CHAPTER-THREE

METHOD
3.1 TITLE OF THE STUDY:
A Study on Organizational Citizenship Behaviour of a Group of Private and Public Sector Workers.

3.2 OBJECTIVES OF THE STUDY:

In the perspective of the above discussion, the objectives of the present study are:

1. to study the nature of OCB in private and public sector organizations.
2. to study the importance of job satisfaction, work environment and organizational values in determining OCB.
3. to examine the relationship between personality traits and motivational factors (of workers) with that of OCB.

3.3 HYPOTHESES:

I. Workers' OCB is more favourable in private sector organizations in comparison to that of public sector.

II. Work environment has a more contributory role on workers' OCB in the private sector organizations in comparison to that of public sector.

III. Organizational values have more contributory role on workers' OCB in the private sector organizations in comparison to that of public sector.

IV. Job satisfaction has a more contributory role on workers' OCB in the private sector organizations in comparison to that of public sector.

V. Relationship between OCB and personality pattern of the private sector workers is better than that of the public sector workers.

VI. Workers' motivation is more positively related to workers' OCB in the private sector organizations than that of the public sector.
3.4 OPERATIONALIZATION OF THE VARIABLES:

3.4.1 Organizational Citizenship Behaviour:

Organizational citizenship may be defined as functional, voluntary, extra-role, pro-social organizational behaviours directed at individual employees and the particular organization they are working in. These are helping behaviors not formally prescribed by the organization and for which there are no direct rewards or punishments. OCBs are thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization. The probable domains of OCB are:

(i) **Altruism**: It refers to the discretionary behaviour on the part of the worker that is directly and intentionally aimed at helping a specific individual or group of individuals with an organizationally relevant problem.

(ii) **Sportmanship**: It refers to the discretionary behaviour which manifests the willingness of a worker to accept or tolerate minor frustrations without making any complaints.

(iii) **Civic Virtue**: It is the behaviour on the part of the worker that denotes his/her responsible participation in the organization’s activities, his’ her support and concern about the survival of the organization as a whole.

(iv) **Courtesy**: It refers to the discretionary behaviour on the part of the worker aimed at taking action to prevent work-related problems from occurring by respecting others’ needs.

(v) **Conscientiousness**: It refers to the execution of organizational role behaviours well beyond the minimum required level on the part of the worker, in the areas of adhering to the rules and regulations of the organization, attendance, taking breaks etc.
(vi) **Sharing and involvement:** It refers to the interaction between the workers about organizational issues and the means of solving organizational problems through creative ideas.

(vii) **Sense of organizational ownership:** It represents the degree to which the worker is devoted to the organization and its resources and to which his/her duties are performed with full responsibility.

(viii) **Professional Commitment:** It refers to the extent or degree to which the worker performs his organizational task and duty in meeting deadlines and performing to higher standards for achieving organizational goals thus promoting the organization.

(ix) **Protective Boosterism:** It refers to the worker's display of uplifting the organization's image to outsiders and taking care of the organization's resources. It indicates promoting the goodwill of the organization and defending it against external threats. It also includes the tinge of accountability and responsibility in maintaining the property and resources of the organization.

(x) **Professional Dedication:** It refers to the worker's dedicated behaviour in performing his task and duty stringently so as to raise his performance standard in order to achieve the organizational goal. It explains the extra effort put in by the worker in accomplishing a task with creativity and innovation so that it steps to the next level of perfection.

(xi) **Suggestive Opinion:** It refers to the display of the worker's initiative in providing suggestions to the coworker with a view to solve organizational problems. It exhibits the worker's assistance aimed to provide a coworker with viable ideas so that the latter may come out of the organizational problem with a solution. It differs from altruism in the sense that the assistance provided is limited to suggestion and ideas only and no activity is being carried out.
3.4.2 Job satisfaction:

Job satisfaction is defined as the feelings or affective responses a worker has about his or her present job or facets of the situation in work. It comprises experiences in relation to previous experiences, current expectations, or available alternatives. Global job satisfaction is conceptualized as an overall, integrative feeling of satisfaction when all aspects of the job are considered (Smith et al., 1989). The aspects include 'satisfaction with work', 'pay', 'promotion', 'supervisor', 'people on the present job'.

