



Factor Affecting Organizational Citizenship Behaviour of Corporate Sector in Bangladesh

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Abstract

Organizational Citizenship behaviour is presumed as one of the emerging management concepts that are being emphasized for the organizational effectiveness. The present study has been undertaken in order to determine the factors affecting the OCB and to develop a theoretical model on OCB by employing sophisticated multivariate technique- Varimax Rotated Factor Analytical Technique. The study has determined factors affecting the OCB: Organizational Loyalty, Altruism, Civic Virtue, Sportsmanship, Courtesy, Conscientiousness, Organizational Compliance, Problem Concern, Individual Initiatives, Self development. The study has suggested some policy guidelines by developing a conceptual model on OCB.

Keywords: Organizational citizenship behaviour, Job satisfaction, Civic virtue, Altruism

1.1 Background of the Study

Organizational Citizenship Behavior (OCB) is discretionary code of behavioral attributes beyond basic job requirement. In the present competitive and challenging global corporate world, OCB has become a point of emphasis. It has been discovered that positive OCB has good influence on performance. The reasons for choosing OCB as a research ground is its positive relationship with performance. By measuring OCB we can get one step closer in increasing performance.

Organizational citizenship behaviors come in a variety of forms such as loyalty, helping others, compliance, benefit etc where employees are willing to contribute their efforts and abilities to the organizations even though that is not officially required from them. Organizational citizenship behavior is defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal rewarded system, and that in the aggregate promotes the effective functioning of the organization”(Organ 1988,p.4).

Allen and Meyer (1990) defined that organizational commitment is the employees’ mind condition to organization comprising three dimensions, namely affective commitment, continuance commitment, and normative commitment. Desimone (2002) opined that OCB will make good results for employees and organization. Moorman (1991) defined OCB as the important factor relevant to result-oriented organization.

Organizational citizenship behavior helps to maximize organizational performance of firms. The key factor of OCB is achieving productivity and performance in any organization. OCB has been described necessary for the growth, success, effectiveness and productivity of any organization. In Bangladesh superior performance of corporate sector is being contributed by OCB as follows:

- i) Increasing co-working or managerial performance. ii) Understanding human resources so that they can be used for more productive purpose.
- iii) Coordinating activities within and across work groups iv) Strengthening the organization’s ability to attract and retain the best employees
- v) Increasing stability of the organization to adapt more effectively to environmental changes.

Today, changes in organizational environments, their resultant innovations, and flexibility are emphasized, which necessarily calls for voluntary behavior from members of an organization. Accordingly, an organization should be capable of shifting its members’ attitudes and behaviors which act for organizational development from egoistic behaviors. With regard to this issue, many researchers have paid attention to OCB.

The aim of OCB is to protect the organization against destructive and undesirable behaviors, which protects the organization’s healthy operations, improve incumbents’ skills and abilities and increases performance and productivity of organization by effective co-ordination. In fact extensive attention on this factor was drawn in 1990s by the research of Bateman and Organ focusing on western organizational environment. OCB consists of employee behaviors going above and beyond the regular call of duty like constructive statement about the department, expressions of personal interest in the work of others, suggestions for improvement, training for new people, respect for the spirit as well as housekeeping rules, care for organizational property, and “punctuality and attendance well beyond standard or enforceable levels.



(Organ,1990)

The concept of organizational citizenship behavior appeared over two decades ago in the field of organizational behavior. Since then, there has been considerable research, primarily in the US, enabling diverse understanding and interpretations of this concept (e.g., Borman and Motowidlo, 1997; Bukhari et al., 2009; Joireman et al., 2006; Podsakoff et al., 2000).

