



## Organizational citizenship behavior: A step towards effective employee engagement in the banking sector

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**Abstract.** *Purpose.* Organizational citizenship behaviour is a concept used to describe all the productive and constructive acts and attitudes of workers that are not part of the definition of their formal work. Employees do something out of their own free will that respects their friends, which helps the company as a whole. This paper states that how effectively monitoring the various dimensions of organizational citizenship behaviour can inculcate an effective employee engagement in the organization. *Study design.* Exploratory research has been conducted comprising of 84 respondents from public and private sector banks in Kolkata. *Findings.* The findings revealed that organizational citizenship behaviour is having a significant relationship with employee engagement. The dimension conscientiousness which has more influence on employee engagement and courtesy has least influence on employee engagement. There exists no significant difference of organizational citizenship behaviour among the employees with respect to ownership of the bank, gender of employees, experience and with respect to various dimensions of organizational citizenship behaviour. *Implications for practice.* This study focusses that if the organization follow a proactive strategy for inculcating organizational citizenship behaviour i.e. stimulus-organism-response behaviour model which in turn will enhance employee engagement in the organization. *Originality.* The literature review reveals that no study has been conducted based on this area in banking sector in India.

**Keywords:** organizational citizenship behaviour; employee engagement, altruism, courtesy, sportsmanship, civic virtue, conscientiousness.

### Introduction

*“Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning, and focused effort.” Paul J. Meyer (Bachraoui, 2017).* Productivity of an organisation can be enhanced through the contribution of committed employees. Commitment of employees can be created through inculcating organizational citizenship behaviour. Organizational citizenship is a voluntary and honourable activity. Actions that support the social and psychological context in which task performance occurs are referred to as organizational citizenship behaviour (OCB) (Bolino, 2016). OCBs are regarded to have a significant impact on the performance and efficacy of work teams and departments, contributing to the overall profitability of the company. OCB is the employee’s discretionary behaviour that is neither anticipated nor mandated, and so cannot be officially compensated or penalised by the company for its absence (Dennis, Organ, 2006). OCB is a two-dimensional construct made up of OCBO, which includes

behaviours directed towards the organisation as a whole, and OCBI, which includes behaviours directed at coworkers (Larry, Williams, 1991). Ability, motivation, and opportunity all play a role in how much OCB personnel display (Dennis, Organ, 2006). In the military organizations, organisational citizenship behaviour is predicted by the managerial position, self-efficacy, and internality (Pavalache-Ilie, 2014). Conscientiousness, sportsmanship, courtesy, altruism, and civic virtue are the five main qualities of OCB described by Organ (Organ, 1988). Employee engagement is a predictor of organisational commitment and organisational citizenship behaviour, as well as the likelihood of leaving the company (Biswas, 2010). Employee engagement is a motivational notion that describes the intentional deployment of personal resources to a task linked with a job function (Christian, 2011). Employee engagement, according to W. A. Kahn, is the greatest description of a multidimensional motivational notion that reflects an individual's simultaneous investment of physical, cognitive, and emotional resources in active and complete performance (Kahn, 2017). Employee engagement is continuously demonstrated as something given by the employee that benefits the company through commitment and dedication, advocacy, discretionary effort, maximising abilities, and being supportive of the company's aims and values (Robertson-Smith, Markwick, 2009). Employees those are enthusiastic about their jobs and dedicated to their employers provide significant competitive advantages, such as increased productivity and fewer employee turnover (Vance, 2006). Staff engagement is a soft measure that influences organisational performance and is linked to the five primary indicators of success: productivity, profitability, customer loyalty, employee retention, and security (Harter, 2002).

This study aims at effectively utilising the variables of organisational citizenship behaviour for proper implementation of employee engagement in the organisation. Thus to make an analysis that a proper Organizational Citizenship Behaviour can lead to an effective employee engagement in the organisation, the researchers have undertaken five variables based on D. W. Organ who had classified OCB into five dimensions: altruism, courtesy, sportsmanship, civic virtue and conscientiousness (Organ, 1997) and calculated whether these variables have an effect on employee engagement in an organization.

