CHAPTER ONE

CORPORATE CITIZENSHIP BEHAVIOUR AND ORGANIZATIONS

THE THEORY AND THE HYPOTHESIS

CHANGING FACE OF ORGANIZATIONS

An organization functions as a separate legal entity with the objective to exist for long period, thus its success will depend on its functioning in long run. The organization has to be proficient enough to distinguish between a changing set of objectives during its life. Its functional competence is to be, appraised on a frequent basis to ensure alignment between its changing set of objectives, and its efforts towards the achievement of these changing set of objectives. Organizations do have a mission or long-term plans, and, when the environment
transforms (the external forces); there is scope of diminishing organizational competence and ratability. As Baldwin et.al., (1997:47) said “when the speed of change exceeds the limits of our system to make sense of it, the change becomes unpredictable”, this state of affairs strains the perception – innovation, flexibility, responsiveness – that organizations ought to employ to adapt and enact to the milieu for unrelenting benefit in the long term.\(^1\) Organizations are one of the multifarious social structures, and Morgan’s eight metaphors, today functions as eight divergent ways of screening organizations.

These eight metaphors facilitate significant assessment of organization through organizational performance. They are Machines, Organisms, Brains, Cultures, Political systems, Psychic Prisons, Flux, and Transformation and Instruments of domination further elaborated under:

**Machines:**

Efficiency, waste, maintenance, order, clockwork, cogs in a wheel, programmes, inputs and outputs, standardization, production, measurement and control, design.

**Organisms:**

Living systems, environmental conditions, adaptation, life cycles, recycling, needs, homeostasis, evolution, survival of the fittest, health and, illness.

**Brains:**

Learning, parallel information processing, distributed control, mindsets, intelligence, feedback, requisite variety, knowledge, networks.

Cultures:
Society, values, beliefs, laws, ideology, rituals, diversity, traditions, history, service, shared vision and mission, understanding, qualities and, families.

Political Systems:
Interests and rights, power, hidden agendas and back room deals, authority, alliances, party line, censorship, gatekeepers, leaders, and, conflict management.

Psychic Prisons:
Conscious & unconscious processes, repression & regression, ego, denial, projection, coping & defense mechanisms, pain & pleasure principle, dysfunction, workaholic.

Flux and Transformation:
Constant change, dynamic equilibrium, flow, self-organization, systemic wisdom, attractors, chaos, complexity, butterfly effect, emergent properties, dialectics, paradox.

Instruments of Domination:
Alienation, repression, imposing values, compliance, charisma, maintenance of power, force, exploitation, divide and rule, discrimination, and, corporate interest.

However, Morgan points out that these indicators are not flat categories and are not mutually exclusive. Organizations can use a blend of any of these metaphors depending on external and internal premises, with two or three of them being dominant. Further, these amalgamations may vary with passage of time. Drummond’s opinion is that all the metaphors are partial and no indicator can elucidate effusively a particular occurrence. To recognize
transformation more radically and swiftly now than at any time since the Industrial Revolution, organizations are shifting or are strained. The factual rudiments, which silhouette transformation, are:

- Information Technology and Internet
- Global Economy
- International Competition
- Diverse work force

These elements have fashioned a competitive environment that enables them to survive, which hubs on the following factors:

- Increased product service quality
- Decreased delivery time and
- Consumer satisfaction

Presently, Business at the speed of thought is a key aspect of competitive advantage. Organizations are adopting, reengineering, reinventing, restructuring, and rethinking their approach, structures, and expertise to muddle through change. The era of seamless organization is in transit, and organizations are working to tackle the change that has come as a two-fold challenge, which though interlinked will have to be dealt with tactically. Two fundamentals are of key focus here, one is organizational restructuring, and the other is organizational behaviour. These have an emaciated line of delineation, and organizations accept them as the measure of the key contributories to the changing face of organizations. However, in the studies of successful organizations, both in America and in Europe, one
central component becomes clear, the significance of achieving productivity by means of the
effective management of people, and their commitment to and involvement with the organization\(^2\). It is believed that the mainstream of people come to their vocation with an
innovative mind-set of being fervent to doing a good job, are desirous of performing well, and to the best of their talent. People usually retort in the way they are treated. The
fundamental outcome of how the staff perceives management and functions treat them is the
-crash in actual performance that results in it being below the ideal standards. The relationship
between people and organizations matters not on what management does, but principally on
how it is done, the comportment of implementation becomes stronger that the intent. Thus,
the behaviour matters more and hence we can say that it becomes more important to examine
the constituent of Organizational Behaviour.