In current years corporate houses in Bangladesh have made a quantum increase into a new competitive environment. Product innovation, globalization, expansion in technology and concentrated competition are prerequisites for progressing towards high performance, effective organization and management that grant high degree of job satisfaction to employees. OCB can play a significant role in attaining these requisitions. On the other hand, job dissatisfaction may produce detrimental reactions against the achievement of the goals of the organization, OCB may result in better organizational outcomes such as more productivity and profitability. The two major components of OCB are compliance, which indicates employees' intention to follow the organizational rules, and altruism, which means employees' voluntary behaviors to help others and to work (Organ and Ryan, 1995; Williams and Anderson, 1991).

In the corporate organization employees are passing long hours. Besides there are intra and inter organization competition. Mutual behavioral pattern consisted of altruism, conscientiousness, sportsmanship; courtesy, civic virtue can play a productive role in this environment. Definitely institution gets advantage from special behavioral competence of its employees. It also can be nurtured by institution itself. Even now a day's employer try to pick up their employees with best OCB via various selection strategies.

Therefore we realize scope to work on OCB in perspective of corporate environment of Bangladesh. In this case we will get two fold feedbacks as Bangladesh is a sub continental country and at the same time is an emerging developing country.

1.2 Review of Literature

Organizational Citizenship Behavior is widely used concept in the field of Organizational Behavior and over the past few years researchers have been paying more attention towards this mutual behavior s of employees.

Bateman and Organ (1983) for the first time presented the idea of organizational citizenship behavior. Organ (1988) defined OCB as "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" More attention should give by the management to increase OCB because success of the organization and perception of customers to provide a good quality services are significantly related with OCB. (Torlak & Koc, 2007)

According to Organ (1988) in OCB an individual's behavior is discretionary. This behavior is not directly or explicitly recognized by the formal reward system and it in the aggregate that promotes the effective functioning of the organization. Katz's (1964)[28] paid heed to the notion of employees' extra-role behaviors. Katz noted that employees willingly contribute extra efforts for the attainment of the organizational outcomes. A distinguishing feature is that supervisors cannot demand or force their subordinates to perform OCB. Similarly, the employees do not or cannot expect any kind of formal rewards for these discretionary behaviors. However, as Organ (1997)[29] has noted, the supervisors do regularly take into account and reward OCB exhibited by the subordinates both directly and indirectly (e.g. preferential treatment, performance ratings, promotions, etc). Another important assertion, especially in Organ's (1988)[3] founding work on OCB, is that these behaviors are often internally motivated, arising from within and sustained by an individual's intrinsic need for a sense of achievement, competence, belonging or affiliation.

Van Dyne et al (1995) proposed the broader construct of "extra-role behavior" (ERB), defined as "behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations" (p. 218). OCB typically refers to behaviors that positively impact the organization or its members (Poncheri, 2006). OCB can be defined as defending the organization when it is criticized or urging peers to invest in the organization (Turnipseed & Rassuli, 2005). Researchers define OCB in not very much different contexts and backgrounds, also there is much consistency found in their ways of interpreting OCB. Jacqueline et al. (2004) refers, OCB to be an extra-role behavior i.e. it is any behavior not officially required by the organization; rather its practice depends solely on the consent of employee as a consequence of the organizational environment. OCB makes the impact on organization effectiveness; OCB should have a particular impact on the overall effectiveness of organizations by adding to the social framework of the work environment (Todd, 2003)

Of the term "citizenship behavior" various definitions have been presented. In some, the organizational citizenship behavior is mentioned as a set of voluntary behaviors (which are not part of a person's official duties), that lead to effective improvement of organization's roles and duties (Appelbaum, 2004, p19). Organizational



citizenship behavior is referred to as an individual voluntary behavior which leads to the improvement of effectiveness and efficiency of the organization operation (to which is not rewarded by the official systems of the organization) (Hall, 2009, p382). Workers who enjoy this feature, exhibit behaviors beyond their official roles, duties and job details. Their objectives for doing these kinds of behaviors are not gaining any organizational reward, yet they use all their effort for improvement and development of the organization (Taghavi, 2011, p119). Studies show that those employees who act beyond their tasks and duties and show organizational citizenship behavior, enjoy a higher productivity and quality in their organization and work group (Podsakoff, 1997,p135). What is obvious is that citizenship behavior cannot be strengthened. Furthermore, these behaviors originated from the workers extraordinary efforts towards achieving organization's expected success (Korkmaz, & Arpaci, 2009, p1). In one conclusion the key elements of citizenship behavior definitions can be divided into four parts below:

