

AN EMPIRICAL STUDY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON KNOWLEDGE SHARING IN PRIVATE SECTOR BANKS

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Abstract: OCB has been shown to have a positive impact on employee performance and wellbeing, and this in turn has noticeable flow-on effects on the organization. In today's knowledge-intensive economy, knowledge management plays an important role in an organization and Knowledge management has become very popular. There are some organizations which gain benefit after implementing knowledge sharing. It focuses on the Citizenship Behavior and their Impact on knowledge sharing in private sector banks in Coimbatore, Tamilnadu. This study provides empirical evidence and discusses the dimensions influencing knowledge sharing behavior. The study is a descriptive one. Primary data was collected by the researcher with the help of structured questionnaire administered to the middle executives of two leading private sector banks in Coimbatore District - Tamilnadu. 121 employees from those organizations constitute the sample size. Type of sampling method used was simple random sampling. Due to various reasons the two leading banks name is not being disclosed in this study. The various factors that are taken to measure the organizational citizen behavior are (1) Kindness (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development. Using Statistical Package for Social Sciences (SPSS) the following tools were administered in this study 1) Factor Analysis and 2) Reliability Test. Some of the relevant findings were derived that will be useful for present Indian scenario.

Keywords: Organizational citizenship behavior, Knowledge sharing, Civic virtue

1. INTRODUCTION

In today's competitive world, organizations are constantly seeking new ways to maximize the performance of their employees. Despite the increased use of information technology, there are still gaps in performance and efficient organization. There is a strong idea that the performance of organization largely depends to the efforts of the employees beyond the requirements of the role. These behaviors named as over duties behavior, spontaneous behavior and organizational citizenship behavior. Today, these behaviors are an integral part in performance management and have been entered in organizational various aspects. Organizational citizenship behavior (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. OCB has been shown to have a positive impact on employee

performance and wellbeing, and this in turn has noticeable flow-on effects on the organization. In today's knowledge-intensive economy, knowledge management plays an important role in an organization and Knowledge management has become very popular. Knowledge sharing is a process where the individual exchange his/her knowledge and ideas through discussions to create new knowledge or ideas. Hislop (2002) argued that the relationship between attitudes and behaviors of workers to knowledge sharing and the workers who are willing to share their knowledge are a two way reciprocal process between attitudes and behavior of the relationship between the workers' willingness to engage in the knowledge sharing. This is a crucial process for an organization to become successful. Recently many organizations are encouraging the knowledge sharing behavior among their employee in order to meet the organization's objective and goals. There are some organizations which gain benefit after implementing knowledge sharing. It focuses on the Citizenship Behavior and their Impact on knowledge sharing in private sector banks in Coimbatore, Tamilnadu. This study provides empirical evidence and discusses the dimensions influencing knowledge sharing behavior.

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2. DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Five dimensions of Dennis Organ (altruism, kindness, sportsmanship, work consciousness and civil virtue) are used in many researches about OCB.

Altruism: It means helping partners at work without demanding anything from them. University students can be an example; students who have good grades can share their notes, work with them in their homework and help others who have problems with lessons.

Civil Virtue: It means complete commitment to an organization or maximum interest. Attending activities in a university of faculty can be an example.

Conscientiousness: To be willing to work more than required, more than the minimum level. Attending conversations, making researches about courses and benefiting from them, following developments closely in a university can be examples to this norm.

Sportsmanship: It means tolerating any negative thing. For example Sportsmanship or trying to settle down a disagreement can be called "gallantry". There are difficulties almost in all organizations, to be able to calm down the environment and find solutions are gallantry.

Kindness (Courtesy): Positive relationship during co-operational processes in an organization. Being kind to other students, lecturers are examples.

3. REVIEW OF LITERATURE

Aharon Tziner, Gil Sharoni et.al (2011) hypothesized moderating effects of the dimensions of organizational justice and organizational culture on the relationship of Organizational Citizenship Behavior (OCB) and turnover intentions were examined. Results from a sample of 102 employees showed solid support for the interactive effects of the dimensions of organizational justice and organizational culture and OCB in relation to turnover intentions. Moreover, and contrary to expectations, in addition to their interactive (moderating) effect, organizational justice as well as two of the organizational culture dimensions emerged as independent variables linked to turnover intentions.

Jiing Lih Larry Farh, Chen bo Zhong et.al (2004) discussed that Western scholars have increasingly emphasized the importance of organizational citizenship behavior(OCB) - employees' behavior and actions that are not specifically designated in their formal job duties. Almost the entire body of empirical research on OCB is based on studies conducted in the United States, using U.S. employee populations as samples. Taking an inductive approach, we examined forms of OCB in the People's Republic of China (China). From a diverse sample of 158 employees and managers in 72 state-owned, collective, town and village, foreign-invested, and private enterprises in China, we collected 726 OCB incidents or items that were commonly observed in the workplace. We then subjected these to a content analysis to identify major forms of OCB. Results of our analysis revealed 10 dimensions of OCB, with at least

one dimension not evident at all in the Western literature, and four that do not figure importantly in established OCB measures. The type of organizations influenced the reporting of several forms of OCB. Results suggested that Chinese formulation of OCB differs from that in the West, and is embedded in its unique social and cultural context.