3.4.3 Work Motivation:

Work motivation is the set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity, and duration. Work motivation is a middle-range concept that deals only with events and phenomena related to people in a work context (Barbuto and Scholl, 1998). It comprises of

(i) **Intrinsic process motivation**: In this source of motivation, the work itself acts as the incentive as workers enjoy what they are doing.

(ii) **Instrumental motivation**: Instrumental rewards motivate worker when he perceives his/her behaviour will lead to certain extrinsic tangible outcomes like pay, promotion, bonuses etc.

(iii) **External self-concept based motivation**: In this source, motivation tends to be externally based when the worker is primarily other directed, seeking affirmation of traits, competencies and values.

(iv) **Internal self-concept based motivation**: In this source, the motivation is internally based when the worker is inner-directed.

(v) **Goal-internalization motivation**: In this source, the worker adopts attitudes and behaviours whose content is congruent with his personal value systems.
3.4.4 Personality:

Personality refers to cognitive and behavioral patterns that show stability over time and across situations. Personality traits influence personal values and attitudes (Costa and McCrae, 1991).

The big five consists of the following:

(i) **Neuroticism:** It refers to the general tendency to experience negative affects such as fear, sadness, embarrassment, anger, guilt, and disgust and thus forms the core of the Neuroticism domain. Neuroticism includes more than susceptibility to psychological distress. Workers high in Neuroticism prone to have irrational ideas, to be less able to control their impulses, and to cope more poorly than others with stress.

(ii) **Extraversion:** It refers to liking people and preferring large groups and gatherings. It gets expressed in terms of being assertive, active and talkative. Extraverts like excitement and stimulation and tend to be cheerful, upbeat, energetic and optimistic in disposition.

(iii) **Openness:** It includes the elements of active imagination, aesthetic sensitivity, and attentiveness to inner feelings, preference for variety, intellectual curiosity, and independence of judgment. Open individuals/workers are curious about both inner and outer worlds, their lives are experientially richer and they experience both positive and negative emotions keenly. Openness refers to the willingness of entertaining novel ideas and unconventional values.
(iv) **Agreeableness**: It is primarily a dimension of interpersonal tendencies. The agreeable worker is fundamentally altruistic, sympathetic to others, eager to help others and believes that others will be equally helpful in return.

(v) **Conscientiousness**: It refers to purposefulness, strong willingness, determination and self-control in terms of planning, organizing, and carrying out tasks forms the basis of this particular trait. High score on this conscientiousness indicates a worker to be scrupulous, punctual and reliable.

### 3.4.5 Organizational Values:

An organizational value is any concept or idea that is held in high esteem by the members of an organization and that shapes the organization's philosophy, processes and goals (Conklin, Jones, & Safrit 1992). Organizational values are a specific subset of values that can be defined as cognitive representations of universal needs that are expressed through trans-situational goals in the organizational setting which are ordered by importance, specific to the organization. They are culture-specific and operative in translating the ideals into actionable conduct in a given organizational culture. Organizational values underlie and to a large extent determine behavior, but they are not directly observable, as behaviors are. There may be a difference between stated (espoused) and operating (values in practice) values. Workers will attribute their behavior to stated values. Organizational values express preferences for certain behaviors or certain outcomes in
a particular organization. Organizational values define the acceptable standards which govern the behaviour of individuals within the organization. Without such values, individuals will pursue behaviours that are in line with their own individual value systems, which may lead to behaviours that the organization doesn't wish to encourage.