- A kind of behavior which is beyond workers official duties at organization;
- A kind of behavior which is formed in a voluntary way and based on individual intention;
- A kind of behavior which does not follow a direct reward and officially is not appreciated by the organization;
 - A kind of behavior which is very important for upgrading the organization's effectiveness and efficiency and also the operation success (Prajogo, D.I. & McDermott, C.M, 2011, p717);

The importance of OCB can be realized by the argument of Koys (2001) who suggests; Organizational citizenship behavior had an impact on profitability but not on customer satisfaction. Employee attitudes were found to influence subsequent organizational citizenship. Indeed, as citizenship appears to consist of discretionary behaviors, how the employee perceives the organization (as evidenced by his/her attitude toward it) would likely predispose this employee to either perform or withhold such performance (Dick et al. 2006). Results indicate that perceptions of citizenship performance predict overall performance equally well across all task performance levels (Coole, 2003). Results from the studies of Yorges (1999) suggest, that creating a group atmosphere can have detrimental consequences, particularly regarding OCB (*due to competition*). Deckop et al. (1999) argue that, for employees low in value commitment, a pay-for-performance system appears to be a disincentive for engaging in OCB. To the extent organizations can manage their relationship with employees; they are more likely to engage in OCB (Jacqueline et al. 2004). The belief among theorists is that as more employees engage in OCB, the organization becomes more successful (Neihoff & Yen, 2004).

Scholars opined in different ways on OCB. To mention from them we may quote from Bukhari Z.U (Vol. 3, No.12 December 2008) as he says Altruism, Conscientiousness, and Civic Virtue (three of the antecedents of Organizational Citizenship Behavior- OCB have significant positive relationship with OCB in the Banking Sector of Pakistan. Besides Omer Faruk Unal (2013) depict that,the facets of job satisfaction have various impacts on the dimensions of OCB & every facets of job satisfaction do not predict each dimension of Organizational Citizenship Behavior. Nadim Jahangir (2004) identified different types of antecedents from the dimensions of OCB and said that when those antecedents are known, managers would be able to promote OCB among their employees for better performance. Results from the studies of Hossain Rezai(2012) suggest that ,concepts like OCB are among others, one of relevant and helpful subjects for the promotion of employees operations and productivities. Seyed Mehdi Mousavi Davoudi(2012) identified positive influence of OCB on individual & organizational performance. The study of Dr. Jai Prakash Sharma (2011) yields the; there are higher degree of OCB in public sector as compared to private sector employees & OCB is important for enhancing job satisfaction level

Podsakoff et al. identified almost 30 different forms of behaviors in examination of the literature and classified them into seven common dimensions (Podsakoff et al, 2000: 513-563): Helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self development. But there are some conceptual overlaps among concepts such as altruism and courtesy of Organ's OCB (Podsakoff et al, 2000: 513- 563).

1.3 Objectives of the Study

The research objectives are to determine the factors affecting OCB (organizational Citizenship behavior) and to develop a model of OCB in the corporate sector of Bangladesh.

1.4 Research Design

1.4.1 Survey Instruments

The present research is based on an empirical study of corporate sector with the objective of identifying the determinants of and developing the model of OCB. The data have been collected through the primary mode using a structured questionnaire containing 27 statements based on 5 point likert scale where strongly agree=2, Agree=1, Indifferent=0, Disagree=-1, Strongly disagree=-2. The respondents are asked to indicate the level of importance of



the factors for determining OCB. The questionnaire has been prepared after reviewing the prior studies. The survey is followed the literature of Bukhari (2008), Kasemsap(2012), etc.