Organizational Behaviour is concerned with the study of the behaviour of the people within
organizational surroundings. It comprises of understanding, predictions, and control of the
human behaviour. What is common in the individual, the group, the organization, and the
environment, is the human being, whose behaviour collectively influences the behaviour of
work organizations. The work organizations and the people within it have a variety of goals
which are not mutually exclusive and which may be in conflict with each other. Thus, the
management has to admit and look further to align personal goals with organizational goals.
Goals are translated into strategies that are arrayed together to bring it in line with the
corporate guidelines for the operations and management of the organizations. The power and
influence of business organizations needs to be, annealed by its social responsibilities.
Organizational goals, strategy, and responsibilities are imperative features of organizations,
which leads to organizational effectiveness through the effectual execution of individuals.

\(^2\) Ram Raghavan (2012), Human Capital Management In India.
Thus, organizations will have to amend their internal course of action to cope up with external shifting milieu, and this is the key to focus on the augmentation of overall organizational efficiency. Only an efficiently working organizations that gratifies their wherewithal and patrons, will be able to abide by the tide of transformation. Now, it becomes essential to comprehend what is organizational efficiency or organizational enhancement. After comprehending its constituents, substantial work is required to assess the tools or construct a specific structured mechanism that can be instrumental in accomplishing the same.

ORGANIZATIONAL EFFECTIVENESS NEED OF AN HOUR

Competent organizations will endure, and the successful endurance of an organization in the long term is fairly a challenge in the contemporary world. Nevertheless, this era of Globalization and strenuous antagonism has also brought about countless prospects for the accomplishment and elucidation to the predicament of endurance. In majority cases, the key lies in espousal of technological changes, innovations and a continuous appraisal of the performance with a view to foster improvements in the same within the organization. According to Schiavo- Campo and Tommmasi (1999), Performance is, considered as a “relative and culture-specific concept. “ While Neely, Adams and Kennerley (2002) define performance measurement in more precise terms as “the process of quantifying the efficiency and effectiveness of past action.” Evidently, performance measurement is not merely a

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collection of measures that an organization has historically used to control the individual behaviour. The solitary function of a performance measurement system should not only to upkeep the organizational strategy as a whole, but it should also stimulate people within the organizations to maximize organizational objectives. For this reason, the system should, truly and accurately measure the progress made towards the strategic goals and objectives at all organizational levels. Organizations should concentrate upon superior performance in different areas. Thus any performance measurement system to be effective must be, typically, purposeful, unified, integrated and fluid. It is probable that, others do not appreciate performance measurement system implemented by, and through top-level management, in the organizations. Thus, it is correspondingly required for the organizations to implement a performance management system tolerable to all. Employees are the imperative link of the organizations with the outer world and their performance has direct significance on the patrons therefore in the present era, there is a strong need to assess the organizational efficiency in terms of employee efficiency. Thus, the assessment of individual behaviour for the betterment of organizations profoundly known as, performance measurement becomes a primary process, i.e., it is a part of a superior and more comprehensive process such as internal performance evaluation or external performance assessment or performance management. In this context, it is inevitable for an organization to build up performance measurement system. Such systems will not only measure past performance against some pre-defined performance standards, but also substantiate a comprehensive analysis of performance drives within the organization that can assist in the improvement in the future. Further, it dispenses sizeable magnitude to stratagem mutation and its execution, which is, established on appraisal of the performance and future targets. This now makes obligatory for us to check the various performance evaluations systems, which has evolved with the passage of time in organizations. We can categorize the performance measurement systems in to two
expansive categories Traditional and Contemporary. The first phase, (Traditional) was the period before 1980 revolving around two key concepts namely, “fact based management systems” and “measurement and feedback approach”.

