

INFLUENCE OF CITIZENSHIP BEHAVIOUR IN THE WORKPLACE ON ACHIEVING ORGANISATIONAL COMPETITIVENESS

K. Ramalakshmi, K. Ravindran*

Abstract: This study aims to estimate the level of corporate citizenship behavior impact on organizational competitiveness. Further, the study investigates how organizational competitiveness leads to better organizational performance. This study was conducted using a descriptive research approach. The novelty of this research is that Organisational Citizenship Behaviour is studied with Organisational Performance alone which is found in the literature review. This research aims at finding the mediating effect of Organisational Competitiveness. The researcher herein used a simple random sampling technique. From the analysis, it was found that the variables considered under organizational citizenship behaviour, organizational performance and organizational competitiveness are reliable and can be considered for futuristic studies. From the analysis, it was found that Organizational Citizenship Behaviour (OCB) has a significant impact on Organizational Competitiveness. Furthermore, it was shown that organizational citizenship conduct significantly impacts organizational performance, with organizational competitiveness acting as the mediating variable. In addition to that, organizational citizenship conduct has been found to have a direct impact on the organization's performance.

Keywords: Organizational Citizenship Behaviour (OCB), Competitiveness, Organisational Performance, Structural Equation Model, Organisational Culture

DOI: 10.17512/pjms.2022.25.2.16

Article history:

Received March 06, 2022; *Revised* May 10, 2022; *Accepted* June 08, 2022

Introduction

The rapidly changing environment promotes the idea that human resource management is a critical factor in all organizations, and that each employee has a specific role to play based on the job. However, an employee's performance level is influenced by various factors, including his or her attitude toward the job. Understanding an employee's performance is critical since it directly or indirectly impacts a company's success, and an employee's citizenship behavior is one of the forms and effects of good performance, so it must be understood. Organizations are looking for people who can help them obtain an advantage over their rivals; since organizational success is contingent on an employee's great performance, it is not only related to his or her work but also includes something extra. Despite the fact that this extra labour is not apparent, it contributes to the company's efficient running.

* **K. Ramalakshmi**, Kalasalingam Academy of Research and Education, Research Scholar.

K. Ravindran, Kalasalingam Academy of Research and Education, Assistant Professor

✉corresponding author: iamlakshmimba@gmail.com

✉ ravindran.k@klu.ac.in

Employees do additional activities that are not included in the salary package but bring total happiness to them and their organization and influence the organization's development based on their emotional and spiritual intelligence to contribute something more to their organization (Chen & Yang, 2012). Organizational citizenship conduct refers to an employee's performance in an organization that goes beyond his or her professional responsibilities. This kind of behaviour is optional, and the company's formal incentive system does not officially acknowledge it. Working in an organization is clear about encouraging achievement, aiding employees in reaching their full potential and attaining company goals.

The success of business goals and objectives is often contingent on employee performance but also on personal development (Borman et al., 2001; Rahiman et al., 2021). To accomplish our objective, we must be able to control our emotions, have faith in ourselves and our capacity to communicate with others, be adaptive to changing workplace needs, and contribute successfully to cooperation. Educators, professionals, corporate trainers, recruiters, and managers, in addition to their above-average performance, are all variables that lead to excellent organisational performance. It is something other than technical ability or intelligence that cannot be stated in words. These multi-dimensional aspects of organizational citizenship behavior are in mind in order to carve out issues that are related to one another individually and collectively for further investigation, all while keeping these variables in mind throughout the research (Dijke et al., 2012).

Organisational Citizenship Behaviour stands for on their initiative, spontaneous and without urging and without nudging, and it refers to anything employees do outside of their contractual obligations (Huang et al., 2004). To put it another way, the person has complete control over the choice. Although OCB is not often explicitly and officially acknowledged or rewarded by the firm, such as via pay hikes or promotions, it may be evident in positive supervisor and coworker evaluations and exceptional performance evaluations, among other things. Good supervisor and coworker evaluations and great performance assessments are examples of OCB (Doostar et al., 2012).

Contextual performance is defined as performance that supports the social and psychological environment in which task performance happens, and the concepts of OCB, and contextual performance are now regarded as synonyms. Despite the fact that this reflects the flexible nature of workers' roles in the modern workplace and acknowledges the fact that employees are recognized and rewarded for engaging in OCB, many people are familiar with the idea of going the extra mile or above and beyond to help others at work, and these ideas remain a popular way of conceptualizing OCB. Importantly, organizational commitment includes actions, such as working additional hours without (expecting) salary or volunteering to organize office-wide projects (Chin et al., 2011). Academics have been fascinated by the concept of organizational citizenship behavior, or OCB since it was originally articulated. Many individuals argue that a sense of belonging is an illusory experience since it's difficult to pin down concepts like helpfulness and friendliness

(Chompookum & Derr, 2004; Szczepańska-Woszczyzna et al., 2021). The goal of this study was to estimate the level of corporate citizenship behavior impact on the organizational competitiveness. Furthermore, the study investigates whether or not their firms' competition leads to greater performance.