1.4.2 Sample

We mailed the survey instrument to the Executives of companies. The cover letter assured recipients that their answers would be confidential and released only in summary form. But I did not find satisfactory response. So, later, I went personally to the respondents of each firm. Finally, we have collected 36 respondents' opinion through questionnaire.

1.4.3 Variables used in the study

	Factors
X1	Help others who have heavy workload.
X2	Always ready to extend helping hand to my colleagues.
X3	Help to orient new people
X4	Help others to improve job skills
X5	Attend functions that may help my organization image.
X6	Abreast changes in organization
X7	Read and keep up with organization announcements, circulars, memos, and so on.
X8	Do not restrain from complaining about trivial matters.
X9	Adjust work schedule to accommodate others request for time off.
X10	Focus on positive sides when in trouble.
X11	Consider the impact of my actions on coworkers.
X12	Concern the affects of my behavior on others job.
X13	Take steps to solve others problem.
X14	Help others who remain absent.
X15	Show genuine concern and courtesy toward coworkers, in case of personal situations.
X16	Offer ideas to improve the functioning of the organization
X17	Express loyalty toward organization.
X18	Taken action to protect the organization from potential problems.
X19	Concern about the image of the organization.
X20	Take initiative for troubleshooting and solving technical problems before being requested.
X21	Offer suggestions to accomplish job assignment..
X22	Offer suggestions to improve work environment.
X23	Voluntarily work for extra assignments.
X24	Work on weekends or other off days to complete a project or task.
X25	Give up meal and other breaks to complete work.
X26	Give written or verbal recommendation for co-worker.
X27	Defend a co-worker who is being put-down or spoken ill by other co-workers or supervisor.

1.4.4 Statistical Test Factor

Analysis:

The factor analysis has been used to analysis the OCB determinants by employees of cororation. The Principal Components Analysis has been used to explore and confirm the inter-relatedness between the occurrences of variables pertaining to OCB. The number of principal components to be retained has been decided based on Kaiser's criterion of Eigen value >1 and Bartlett's test. The Bartlett's test of significance led to acceptance of significant principal components. The PCA with varimax rotation method has been used to maximize the sum of squared loading of each factor extracted in turn. It explained more variance than the loadings obtained from any other method of factoring. The factors loaded by variables having significant loadings of the magnitude of .5 and above have been interpreted.



1.5 Results and Discussions:

1.5.1: Descriptive Statistics

Table:1
 Descriptive Statistics

	Mean	Std. Deviation	Analysis N
x1	1.5833	.50000	36
x2	1.4722	.50631	36
x3	.5556	.69465	36
x4	1.3889	.49441	36
x5	.4444	1.05409	36
x6	.5556	.87650	36
x7	1.1389	.59295	36
x8	1.1944	.52478	36
x9	.0833	.73193	36
x10	.9722	.50631	36
x11	.8889	.52251	36
x12	1.1111	.66667	36
x13	1.2778	.45426	36
x14	1.3889	.80277	36
x15	1.3889	.80277	36
x16	.8056	.40139	36
x17	1.5833	.69179	36
x18	.8333	.73679	36
x19	1.1111	.57459	36
x20	1.1667	.56061	36
x21	1.0278	.50631	36
x22	1.2500	.43916	36
x23	1.0000	.63246	36
x24	-.3611	1.33423	36
x25	1.1667	.73679	36
x26	.9444	.62994	36
x27	1.5556	.65222	36

1.5.2 Factor Analysis

1.5.2.1 Reliability Analysis

The scale of measurement was tested using Cronbach α reliability test. It was found to be 0.709 which is considered a satisfactory level of construct reliability. Table-2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.710	.709	27

1.5.2.2 Sampling Adequacy:

The tests have been conducted to know that whether the sample is adequate or not. The sampling adequacy is depicted in

Table:3 KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.620
	Approx. Chi-Square	628.834
Bartlett's Test Sphericity	df	351
	Sig.	.000

KMO recommends accepting value greater than 0.5 as barely acceptable and Bartlett recommends the accepting value less than 0.05. Since the accepting value for variables is .620 (more than .5) for KMO and .000 for Bartlett'



test(less than .05), these measures indicate that the set of variables is appropriate for factor analysis and the analysis can proceed for next stage.

