CHAPTER - II
CONCEPTUAL FRAMEWORK:
BUSINESS ETHICS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR
ABSTRACT

Chapter two would be contributing to the knowledge covering the aspects of various antecedents of Organizational Citizenship Behavior and Business Ethics. The main theme of this chapter would include the knowledge and understanding of the theme and is to develop a conceptual framework that discuss when and how the antecedents of OCB leads to positive and negative outcomes of an organizations.
2.1 ORGANIZATION CITIZENSHIP BEHAVIOUR

Organizational citizenship behavior (OCB) as defined by Organ, (1988) as "an 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. By discretionary, we mean 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." According to Poncheri, (2006), OCB has a positive impact on organization or its members. OCB helps the managers to create a cooperative working environment that can increase efficiency of the subordinates. Daniels et. al, (2006) illustrates that OCB is an extra role behavior that is not formally and officially required by the organization; it is rather based on the consent of an individual on account of the organizational environment which is provided to that employee. Shapiro et. al, (2004) states that employee's shows citizenship behavior to reciprocate the fair or good treatment from the organization. There is a persuasive evidence found that OCB has an
important impact on organizational effectiveness by adding the social framework of the work environment (Todd, 2003). OCB yield significantly higher outcomes in the long term than in the short term for the organization (Daniels et. al, 2006). The importance of OCB can be realized by the argument of Koys, (2001) who suggests that organizational citizenship behavior had an impact on profitability but not on customer satisfaction. Despite the widespread interest in the topic of organizational citizenship behavior (OCB), little practical research has tested the basic assumption that these forms of behavior improve the effectiveness of work groups or organizations. The relationship between OCB and their antecedents has been extensively explored in the past globally but very limited studies have been conducted in public and private sector organizations especially in Indian context. Gautam et. al, (2006) argues that citizenship behavior within an organization may vary, with change in geographic context; OCB is enacted differently in different cultural contexts – that what it means to be a ‘good citizen’ may vary. Employees who perform citizenship behaviors may be more likely to elicit support from their organizations (Moorman et. al, 1998). Antecedents of OCB which includes altruism, conscientiousness, civic virtue, sportsmanship, courtesy, etc. Organ, (1991) suggested these five
dimensions of organizational citizenship behaviors. Altruism refers to those voluntary actions that help another person with a work related problem like instructing a new hire on how to use equipment, help a co-worker catch up with an accumulation of work, fetching materials that a colleague need and cannot procure on his own. Courtesy considers all of those foresight gestures that help someone else prevent a problem like providing advance notice to someone who needs to know to schedule work. Conscientiousness is a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources, and related matters of internal maintenance. Sportsmanship is a posture of tolerating the expected troubles and burdens of work without whining and complaints. Civic virtue is responsible, constructive involvement in the political process of the organization, including not just expressing opinions but reading one’s mail, attending meetings, and keeping abreast of larger issues involving the organization. While out of the five antecedents mentioned above, Borman et. al, (2001), altruism and conscientiousness are the two major dimensions of OCB.

OCB is believed to promote organizational goals and effectiveness. OCB helps employees work together and helps coordinate information
and team activities. OCB enhances organizational functioning which leads to subsequent improved organizational performance. MacKenzie et.al, (1998) argue that there are various forms of OCB including sportsmanship, civic virtue, and helping behavior. Sportsmanship is willingness on the part of an individual to tolerate less than ideal circumstances without complaining. Civic virtue is behavior that indicates the individual responsibly participate in and is concerned about the life of the company such as attending meetings or functions that are not required but that help the company, keeping up with changes in the organization, taking the initiative to recommend how company operations or procedures can be improved). Helping behavior is another form of OCB. It is a composite of several types of OCB—altruism, courtesy, peacekeeping, and cheerleading (Organ, 1988). Altruism consists of those voluntary actions that help another person with a work-related problem (sharing work strategies, voluntary helping to orient new workers); courtesy consists of actions that help prevent work related problems with other; peacekeeping consists of actions that help prevent, resolve or mitigate unconstructive interpersonal conflict; and cheerleading is defined as encouraging and reinforcing coworkers’ accomplishment and professional development which can be considered
helping behavior when individual encourages a co-worker who is discouraged about his or her accomplishment or professional development.