Literature Review

Organisational Behaviour is how the employees act beyond formal rules and procedures and act more than expected in a normal condition. It enhances retention, teamwork and improvised working environment. A study reveals the factors in Organisational Citizenship Behaviourvar between manufacturing and service sectors, namely, loyalty and civic virtue. The employees have the quality of sportsmanship and extra-role behaviour, i.e. work more than the normal expectations from the job. These two dimensions of Organisational Citizenship Behaviour are found to be more significant in the service sector (Mathur & Vigg, 2007).

Past study results suggest that personality and work characteristics, including agreeableness, task features and job autonomy, may be linked to OCB. The frequency of corporate citizenship conduct is influenced by the behaviour of leaders and managers, employee attitudes about their work and companies and notions of justice and fairness.

Organizational justice was revealed to have a mediating role in perceived organizational support, and organizational justice had a direct and substantial influence on organizational support and organizational citizenship (Malik et al., 2012). Organizational commitment was found to be the most important variable in explaining employee OCB, resulting in a favourable outcome when organisational commitment was chosen as the mediating variable for organisational culture, leadership style and organisational justice, among other factors (Maria et al., 2004). According to a study, OCB was linked to organizational culture in the Indian manufacturing, information technology, and banking sectors, and it was found that strengthening an organization's cultural roots might lead to OCB in all three sectors (Miao & Shen, 2011). Furthermore, the effective organizational commitment had a statistically significant positive influence on conduct, and collective socializing behaviour positively impacted civic virtue and helpful behaviour (Modassir & Singh, 2008). The official tasks and obligations of a position are distinguished from the additional duties and responsibilities of a role that go beyond the official job description standards (Mohammad et al., 2011).

Even though OCBs are classified as extra-role behaviors, this does not mean that they go unnoticed and unappreciated by upper management, that they have no impact on formal and informal performance evaluations, or that people are unaware of the advantages of acting as a good corporate citizen. Instead, they do have an impact on evaluations, and employees are aware. Consequently, workers engage because they want to, proving that it is socially beneficial and voluntary (Naghdi et al., 2013). Extroverts generally respond more to their social

surroundings than introverts; the extraversion factor of personality may have links to OCB. While agreeableness has been found to be positively correlated with all dimensions of OCB except civic virtue, it has not been proven to be a significant predictor of OCB in any way (Nigel et al., 2002).

Organisational Citizenship Behaviour (OCB) is the key to achieving a competitive position in the market. The relationship between Organisational Citizenship behaviour and Organisational Effectiveness is tested and reveals that all dimensions of OCB are positively related to organisational effectiveness. Many reviews found that OCB impacts Organisational effectiveness (Kumari & Thapliyal, 2017). The above reviews reveal that much research has been conducted on the relationship between different constructs and OCB, not on Organisational Competitiveness. The following hypothesis is framed to test the relationship.

Hypothesis 1: Organisational Citizenship Behaviour has a positive impact on Organisational Competitiveness.

Female behaviors are defined by an interpersonal orientation and a focus on the well-being of others, while male behaviors are more aggressive and self-sufficient. Feminine actions have been classified as interpersonal in nature and centered on others' well-being. Organizational citizenship behaviour evaluations include a broad range of areas that have been researched in relation to the notion. Nonetheless, the following categories might be used to group these issues, Organizational Justice, Commitment & Culture, Extra Role Behaviour, Personality, Career Orientation & Employee Satisfaction, Procedural Justice, Organizational Trust and Leadership Empowerment, and Gender Disparities, and they are all antecedents (Cohen & Vigoda 2000).

Self-consciousness, self-motivation and social skills, as well as the relationship between self-regulation and empathy, were not significant predictors of citizenship behaviour, according to the predictability of the OCB as evaluated by emotional intelligence traits. Emotional intelligence was shown to be significantly connected with conscientiousness, civic virtue, and altruism in the research, and it was also established that a leader's emotional intelligence might boost the openness of followers (Law et al., 2005).

Individual qualities and organizational citizenship behaviour were proven acceptable in different generations in terms of their psychological contract. The psychological contract contains implicit employer expectations, and it has been established that motivating workers by meeting their inherent needs for development and establishing a pleasant working environment leads to increased productivity (Nimram, 2011). Internal career orientations affect the degree of OCB and the selection of new workers in businesses, according to research into how one's subjective sense of career orientation (the internal career) impacts OCB (Noruz et al., 2011). There is a link between OCB and the components of a business-to-employee benefit system that workers feel pleasant, as seen in the graph below. A comparative OCB research of full-time and part-time workers

indicated that part-time employees were seen as less helpful than full-time employees, despite no difference in their voice behaviour (Oplatka, 2006).