1.5.2.3 Component Factor Analysis: Deriving the Factors

Factor analysis procedure is based on initial computation of a table of correlations among the variables that is, correlation matrix. This matrix is then transformed through estimation of a factor model to obtain the factor matrix containing the loadings for each variable on each derived factor. The table 4 contains the information regarding the factors and the relative explanatory power as expressed by their eigen values. As per the latent root criteria of retaining the factors, those factors should be retained that have eigen value >1. The Eigen values, the percentage of total variance, and rotated sum of squared loadings have been shown in Table-4. The factor matrix as obtained in the principal component analysis has also been further subjected to Varimax Rotation. An examination of Eigen values has led to the retention of ten factors. These factors have accumulated for 9.54%, 9.49%, 8.69%, 8.34%, 8.14%, 8.02%, 7.48%, 6.902%, 6.18%, and 5.59% of variation. This implies that the total variance accumulated for by all ten factors is 78.41% and remaining variance is explained by other factors. Table-4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.555	13.166	13.166	3.555	13.166	13.166	2.578	9.549	9.549
2	3.299	12.220	25.386	3.299	12.220	25.386	2.564	9.495	19.044
3	2.616	9.688	35.074	2.616	9.688	35.074	2.347	8.692	27.735
4	2.333	8.640	43.714	2.333	8.640	43.714	2.254	8.349	36.084
5	2.084	7.718	51.432	2.084	7.718	51.432	2.200	8.149	44.233
6	1.932	7.155	58.587	1.932	7.155	58.587	2.165	8.020	52.253
7	1.762	6.524	65.111	1.762	6.524	65.111	2.021	7.484	59.738
8	1.349	4.998	70.109	1.349	4.998	70.109	1.863	6.902	66.639
9	1.156	4.280	74.389	1.156	4.280	74.389	1.669	6.180	72.819
10	1.086	4.021	78.410	1.086	4.021	78.410	1.509	5.591	78.410
11	.998	3.697	82.107						
12	.952	3.527	85.634						
13	.789	2.922	88.556						
14	.726	2.689	91.245						
15	.552	2.045	93.290						
16	.444	1.643	94.933						
17	.310	1.147	96.079						
18	.295	1.091	97.170						
19	.235	.870	98.040						
20	.181	.671	98.711						
21	.152	.562	99.273						
22	.073	.269	99.542						
23	.046	.172	99.714						
24	.037	.138	99.852						
25	.020	.075	99.927						
26	.014	.051	99.978						
27	.006	.022	100.000						

Extraction Method: Principal Component Analysis.

1.5.2.4 Scree plot:

The application of Cattell's (1966) scree test (Figure. 7.1) resulted in acceptance of Factors. The Scree plot shows the factor eigen values in descending order. The eigen values of a factor represents the variance explained by each factor. An elbow in the Scree plot occurs at Factor 10, which indicates the point at which the inclusion of additional factors does not contribute significantly in explaining the variance of the data set. The results of the analysis are



presented in the form of factor pattern matrix. Factors above the elbow of the plot are retained. A set of 10 Factors that were chosen accounts for about 78.41 % of the variations in the data.