## Literature review

What, on the other hand, encourages people to go above and beyond in the workplace? As per social exchange theory (Blau, 1986), when employees sense the organization's good will, they reciprocate by engaging in beneficial behaviours that benefit both sides (Cropanzano, Mitchell, 2005). The positive behaviours among the committed workforce go beyond the task assigned to them including providing support to overloaded co-workers, willingly taking on additional responsibilities, upgrading themselves for the benefit of the organisation, serving overtime, campaigning for the organisation (Allen, 1998; Organ, Podsakoff, 2006). Individual and organisational antecedents have been discovered in OCB research. A triple schema is used in the following theoretical framework to accommodate a specific set of traditional OCB antecedents. Contextual performance, which is defined as performance that supports the social and psychological environment in which task performance happens, is assumed to be synonymous with OCB (Organ, 1997). Various empirical investigations have demonstrated that there is a positive association between OCB and organisational performance (Cardona, Lawrence, Bentler, 2003; Hodson, 2002).

When OCB is considered as motive-based behaviours, it is easier to comprehend. According to D. C. McClelland's research, everyone has some level of achievement, affiliation, and power motives (McClelland, 1961). The achievement motive encourages people to reach a high level of performance to complete a task, challenge, or competition. People are motivated by the affiliation motive to form, maintain, and restore ties with others. The power motivation drives people toward positions of authority and situations in which they may exert influence over others' labour or behaviour (McClelland, 1961).

### **Organizational citizenship behaviour**

Scholars have defined OCB and identified its key antecedents, as well as its favourable consequences on businesses (LePine, 2002; Organ, 1995; Organ, Podsakoff, 2006; Podsakoff, 2009). D. W. Organ and his social group first coined the term “organizational citizenship behaviour” in 1983 (Bateman, Organ, 1983; Smith, Organ, Near, 1983). Improvements at the organisational level, such as increased production, efficiency, and profitability, as well as cost reductions, are all beneficial outcomes (Podsakoff, 2009) to enhance the performance at the individual level (Allen, 1998) (Podsakoff, 2009), recommending reward decisions (Allen, 1998) and suggesting decreased levels of turnover and intentions towards turnover (Chen, 2005).

D. W. Organ identified five factors of organizational citizenship behaviour i.e. altruism, civic virtue, sportsmanship, courtesy, and awareness (Organ, 1988). The first component, altruism, encompasses spontaneous actions aimed at assisting others with their duties or an issue affecting the organisation. Awareness contributes to attendance at work and adherence to the organization’s policies and procedures. The third component, sportsmanship, refers to people’s willingness to put up with unfavourable working conditions without complaining. The fourth quality is civility, which entails discussing others before making decisions that may have an impact on their work. Finally, civic virtue encompasses behaviours that show people are engaged, involved, and concerned about the organization’s success (Organ, 1997). The researchers looked into the link between workplace happiness (WHA), organisational learning ability (OLC), and organisational citizenship behaviour (Salas-Vallina, Vidal, Guerrero, 2017). According to the findings, OLC fully mediates the link between WHA and OCB.

The impact on employee performance are threefold. Firstly, workers that participate in OCB have higher performance ratings from their bosses based on halo effect (Podsakoff, 2009). Managers’ opinion of OCB as a type of employee commitment due to its voluntary nature, or managers’ belief that OCB plays a key part in the organization’s overall success (Organ, Podsakoff, 2006). The second effect is that higher performance ratings are associated with receiving perks such as wage raises, bonuses, promotions, or other work-related advantages (Podsakoff, 2009). Thirdly, employees with higher performance evaluations and awards are less likely to be laid off while the company is shrinking, such as during a recession (Organ, Podsakoff, 2006).