As evaluated by affective commitment act, compensation levels may be one of the variables of discretionary behaviour as an emotional commitment act between the performance evaluation process, amount of patience and OCB (Malik et al., 2012). An organization's efficiency is highly reliant on its workers' skills, knowledge, competencies, and proactive behaviors, which include organizational citizenship behaviour and sense of justice, also known as Organizational Justice. A survey conducted among professionals in public and private companies found that Organisational Performance is enhanced by effective information systems, and proper training avoids cyber attacks (Rahim, 2021).

Hypothesis 2: Organisational Citizenship Behaviour has a positive impact on Organisational Performance.

From the literature review, it is found that the impact of OCB is widely studied on various constructs, namely customer satisfaction, Organisational Commitment, Organisational Performance and job satisfaction separately. Hence, a new model is proposed to determine the relationship among Organisational Citizenship Behaviour, Organisational Performance and Organisational Competitiveness.

Hypothesis 3: There is a significant impact of Organisational Citizenship Behaviour on both Organisational Performance and Organisational Competitiveness.

Research Methodology

The descriptive research design was adopted for the study to reveal the current scenario in Indian Organisations. The data were collected from 28 IT companies situated at Chennai IT parks. Of the selected 28 IT companies in Chennai, India, IT parks, 418 samples were considered for the study. For the study, employees with more than a year of experience in IT industry were considered as the sample. Later it is scrutinized to 401 after neglecting unengaged respondents and missing datasets. This was done after sorting the data set in an excel sheet. A detailed questionnaire has the first section with demographic profile, the second section is about Organisational Citizenship scale, and the third section comprises of Organisational Performance scale. The respondents who have not answered many questions and who have answered monotonously have been identified using the formula and neglected. The researchers herein used a convenient sampling technique. The survey was conducted for 3 months from January to march 2022. IT employees were contacted through Google forms for the collection of data. The set hypotheses were tested using statistical tools in SPSS version 23 and AMOS 23.

Research Results

The reliability of the scales was tested for reliability with Cronbach Alpha values.

Table 1. Reliability Statistics – Organizational Competitiveness

Reliability Statistics				
Cronbach's Alpha		N of Items		
.715		3		
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance of the Organization with its Competitor	8.8329	1.580	.413	.731
Skillset of the Employees	8.7307	1.517	.475	.739
Organizational Culture	8.7905	1.691	.384	.770

Source: (Obtained from study's primary data)

The estimated Cronbach Alpha Value for every construct named; organizational competitiveness is 0.715, which is greater than 0.7 [Standard value]. Hence, the construct and items considered for the study are reliable and acceptable.

Table 2. Reliability Statistics – Organizational Citizenship Behaviour.

Reliability Statistics				
Cronbach's Alpha		N of Items		
.785		5		
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Role Clarity	17.2843	6.029	.423	.786
Intrinsic Motivation	17.3317	5.497	.489	.760
Organizational Commitment	17.2743	5.600	.519	.749
Individual Traits	17.2893	5.556	.450	.777
Leadership Quality	17.2643	5.560	.485	.762

Source: (Obtained from study's primary data)

The estimated Cronbach Alpha Value for every construct named; organizational citizenship behaviour is 0.785, which is greater than 0.7. Hence, the construct and items considered for the study are reliable and acceptable.

Table 3. Reliability Statistics – Organizational Performance.

Reliability Statistics				
Cronbach's Alpha		N of Items		
.763		3		
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Profitability	8.7456	1.880	.471	.771
Sales	8.6983	1.806	.507	.722
Customer Satisfaction	8.7057	1.953	.444	.706

Source: (Obtained from study's primary data)

The estimated Cronbach Alpha Value for every construct named; organizational performance is 0.785, which is greater than 0.7 [Standard value]. Hence, the construct and items considered for the study are reliable and acceptable. The analysis was carried out to identify the impact of Organizational Citizenship Behaviour on Organizational Competitiveness.

Table 4. Regression Analysis – Impact of Organizational Citizenship Behaviour on Organizational Competitiveness.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.736 ^a	.542	.540	.44792		
a. Predictors: (Constant), Organizational Citizenship Behaviour						
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.587	1	94.587	471.452	.000 ^b
	Residual	80.051	399	.201		
	Total	174.639	400			
a. Dependent Variable: Organizational Competencies						
b. Predictors: (Constant), Organizational Citizenship Behaviour						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.680	.170		3.999	.000

	Organizational Citizenship Behaviour	.847	.039	.736	21.713	.000
a. Dependent Variable: Organizational Competencies						

Source: (Obtained from study's primary data)

The estimated R-Square value is 0.542, which is greater than 0.5 [Std. Value]. Meaning the forecasting power of the regression equation is 54.2%. Further, the ANOVA significance is less than 0.05, meaning the considered model is fit. Further from the coefficients significance value, it was understood that Organizational Citizenship Behaviour has a significant impact on Organizational Competitiveness. Hence, hypothesis 1 is accepted.