Fact based management system was enduring approach during the post-world war II wherein organizations statistics was used for modernism (Ford Motors). Fact based management faced a few precincts like too much accretion of database with lack of germane information. The major flaw was, that the financial criteria, was significant and the human element was disregarded. Redesigning of performance measures with the shifting set of objectives was not given due deliberation. The dawn of postindustrial-age management systems was unerringly the closing stages of fact based management system. W. Edward Deming for the first time emphasized on quality management, innovations, and employee empowerment in 1950’s. According to Deming Employees are the “untapped” sources of company knowledge, which can be, utilized for the overall efficiency, enhancement of the organizations. Peter Drucker, J M Juran, Peter Crosby and Tom Peters with their own adaptation, have been instrumental in spreading the Deming philosophy across the US and the rest of the world. Traditional industrial activity adopting Deming Philosophy, laid emphasis on Quality Control and Zero defects and there were unremitting efforts made to ordeal and scrutinize the end productions line and to focus towards serving consumer better. This process nonetheless was able to perceive defect but was not able to gauge the root of defects and other follies taking place during the process of production. This means that, the inefficiency continued but was observed. This was the point where Deming observed process of productions and came to conclusion that during production, variations takes place and if cause of variations could be, identified, they can be, guarded, and reduced.

5 http://www.public.iastate.edu/~vardeman/IE361/f02mini/brown.pdf
Thus came the concept of performance measurement at each step and a feedback loop which can help in improving the process and this gave the Concept of plan Do Act Check (PDCA).

Contemporary stage of management began in early 1980’s, where Performance Measurement and Performance Evaluation were on high tides due to strategic shift from low cost mass production to quality, flexibility, shorter lead-time. There was added awareness concerning the significance of the strategic alignment amid the Corporate level, the Management level and the Operational level which will facilitate the organizations to form their corporate strategies better. New-fangled performance measurements such as Shareholders value, Economic profit, Customer satisfaction, Performance of internal operations, Intellectual capital, and Intangible assets were initiated during this phase and the most recent developments essentially focuses on the innovative concepts of performance evaluations and alliance of diverse operational levels of the management good.

The constant thing prevailing in the world is change. The fact on the face is that organizations are powerless or they have failed to keep up pace with brisk global change. Are organizations functioning successfully? Are they able to sustain? These questions, further stance auxiliary questions like success to be, calculated in what terms? In addition, sustainability will comprise what stricture. To answer all the above QUERY organizations will have to look upon and assess the chattels they acquire, which are influential in gaining organizational sustainability in long run. Organizations cannot focus only on profit making or increasing shareholders’ value as their solitary objective and they are now similarly responsible for the contribution in the distinct areas like The Environment, The Work place, The Community, and The Market place.
The need of the hour is to identify assimilation between individual aspirations and organizational objectives. By now, it is extensively, acknowledged that human resources are scant, and they call for extra concern when it comes to maintaining their higher level of productivity. Effective management of intangible resources at work place has become decisive issue across the globe. The demand and supply dearth, caution the organizations to look at these chattels with diverse standpoint. The temperament of human resource is shifting and the natures of human resources functioning are shifting. Organizations are finding it arduous when it comes to rationalize the investments they are doing in people especially in the cohort when measurement is the perfect obsession. Gone are the days when intangibles were valued as goodwill and left at the side corner of the balance sheet. In the present state of affairs, we have witnessed change driving towards incessant improvement. This encompasses of the measurement systems likes post production evaluations to the process evaluations, further moving to the assessment and measurement of sub set of various process along with the feedback systems and developing a sharper measurement tool which will not only focus on machines but will have major focus on minds over machines. Organizations until date have used some of the novel approaches, to name a few, Employee Relationship Management (ERM), The concept of Critical, Unwanted, Preferred, Irrelevant and Desirable (CUPID), Balance Score Card By Kaplan (BSC), Total Performance Score Card (TPS), HR Score Card and Cognitive Mapping to measure performance. Using these approaches or frame works organizations exhibit how they can recognize and categorize successful competence and Behaviour traits of the employees. These techniques have also assisted in creating an unbiased evaluation mechanism for intangible resources but much is yet to be, ventured out because a mechanist approach to assess people is not very forward, and the organizations will have to rise from the ashes and help themselves to meet the two-fold challenge that they are facing. The present circumstances, all over the world is, witnessing the contractual...
relationship of organizations and employee. Organizations are investing in tangibles assets, software, and people to manage their relationships with the customers who are actually pouring their money in the organizations. There is a paradigm shift from ownership perspective to partnership perspective. There is a strong influence of employee on the organizational performance and this has led to the strategic perspective of individuals. Employee is the face of organization and they create products and experiences. They are the one being key, to create the vital link between the customer satisfaction and organization profitability.