(Nonaka & Takeuchi, 1995) offer two dimensions of knowledge: explicit and tacit, many researchers classified knowledge into these two dimensions for example (Von Krogh et al., 2000; Snowden, 2000). The tacit dimension refers to the knowledge residing in the heads of people that is not codified and articulated. A good idea or example of tacit knowledge is amplified by (Dixon, 2000). "If we could describe how to ride a bike perfectly, describing it would never be the same as doing it". Moreover the Explicit dimension, in contrast, is formalized; articulated, codified, and communicated using symbols (Nonaka & Takeuchi, 1995). Explicit knowledge is easier to document and share, contributes to efficiency, and easier to replicate. It comes in the form of books and document, formulas, project reports, contracts, process diagrams, lists of lessons learned, case studies, white papers, etc.

Knowledge sharing at work may entail know-what, know-how, know-when, or know-why (Blumentritt & Johnston, 1999). It may include job-related documents, organizational rules, working procedures, or personal experience (Lu et al., 2006). It may also involve know-who, in forms such as organizational contacts, personal contacts, or networking. Storytelling, apprenticeship, and face-to-face meetings are some common methods of traditional knowledge sharing, though with the explosion of technology IT tools such as collaborative software, e-mail, and online communities (discussion forums, weblogs, wikis, etc.) have created additional avenues for sharing over time and space (Behnke, 2010).

4. RESEARCH QUESTION

To examine the influence of Organizational citizenship behavior in knowledge sharing among private sector bank employees in Coimbatore, Tamilnadu

5. HYPOTHESIS

There is no significant effect of organizational citizenship behavior dimensions on knowledge sharing.

6. METHODOLOGY

The study is a descriptive one. Primary data was collected by the researcher with the help of structured questionnaire administered to the middle executives of two leading private sector banks in Coimbatore District - Tamilnadu. 121 employees from those organizations constitute the sample size. Fifteen questionnaires were distributed for the purpose

of pre-testing the questionnaire’s contents. A complete questionnaire was developed based on the comments collected during the pre-testing period. Type of sampling method used was simple random sampling. Due to various reasons the two leading banks name is not being disclosed in this study. The various factors that are taken to measure the organizational citizen behavior are (1) Kindness (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development.

7. STATISTICAL TOOLS USED

Using Statistical Package for Social Sciences (SPSS) the following tools were administered in this study 1) Factor Analysis and 2) Reliability Test.

Reliability Statistics

Table 1
Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.722	20

An examination had been made from the reliability of the data to check whether random error causing inconsistency and in turn lower reliability is at a manageable level or not, by running reliability test. From table 1 it is clear that values of Coefficient alpha (Cronbach’s Alpha) have been obtained, the minimum value of Coefficient alpha obtained was .722 .This shows data has satisfactory internal consistency reliability.

8. FACTOR ANALYSIS

The individual statements on Organizational Citizenship behavior on knowledge sharing was examined using factor analysis based on 20 individual statements and the reliability of the samples collected was tested for internal consistency of the grouping of the items.

Table 2
KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.820
Bartlett’s Test of Sphericity	Approx. Chi-Square	2795.966
	df	190
	Sig.	.000

KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis. High values between 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. From the above table it is seen that Kaiser - Meyer - Olkin measure of sampling adequacy index is 0.820 and hence the factor analysis is appropriate for the given data set. Bartlett’s Test of Sphericity is used to examine the hypothesis that the variables are uncorrelated. It is based on chi- Square transformation of the determinant of correlation matrix. A large value of the test statistic will favor the rejection of the null hypothesis. In turn this would indicate that factor analysis is appropriate. Bartlett’s test of Sphericity Chi-square statistics is 2795.966, that shows the 20 statements are correlated and hence as inferred in KMO, factor analysis is appropriate for the given data set.