Herein, a model is proposed to identify whether there is a significant influence on organizational citizenship behaviour on organizational performance with organizational competitiveness as mediating variable.

Figure 1 represents the confirmatory factor analysis where the factor structures, i.e., the variables and factors, are confirmed. Organisational Citizenship Behaviour has 5 components, namely Role Clarity, Intrinsic Motivation, Organisational Commitment, Individual Traits and Leadership Quality. Organisational Competitiveness comprises Performance of the Organisation's with its competitors, and Skill set of the employees and Organisational Culture. Organisational Performance includes three components, namely Profitability, Sales and Customer satisfaction.

Table 5. Model Fit Indices for CFA.

	CR	AVE	MSV	MaxR (H)	OCB	OC	OP	
OCB	0.749	0.600	0.334	0.761	0.775			
OC	0.925	0.716	0.003	0.975	0.050	0.846		
OP	0.961	0.859	0.334	0.961	0.578	0.035	0.927	
Model	Chi-square value	Df	Normed Chi- Square	P-Value	GFI	AG FI	CFI	RME SA
Study model	111.3	51	2.53	0	0.93	0.9	0.976	0.06
Recommended Value			Below 3	> 0.05	> .9	> .9	> .9	< .08

Source: (Obtained from study's primary data)

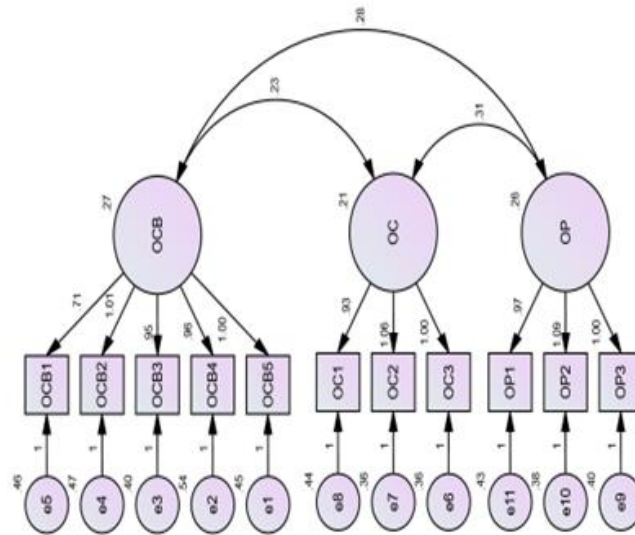


Figure 1: Confirmatory factor Analysis and Model Fit Summary.

The confirmatory factor analysis made using a pattern matrix indicates that there is a convergent validity among the variables and associated factors as all the noted variable has to load more than 0.6 associated with its factors (Std. Value > 0.6). Similarly, there exists divergent validity between each factor considered for the study, as the noted loading between the factors is less than 0.6 (Std. value < 0.6). The estimated factor correlation CR, AVE and MSV values indicate divergent validity among the factors (estimated value < 0.7). Further, the estimated GFI, AGFI, CFI and RMSEA values of the Confirmatory Factor Analysis are recommended for conducting SEM (Structural Equation Model).

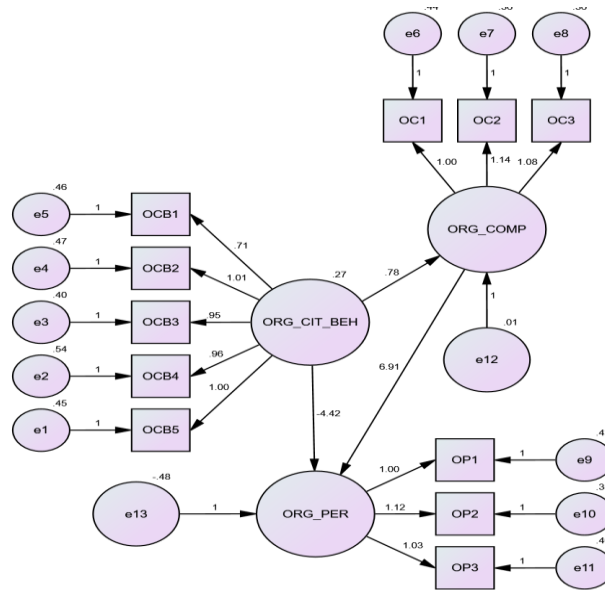


Figure 2: Structural Equation Model of the Study.

Table 6. Model Fit Indices for SEM.