### **Employee engagement**

Employee engagement is becoming more widely recognised as critical to successful commercial and business outcomes, with engaged employees serving as the “backbone of effective working environments where individuals are diligent, ethical, and accountable” (Levinson, 2007; Cleland, Mitchinson, Townend, 2008). Employees can be categorised into three categories based on their level of engagement: engaged, not engaged, and actively disengaged, with the last posing the greatest risk to the employer brand because they share their dissatisfaction with their co-workers and the rest of the world (Gallup, 2006). The five elements of knowledge worker employee engagement were organisational identification, devotion, absorption, energy, and pleasant harmony (Liu, 2016). Employee engagement was defined as a five-dimensional notion that included initiative, loyalty, effectiveness, identification, and commitment (Xiao, Duan, 2014). Employee engagement is influenced by task features, role characteristics, work interaction, group and inter-group dynamics, management style and procedure, and organisational norms (Kahn, 2017). Employees that are dedicated to their jobs are more engaged at work, have better health, and perform better (Llorens, Schaufeli, Bakker, Salanova, 2007). Dedicated employees have higher job satisfaction, higher organisational loyalty, and less readiness to leave the organisation than non-dedicated employees (Yang, 2005). Employees who are dedicated have a positive attitude (Schaufeli, Bakker, Salanova, 2006).

Tracing the footprints of the above research, it has been concluded that organizational citizenship behaviour has a great impact on employee engagement in an organization. To justify the study the following objectives have been undertaken.

- To study the factors influencing the organizational citizenship behaviour in private and public sector banks in Kolkata.
- To evaluate the impact of organizational citizenship behaviour on employee engagement in private and public sector banks in Kolkata.
- To make a comparative study between private and public sector banks with respect to various attributes of OCB i.e. altruism, courtesy, sportsmanship, civic virtue and conscientiousness and also on the basis of ownership, gender and experience.

## **Methodology**

Based on the above objectives of the research Exploratory research has been conducted among the banks in Kolkata. The methodological choice of the research is “Mono Method Quantitative Design”. The strategy for the research is “Survey” and Time Horizons is cross-sectional. Through structured questionnaire, primary data is collected, and secondary data is collected through newspapers, websites, journals, books, periodicals etc. The sample size is 84 comprising of two public and two private sector banks. Convenience sampling is used for data collection. Likert five-point scale is used for primary data collection and reliability of the instrument is used to measure Organisational Citizenship Behaviour i.e. Cronbach's  $\alpha = 0.77$  and for Employee Engagement is the Cronbach's  $\alpha = 0.81$ . Validity of the two questionnaires are tested through content validity. The researchers have analysed the data through SPSS-21 software and substantiate the results through Descriptive statistics, independent sample T-test and multiple linear regression analysis.

### **Hypotheses of the study**

The study is supported by eight hypotheses.

*H1: There exists significant difference of organizational citizenship behaviour between the employees of private and public sector banks.*

*H2: There exists significant difference of altruism between the employees of private and public sector banks.*

*H3: There exists significant difference of courtesy between the employees of private and public sector banks.*

*H4: There exists significant difference of Sportsmanship between the employees of Private and Public Sector Banks.*

*H5: There exists significant difference of civic virtue between the employees of private and public sector banks.*

*H6: There exists significant difference of conscientiousness between the employees of private and public sector banks.*

*H7: There exists significant difference of organizational citizenship behaviour between the employees of private and public sector banks on the basis of gender.*

*H8: There exists significant difference of organizational citizenship behaviour between the employees of private and public sector banks on the basis of experience of employees.*

## Results

### Demographic profile of the respondents

Table 1 shows the demographics of the respondents. 84 respondents are interviewed consisting of 50% public sector bank employees and 50% private sector bank employees. Male population is dominating by 51.2% and female population is 48.8%. Employees from age  $\geq 30$  years and  $< 40$  years (35.7%) dominated a large percentage of our sample. Also, employees of experience  $\geq$  one year and  $<$  five years (41.7%) consisting of the large portion of the sample.

