CHAPTER SIX

CORPORATE CITIZENSHIP BEHAVIOUR
TOWARDS FUTURE

INTRODUCTION

Lawrence (as cited in Whyte, 1956) has claimed that ideally, there should be one dominant sentiment in all employees from top to bottom, such as “complete loyalty” to the organization purpose. Understanding the human behaviour in any framework has to be premeditated exercise, since behaviour is absolute circumspect element and it possibly will fluctuate with respect to time and circumstances. Present study, an effort to study human behaviour, in particular service segment (Indian Commercial Banks in present study) and its effects on organizational efficiency concludes that, through corporate citizenship behaviour, organizational efficiency is, affected (enhanced). Effects of external and internal premises on
human behaviour are proven fact, which is area of core concern as, further on basis of it we can an make an attempt to use these effects as leveraging tool and accomplish high standard organizational performance.

High standard performance is more a resultant of desired behaviour from the employees working in the organization than the required behaviour and therefore the imperative concern here is how to gauge two separate set of behaviours (Required and Desired) of such individuals working in the organization in accessible premises.

Tracing the relationship amid organization and employee, it begins with required behaviour (Job profile), and during job tenure; it is amid organizational environment and individuals operating mechanism that will shift employee to do desire than required ensuring it results to organizational enhancement and overall profitability. This is possible only when organizations are potential enough to identify personal goal of their employees and work out robust mechanisms to align personal goals with that of the organizational. Present research work is converged on measurement of corporate citizenship behaviour (desired behaviour) and its correlation with diverse constructs that measures the component.

After concluding that there is significant correlation of constructs and component, subsequent task for organization can be to ensure that components showing correlations to be, measured and attempts should to be made to conduit gap, augmenting level of overall corporate citizenship behaviour. This is feasible through Organizational Human Resource Strategies, which will swathe areas like Recruiting and Selection, Training and Development, Individual merit based pay systems, Profit sharing plans, Performance appraisal.
LIMITATIONS OF THE PRESENT STUDY

No research work can be complete research work in its area leaving further scope for research in its close vicinity. Thus, every research suffers from certain limitations which can be either conceptual, analytical or both. Present research work is also subject to several limitations. These limitations are to be, taken into consideration for two major reasons.

- While drawing conclusions from the present study
- While making, recommendations for future research in the area.

WHILE DRAWING CONCLUSIONS FROM THE PRESENT STUDY

Present research work concludes that corporate citizenship behaviour enhances organizational efficiency and therefore organizations should make effort to engage employee in corporate citizenship related activities. Such outcome of the study is, based on statistical analysis of employee behaviour, which was, collected by the self-report method. The employees were asked to rate themselves on organizational citizenship behaviour scale. Consequently, the ratings of this scale where above average and it is difficult to understand where the results reflect the truth or if they are a statistical artifact because Podsakoff and Organ (1986) opine that, self-report data creates potential for common method bias.

In addition, there are certain sources that may have cause inflation of the results apart from common method variance. The respondents may distort the results to maintain consistency in
their responses to the question or to present themselves in a favorable light (Podsakoff, Mackenzie, Lee & Podsakoff 2003).

The respondents in the sample though comprise from various banks, they are from commercial banking sector and the cooperative, and rural banking sector are, excluded. The use of single sector is a potential limitation to generalize therefore general conception from the study should be, done accordingly.

With respect to sample size, the sample cannot be conclusive as only 300 samples are, considered out of large population size. Even though the findings are robust and show high significance in most cases, further studies should be expanded to, much larger and diverse sample. The larger sample size provides higher power to test the relationships amongst the constructs and corporate citizenship behaviour.

Due to practical limitations demographical variables like Age, Experience, and Gender and, other variables, e.g. Education, Marital status, Family income, Dependents in the family and Residential status are not studied constructing the hypothesis. These strong external independent variables may have its implicit or explicit effect on employee behaviour. Thus, this leaves further scope for the research in the area.