Fit Indices		Values Derived		Standard Values		
Computation of degrees of freedom (Default model)						
Number of distinct sample moments:				20		
Number of distinct parameters to be estimated:				19		
Degrees of freedom (20 – 19):				1		
Result (Default model)						
Minimum was achieved						
Chi-square = .271						
Degrees of freedom = 1						
Probability level = .603						
Fit Indices		Values Derived		Standard Values		
CMIN/DF		.271				
NFI		.998		>.9		
RFI		.972		>.9		
CFI		1.000		>.9		
RMSEA		.000		<.07		
RMR		.008		<.08		
GFI		.958		>.9		
AGFI		.932		>.9		
PGFI		.910				
			Estimate	S.E.	C.R.	P
ORG_COMP	←-	ORG_CIT_BEH	0.785	0.086	9.165	***
ORG_PER	←-	ORG_COMP	6.912	9.68	0.714	***
ORG_PER	←-	ORG_CIT_BEH	-4.424	7.715	-0.573	***

OCB5	←-	ORG_CIT_BEH	1			
OCB4	←-	ORG_CIT_BEH	0.958	0.103	9.316	***
OCB3	←-	ORG_CIT_BEH	0.952	0.095	9.999	***
OCB2	←-	ORG_CIT_BEH	1.011	0.102	9.928	***
OCB1	←-	ORG_CIT_BEH	0.712	0.087	8.184	***
OC1	←-	ORG_COMP	1			
OC2	←-	ORG_COMP	1.142	0.102	11.149	***
OC3	←-	ORG_COMP	1.077	0.099	10.902	***
OP1	←-	ORG_PER	1			
OP2	←-	ORG_PER	1.122	0.088	12.744	***
OP3	←-	ORG_PER	1.032	0.085	12.191	***

Source: (Obtained from study's primary data)

The constructed model has fulfilled more than eight criteria; therefore, the constructed SEM model can be considered a valid model for futuristic studies. Also, the estimated degree of freedom is 1, which is positive; this indicates the model is over-fit.

From Table 6, it is found that Organizational Citizenship Behaviour directly influences Organizational Performance. This reveals that Hypothesis 3 is accepted, i.e., there is a strong positive impact of Organisational Citizenship behaviour on Organisational Performance. From the coefficients significance value, it is understood that there is a significant influence on organizational citizenship behaviour on organizational performance, with organizational competitiveness as mediating variable.

Discussion

This research result reveals that there is a strong relationship between OCB and Organisational Performance. OCB in schools causes teachers in American Schools to expand the working hours and facilitate the students for extra learning. It motivates the teachers to be regular, use their time efficiently and practice professionalism (DiPaola et al., 2019). A case study on the Agricultural Jihad Organisation of Mazandara province reveals a strong relationship between Organisational Performance and Organisational Citizenship behaviour. An increase in voluntary behaviour enhances organisational performance and employee satisfaction (Sadeghi et al., 2016). A study conducted in the healthcare sector reveals that OCB influences Organisational Performance significantly. Altruism enhances productivity, and HR practices have an inverse relationship (Mallick et al., 2015). An American-based company found that Organisational Culture plays a dominant role. It is represented as that prosocial behaviour of employees leads to higher performance. OCB predicts organisational performance (Jung & Hong, 2008). Social factors and psychological factors are the most influencing factor on organisational performance (Ingalagi et al., 2021).

The relationship between Organisational Competitiveness is found strong in this current research. The same is reflected through Resource-based Theory. Small and Medium Enterprises, by engaging them in the competitive environment, achieve higher performance by improving the work process (Suarez, 2013). Another study conducted among SMEs in Kenya reveals that Organisational Competitiveness positively impacts performance. Organisations can achieve competitiveness through cost reduction, quality improvement and innovation (Kimemia., 2014).

A study conducted in a hospital industry found that there exists a relationship between Organisational Citizenship behaviour and Organisational Competitiveness (Simbine, Tukamushaba, 2020). This research on IT sector also has come out with similar answers.

The overall model was tested based on these individual relationships found through reviews. This model represents the relationship of OCB with Organisational Competitiveness and Organisational Performance. Moreover, the relationship is positive between Organisational Competitiveness and Organisational Performance.

Author (Year)	Title	Variables	Findings / Recommendation
Kasinathan & Rajee (2016)	Impact Of Employee Engagement On Organizational Citizenship Behaviour (OCB) Through Engagement Drivers	Organizational Commitment, Role Clarity, Skillset of the Employees	The findings of this study showed a significant association between Work-Life Balance, Communication and Employee engagement; also a significant association between Employee Engagement and Organizational Citizenship Behaviour (OCB).
Simbine & Tukamushaba (2020)	The effect of employees' behaviour on organisational competitiveness in hospitality	Sales, Performance of the Organization with its Competitor, Organizational Culture	Aspect that is recommended based on findings is to identify ways to communicate difficult ideas in a simple way that every employee can understand.