The domains under organizational values, considered in the present study are:

(i) **Loksangraha or Enlightened collective interest:** It refers to the fact that organizational behaviour should be guided by larger collective interest, thus underlining the need for sacrifice of one's own personal, selfish interests. Here enlightenment means to throw light or to give light so as to make the worker understand the positive aspects of work life. In the relative sense an enlightened worker is one who dwells in the realm above mind pursuing to raise himself still higher with self effort detaching himself from self centered motives with a dedication to reach the goal of true enlightenment. An unenlightened man works motivated by self interest whereas the enlightened man works without any selfishness desiring to achieve the welfare of the organization's people at large.

(ii) **Parasparam Bhavayantaha or Mutuality and interdependence:** It refers to mutual cooperation and synergy among organizational workers rather than the intensification of conflicts between them across the different departments of the organization. In order to produce a coherent result, the workers of the organizational unit need to interact on the basis
of mutuality and coordination rather than through conflict. This notion also
provides a basis for harmony in organizational contexts.

(iii) Nishkam Karma or Theory of positive action: It refers to the self-less or
desireless action performed by a worker in the organization without any
expectation of fruits or results attached to that particular action. Nishkam
Karma has been explained as 'duty for duty's sake' and as 'detached
involvement', which is neither negative attitude or indifference to one's
work/task.

3.4.6 Work Environment:

It is a multidimensional construct. The
term work environment refers to working conditions. It refers to all of the conditions
and factors that influence work. In general, these include physical, social,
psychological, and environmental conditions and factors. Work environment
includes lighting, temperature, and noise factors, as well as the whole range of
ergonomic influences. It also includes things like supervisory practices as well as
reward and recognition programs. All of these things influence work. It consists of
two components – job characteristics and work context (Moos, 1986). The former
describes how aspects of an employee’s job/task responsibilities contribute to
important psychological states. Work context variables pertain to the characteristics of
organizational setting. It consists of

(i) Relationship dimensions:

1. Involvement: It refers to the extent to which employees are concerned
about and committed to their jobs.
2. **Peer Cohesion**: It refers to the extent to which employees are friendly and supportive of one another.

3. **Supervisor Support**: It indicates the extent to which management is supportive of employees and encourages employees to be supportive of one another.

(ii). **Personal growth dimensions**:

1. **Autonomy**: It refers to the extent to which employees are encouraged to be self-sufficient and to make their own decisions.

2. **Task Orientation**: It refers to the degree of emphasis on good planning, efficiency, and getting the job done.

3. **Work Pressure**: It refers to the degree to which the pressure of work and time urgency dominates the job milieu.

(iii). **System maintenance and change dimensions**:

1. **Clarity**: the extent to which employees know what to expect in their daily routine, and how explicitly rules and policies are communicated.

2. **Control**: the extent to which management uses rules and pressures to keep employees under control.

3. **Innovation**: the degree of emphasis on variety, change, and new approaches.

4. **Physical Comfort**: the extent to which the physical surroundings contribute to a pleasant work environment.
3.4.7 PRIVATE AND PUBLIC SECTOR:

The main differences between Public or Private companies relate to the provisions of the Companies Act that are not applicable to private companies. These include:

- Provisions as to the type of share capital, further issue of share capital, voting rights, issue of shares with disproportionate rights, etc.
- Provisions restricting the company from giving financial assistance to subscribe to its own shares.
- Provisions restricting the amount of managerial remuneration paid and certain other provisions relating to managerial personnel.
- Provisions restricting the powers of the Board of Directors.
- Provisions restricting loans to directors.
- Private companies are deemed to be converted into public companies in the following circumstances:
  - When not less than 25% of the paid up capital of the company is held by one or more corporate bodies.
  - When the company holds 25% of the paid up share capital of a public company.
  - When the average annual turnover of the company exceeds Rs.100 million.
  - When the company accepts deposits from the public.
- On becoming a deemed public company, many provisions of the Companies Act, 1956 in respect of which the company had exemption as a private company would become applicable.
Private companies are formed between 2 to 50 members and it prohibits invitation to public for capital issues. Many provisions of the Companies Act are not applicable. Also, there is a restriction on transfer of shares and the taxation rates are higher. Shares of the Public Limited Companies on the other hand, are normally freely transferable. Minimum seven members are required to form the company. The taxation rates are normally lower and there is a wider coverage of Companies Act.