Table 1. Demographic profile

Item	Data	Frequency	Percentage
Banks	Private Banks	42	50
	Public Banks	42	50
Gender	Male	43	51.2
	Female	41	48.8
Age	$\geq 20$ years and $< 30$ years	8	9.5
	$\geq 30$ years and $< 40$ years	30	35.7
	$\geq 40$ years and $< 50$ years	26	31.0
	$\geq 50$ years	20	23.8
Experience	$< 1$ year	5	6
	$\geq 1$ year and $< 5$ years.	35	41.7
	$\geq 5$ years and $< 10$ years.	28	33.3
	$\geq 10$ years	16	19

### Objective 1

To study the factors influencing the organizational citizenship behaviour in private and public sector banks in kolkata and the factors influencing employee engagement in an organization. To justify the first objective the researcher has considered the attributes of organizational citizenship behaviour which has been emphasized by D. W. Organ (Organ, 1997).

*Altruism.* It is the philosophy and moral practice of consideration for the happiness of other human beings or animals which results in a material and spiritual quality of life.

*Courtesy.* It is a display of politeness in one's attitude and behaviour toward others.

*Sportsmanship.* Sportsmanship is a goal or ethos that would be embraced in a sport or activity for its own sake.

*Civic virtue.* Civic virtue is the harvesting of habits that are necessary for the community's progress. Civic virtue, closely related to the idea of citizenship, is also conceived as citizens' commitment to the general wellbeing of their society, often at the detriment of their individual interests.

*Conscientiousness.* Conscientiousness is a personality quality that involves being watchful or cautious. Conscientiousness means a desire to do a job well, and to take responsibilities seriously to others. Individuals who are hardworking look to be successful and structured when compared to those who are easy going and sloppy.

An organisation's effective employee engagement is evaluated based on the following areas: loyalty, dedication, advocacy, discretionary effort, maximize contribution of talents, strongly supporting towards organisation's goals and values.

### Objective 2

To evaluate the impact of Organizational Citizenship Behaviour on Employee Engagement in private and public sector banks in Kolkata.

The Multiple Linear Regression Analysis is used to measure the impact of organizational citizenship behaviour with respect to various dimensions i.e. altruism, courtesy, sportsmanship, civic virtue and conscientiousness on employee engagement in private and public sector banks in Kolkata.

Table 2. Multiple regression result coefficients with respect to the attributes of organizational citizenship behaviour on employee engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t
	SE	$\beta$	$\beta$	
(Constant)	3.07	.548		5.678
Conscientiousness	1.835	.113	.332	17.858
Sportsmanship	2.213	.175	.236	11.219
Civic virtue	2.089	.168	.267	11.459
Courtesy	.953	.136	.131	7.522
Altruism	3.403	.325	.189	12.13
Adjusted $R^2 = .875$				
$R^2 = .867$				
ANOVA — $F$ -value = 966.300				

**Note:** *Dependent variable:* Employee Engagement; *Independent variables:* Altruism, Conscientiousness, Sportsmanship, Civic Virtue, Courtesy.

### Interpretation

Table 2 reflects that the value of  $R^2 = 0.867$ , which is considered to be quite significant for the predictability of the model. The ANOVA result of the regression model with  $F = 966.300$ ,  $p < 0.05$  emphasize that the multiple regression model is consistent with the overall study and can be used. The Multiple Linear Regression analysis reflects that Conscientiousness ( $\beta = 0.332$ ) which has more influence on Employee Engagement followed by Civic Virtue ( $\beta = 0.267$ ), then Sportsmanship (0.236), then Altruism (0.189) and Courtesy ( $\beta = 0.131$ ) has least influence on Employee Engagement.

### Objective 3

To make a comparative study between private and public sector banks with respect to various attributes of OCB i.e. Altruism, Courtesy, Sportsmanship, Civic Virtue And Conscientiousness and also on the basis of ownership, gender and experience. To focus on the above objective the Independent Sample  $T$ -test and One-Way ANOVA has been done.