Figure-1: Scree Plot

1.5.2.5 Examining and identifying the significant Factors loading:

After studying the Eigen values for the components, the next step is to study the factor matrix and the respective factors loadings. The loadings above 0.43 have been considered for the study. For obtaining the rotated factor matrix, orthogonal rotation method, viz, VARIMAX rotation has been used. The results are displayed in table 5. Table 5: Rotated Component Matrix^a

	Component									
	1	2	3	4	5	6	7	8	9	10
x2	-.817	.144	-.225	.108	.148	-.105	.042	.161	-.061	.231
x10	-.705	-.213	.202	-.118	.098	-.046	-.220	-.266	-.069	.079
x24	.624	-.071	.004	-.052	.219	-.097	-.013	-.045	.067	.216
x4	.067	.856	-.200	-.059	-.104	-.055	.213	-.229	.057	-.123
x5	-.042	.769	.339	-.112	.202	-.101	-.136	.052	-.061	.196
x25	-.474	.624	.281	.233	-.184	.166	.006	.223	-.070	-.032
x6	.019	.024	-.797	.035	.109	-.001	.009	.031	.012	.147
x14	.222	.416	.676	.070	.049	-.032	-.074	.408	-.009	-.018
x15	-.032	.074	.664	.048	.297	.206	.427	-.193	.246	.219
x12	-.152	-.240	-.005	.892	.032	.044	.064	-.030	.012	-.083
x22	.095	.168	.110	.709	.315	.172	-.222	.071	.068	.085
x16	.164	.002	.214	-.575	.471	.078	.218	.285	.087	-.155
x21	.226	.128	-.061	.471	-.034	-.066	.205	.323	.022	.463
x20	.052	.001	.064	.347	.728	.248	.127	-.212	-.150	-.168
x26	-.269	-.214	-.223	.005	.687	-.238	-.180	.024	.045	.065
x18	.402	.353	.093	-.046	.604	.106	.164	.224	.039	-.002
x13	.011	-.072	.004	.081	-.172	.866	.016	.210	.186	.074
x27	-.042	-.075	-.091	-.058	-.200	-.770	-.092	.094	.246	-.063
x19	.445	.117	.212	-.031	-.204	-.529	-.115	-.299	.353	.149
x11	.088	-.143	-.067	-.264	.119	-.047	.818	-.058	.200	.107
x3	-.046	.298	.209	.145	-.096	.185	.691	-.130	-.148	.069
x7	.377	.041	-.402	.031	.031	.151	.481	-.412	-.039	-.026
x8	-.044	-.076	-.016	-.077	.006	.302	-.284	.747	-.151	-.086
x9	.064	.427	-.087	-.156	-.022	.315	.022	-.433	.022	.354
x23	.056	-.047	.203	.137	-.175	-.083	.107	.056	.865	-.142
x1	-.177	-.034	.221	.151	-.271	.011	.025	.267	-.700	-.197
x17	.061	.005	.056	-.024	.056	-.087	-.085	.122	.011	-.868

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

Rotation converged in 20 iterations.



1.5.2.6 Assessing Communalitie

After identifying the significant factor loadings, next step is to study the communalities of the variables, representing the amount of variance accounted for by the factor solution for each variable. It is generally assumed that variable with communalities > 0.5 should be retained for the study; the communalities of the variables have been shown in the table 6.

Table 6: Communalities

	Initial	Extraction
x1	1.000	.777
x2	1.000	.867
x3	1.000	.719
x4	1.000	.912
x5	1.000	.834
x6	1.000	.673
x7	1.000	.734
x8	1.000	.774
x9	1.000	.632
x10	1.000	.739
x11	1.000	.843
x12	1.000	.891
x13	1.000	.876
x14	1.000	.860
x15	1.000	.909
x16	1.000	.791
x17	1.000	.794
x18	1.000	.751
x19	1.000	.828
x20	1.000	.831
x21	1.000	.660
x22	1.000	.746
x23	1.000	.886
x24	1.000	.508
x25	1.000	.865
x26	1.000	.735
x27	1.000	.734

Extraction Method: Principal Component Analysis.

1.5.2.7 Factor Analysis Results

The principal component analysis using varimax rotation of twenty seven variables has led to the extraction of ten factors. Following tables represent the final results of the study and reflects the extraction of the factors that are considered more influential by the respondents.