On the other hand, prior to Independence, there were few ‘Public Sector’ Enterprises in the country. These included the Railways, the Posts and Telegraphs, the Port Trusts, the Ordinance Factories, All India Radio, few enterprises like the Government Salt Factories, Quinine Factories, etc. which were departmentally managed.

The main elements of the present Government policy towards Public Sector enterprises as contained in the National Common Minimum Programme (NCMP) are reproduced below:

i) To devolve full managerial and commercial autonomy to successful, profit making companies operating in a competitive environment

ii) Generally, profit-making companies will not be privatized

iii) Every effort will be made to modernize and restructure sick public sector companies and revive sick industry

iv) Chronically loss making companies will either be sold off, or closed, after all workers have got their legitimate dues and compensation
v) Private industry will be inducted to turn-around companies that have potential for revival

vi) Privatization revenues will be used for designated social sector schemes

vii) Public sector companies and nationalized banks will be encouraged to enter the capital market to raise resources and offer new investment avenues to retail investors.

Today, both Public Sector & Private Sector have become an integral part of the economy. There may not be much difference in working of these sectors in advanced countries, but in developing countries, the performance of Private Sector has considerable scope for improvement. It is also observed that Pay packages are almost similar in both sectors in developed countries, but large differences exist in remuneration in the two sectors in developing countries, like ours.

3.5 SAMPLE:

3.5.1 SUBJECTS:

The term ‘worker’ has been used in the present study to denote the non-executive employees – the line workers and the clerical staff.

Altogether four hundred (400) workers, taking equally from private and public sector organizations (both manufacturing and service), were selected following stratified random sampling technique on a special
list of organizations prepared in consultation with the spontaneously willing organizations to participate in the study.

The detailed break-up was as follows:

<table>
<thead>
<tr>
<th>ORGANIZATIONS</th>
<th>SERVICE</th>
<th>MANUFACTURING</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIVATE</td>
<td>100</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>PUBLIC</td>
<td>100</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>TOTAL</td>
<td>200</td>
<td>200</td>
<td>400</td>
</tr>
</tbody>
</table>

In order to select the workers, a few criteria have been followed:

(a) the workers were all males;
(b) they were all literate with at least class-XII passed;
(c) they were all permanent workers;
(d) they were serving in the organization with the minimum tenure of five years;
(e) only those workers had been selected who were willing to participate in the study and provided their consent spontaneously.
3.5.2 STUDY AREA:

The study areas selected for the present work were the units of the respective four organizations located in the districts of Kolkata, Howrah and North 24 Parganas in the state of West Bengal. These three districts-Kolkata, Howrah and North 24 Parganas were selected in the present study because of the following reasons:

1. these districts are adjacent in view of geographical locations and communication links;
2. they constitute almost 30 percent of industrial sectors of West Bengal state –both in manufacturing and service;
3. more than three districts were not covered due to stipulated time period of the Ph.D. dissertation.

In accordance to the sample design, data were collected equiproportionally from the workers of four organizations of national repute. Under the public-service sector, data were collected from the workers of all the departments of the Kanchrapara workshop of eastern division of the Indian Railways. Data were collected from the manufacturing units of Bengal Chemicals and Pharmaceuticals Ltd. for the public-manufacturing sector. Under the private-service sector, relevant data were collected from the workers of a cooperative-society based bank and its branches located in Howrah and for the private-manufacturing sector, the manufacturing unit located in Jaladhulagori of Ambuja Cement (Eastern zone) Ltd. was considered (a brief description of these four organizations have been presented in the Appendix-II)
3.6 TOOLS USED:

In order to test the hypotheses of the present investigation, seven (7) tools were used in collecting the data from the organizational workers. They were as follows:

3.6.1 General Information Schedule: This included personal characteristics in terms of age, educational qualification, income per month, work experience in the organization and job title.