Table 3. Group statistics

Variable	Private		Public	
	N	Mean	N	Mean
Altruism	42	3.10	42	3.50
Courtesy	42	4.86	42	4.93
Sportsmanship	42	2.57	42	2.83
Civic virtue	42	3.40	42	3.88
Conscientiousness	42	3.17	42	3.31
Organizational citizenship behaviour	42	17.10	42	18.45

Table 4. Analysis based on independent sample  $T$ -test.

Hypothesis	Sig (2 Tailed)	Remarks
H0a: There exists no significant difference of Organizational Citizenship Behaviour between the employees of Private and Public Sector Banks on the basis of ownership.	$T$ -value = .977 .331 $\geq$ .05	H0a Accepted
H1a: There exists significant difference of Organizational Citizenship Behaviour between the employees of Private and Public Sector Banks on the basis of ownership.		

Hypothesis	Sig (2 Tailed)	Remarks
H0b: There exists no significant difference of Altruism between the employees of Private and Public Sector Banks. H1b: There exists significant difference of Altruism between the employees of Private and Public Sector Banks.	$T\text{-value} = 1.199$ $.234 \geq .05$	<i>H0b</i> Accepted
H0c: There exists no significant difference of Courtesy between the employees of Private and Public Sector Banks. H1c: There exists significant difference of Courtesy between the employees of Private and Public Sector Banks.	$T\text{-value} = 1.159$ $.874 \geq .05$	<i>H0c</i> Accepted
H0d: There exists no significant difference of Sportsmanship between the employees of Private and Public Sector Banks. H1d: There exists significant difference of Sportsmanship between the employees of Private and Public Sector Banks.	$T\text{-value} = 1.086$ $.281 \geq .05$	<i>H0d</i> Accepted
H0e: There exists no significant difference of Conscientiousness between the employees of Private and Public Sector Banks. H1e: There exists significant difference of Conscientiousness between the employees of Private and Public Sector Banks.	$T\text{-value} = 1.473$ $.637 \geq .05$	<i>H0e</i> Accepted
H0f: There exists no significant difference of Civic virtue between the employees of Private and Public Sector Banks. H1f: There exists significant difference of Civic virtue between the employees of Private and Public Sector Banks.	$T\text{-value} = 1.290$ $.201 \geq .05$	<i>H0f</i> Accepted
H0g: There exists no significant difference of Organizational Citizenship Behaviour between the employees of Private and Public Sector Banks on the basis of gender. H1g: There exists significant difference of Organizational Citizenship Behaviour between the employees of Private and Public Sector Banks on the basis of gender.	$T\text{-value} = 1.891$ $.095 \geq .05$	<i>H0g</i> Accepted

Table 5. Analysis based on one-way ANOVA

H0h: There exists no significant difference of Organizational Citizenship Behaviour between the employees of Private and Public Sector Banks on the basis of experience of employees. H1h: There exists significant difference of Organizational Citizenship Behaviour between the employees of Private and Public Sector Banks on the basis of experience of employees.	$F = .379$ $p\text{-value} = .769$ ( $\geq .05$ )	<i>H0h</i> Accepted
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### Interpretation

Tables 3 and 4 specifies that there exists no significant difference of organizational citizenship behaviour in private and public sector banks in Kolkata. As far as statistical analysis is considered there also exists no significant difference of altruism, courtesy, sportsmanship, civic virtue and conscientiousness between private and public sector banks and also on the basis of gender and ownership. As far as mean value is concerned, it is higher among the employees of public sector banks with respect to organizational citizenship behaviour i.e. altruism, courtesy, sportsmanship, civic virtue and conscientiousness. Table 5 represents that there exists no significant difference of organizational citizenship behaviour based on the experience of employees.

