

**GOOD CITIZENS PERFORM BETTER: A STUDY OF RELATIONSHIP
BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND
ORGANIZATIONAL PERFORMANCE IN THE PHARMACEUTICALS
INDUSTRY OF SRI LANKA**

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1. Introduction

Organizational citizenship behaviour (OCB) has been receiving a great deal of attention from organizational behaviour researchers since Organ (1990) proposed that organizational citizenship behaviour is related to individual and organization performance. This relationship was further studied by many researches and has found that these citizenship behaviours have a positive impact on increasing organization performance (Podsakoff & MacKenzie, 1994; Podsakoff, Ahearne & MacKenzie 1997). Pharmaceutical manufacturing is financially second largest business in the world. However, in Sri Lanka pharmaceutical manufacturers are struggling to survive due to stiff competition. Sri Lankan pharmaceutical industry is looking for new ways and means to improve their competitiveness. Studies on OCBs would help them to find new avenues to enhance their competitiveness.

2. The Objective of the Study

OCB is a subject that is not well studied in Sri Lanka. Therefore, it is difficult to verify how OCB changes according to these parameters in Sri Lankan context and whether there is a relationship between OCB and organizational performance. Therefore the research question would be: Does organizational citizenship behaviour have a positive relationship on organizational performance in pharmaceuticals manufacturing industry of Sri Lanka? The research intends to find whether there is a positive relationship between organizational citizenship behaviour and organizational performance in the pharmaceuticals manufacturing industry of Sri Lanka.

3. Research Methodology

In Sri Lanka there are only 06 well-established pharmaceuticals manufacturing organizations. According to the production output, pharmaceuticals manufacturers could be classified as one large-scale, three medium scale and two small-scale organizations. This study was conducted in 03 pharmaceuticals manufacturing organizations in Sri Lanka. Samples were taken from production, quality control and maintenance departments of each organization. Overall we have distributed 50 questionnaires and received 32 responses which is a 64% reply rate.

4. Literature review

The definition of organizational citizenship behaviours (OCB) has been "Individual behaviour 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). Van Dyne (1995) defined OCB as "Behaviour which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations".

Researches show that these citizenship behaviours have a positive impact on increasing organization performance (Podsakoff & MacKenzie, 1994, Podsakoff, Ahearne & MacKenzie 1997). Organ (1988) and Schnake (1991) found that citizenship behaviours, although discretionary, are necessary as they promote effective functioning of the organizations. Various researches have been done on the factors that influence OCB. Some of them are job satisfaction (Organ, 1977), organizational commitment, interesting work and job involvement, organizational support, trust, perceptions of justice (Bateman & Organ, 1983; Moorman, 1991) state or trait personality characteristics, employee Characteristics and leadership behaviours (Farh, Podsakoff, & Organ, 1990) .they have described organizational citizenship behaviour in a number of ways. Proposed a five-dimension framework classifying OCB. The dimensions include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

5. Analysis and discussion of findings

Organizational citizenship behaviours were analysed using five-dimensional framework model, which include Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue as factors. Descriptive statistics of these 05 factors are given below. Total weight allocated for all these factors is 07. Altruism shows the highest mean value of 5.12 while civic virtue shows the lowest mean value of 4.62. All mean values have low standard error in means.

Organizational citizenship behaviour has a positive relationship with organizational performance. Author has evaluated organizational performance using five factors of leadership, job satisfaction, goal achievement ability, employee turnover and profit per employee ratio. Therefore it can be said that there is a relationship between OCB

OCB	Mean	Std. error of mean	Std. Deviation
Altruism	5.12	0.167	0.95
Conscientiousness	5.01	0.192	1.09
Sportsmanship	4.87	0.173	0.98
Courtesy	4.78	0.179	1.01
Civic Virtue	4.62	0.174	0.98

Table 01 - Descriptive statistics of factors of OCB

and organizational performance as four out of five factors of organizational performance have a relationship with organizational performance. When individual performance factors are considered leadership had the highest mean value followed by job satisfaction. Both these factors are also known to be antecedents of OCB. Therefore, higher levels of these two factors also should yield higher levels of OCB. This observation was supported by OCB having the highest mean value.

Organizational Performance	Mean value
Leadership	4.76
Job Satisfaction	4.67
OCB	4.88
Goal achievement ability	4.5

Table 02 – Mean values of organizational performance parameters

Organization with highest mean value of OCB also show higher job satisfaction and leadership. However, it is difficult to find a relationship between organizational financial performance and OCB. Profit per employee ratio also did

not have a relationship with job satisfaction and leadership properties. Writer assumes one reason for these observations is differences in product ranges of different

organizations. In the pharmaceutical market, the organizations, which have the most profitable and most demanding product range, always show higher profits. However, this demand and profits margin pattern changes with time. Therefore, if the writer was able to analyse the relationship between financial performance and OCB for the past five or ten years then there is a chance of identifying a pattern.

6. Conclusion

Successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. We therefore have to think not only how much has been produced but also to what extent individuals show extra role-behaviour on behalf of their organization. In this regard, the emerging research on organizational citizenship behaviour (OCB) can help to understand how people contribute to organizations. However, according findings of this research conscientiousness and sportsmanship shows higher relationship with organizational performance, it is difficult to interpret why such a variation occur in the findings of this research.

Findings of this study clearly show that encouraging OCB's will lead to better organizational performance. The greater concentration on cultivation organizational citizenship behaviours will help to enhance the performance of human resource in the organization, which will ultimately improve organizational performance. But the most important question is how to improve OCB in an organization.

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