The respondents of the sample are mainly of clerical, assistant category and supervisors, seniors and those not dealing with customers are, excluded from the study. Thus, employee behaviour of senior categories and of those employees not dealing with customers is, not known. There are scopes that they may have different opinion with respect to corporate citizenship behaviour. The conclusions must therefore be, drawn accordingly.
WHILE MAKING RECOMMENDATIONS FOR FUTURE RESEARCH

Academicians and managers have long acknowledged existence of “extra” or “voluntary” contributions that employees make in varying degrees of frequency and intensity. The concept of citizenship behaviour has become apparent from such discretionary, serendipitous behaviours that were, aggregated over some number of individuals and over some period which were, theorized to contribute towards organizational efficiency. Despite its popularity and life of over 20 years, the construct of citizenship behaviour is fraught with incompleteness and inconsistencies thus leaving scope for future research in the area. The incompleteness is more on the part of definition and inconsistencies found with respect to association between citizenship behaviour and organizational efficiency as whole, which makes study of concept more unabated, apparently in the faith or presumption that the organization derives benefits in some manner. Longitudinal study of concept make known that in present scenario where competition is fierce, market is global and diversity within organizations and consuming groups getting bigger, structure of organization and nature job is changing at a rapid pace which has made concept of citizenship further valuable. Future research in this area predominantly comprise of two spectrums that again be elaborated into various avenues.

Present research is attempt to measure association of employees with their organization (Banks) through their behaviour by construction and testing of hypothesis. We prima facie proposed to look for extra role behaviour and its contribution towards organizational enhancement with special reference to Indian banking sector. Thus, performance of intangibles of banking sector was accounted through “Citizenship Behaviour.”
Future research will have two avenues to explore;

- **Indian Banking Sector and Corporate Citizenship Behaviour other way**
- **Explore concept of corporate citizenship Behaviour**

Both of these areas again have idiosyncratic parameters to study further. Study of these parameters is possible either ways individually and in combination.

**INDIAN BANKING SECTOR AND CORPORATE CITIZENSHIP BEHAVIOUR OTHER WAY**

Indian Banking sector embraces of various sectors, of which present study has covered public, private and foreign banks. Due to practical limitations, rural and cooperative banks, which do not form part of the study, can be one panorama of research. Further research can be conducted in various sectors of bank making inter sector comparison. This will explore the employee behaviour in each sector of bank identifying performance of various banking sectors in India.

Second studying citizenship behaviour in each stratum of banking sector, (Individual and Comparative as well) in conjunction with financial indicators that banks are presently adopting and thriving out structured mechanism to strategically measure overall performance of banks and banking sector as whole. This will aid the Indian Banking Sector to focus on
financial and non-financial indicators that contribute to the organizational efficiency. This will latently peck out non-productive behaviour.

Third, inter comparison of each individual construct of corporate citizenship behaviour (Altruism, Conscientiousness, Courtesy, Civic virtue and Sportsmanship that we have undertaken to study in present research work), with each stratum of Banking sector can be undertaken. This can investigate organizational performance and employee behaviour in each sector, also leading to some noteworthy correlation of explicit construct and organizational performance.

Fourth significant area for research is to assess that “citizenship behaviour”, does it mean same for all the levels of employees (Supervisors, executives and assistants) in banking sector? Alternatively, that they have different opinion on it.

Finally it can be researched to construct multidimensional common construct that can placate need to evaluate performance evaluation of intangibles in any organization. Outcomes of such studies may facilitate controlling authorities of the sector (Reserve Bank of India) in banking Sector to set safeguards for each particular banking sector.

It has been empirically supported that citizenship behaviour enhance the quality and quantity of work (Organ et al.,2006) and therefore management should adapt procedures to improve job satisfaction.

This is possible by, encouraging employees to share their ideas, allow them to develop different approaches to everyday tasks, provide self-development opportunities by trainings
and recognize achievements and praise them. Thus, the self-disciplined and self-motivated employees will be the true intangible assets of the organization.