Considering India, here it is full of diverse and educated work force, despite of this the challenge of skilled labourers is heading. Though among the world, India was the first one to develop HR Ministry 230 years ago, nothing much, has been done to develop the employee functions, and the major focus was on retaining and recruiting them, which can be enlisted as “regulatory functions”. This shows the laggard approach of Government and Employee themselves towards the work culture. Looking in the past i.e., last two and a half decades, India has witnessed the emergence of Globalization in every sector of economy. There are strong reports proving the degradation of economy and this distresses to almost all the business sectors, no one can be safe from the recession cycle. Looking to the overall scenario and India as well this, calls for the understanding and evaluating “Employee behavior” with respect to organization to assess the existing level of significance and to take concrete steps to achieve desired level through which organizational productivity will enhance and enable organizations to serve society better. This will in fact also help organizations to shift towards sustainable development.
CORPORATE CITIZENSHIP BEHAVIOUR AND ORGANIZATIONS

Organizations or Corporates are responsible not only towards their internal perspective but they are equally accountable to the society from where they embark on. One cannot deny the close-knit rapport of Corporates with other structures. Corporate Philanthropy, Corporate Governance, Corporate Welfare and Corporate Social Responsibility and finally Corporate Citizenship Behaviour, have a common construct with, pole apart perception but the objective is en route for the attainment of overall sustainable development. Corporate Citizenship can be comprehend as an extension of the corporatism of the 1970s and 1980’s, which presupposes that state officials are able and willing to share political authority with functionally organized interest groups in society (Grant 1986)⁶. Matten and Crane (2005), have presented an apparently novel conceptualization of corporate citizenship, and it is seen, that they shift focus onto the corporation’s role in providing individuals with the rights they are entitled to as citizens.

Business is business and the solitary responsibility of the business is to earn profit for its shareholders. Getting involved with wider societal issues can risk a drop in profitability, was the argument of many until 1970’s on the line of Milton Friedman’s theory. Social investment is a maltreatment of shareholders money, there is no legal or democratic basis for it, and that shareholders money should be, returned to them for their best use. This was the thinking in early 1980’s. The idea that business has a broader social responsibility and that citizenship role is underpinning with the development of global economy was, recognized in late 1908’s. The enhanced legitimacy and liberations of private enterprises until 1990 has coupled with exponential growth and this is, seen as the “Dawn of Corporate Citizenship”.

De regularization and Globalization, Rapid Advances in the Communication Technology and principally the levitate power of the consumer are the crucial forces of transformation and the new world of corporations are to a great extent consumer and employee oriented because they hold the ultimate power in the system.