Factor Analysis

The rotated factor matrix has been shown in Table-5. This shows that variables understudy have constituted ten groups factors. These have been discussed in the following paragraphs.

Factor-I: Conscientiousness factor

Factor-I explains 9.54% of the total variations existing in the variable set. This includes variables- X₂, X₁₀, X₂₄. This factor has significant factor loadings on these variables which have formed this major cluster. So, this factor provides a basis for conceptualization of a dimension, which may be identified as 'Conscientiousness Factor'.



Factor-II: Sportsmanship factor

Factor-II explains 9.49% of the total variations existing in the variable set. This includes variables- X₄, X₅, X₂₅. This factor has significant factor loadings on these variables which have formed second important cluster. So, this factor provides a basis for conceptualization of a dimension, which may be identified as ‘*Sportsmanship factor*’.

Factor-III: Courtesy Factor

Factor-III explains 8.69% of the total variations existing in the variable set. This includes variables- X₆, X₁₄, X₁₅. This factor has significant factor loadings on these variables which have formed third cluster. So, this factor provides a basis for conceptualization of a dimension which may be identified as ‘*Courtesy Factor*’.

Factor-IV: Individual Initiatives Factor

Factor-IV explains 8.34% of the total variations existing in the variable set. This includes variables- X₁₂, X₂₂, X₁₆, X₂₁. This factor has significant factor loadings on these variables which have formed fourth cluster. So, this factor provides a basis for conceptualization of a dimension, which may be identified as ‘*Individual Factor*’.

Factor-V: Problem Concern Factor

Factor-V: explains 8.14% of the total variations existing in the variable set. This includes variable – X₂₀, X₂₆, X₁₈. This factor has significant factor loadings on these variables which have formed fifth cluster. So, this factor provides a basis for conceptualization of a dimension which may be identified as ‘*Problem concern Factor*’.

Factor-VI: Civic Virtue Factor

Factor-VI: explains 8.02% of the total variations existing in the variable set. This includes variables- X₁₃, X₂₇, X₁₉. This factor has significant factor loadings on these variables which have formed sixth cluster. So, this factor provides a basis for conceptualization of a dimension which may be identified as ‘*Civic Virtue Factor*’.

Factor-VII: Organizational Compliance Factor

Factor-VII explains 7.48% of the total variations existing in the variable set. This includes variables - X₁₁, X₃, X₇. This factor has significant factor loadings on these variables which have formed seventh cluster. So, this factor provides a basis for conceptualization of a dimension which may be identified as ‘*Organizational Compliance Factor*’.

Factor-VIII: Self development Factor

Factor-VIII explains 6.9% of the total variations existing in the variable set. This includes variables – X₈, X₉. This factor has significant factor loadings on these variables which have formed eighth cluster. So, this factor provides a basis for conceptualization of a dimension which may be identified as ‘*Self development Factor*’.

Factor-IX: Altruism Factor

Factor-IX explains 6.18% of the total variations existing in the variable set. This includes variable – X₁, X₂₃. This factor has significant factor loadings on these variables which have formed ninth cluster. So, this factor provides a basis for conceptualization of a dimension which may be identified as ‘*Altruism Factor*’.

Factor-X: Organizational Loyalty Factor

Factor-X explains 5.59% of the total variations existing in the variable set. This includes variables – X₁₇. This factor has significant factor loadings on these variables which have formed tenth clusters. So, this factor provides a basis for conceptualization of a dimension which may be identified as ‘*Organizational Loyalty Factor*’.