3.6.2 The OCB Scale: This scale was developed by the present researcher in consultation with the works of Organ (1988), Podsakoff et al. (1990) and Pattanayak et al. (2003). It contained 55 items dispersed among the 7 domains namely, Altruism, Conscientiousness, Sportsmanship, Courtesy, Protective Boosterism, Suggestive Opinion and Professional Dedication. All the items were rated on a seven point scale ranging from strongly disagree (1) to strongly agree (7) and their scores were summated for each dimension. But for negatively worded items, scores were reversely coded for getting the appropriate dimension score. The scoring rationale was – the higher the score the more the degree of perceived OCB. The reliability of the scales was calculated and the Cronbach Alpha was observed to range from 0.76 to 0.89 with an average value of 0.83. The details of the scale development have been presented under the Results and Discussion (chapter-4).

3.6.3 Organizational Values Questionnaire: The organizational value questionnaire was developed by the present researcher duly considering the study of Sharma (1999) and the principles outlined in The Srimad Bhagavad Gita( the
principles and the slokas have been detailed out in chapter-2). It contained 22 items encompassing three domains namely, Lok Sangraha, Parasparam Bhavayantaha and Nishkam Karma, answerable along a seven point scale. The Cronbach Alpha was observed to range from 0.76 to 0.89 with an average value of 0.83. The procedure of the scale development and findings has been presented under Results and Discussion (chapter-4).

3.6.4. NEO-FFI –Form S: The inventory developed by Costa and McCrae (1991) to assess the Big Five Factors of Personality was used. It contained a total of 60 items with 12 items in each of the five factors namely, Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness. Responses were measured by means of a five point scale, ranging from Strongly Disagree to Strongly Agree. Scoring in each of the 5 domains was done separately in alliance with the scoring key, where Strongly Disagree was accredited with 0 and Strongly Agree with a 4. The Cronbach Alpha of the component dimensions were found to be ranging within 0.83 to 0.88 as measures of reliability coefficients with the present sample. A higher domain score indicated a high presence of the factor in congruence with the respective domain.

3.6.5 Job In General (JIG) Scale: Balzer et al.'s (2000) scale was used to measure the job satisfaction of the workers. There were 18 items measure along a three category responses with “Y” (yes), “N” (no) and “?” (undecided). Responses to the favourable items were scored as 3, 1 and 0 for “Y”, “?” and “N” respectively. Reverse coding was followed for responses to the unfavourable items. The reliability was checked with the present sample and the Cronbach Alpha was found to be 0.83. A score of 27 was considered as the middle point of scores in accordance to the
scoring standard and a score above that point indicated job-satisfaction whereas a score below that denoted job-dissatisfaction.

3.6.6 Motivation Sources Inventory: Motivation of the workers was assessed by administering the Motivation Sources Inventory developed by Barbuto and Scholl (1998). It had 30 items and the respondents were asked to rate on a seven point scale. The Cronbach Alpha of the component dimensions were found to be ranging within 0.79 to 0.88 as measures of reliability coefficients with the present sample.

3.6.7 The Work Environment Scale (form-R): The perceived work environment of the workers was measured by the Work Environment Scale (form-R) developed by Moos (1986). It contained 90 items along 3 dimensions namely, Relationship (including ‘involvement’, ‘peer cohesion’, & ‘supervisor support’ as subscales); Personal Growth (including ‘autonomy’, ‘task orientation’, and ‘work pressure’ as subscales); and System Maintenance and Change dimensions (including ‘clarity’, ‘control’, ‘innovation’ & ‘physical comfort’ as subscales) and responses to each item was marked by either True or False. An item listed as ‘T’ was scored 1 point if marked “true” and an item listed as “F” was scored 1 point if marked “false”. The total subdomain score was the number of items answered in the scored direction. The Cronbach Alpha of the component dimensions were found to be ranging within 0.78 to 0.85 as measures of reliability coefficients with the present sample.
3.7 **TEST ADMINISTRATION:**

The present investigation was done in two distinguished parts:

**Part-I:** Development of the two tests- OCB scale and Organizational Values Questionnaire:

Prior to the conduction of the present investigative study, a pilot survey was done on a group of 100 workers encompassing both the private and public sectors (including both the service and manufacturing) equipropotionately. This study was conducted to develop the two scales namely, OCB and Organizational Values Questionnaire and to prepare the adapted version of the four scales-NEO-FFI; Job In General; Motivation Sources Inventory and Work Environment Scale. Reliability coefficients were also checked for all the scales in the study.