Citizenship is, defined as the rights and duties of a member of a country. Companies have separate legal entity and can function like, the citizen therefore companies, can be, thought of as corporate citizens with legal rights and duties. Now that companies are, the corporate citizens and, they are to perform, the question is, each corporate citizen’s (Companies) performance will vary with respect to the world in which they are. Looking further, citizenship term, is more than just a legal term, it is a political term. According to that, citizenship means active commitment that is being responsible and making difference in one’s community, one’s society, and one’s country. More recently, businesses social performances have been, framed as “Corporate Citizenship” and this heave a question, what should an organization do to be, considered a good corporate citizen? It was in 1996 when The President of America Mr. Clinton addressed a group of leading companies and mentioned to “do well” by their employees as they make money for their shareholders. The president, and the labour secretary, robustly based on, following four pillars, mutually made the Announcement of “Corporate Citizenship Award”: Economic, Legal, Ethical, and Philanthropic. And the companies were expected to be profitable to manage their own economic responsibilities, to obey the legal structure and be legally responsible for all the acts, to engage as an organization in acts of ethical behaviour, ethical attitude. To do corporate contributions that is giving back through corporate philanthropy. Just as private citizens are, expected to fulfill these responsibilities, companies are as well. It is also pragmatic that, citizenship behaviour has grown to be one of the most extensively researched
constructs in management. This is because of multiple quantitative (e.g., Fassina, Jones, & Uggerslev, 2008; Hoffman, Blair, Meriac, & Woehr, 2007; LePine, Erez, & Johnson, 2002; Organ & Ryan, 1995; Podsakoff, MacKenzie, & Bommer, 1996; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Podsakoff, Whiting, Podsakoff, & Blume, 2009) and qualitative reviews (e.g., Organ, 1988, 1997; Organ, Podsakoff, & MacKenzie, 2006)⁷. Surprisingly, most of these researches have evaluated the antecedents, constructed validity, and dimensionality of citizenship, rather than assessing employee work outcomes of citizenship (see Podsakoff et al., 2009, for an exception). This empirical and theoretical paucity is inopportune because citizenship behaviour is discretionary by definition (Organ et al., 2006). Thus, it is important for managers to understand the positive and negative ramifications of employee citizenship behaviour (ERB) for their employees, and under what context, if they want to endorse extra-role behaviour. It is, observed that to attain the close interrelationship between the previously mentioned areas the people within the organizations and people outside the organizations only can be the imperative instrument as they are the change elements.

Thus, understanding the contributions of human in form of intangible resource within the organizations and in form of consumers contributing to the profits of the company is the focal point unerringly from where the organizations has to begin restructuring its internal perspective in terms of employee and thereby align their performance with the customer satisfaction. To elucidate, for organizations, right perceptions of human behaviour will be two-fold exercise. Firstly as an employee and secondly customers of which customers

perceptions towards organization can be identified by employees and thus organizations will have to gauge only employees behaviour to achieve organizational efficiency. This task is too intricate and therefore it becomes necessary to identify what discretionary behaviour of employee becomes requisite for enhancement of organizations performance? This can also be termed as drivers to measure employee performance within the organizations, which is, directed by his, discretionary behaviour. Dennis W Organ for the first time pioneered the concept of Organization Citizenship Behaviour and later observed that Organization Citizenship Behaviour constructs of five components of individual’s behaviour in late 1970’s. Which are widely known and, accepted as, Organ’s classification of various dimensions of OCB summarized and stated under:

**Altruism:**

Helping other members of the organization in their tasks” (e.g. voluntarily helping new employees, and assisting co-workers who are overloaded or absent and sharing strategies). Thus, Altruism lays stress on helping attitude of employees.

**Conscientiousness:**

Discretionary behaviour on the part of the employee that go well beyond the minimum role requirements, of the organization in the areas of attendance, obeying rules and regulations, taking breaks and so forth. Thus, Conscientiousness lays stress on doing desired and not just actual with respect to employees.
**Courtesy:**

Preventing problems deriving from the work relationship, (e.g. encouraging other co-workers when they are discouraged about their professional development). Thus Courtesy lays stress on smooth functioning of work to be, managed by employees.

**Sportsmanship:**

To accept, less than ideal circumstances, (e.g. petty grievances, imagined slights). During work not to complain on trivial issues. Thus, sportsmanship lays stress on working for organization in any situation and ensures that the productivity of the organization is not at stake for trivial matters.