OCB is not formally mandated by the organization. Such behavior is often influenced by informal forces within and around the organization, namely ethical work climate (Podsakoff et. al, 2000). OCB represents behaviors carried out by individuals at work that are discretionary in nature, and are not formally rewarded or sanctioned by the organization. The creation of a strong ethical work climate within an organization is important factor affecting employees’ perception about the nature of the relational contract between employees themselves and their employer. Such a relationship is a psychological contract between the employer and employee and a mutual covenant to the welfare of both parties. Members who feel bound to the organization and perceive that organization perform well and ethically, are more likely to reciprocate their goodwill in the form of OCB (Organ, 1988).

From the time that Organ (1988) first coined the term in the 1980s, there has been a plethora of articles published on OCB and related constructs. Organ, (1988) original definition of OCB was “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”. This definition was later modified such that OCB is “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997). Perhaps this change was due to the fact that the original definition states that citizenship behavior is voluntary, however, individuals may indeed vary in whether they see citizenship behaviors as discretionary or not (Organ et. al, 2006).

This modification also entertains the possibility that OCB may not only be performed by employees at their discretion, but that they may do so while using OCB instrumentally to enhance supervisor performance evaluations of them (Hui et. al, 2000). More specifically, Hui et. al, (2000) employed a quasi-experimental field study to examine whether OCB was related to receiving formal organizational rewards such as promotions. Results showed that both self-ratings and supervisor ratings of employee OCB were related to promotions, and that employees who perceived OCB to be instrumental to their promotions were more likely to perform OCB before receiving a promotion.

Over the years, the measurement and dimensionality of OCB have evolved from a two-factor model that included altruism and generalized
compliance toward the organization (Smith et. al, 1983) to a five-factor model that includes altruism, generalized compliance, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1988) to finally a seven-factor model that further differentiates OCB into helping, sportsmanship, organizational loyalty, organizational compliance, individual initiatives, civic virtue, and self-development (Organ et. al, 2006). Table 2.1 provides detailed definitions and descriptions of the five-factor model.
Table 2.1 Five Factor Model of OCB Dimensions and Definitions (Organ, 1988)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Definition</th>
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<tr>
<td>Conscientiousness</td>
<td>Going well beyond the minimum requirements of the organizations in the areas of attendance, obeying rules and regulations, and/or taking breaks.</td>
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<tr>
<td>Sportsmanship</td>
<td>Willingness to tolerate the inevitable inconveniences and impositions of work without complaining, as well as maintaining a positive attitude when things do not go as one plans</td>
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<tr>
<td>Civic Virtue</td>
<td>Macro-level interest in, or commitment to the organization as whole, displayed such as participating actively in meetings, monitoring the organizations' environment for potential threat and looking out for its best interest.</td>
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<tr>
<td>Courtesy</td>
<td>Behaviors aimed at preventing work-related problems with others from occurring</td>
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<tr>
<td>Altruisim</td>
<td>Behaviors that have the effect of helping specific others with a work-relevant problem.</td>
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2.1.1 Altruism