Table 3
Total Variance Explained

<i>Component</i>	<i>Initial Eigenvalues</i>			<i>Extraction Sums of Squared Loadings</i>			<i>Rotation Sums of Squared Loadings</i>		
	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>
1	7.278	36.391	36.391	7.278	36.391	36.391	4.683	23.415	23.415
2	3.918	19.588	55.979	3.918	19.588	55.979	4.430	22.151	45.565
3	2.470	12.352	68.331	2.470	12.352	68.331	3.195	15.973	61.538
4	1.988	9.939	78.270	1.988	9.939	78.270	2.437	12.185	73.723
5	1.330	6.651	84.921	1.330	6.651	84.921	2.240	11.198	84.921
6	0.749	3.743	88.663						
7	0.550	2.751	91.414						
8	0.413	2.065	93.479						
9	0.318	1.588	95.067						
10	0.254	1.269	96.336						

Table 3 Cont'd

11	0.213	1.065	97.401
12	0.147	0.735	98.136
13	0.110	0.549	98.686
14	0.078	0.390	99.076
15	0.068	0.341	99.417
16	0.039	0.196	99.613
17	0.034	0.171	99.784
18	0.023	0.117	99.901
19	0.011	0.055	99.957
20	0.009	0.043	100.000

Extraction Method: Principal Component Analysis.

Eigen Value represents the total variance explained by each factor. Percentage of the total variance attributed to each factor. One of the popular methods used in Exploratory Factor Analysis is Principal Component Analysis, Where

the total variance in the data is considered to determine the minimum number of factors that will account for maximum variance of data.

Table 4
Rotated Component Matrix (a)

	<i>Component</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
When there are problems to solve, they try to solve them before presenting them to the manager.	0.191	0.734	0.082	-0.033	0.509
When something does not function, they attempt to find alternative solutions	0.113	0.216	0.079	0.218	0.806
They make spontaneous suggestions for improving the organization's functioning	0.035	-0.156	0.553	0.595	0.050
They take many unnecessary breaks while working.	0.341	0.777	-0.066	-0.135	0.283
They spend a lot of time on personal phone calls.	0.349	-0.073	0.049	-0.180	0.253
They help customers in personal matters, thus benefiting the organization.	-0.006	0.481	-0.313	0.751	0.142
They treat customers with respect.	-0.027	0.562	0.418	-0.051	0.049
They help customers, even when this is not part of their jobs	0.567	0.225	0.061	0.560	-0.312
When they have difficult or unpleasant tasks to realize, they try to pass the "hot potato" on to others.	0.289	0.370	0.521	0.160	0.087
They waste time on matters unrelated to the work	-0.175	0.786	0.429	0.034	0.154
Voluntarily, they attempt to improve his/her knowledge, skills and Abilities and help others also.	0.171	0.192	0.831	0.840	0.019
They speak courteously and earnestly with every customer (i.e., regardless of their social status and/or socio-economic background).	0.191	-0.093	0.917	-0.051	0.423
They bring solutions to the problems, not only the problems.	0.860	0.024	0.191	0.019	0.325
They engage in personal matters during working times (e.g., they make personal phone calls; they go shopping).	-0.330	0.497	0.295	0.243	0.528
They are always referring to the negative side of things, more than to the positive.	0.742	0.228	0.547	0.152	-0.152
They speak badly of others in their absence	0.788	-0.170	0.200	0.474	0.027
They are kind and polite with every customer	0.957	0.066	-0.120	0.070	0.104
They are mentally fresh and ready to work as soon as they arrive at the organization.	0.539	0.789	0.125	-0.083	0.635
They make extra-efforts to benefit the organization, even with personal sacrifices in knowledge sharing	-0.026	0.889	-0.046	0.255	-0.038
They think of their duties, more than of their own interests.	0.817	0.261	0.331	0.108	-0.175

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

^a Rotation converged in 9 iterations.

Interpretation of factors is facilitated by identifying the statements that have large loadings in the same factor. The factor can be interpreted in terms of the statement that loads high on it. The factors of a study on organizational citizenship behavior on knowledge sharing comprises of 20 individual statements. Out of 20 variables, 5 individual variables contribute more towards organizational citizenship behavior.

The variables are:

1. Voluntarily, they attempt to improve his/her knowledge, skills and abilities and help others also.
2. They speak courteously and earnestly with every customer (i.e., regardless of their social status and/ or socio-economic background).
3. They are kind and polite with every customer
4. They are mentally fresh and ready to work as soon as they arrive at the organization.
5. They make extra-efforts to benefit the organization, even with personal sacrifices in knowledge sharing

8. CONCLUSION

It is likely that, being better organizational citizens, employees not only interact positively and earnestly with customers, but that they also interact in such a way that they promote a climate where helping and other positive behaviors are directed to higher productivity and better service quality. In banks management need to identify in a clearer way what kind of behaviors they must promote in the workplace. This means, for example, that managers should communicate to their employees the desirability of OCB as well as their contribution to overall business performance. It also means that rewards can be based on overall firm performance (e.g., profit sharing).. In this study the researcher identified some of the major factors that influence the knowledge sharing behavior among employee's in private sector banks in Coimbatore region.

This may encourage employees to consider a wide range of OCB and their potential contribution to organizational performance and in knowledge sharing.

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