Kemefasulfie, 2014	Customer Satisfaction and Employee Satisfaction: A Conceptual Model and Research Propositions	Customer Satisfaction,	Research suggests that non-controllable elements also impact employees' satisfaction, particularly frontline employees.
Setiyono, 2018	The Effect Of Leadership On Organizational Citizenship Behaviour Through Work Climate And Job Satisfaction	Intrinsic Motivation, Leadership Quality	The findings show that leadership significantly affects work climate, job satisfaction and organizational citizenship behaviour.
Majeed et al., 2018	Personality Traits And Organizational Citizenship Behavior: A Review	Individual Traits	The findings revealed conscientiousness as the strongest predictor of generalized compliance dimension of OCB, while neither agreeableness nor equity sensitivity influenced OCB among the sample respondents.
Kumari, 2017	Studying the Impact of Organizational Citizenship Behavior on Organizational Effectiveness	Studying the Impact of Organizational Citizenship Behavior on Organizational Effectiveness	The study findings the relationship between talent management and employee performance.

Conclusion

From the analysis, it was found that the variables considered under organizational citizenship behaviour, organizational performance and organizational competitiveness are reliable and can be considered for futuristic studies. From the analysis, it was found that Organizational Citizenship Behaviour has a significant impact on Organizational Competitiveness. Furthermore, it was shown that organizational citizenship behaviour significantly impacts organizational performance, with organizational competitiveness acting as the mediating variable

in this connection. Besides, organizational citizenship conduct has been found to directly impact the organization's performance. The limitation of the study is that it studies the relationship among these three dimensions only, but OCM influences many other constructs. In the future OCB can be studied for the relationship with other concepts like Organisational Commitment, Job Satisfaction and others.

In this study, the link between organisational competitiveness and profitability is found to be strong. The Resource-based Theory reflects this as well. As a result, it is suggested that by involving small and medium businesses in the competitive environment, they can improve work processes and achieve higher performance. Also, it is advised to companies especially in the service sector, to inculcate HR audits on Employee Competitiveness and Performance as well as initial steps to improve the employees. This may include training, sponsoring higher studies in the relevant field through the distance education program and so on. These actions would eventually increase organizational citizenship behavior and organizational performance over a long period.

ANNEXURE – STUDY INQUIRY

INSPECTING THE IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON ORGANIZATIONAL COMPETITIVENESS

Dear Respondent,

I am Lakshmi doing a research for academic purpose. Kindly spare few minutes in filling this questionnaire. Thank you.

Name :

Gender : Male Female

Age : below 25 years 25- 30 years 31- 35 years
Above 35 years

Designation : Developer Team Lead Project Head

Experience : below 2 years 2-5 years 5 -8 years
8- 10 years above 10 years

Please rate the following:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am Clear on what I am supposed to do in my job.					
I always work for my self-satisfaction					
I feel I am emotionally attached to this company					
All the employees of this organization behave in responsible ways					
The quality of leadership in this organization is high					
The company where I am working makes adequate profit.					
The company is always able to achieve its sales targets					
The clients of this organisation are highly satisfied					
Performance of this Organization is high when compared to its Competitor					
Majority of the employees in this organisation are highly skilled.					
This organisation has a very positive culture for the growth of individuals and the company.					

Any other opinion please.

.....

Thank You.