**Part-II:** Determination of OCB of a group of private and public sector workers:

The second part of the present research study concentrated in determining the nature of OCB in both the private and public sectors including both the service and manufacturing organizations. An attempt was also made to study the relationship of OCB with a cluster of potent variables like Personality, Motivation, Job-satisfaction of the workers belonging to the private and public sector organizations and the Organizational Values and Work environment of the respective organizations under study.
The first step in the study was securing the organizations that would make up the final sample. Prior to selecting the specific organizations, the researcher met with the managers of the units of the organizations. The meeting was to propose the study, and solidify the managers' concerns and questions. Some of the concerns expressed during these meetings included time constraints, employee cooperation, and anonymity of the participants. In all the four organizations, the distribution took place by having the human resources department or the management distribute the questionnaire booklets to their workers. After the questionnaire booklets were distributed, the workers were informed of the purpose of the study and that their participation was voluntary to ensure that they would not feel pressured into participating. In addition to being told about the purpose of the study, the first page of the questionnaire booklet contained a consent form for subjects to sign. This consent form indicated that

1. the questionnaire was for research purposes only;
2. all data would be strictly confidential and
3. the organizations would not have access to individual worker responses.

Subjects were also informed that responding was strictly voluntary. Confidentiality was guaranteed by giving the workers envelopes to seal and return the questionnaires in. Moreover, each questionnaire booklet and the attached consent form contained a unique three (3) digit code so that they could be matched subsequently on receiving the same. The first digit indicated the particular organization to which the worker belonged and the remaining two digits represented his serial number in the sample. The questionnaire booklet took approximately 35-40 minutes to be completed. The researcher was present during all
questionnaire administrations in order to answer any questions from the respondents. After the collection of data from each worker of each organization, it was scrutinized so that no item in the questionnaire booklet remained unattempted.

3.8 SCORING AND TABULATION:

Response of each worker was scored following the standard scoring key of each of the scales. The scoring rationale was that high score indicated a favourable trend with respect to OCB, Work Environment, Organizational Values, Job Satisfaction and Work Motivation. High scores in the respective five domains of the Personality measure, viz., Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness indicated the presence of the respective mentioned traits to a pronounced degree in the worker. After scoring, tabulation was done for the items belonging to each category of each of the variables under study. Thus, altogether twenty-five (25) sets of scores were obtained for each worker after summating the scores of all items belonging to each category of each of the variables. Furthermore, the scoring and tabulation works were done separately for Private and Public sectors as well as for Service and Manufacturing sectors (with respect to OCB and its dimensions).

3.9 STATISTICAL ANALYSIS:

(i) General information characteristics data were procured by determining percentages and mode values of different items.

(ii) The standard item analysis technique (Kline, 2001) was followed to develop the OCB scale and Organizational Value Questionnaire i.e., t-test was applied to determine discriminative index, Cronbach Alpha and Principal Axis Factoring (PAF) was done to determine reliability
indices and construct validity. In addition regression analysis was also done to understand the contributory roles of the variables, namely, Work Environment, Organizational Values, and Job-Satisfaction. Correlational analysis was done in order to examine the relationship between OCB and the two independent variables under study, namely, Personality and Work Motivation.

(iii) In order to check the reliability with the present sample, Cronbach Alpha were determined for the other four tests.

(iv) The comparison of the private and public sectors with respect to OCB (and its seven dimensions), Work Environment (its three domains), Organizational Values (its three domains), Job Satisfaction, Personality (its five domains) and Work Motivation (its five dimensions) scores was done by applying t-tests utilizing Mean and S.D. of the present sample.