### Findings

Monitoring effectively the organizational citizenship behaviour can be one of the appropriate tool to nurture the best talent in the organization. The multiple linear regression analysis reflects that conscientiousness which has more influence on employee engagement followed by civic virtue and courtesy has least influence on employee engagement. There exists no significant difference of organizational citizenship behaviour and its attributes among the employees of private and public sector banks and also on the basis of gender and experience of employees but the mean value emphasis that organizational citizenship behaviour and its attributes has higher value among the employees of public sector banks compared to private. *The organisation can follow stimulus-*

*organism-response behaviour model to design an effective organizational citizenship behaviour which will lead to a proactive employee engagement.*

### **Selection behaviours**

The organisation should focus on specific goals of the employees while selecting them. The selection process should be directed towards personal development and resource investment. During selection process organization should identify individuals with compatible goal. Every individual has different motive to work in the organization and this need directs him / her towards different course of future action. To inculcate a conducive organizational citizenship behaviour, organization should be transparent with respect to all its human resource policies. Thus, a favourable organizational citizenship behaviour will lead an effective employee engagement.

### **Optimization behaviours**

The organization should continuously facilitate in improving the behaviour of the employees. This initiative of changing the behaviour of the individuals could be attained through proper sensitivity training and behavioural modelling. Inducting employees with positive behaviour will not only enhance the organizational citizenship behaviour among the employees but also will stimulate proper Employee Engagement in the organization.

### **Compensation behaviours**

This behaviour of the organization facilitate the allocation of resources in an optimized manner in the pursuit of employees' goals. This allocation of resources should be unbiased, free from nepotism and justiciable. Proper compensation behaviours of the organization will create a sense of belongingness of the employees towards the organization and inculcate a favourable organizational citizenship behaviour which in turn enhance effective Employee Engagement in the organization.

## **Conclusion**

The way workers act will contribute to the success or failure of the organisation. All organisations dream of skilled, completely engaged workers, enthusiastic and happy with their jobs and the tasks they perform, loyal to the organisation, inclined to cooperate and share information, etc. Engaged workers are only capable of developing and introducing technologies, promoting good customer relations, enhancing the quality of processes and goods, and therefore continually working towards the improvement of the efficiency of the company. That is why businesses need to look for ways to recruit talented people, and then initiate and improve the desired behaviours among employees. Those organisations who realises this fact contribute a lot to inculcate organizational citizenship behaviour among the employees to promote effective employee engagement.

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Received 17.07.2022

# Организационное гражданское поведение: шаг к эффективной вовлечённости сотрудников в банковском секторе

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**Аннотация.** *Цель.* Организационное гражданское поведение — это концепция, используемая для описания всех продуктивных и конструктивных действий и установок работников, которые не являются частью их формальной работы. Сотрудники делают что-то по своей воле, в чем проявляется уважение к их друзьям, что помогает компании в целом. В этой статье говорится о том, насколько эффективно отслеживание различных аспектов организационного поведения граждан может привить эффективное участие сотрудников в организации. *Дизайн исследования.* Было проведено предварительное исследование с участием 84 респондентов из государственных и частных банков Калькутты. *Выводы.* Результаты показали, что организационное гражданское поведение имеет значительную связь с вовлечённостью сотрудников. Такая составляющая организационного гражданского поведения, как добросовестность, оказывает большее влияние на вовлечённость сотрудников, а вежливость оказывает наименьшее влияние на вовлечённость сотрудников. Не существует значимых различий в организационном гражданском поведении среди сотрудников в отношении формы собственности банка (частная или государственная), пола сотрудников, опыта работы и в отношении различных аспектов организационного гражданского поведения. *Последствия для практики.* В этом исследовании основное внимание уделяется тому, что если организация будет следовать проактивной стратегии по внедрению организационного гражданского поведения, то есть по модели поведения «стимул — организм — реакция» (*stimulus organism response model, SOR*), то это, в свою очередь, повысит вовлечённость сотрудников в организацию. *Оригинальность.* Обзор литературы показывает, что исследования в этой области в банковском секторе Индии не проводились.

**Ключевые слова:** организационное гражданское поведение; вовлечённость сотрудников; альтруизм; вежливость; честная игра; гражданская добродетель; добросовестность.