References

- Borman, W. C., Penner, L. A., Allen, T. D. and Motowidlo, S. J., (2001). Personality predictors of citizenship performance. *International Journal of Selection and Assessment*, 9(1-2), 52-69.
- Chen, C., Yang, C., (2012). The Impact of Spiritual Leadership on Organizational Citizenship Behavior: A Multi-Sample Analysis. *Journal of Business Ethics*, 105, 107-114.
- Chin, S. T. S., Anantharaman, R. N. and Tong, D. Y. K., (2011). Emotional Intelligence and Organisational Citizenship Behaviour of Manufacturing Sector Employees: An Analysis. *Management*, 6(2), 107-125.
- Chompookum, D., Derr, C. B., (2004). The effects of internal career orientations on organizational citizenship behavior in Thailand. *Career Development International*, 9 (4), 406-423.
- Cohen, A., Vigoda, E., (2000). Do good citizens make good organizational citizens? An empirical examination of the relationship between general citizenship and organizational citizenship behavior in Israel. *Administration & Society*, 32(5), 596-624.
- Connie Atristain Suarez., (2013). *Organizational Performance & Competitiveness: Analysis of Small Firms (Business Issues, Competition and Entrepreneurship*. Management Science - Theory and Applications) Nova Publishers, UK. Ed. Edition.
- Dijke, M., Cremer, D.D., Mayer, D.M. and Quaquebeke, N.V., (2012). When does procedural fairness promote organizational citizenship behavior? Integrating empowering leadership types in relational justice models. *Organizational Behavior and Human Decision Processes*, 117, 235-248.
- DiPaola, M.F., Schnedier, T.L. and Staples, S.R., (2019). *Evaluating school superintendents: A guide to employing processes and practices that are fair and effective*. Landham, MD: Rowman & Littlefield.
- Doostar, M., Chegini, M. G. and Pourabbasi, S., (2012). Survey of relationship between spiritual intelligence and organizational citizenship behavior. *Interdisciplinary Journal of Contemporary Research in Business*, 3(11), 54-61.
- Jain A. K., (2009). Exploring the Relative Relevance of Organizational Citizenship Behavior and Emotional Intelligence. *Journal of the Indian Academy of Applied Psychology*, 35(1), 87-97.
- Jung, J.Y., Hong, S., (2008). Organizational citizenship behaviour (OCB), TQM and performance at the maquiladora. *International Journal of Quality & Reliability Management*, 25(8), 793-808.
- Huang, J., Jin, B. and Yang, C., (2004). Satisfaction with business-to-employee benefit systems and organizational citizenship behavior: An examination of gender differences. *International Journal of Manpower*, 25(2), 195-210.
- Ingalagi, S. S., Nawaz, N., Rahiman, H. U., Hariharasudan, A. and Hundekar, V., (2021). Unveiling the Crucial Factors of Women Entrepreneurship in the 21st Century. *Social Sciences*, 10(5), 153, 1-12.
- Kasinathan, S., Rajee, M., (2016). Impact of Employee Engagement on Organizational Citizenship Behaviour (OCB) through Engagement drivers. *Indo-Global Journal of Applied Management Science*, 4(3), 44-47.
- Katz D., Kahn R.L., (1978). *The Social Psychology of Organizations*. New York: Wiley International.

- Kim T., Chang K., (2007). Interactional Effects of Occupational Commitment and Organizational Commitment of Employees in Sport Organizations on Turnover Intentions and Organizational Citizenship Behaviors. *International Journal of Applied Sports Sciences*, 19(2), 63-79.
- Kimemia, N., (2014). Influence of Organizational Competitiveness on the Performance of Manufacturing Micro and Small Enterprises in Kenya. *IOSR Journal of Humanities and Social Science*, 19, 77-86.
- Kumari. P., Thapliyal., S., (2017). Studying the impact of Organisational Citizenship Behaviour on Organisational Effectiveness. *International Academic Journal of Organisational Behaviour and Human Resource Management*, 4(1).
- Law, S.K. & Wong, Chi-Sum and Chen, X.Z., (2005). *The construct of organizational citizenship behavior: Should we analyze after we have conceptualized?*. Handbook of Organizational Citizenship Behavior. New York: Nova Science Publishers. 47-65.
- Mallick, E., Pradhan, R. K., Tewari, H. R. and Jena, L. K., (2014). Organizational Citizenship Behaviour, Job Performance and HR Practices: A Relational Perspective. *Management and Labour Studies*, 39(4), 449-460.
- Malik, M.E., Ghafoor, Mudasar and Iqba, H.K., (2012). Leadership and personality traits as determinants of Organizational Citizenship Behaviour (OCB) in banking sector of Pakistan. *World Applied Sciences Journal*, 20, 1152-1158.
- Mathur, D., Vigg, S., (2007). Organisational Citizenship behaviour: A study of manufacturing and service organisations. *NICE Journal of Business*, 2(2), 1-12.
- Miao, R. T., Shen, L. Z., (2011). The moderating role of gender between organizational citizenship behavior and team effectiveness. In 2011 *International Conference on Management and Service Science, IEEE*, 1-4.
- Modassir A., Singh T., (2008). Relationship of Emotional Intelligence with Transformational Leadership and Organizational Citizenship Behavior. *International Journal of Leadership Studies*, 4(1), 3-21.
- Mohammad, J., Quoquab Habib, F. and Alias, M. A., (2011). Job Satisfaction And Organisational Citizenship Behaviour: An Empirical Study at Higher Learning Institutions. *Asian Academy Of Management Journal*, 16(2), 149-165.
- Naghdi, M., Shatalebi, B., (2013). The predictability of the organizational citizenship behavior through emotional intelligence dimensions in personnel of Isfahan municipality. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 2(5), 36-44.
- Nimran, U., (2011). Relationships between Individual Characteristics of Employees and Organizational Climate with Organizational Citizenship Behavior (OCB). *Journal of Basic and Applied Scientific Research*, 1(11), 2310-2313.
- Noruzy, A., Shatery, K., Rezazadeh, A. and Hatami-Shirkouhi, L., (2011). Investigation the relationship between organizational justice, and organizational citizenship behavior: The mediating role of perceived organizational support. *Indian Journal of Science and Technology*, 4(7), 842-847.
- Oplatka, I., (2006). Going Beyond Role Expectations: Toward an Understanding of the Determinants and Components of Teacher Organizational Citizenship Behavior. *Educational Administration Quarterly*, 42(3), 385-423.
- Piercy, N. F., (2002). Research in marketing: teasing with trivia or risking relevance?. *European Journal of Marketing*, 36(3), 350-363.
- Rahiman H. U., Nawaz N., Kodikal R. and Hariharasudan A., (2021). Effective information