**Civic Virtue:**

Responsibly participating in the life of the firm (e.g. attending meetings/functions that are not required but that help the firm, keeping up with changes in the organization, taking the initiative to recommend how procedures can be, and improved).8

It becomes imperative here to note that it was in 1988 much later after the initial research, Organ added sportsmanship, courtesy and civic virtue as other dimensions of OCB. Again, Williams & Anderson (1991) classified OCB into two distinct categories: OCBI means the behaviour that is, directed towards individuals in the organization, which comprises of “Altruism and Courtesy.” OCBO means the behaviour that is directed towards augmenting

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organizational effectiveness which comprises of “Conscientiousness, Civic Virtue and, Sportmanship”. Hence, it is clarified by the researchers, that the key constituents of Organizational Citizenship Behaviour are; Altruism, Conscientiousness, Courtesy, Sportmanship and Civic Virtue. One of the key concepts that this approach accentuates more is the cause and effects relationship among diverse objectives. This concept is, used to describe the organizational strategy through a series of interconnected objectives across all perspectives.

Thus, this forms the robust base to develop holistic approach and to find out the correlation between the antecedents and its affects and relationships with Corporate Citizenship behaviour. Further studying internal association of each antecedent either positive or negative is also important to study whether it positively affects organizational efficiency.

RESEARCH PROBLEM

CORPORATE CITIZENSHIP BEHAVIOUR AND SERVICE SECTOR WITH SPECIAL REFERENCE TO INDIAN BANKS

In last two and a half decades, India has witnessed the emergence of Globalization in every sector of economy. There are robust reports witnessing the dilapidation of economy, and this impinges on almost all business sectors and no one can be safe from the recession cycle. However research divulge that service sector to name a few, health care, insurance sector are fairly recession proof. However, then this is not all and though not yet it is expected that service sector will see dramatic change. Looking at the banking sector the signals of change has started showing it footprints ever since the private players and foreign banks have joined
the Indian banking sector giving them taut competition. Present globally competitive scenario in production and service industry justifies that the performance evaluation of organizations is predestined for growth and development in long term. Banking sector cannot be omission to it.

Indian Banking sector has been undergoing significant changes due to globalization and increasing competition during last few years. Further, because of the technological upheaval, banking practices have to focus additional on customer satisfactions and other non-financial aspects along with financial unassailability. Internal Business Process and innovations in banking practice are the major criterion to decide their success, since concentration on these non-financial aspects also helps in convalescing financial performance of any sector and consequently due considerations should be given to gauge such vital factors and integrate them for enhancement of organizational efficiency. This exercise will involve Indian banking sector to create specific mechanism that will assess overall performance of the organization.

Banking in India originated in 18th century and the first Government owned bank was, urbanized in 1806. The post-independence era had Reserve Bank of India which was Nationalized in 1948. The current scenario is India is having 88 Scheduled Commercial Banks, 27 Public Sector Banks, 29 Private Banks and 31 Foreign banks. Out of which the big four banks are State Bank Of India, Axis Bank, ICICI and HDFC Bank where ICICI bank is second largest in expressions of assets. The situation clearly clarifies that there is significant level of competition in Indian Banking sector because out of four big Banks 3, are private banks. These private sector firms with their state of the art service systems and high service quality pose a real menace to the government owned public sector banks. In such a scenario, change though witnessed by them is in infant stage and therefore it becomes indispensable to
espouse a more pragmatic, market-oriented slant. Some strategies and action plans will have to be worked, upon and, implemented at the earliest, if they have to thrive in wining and retaining customers.

The bottom line is that quality should form the basis on which all the customer retention stratagem are, built. As against this backdrop, with the service industry undergoing a transmutation at a rapid velocity, identification and investigation of research issues with respect to service industry management assumes paramount importance. Among the service organizations, Banking Sector is conceivably the largest one that caters to the needs of people belonging to all sections of the society⁹. Moreover perceived service quality have a propensity to play a significant role in high involvement, interactions amid customers and traditionally banks have long-term business relationships with customers. In addition to all these banking sector is large enough to encapsulate and embody almost all the decisive features of customer perceived service quality and the significant dimension of alignment that the management will encounter in order to manage a service organization effectively.