1.5.2.8 Ranking of the Factors

Finally, the rankings obtained on the basis of factor wise scores are shown in the following table: **Table-7**

Rankings of the Factors

Factor		Average Score	Rank
I	Conscientiousness	0.70	7
II	Sportsmanship	0.75	5
III	Courtesy	0.76	4
IV	Individual Initiatives	0.71	6
V	Problem Concern	0.66	8
VI	Civic Virtue	0.96	3
VII	Organizational Compliance	0.55	9
VIII	Self development	0.46	10
IX	Altruism	0.98	2
X	Organizational Loyalty	1.37	1

Note: Data have been compiled by the researchers



The ranking shows that ‘factors X: Organizational Loyalty Factor’ is most important factor that leads the OCB in Bangladesh. This factor includes variables- X₁₇: Express loyalty toward organization. This implies that the employee of a company should be loyal to the company.

The second important factor is the Altruism which indicates that a employee voluntary has to help other employee in various aspect. The third important factor is Civic virtue which implies that an employee has to be committed to the company.

1.5.3 Theoretical Framework Development

On the basis of findings from factor analysis, we have developed a theoretical framework which is discussed below.

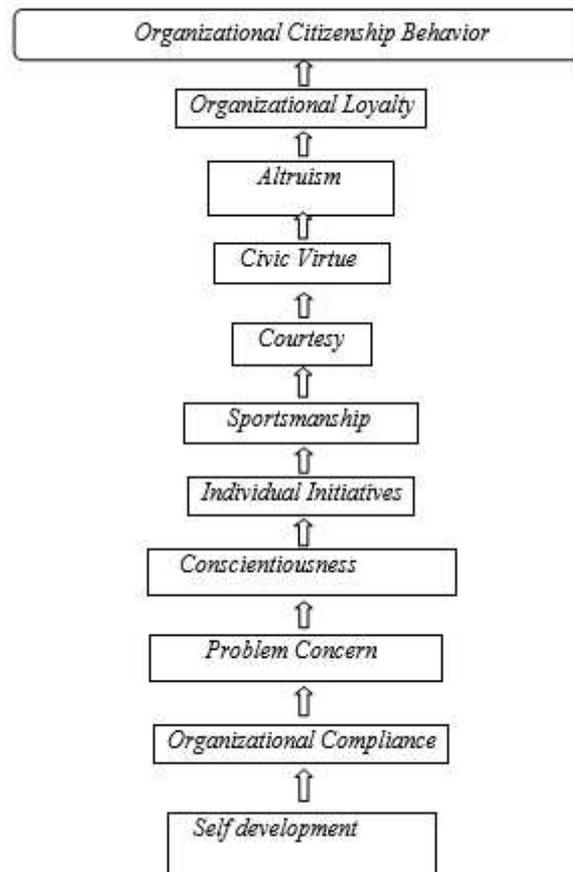


Figure-1.2: Theoretical model framework

We developed this model framework on the basis of importance of the factors in determining the OCB. A loyal employee will possess organizational citizenship behavior.

Conclusion

The purposes of this study were to determine the factor affecting OCB of employees and to develop a conceptual framework model in Bangladesh. The study findings show that the important factors are Organizational Loyalty, Altruism, Civic Virtue, Sportsmanship, Courtesy, Conscientiousness, Organizational Compliance, Problem Concern, Individual Initiatives, Self development. The employees projecting altruistic behavior i.e. to help out their coworkers with their work related problems will demonstrate OCB, which in return will act as a benefactor for the entire organization. It will also result in employees having faith in each other which may cause the employee relationship, of supervisor subordinate at vertical level, and peers at horizontal level to boom. Those employees showing a due concern towards the progress of their organization by performing activities that will boon the organization, this behavior also leads to the betterment of environment and behavior within the organization. If employees strictly adhere to the rules and regulation then it will automatically result in some positive effects, which may include timeliness, decrease in employee absenteeism, resulting in turn in the prosperity of the organization. Finally if employees take part in activities not mandatory by the organization but which result in the impression of the organization to prosper, then the social life within the organization will become pleasant, which at the end of



the day will result in satisfied employees and may cause the employees to develop vigorous and frictionless relationships among themselves.

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