Todd, (2003) stated that altruism is the willingness of an employee to help the co-worker into the work, and is also the selflessness of an employee towards his organization. Redman and Snape, (2005) explained altruism as to help others going beyond the job requirements with whom an individual is in contact. Altruism is accounted as one of the significant antecedents of OCB, reason being, as Pare and Tremblay, (2000) explains, such behaviors as helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behavior affects others' jobs, and providing help and support to new employees represent clear indications of an employee's interest for its work environment. Socially driven values emphasizing the group over individual concerns are likely to encourage altruistic behaviors benefiting the group. Altruism and compassion results in interconnections and create a link or bond between the employees. Neihoff and Yen, (2004) asserted that altruism enhances the efficiency of the workers because an individual helps his coworker by utilizing his slack time to assist him on a more urgent task. It encourages teamwork and cooperation by allowing the employees to enhance the pool of available knowledge. Redman and Snape, (2005) affirm that altruism refers to helping specific individuals in relation to organizational tasks. The altruistic person can obtain utility from
other persons' utility (by convincing them with their selflessness aspect of personality) (Wu, 2001). Rush and Allen, (2001) states that, an abundant body of social psychological research indicates that there are gender differences with regard to helping behavior and altruism. Participants (employees) who were allowed to work individually (that is, did not perceive any group boundaries) were much more likely to engage in altruism and courtesy behaviors as found by Yorges, (1999). The measure of altruism may be similar to citizenship behavior directed toward one's colleagues (resulting in the benefit of the organization) as established by Brennan and Skarlicki, (2004). Nevertheless, Konovsky and Organ, (1996) predicted that agreeableness would relate particularly with altruism, courtesy and sportsmanship, whereas conscientiousness would relate with generalized compliance (Nikolaou and Robertson, 2001).

2.1.2 Conscientiousness

Conscientiousness' refers to discretionary behaviors that go beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance (Redman and Snape, 2005). In other words, conscientiousness means the painstaking obedience to organizational rules and procedures, even when no one is watching. Lepine et. al, (2000) argues that when adaptability is required in decision-making performance, then conscientiousness and
openness are the better predictors than decision-making performance prior to unforeseen change. Konovsky and Organ, (1996) found in their study that conscientiousness was significantly related to all five dimensions of OCB. Also, conscientiousness was significantly related to generalized compliance and to civic virtue, (two of the antecedents of organizational citizenship behavior). Yen and Neihoff, (2004) argues that those employees who are more conscientious will stay informed with up-to date knowledge about products or services offered by the organization. Sanson et. al, (1999) states that high conscientious individuals, on the contrary, stick with the organization longer than individuals lower in conscientiousness whether or not there was an additional benefit and whether or not they varied the procedure while performing.

Conscientiousness emphasizes on responsibility and dedication with the underlying motive of interpersonal helping by taking the initiative to engage into those behaviors that are good for the organization – conscientiousness can be expressed in numerous ways in organizations and, most obviously, in terms of job performance (King, 2005). Conscientiousness affects important work outcomes (Goldberg et. al, 2005). Theoretically, conscientiousness may be an important predictor of workplace behaviors because it provides direction and association that are necessary to produce targeted behaviors (King et. al, 2005).
A research by Ladd and Henry, (2000) found that conscientiousness accounted for unique variance in citizenship targeted toward the organization. Supervisory evaluations of performance were found to be determined by altruism and conscientiousness as well as by objective job performance (Lowery and Krilowicz, 1996). One of the foremost studies that explored the relationships between personality, satisfaction and OCB reported conscientiousness as significant predictors of OCB with respect to generalized compliance (Organ and Lingl, 1995).

2.1.3 Civic virtue

'Civic virtue' refers to behaviors that demonstrate a responsible concern for the image and wellbeing of the organization (Redman and Snape, 2005). Borman et. al, (2001) defines civic virtue as responsibly involving oneself in and being concerned about the life of the company. Civic virtue is behavior indicating that an employee responsibly participates in, and is concerned about the life of the company (represented by voluntary attendance at meetings) (Todd, 2003). Baker, (2005) explains civic virtue as responsible, constructive involvement in the political processes of the organization. As mentioned earlier, conscientiousness was (is) significantly related to generalized compliance and to civic virtue (Konovsky and Organ, 1996). There was (is) an impact of fairness for only a single form of OCB (civic virtue), as found by
Bacharach and Jex, (2000). As per Redman and Snape, (2005), the civic virtue is positively predicted by commitment to customers and co-workers (hence resulting in the behavior, beneficial to the organization) with evidence of partial mediation by global commitment. Coole, (2003) argues that civic virtue was more limited in their relation to organizational effectiveness; that is, the more the organization is effective, the chance of emergence of this very behavioral aspect is the most. Extraversion was (is) negatively related to the citizenship behaviors of altruism, civic virtue, and conscientiousness (Baker, 2005). Todd, (2003) points out that it is important that some different types of OCBs such as helping behavior and civic virtue appear to impact distinct measures of organizational effectiveness in their own ways. Civic virtue is more likely to involve a purposeful contribution in OCB by employees compared to other dimensions (Jacqueline et. al, 2004). If employees identify strongly with the organization (that is, high civic virtue), one would expect them to exert extra effort to improve their productivity, resulting in improved efficiency (Neihoff and Yen, 2004). So on the basis of this reasoning, we deduct the following hypothesis.