EXPLORING CONCEPT OF CORPORATE CITIZENSHIP BEHAVIOUR

Conceptual research is an all-embracing work in field itself having enormous parameters including existing literature. Concept of Corporate citizenship behaviour after studying existing literature and thereby using it to study employee behaviour in specific area significantly unleashes potentiality of concept. Researchers have significantly contributed to field studying unrestrained traits and its correlations at workplace, nevertheless there is continually space to tote up on existing.

First, existing literature talks about conceptualization-affiliated behaviours and nothing much is, done in the area of conceptualizing of change-oriented behaviours.

Second as observed in the course of literature research of subject it transpired that concept of citizenship behaviour does not only have definitional issues but structural impediments to hone substantial validity further and focus more on constitutive validity. Substantial validity has hitherto encompassed area stating how citizenship relates to other constructs but constitutive validity will assist on what unerringly constructs citizenship.

Third, research further can be, done on key mediating mechanisms that sway “Citizenship behaviour” and unearth latent variables to empathize human behaviour, which is horizontal
exercise adding to the existing subject literature and explore further avenues on broader platform.

Fourth, research can be, conducted doing all-embracing Meta analysis work of existing literature especially focusing on, uni-dimensional and multidimensional variables of citizenship behaviour and its operational mechanism in various fields, association of such variables with organizational efficiency and validity of all such variables that are comprehended in the study irrespective of it being carried in any specific sector. This of course, will be in-depth scrutiny infiltrating roots of existing concepts on subject and may have some significant outputs to imply upon practically.

Fifth, due to practical limitations various factors despite the fact that they are important could not be, undertaken in present study like Honesty, Organizational goodwill, Organizational Commitment, Job Satisfaction, loyalty, Personality, Cognitive Ability, Motivations, with special reference to Indian Banking sector.

The antecedents of the Corporate citizenship behaviours have been fairly investigated by researchers there is not much done when we consider the results of effects of corporate citizenship behaviour, on organizational effectiveness.

As suggested by organ and associates (2006) the positive outcomes of organizational citizenship behaviour have been, measured in terms of the financial performance such as profitability and return of investment. However, there may be other measures to understand the positive effect of citizenship behaviour on organizational effectiveness.
A propos method of study the one adopted here was quantitative and further qualitative method adopting case study of significantly contributing banks can be undertaken. Further, research can be, conducted to study, and explore nature and dimensionality of employee acuity for corporate citizenship behaviour.

However, another imperative area to research here is organizations actions to thwart potential negative consequences of engaging in corporate citizenship behaviour in form of any of its construct and to work out on most suitable parameters. The study has significant theoretical and practical implications. The nature of corporate citizenship can be, fully explored including both positive and negative aspects, and can study the unexplored variables like, counter work productive behaviour.

IN THE END

The core question is, studying employee behaviour and ally it for performance evaluation is a strategic exercise is it science or an art. Present study concludes that it is fine combination of both. The science of performance evaluation is wide clear with its association to measure organizational efficiency. However when this is exercised in service sector such as bank, whose behaviour itself is often capricious and the hypothesis of coherent behaviour of either employee or customers also does not hold in every situation makes its statutory to artistically of conduct effective performance evaluation and its use in be mastered. Providentially, the controlling authority of the banks, Reserve bank of India has been quiet thriving mastering both, of these. Looking at the current situation where latest norms under banking sectors reforms are de rigueur, RBI has taken several initiatives to make performance evaluation of
banks more efficient, (BASEL norms). Further transformation in this direction is anticipated from apex banking authority in near future.

The construct of citizenship behaviour is multidisciplinary drawing on management, psychology, marketing, sociology, ethics, leadership, motivation psychometrics, sociology, and political science. It appears to have significant pragmatic value and perhaps is the mechanism by which these various disciplines and sub-disciplines exercise their influence on organizations. The concept is multidimensional and therefore can be prolifically exercised in various sectors of production and service sectors. Especially in fields of Insurance, Hospitality and Tourism management, Health care, Education, Non Profit making Organizations, Community Development and many more.