Evaluation of banking industry is, done with respect to its financial aspects until date and this does not encompass assessment of intangible resources who are truly service providers. Thus, even the most, prime sector of Indian Economy has neglected contributions made by intangibles for a long. Presently we see that the Indian Banking Sector is, engulfed in incredibly vigorous and intense competition between Governments owned public sector banks, privately owned private sector banks, and foreign banks. Therefore, the banking sector in India provides a perfect platform to delve into the critical issues of employee behaviour in

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order to, better understand the nature and level of correlation of employee behaviour with respect to service sector performance. Looking to the circumstances the problem to be handled here is:

- **How to measure significance of employee behaviour? and establish correlation of it with organizational efficiency?**

- **How to assign due recognition to these non-financial aspects in these banks?, especially when we are to study qualitative measure of employee (Discretionary Behaviour)?**

- **Further how to explain the complex integrations between non-financial and financial aspects of banks and between the required and desired Behaviour of employee?**

**OBJECTIVE**

The objective of the organizations implicated in service sector is to uphold customer loyalty by fulfilling promises made to customer (Berry, 1995)\(^{10}\). However, financial performance of an organization is a noteworthy indicator but it is not the only indicator by any means. More comprehensive measurement systems that do measure or attempt to measure performance of intangibles present in the organizations along with the tangibles of the organizations have therefore transpired in past few decades. This has made possible to document the magnitude

of employee by now. With respect to Indian Banks, it is as amalgamation of tangible and intangibles. Thus, not only tangibles but also intangibles should be, strategically evaluated and, the activities of employees therefore become vital component to ensure success.

One of the pertinent reasons to evaluate performance of intangibles in the banks is that they are eventually accountable for providing service to the customers. It is through them the banks, buys their business form the market.

The major objective to study the corporate citizenship behaviour in Indian Banking Sector will examine below mentioned areas thereby making an endeavor to cover multidimensional patterns of Corporate Citizenship Behaviour. The purpose of this study is:

- To examine the effects of corporate citizenship behaviour as a component of job performance, through five constructs of Organizational Citizenship behaviour.

- To examine the Inter correlation of the constructs if there exists any.

- To Study overall effects of corporate citizenship behaviour in banking sector, and make, an attempt to bridge the gap between the desired and required behaviour.

- Other factors -External and internal do they play a role in creation of an environment that would foster corporate citizenship?
HYPOTHESIS CONSTRUCTION

The hypothesis to be studied are tactically formed keeping in mind that here the endeavor is made to study the employee behaviour and that there are copious exterior parameters which have substantial impact on this behaviour. Our major focus here is to first, find out significant relationship between Corporate Citizenship Behaviour and its relation with Organizational Citizenship Behaviour studying its antecedents namely; Altruism, Conscientiousness, Courtesy, Sportsmanship, Civic virtue. First, an attempt is, made to test the positivity of the correlation of each antecedent. Second though the hypothesis are not constructed for it, an attempt is also made to study the significant relationship of corporate citizenship behaviour with the individual’s construct OCB-I”, which is formed by the finest amalgamation Of Altruism and Courtesy and, the Significant Correlation of Corporate Citizenship Behaviour with the organizational construct “OCB-O”, which is combination (Conscientiousness + Civic Virtue + Sportsmanship).

This will aid to conclude on employee behaviour from two aspects; Individual and Organization. The other demographic factors are, also studied that is, to have complete idea of factors (Internal and External) that affects employee behaviour. Thus, the formulation of hypothesis is, stated below.

\( H_{01} \): There is no significant correlation of Altruism and Corporate Citizenship Behaviour

\( H_1 \): There is significant correlation of Altruism and Corporate Citizenship Behaviour

\( H_{02} \): There is no significant correlation of conscientiousness and Corporate Citizenship Behaviour
H\textsubscript{1}: There is significant correlation of Conscientiousness and Corporate Citizenship Behaviour

H\textsubscript{03}: There is no significant correlation of Courtesy and Corporate Citizenship Behaviour.

