive orientation can be effective in obtaining desirable behaviors out of employees. An organization that emphasizes on supportive culture which promotes a friendly and trustworthy environment can lead to positive outcomes for both employees as well as organizations. When employees perceive their organization as supportive, they become more committed towards their organization, more satisfied with their jobs, improve their performances, and indulge in extra role behaviours. Several studies indicate positive relationships between perceived organizational support and

organizational commitment (e.g. Ucar and Otken, 2013; Randall et al., 1999); perceived organizational support and employee satisfaction (e.g. Hochwarter et al., 2003; O'Driscoll et al., 1998; Randall et al., 1999); perceived organizational support and performance (e.g. Rhoades and Eisenberger, 2002; Hochwarter et al., 2006; Witt and Ferris, 2003); perceived organizational support and organizational citizenship behaviors (e.g. Eisenberger et al., 1990; Shore and Wayne, 1993; Wayne et al., 1997; Wayne et al., 2002). Wayne et al. (1997) examined the influence of support perceptions on working attitudes and behavior, and discovered that when employees feel important to the organization, they tend to develop trust with their organization and become willing to offer concrete suggestions conducive to organizational growth; these kinds of self-initiated actions manifest in OCB. Although these research studies were not typically examining the relationship between organizational culture and organizational outcomes but these studies reveal that an organization that is supportive to its members can have positive influences on the work attitudes of employees and can enhance the organizational citizenship behaviors of employees. Such citizenship behaviours will also be conducive for creativity and a risk-taking work environment. This means organizations that have innovation oriented and people oriented culture will go complimentary with each other thus enhancing the overall organizational goals.

Several research studies with a main focus on examining the relationship between organizational culture and organizational citizenship behaviors reveal a positive association between the two (e.g. Kar and Tewari, 1999; Mohanty and Rath, 2012; Ebrahimpour et al., 2011).

Kar and Tewari (1999) conducted a study with a sample of 400 employees drawn from two manufacturing units to examine the impact of components of organizational culture on organizational citizenship behaviour as a whole as well as its individual dimensions. The components of organizational culture that were used in the study included: support, structure, performance reward, individual autonomy, conflict tolerance, risk tolerance, identity, individual responsibility, beliefs and norms; and for organizational citizenship behaviour five dimensions were used namely, altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The research findings revealed that there exists a strong and positive relationship between components of organizational culture and organizational citizenship behaviors along with its dimensions.

Similarly, Mohanty and Rath (2012) conducted a study to examine the impact of select culture variables on organizational citizenship behavior across three dominant organizations representing three sectors of the economy namely, Manufacturing, Information Technology and Banking. The results revealed that all the dimensions of organizational culture were significantly associated with organizational citizenship behaviors. Mohanty and Rath (2012) maintained that organizational culture within certain framework can potentially shape the citizenship behaviors of the employees and this notion was supported by the results of their study. They further 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.

Ebrahimpour et al. (2011) examined the relationship between organizational culture and OCB. Organizational culture was studied with behavioral and structural factors. The results of their study revealed positive and significant relationship between overall organizational climate and OCB as well as between the factors of organizational climate and OCB.

Most of the components used to measure organizational culture in these research studies reflect the innovative, flexible and supportive orientation. Whereas, the dimensions used to measure organizational citizenship behaviors reflect most of the components as mentioned in the present study. The results of these studies suggest that the most significant determinant of employee citizenship is the cultural phenomena and its capacity to influence people and their behaviors. This reiterates the assumption that culture if nurtured can inculcate citizenship behaviors in employees within the organization.

Conceptual Framework of the Study:

ORGANIZATIONAL CULTURE
➢ Innovation Oriented
➢ Non-Bureaucratic/Flexible Culture
➢ Supportive Culture

ORGANIZATIONAL CITIZENSHIP BEHAVIORS
➢ Helping Behavior
➢ Sportsmanship
➢ Organizational loyalty
➢ Organizational Compliance
➢ Individual Initiative
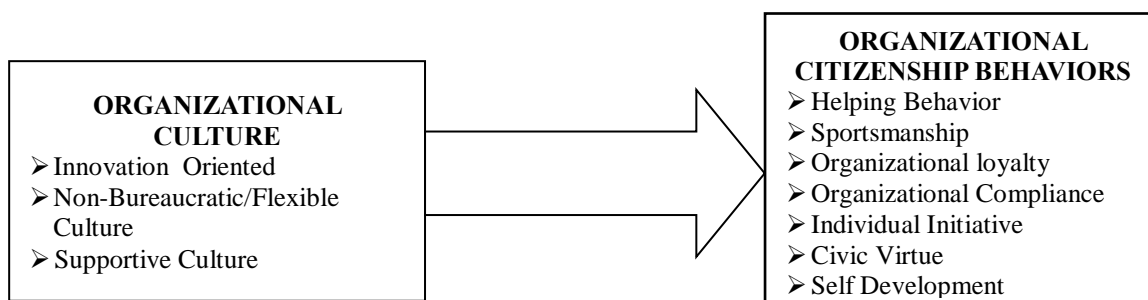➢ Civic Virtue
➢ Self Development

Figure 1: Conceptual Framework of the relationship between organizational culture and organizational citizenship behaviors.

Figure 1 provides the conceptual framework of the relationship between specific organizational cultural framework and various organizational citizenship behaviors.

CONCLUSION AND SUGGESTIONS:

Organizations need to make efforts to understand and analyze the aspects which affect the performance of employees. The literature review indicates that organizational culture and organizational citizenship behaviors are very crucial for improving the overall effectiveness and efficiency of the organization. The literature review also highlights the role of innovative, supportive and non-bureaucratic organizational culture in enhancing the organizational citizenship behaviors of employees. It can be inferred from the literature that innovative, supportive and non-bureaucratic organizational culture go hand in hand in improving the effectiveness of organization. Such culture boosts the overall health of an organization by generating positive reactions from employees. Employees thus, are more satisfied with their jobs, show more commitment and loyalty towards their organization, improve their in-role performances and most importantly indulge in extra-role behaviors.

It is very important for any organization to create such a work environment which arouses desirable employee behaviors which are beyond their call of duty but are very beneficial for the organization. This involves managers knowing and actively managing an organization's culture. Managers should promote an innovative and entrepreneur culture. This means they should encourage creativity, generation of new ideas, promote learning and facilitate innovation and risk-taking. This also means that managers should learn to tolerate failure as this is an important part of innovation and risk-taking. Tolerating failure on the part of organizations is must to encourage innovative behaviors as employees will not fear of being punished in case the idea will turn into a failure. Managers should also provide work flexibility which is an important characteristic of non-bureaucratic culture. This is very important from the view point that when employees are provided flexibility in their work they get less stressed, are more satisfied with their jobs and are encouraged to do best for the organization. Moreover, managers should promote a supportive, friendly and a trustworthy environment. Such an environment is important on the part of organization in order to get best desirable behaviors out of employees.

One thing should be taken into consideration that in order to enhance citizenship behaviors among employees, all the above three features should go hand in hand. It is not possible to promote an innovative culture within a rigid, bureaucratic and non-supportive culture. Therefore, all the three features i.e. innovation, flexibility and support should be present in an organization for arousing desirable behaviors on the part of employees.

This study is important in a way as it provides the reasons as to why a specific organizational cultural framework is important in generating positive reactions and behaviors on the part of employees. Moreover, it provides the basis for model building for explaining the relationship between specific organizational cultural framework and various organizational citizenship behaviors.

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