- system and organisational efficiency. *Polish Journal of Management Studies*, 24(2), 398-413.
- Sadeghi, G., Ahmadi, M. and Yazdi, M.T., (2016). The relationship between organizational citizenship behavior and organizational performance (case study: Agricultural Jihad Organization of Mazandaran Province). *Problems and perspectives in management*, 14, 317-324.
- Setiyono, A., Suparman, L. and Alamsyah, (2018). The effect of Leadership on Organizational Citizenship Behaviour through Work Climate and Job Satisfaction. *Russian Journal of Agricultural and Socio-Economic Sciences*, 76, 24-32.
- Simbine, B. D., Tukamushaba, E. K., (2020). The effect of employees' behaviour on organisational competitiveness in hospitality. *Research in Hospitality Management*, 10(1), 43-49.
- Szczepańska-Woszczyna, K., Muras, W. and Pikiewicz, M., (2021) Shareholders in creating the value of IT sector companies by shaping organisational culture in the context of the digital economy. [in] *Sustainability, Technology and Innovation 4.0*, 304-316
- Tambe, S, Shanker, M. (2014). A Study of Organizational Citizenship Behaviour (OCB) and Its Dimensions: A Literature Review. *International Research Journal of Business and Management – IRJBM*, 1, 67-73.
- Vakola, M., Tsaousis, I. and Nikolaou, I., (2004). The role of Emotional Intelligence and Personality Variables on Attitudes toward Organisational Change. *Journal of Managerial Psychology*, 19(2), 88-110.

WPLYW ZACHOWAŃ OBYWATELSKICH W MIEJSCU PRACY NA OSIĄGNIĘCIE KONKURENCYJNOŚCI ORGANIZACYJNEJ

Streszczenie: Niniejsze badanie ma na celu oszacowanie wpływu zachowań obywatelskich korporacji na konkurencyjność organizacji. Ponadto w badaniu zbadano, w jaki sposób konkurencyjność organizacyjna prowadzi do lepszych wyników organizacyjnych. Niniejsze badanie zostało przeprowadzone przy użyciu opisowego podejścia badawczego. Nowatorstwo tego badania polega na tym, że zachowanie obywatelskie organizacji jest badane wyłącznie na podstawie wyników organizacji, które można znaleźć w przeglądzie literatury. Badanie to ma na celu znalezienie pośredniczącego efektu konkurencyjności organizacji. Badacz zastosował tutaj prostą technikę losowego próbkowania. Na podstawie analizy stwierdzono, że zmienne brane pod uwagę w ramach zachowań obywatelskich organizacji, wydajności organizacyjnej i konkurencyjności organizacyjnej są wiarygodne i można je uwzględnić w badaniach futurystycznych. Na podstawie analizy stwierdzono, że zachowanie obywatelstwa organizacyjnego (OCB) ma istotny wpływ na konkurencyjność organizacji. Ponadto wykazano, że postawa obywatelska organizacji istotnie wpływa na wyniki organizacyjne, a konkurencyjność organizacyjna jest zmienną pośredniczącą. Ponadto stwierdzono, że postępowanie obywatelskie w organizacji ma bezpośredni wpływ na wyniki organizacji.

Słowa kluczowe: Organizacyjne zachowania obywatelskie (OCB), konkurencyjność, wyniki organizacyjne, model równań strukturalnych, kultura organizacyjna.

工作场所公民行为对实现组织竞争力的影响

摘要：本研究旨在估计企业公民行为水平对组织竞争力的影响。此外，该研究调查了组织竞争力如何导致更好的组织绩效。本研究采用描述性研究方法进行。这项研究的新颖之处在于，组织公民行为是仅用组织绩效来研究的，这在文献综述中可以找到。本研究旨在寻找组织竞争力的中介作用。研究人员在此使用了一种简单的随机抽样技术。分析发现，在组织公民行为、组织绩效和组织竞争力下考虑的变量是可靠的，可以考虑用于未来研究。分析发现，组织公民行为（OCB）对组织竞争力有显著影响。此外，组织公民行为显著影响组织绩效，组织竞争力作为中介变量。除此之外，已发现组织公民行为对组织的绩效有直接影响

关键词：组织公民行为（OCB），竞争力，组织绩效，结构方程模型，组织文化