2.1.4 Courtesy

Courtesy includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future.
In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development. Early research efforts have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishes the time spent on conflict management activities (Podsakoff et. al, 2000).

2.1.5 Sportsmanship

Organ, (1988) defined sportsmanship as the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting. Podsakoff and MacKenzie, (1997) revealed that good sportsmanship would enhance the morale of the work group and subsequently reduce employee turnover.

Employees who engage in sportsmanship are described as “...people who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way...” (Podsakoff et. al, 2000) Konovsky and Organ, (1996) list the following items as measures of sportsmanship:

1. Complains a lot about trivial matters.
2. Always finds fault with what the organization is doing.
3. Expresses resentment with any changes introduced by management.
4. Thinks only about his/her work problems, not others'.
5. Tries to make the best of the situation, even when there are problems.

6. Is able to tolerate occasional inconveniences when they arise.

7. Does not complain about work assignments.

2.2 BUSINESS ETHICS

Ethical concerns are an important area in business practices and research endeavors in the field of organizational chain management. In particular, ethical concerns become evident in situations of asymmetric relationships across organizations (e.g. in terms of power and dependence). There is a need to establish ethical structures, processes and performance measures in organizations. In previous research restricted parts of this idea across organizations have been addressed from an ethical perspective but not the whole process (Moberg, 2003; Geraint, 2003; Kidd, 2003; Carter, 2000; Cooper et. al, 1997; Stainer, 1997) nevertheless, there have been a few recent research endeavors dedicated to the ethical concerns in organizational chain management as a whole. Svensson and Baath, (2008) introduce and describe a conceptual framework of organizational chain management ethics based upon the automotive industry. Svensson, (2009) focuses on the transparency of organizational chain management ethics based upon case illustrations across organizations in the fashion and telecom
industries. The dilemma is that these ethical frameworks in the field of organizational chain management are still on a general level, where specific details are not provided on how to manage, monitor and evaluate ethical concerns across organizations.

There are various areas of ethical concerns across organizations. For example, on an overall level there are both internal and external areas. Robin and Reidenbach, (1987) develop a multidimensional scale for improving evaluations of business ethics, while Hunt et. al, (1989) develop a corporate ethics scale. On the one hand, “business ethics” has an external emphasis considering the gap between organizations’ ethical actions and behaviour in ongoing business practices and the marketplace’s or society’s perceptions of the organization’s ethical actions and behaviour in their business practices (Svensson and Wood, 2004). “Corporate ethics”, on the other hand, has an internal emphasis considering the gap between the management’s ethical actions and behaviour and the staff’s perception of the management’s ethical actions and behavior in ongoing business practices (Svensson and Wood, 2004).

2.3 CHAPTER SUMMARY

The researcher at the end of this chapter could realize through a wider reading from various credible sources of information that ethical work
climate has earned a secured tool in organization. If ethical climate is embedded in organization's leadership, culture, socialization, communication, and corporate ethical code, it can shape ethical behavior and guide employees in ethical decision making. The establishment of ethical work climate should be encouraged because it can create the positive of side of worker attitude. Ethical reinforcement can result in greater organizational citizenship behavior.
REFERENCES


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