H\textsubscript{3}: There is significant correlation of courtesy and Corporate Citizenship Behaviour

H\textsubscript{04}: There is no significant correlation of Civic Virtue and Corporate Citizenship Behaviour

H\textsubscript{4}: There is significant correlation of Civic virtue and Corporate Citizenship Behaviour

H\textsubscript{05}: There is no significant correlation of Sportsmanship and Corporate Citizenship Behaviour

H\textsubscript{5}: There is significant correlation of Sportsmanship and Corporate Citizenship Behaviour

This research study aims at finding out significant correlation of the constructs of Corporate of Citizenship Behaviour in the organization by using exploratory research methods. The study is done on random basis i.e. questionnaires were distributed among the bank employees which included Public Banks, Private Banks and Foreign Banks operating in India. The questionnaires were, distributed on non-discriminatory and non-biased grounds doing a cross-sectional study.

These questionnaires were, adopted referring the OCB measure scales developed by Podsakoff and Mackenzie et al. (1993) and others. Five point Likert scale, ranging from strongly disagree to, strongly agree, adopting reverse scaling techniques was, used. Paramount precision was, taken to ensure that respondents do not fill the questionnaires mechanically and to check these, reverse scored questions were, also included.
OUTLINE OF THE WORK

The entire work is to be divided into six chapters.

After having understood the significance of intangibles and evolution of the concept of Organization Citizenship Behaviour and their discretionary behaviours, with special allusion to service sector in the first chapter, the second chapter, “Corporate Citizenship Behaviour - Recent developments in Indian Banking Sector,” takes a cursive look at the changing scenario of Indian Banking Sector. It will also study evolution of the banking Industry and its developments in distinctive areas. The various contemporary methods, that have developed for assessment of organizations in diverse sectors in general and bank in particular will be, studied. Finally, the constructs of Organizational Citizenship Behaviour will be, studied to implicate it in service sector. The need to study this concept with special reference to Indian Banking Industry is, emphasized here.

The third chapter, “Corporate Citizenship Behaviour – The essential Human Element” is an attempt to trace out the roots of significance of human elements in organization which has a strong impact on comprehensive sustainable development. The literature of Corporate Citizenship Behaviour is, overviewed to construct and support the evidences of presence of discretionary behaviour of employee in organization with special reference to Indian Banking Sector. The banks includes Public Banks, Private Sector Banks and Foreign Banks so as to get the overall view of the prevailing practices and to foresee what changes can enhance and aid to the banking sector.
The fourth chapter, “Corporate Citizenship Behaviour—Analysis and Actions” will discuss the Research Methodology which is undertaken to study the notion and its correlations. This also embraces in depth study of formation of various OCB codes and constructions of questionnaires. Quantitative aspects and constructions of hypothesis through which forms strong base of research are, discussed at in length here.

The fifth chapter, “Corporate Citizenship Behaviour—Requisite element for Organization” is the summation to the study scrutinizing the various results obtained during research. Using idyllic research techniques an endeavor is, made to come to primary conclusion of the study. It shows the significant and direct correlation between the constructs and Corporate Citizenship Behaviour. This clearly indicates that if the employee has these constructs (in form of behaviour) present in them further it will enable us to take necessary actions to inculcate the same in those employee who actually lack it or do not possess it in some structured manner. This can be, done through some definite action plans in future.

The sixth chapter concludes with further scope in this field of study.

TO CONCLUDE

The significance of studying employee behaviour by that distinguishing between “role” and “extra role” performances, “pro social behaviour” and “extra role behaviour” that extends beyond the criterion generally expected and the choice of apt measure to find out noteworthy correlation of it with respect to augmentation of organizational efficiency both have been subject to debate since long. As the intangible aspects of organizational performance have
started gaining due contemplation, novel systems to study and value these discretionary
behaviours evolved. One such endeavor is to learn the correlation of constructs of OCB,
which can further be, developed as a strategic tool to quantify individual behaviour, which
contributes for organization. The relevance of this study for Banking Sector in general and in
promising economy like India in particular requires further scrutiny of the fine structural
aspects of the behavioural mechanisms.