The Effective Factors towards Organizational Citizenship Behaviour in Banking Industry

Author's Details:
[1] **Amneh Abdallah Yousef Almaqableh-**School of Business Innovation & Technopreneurship - University Malaysia Perlis, Malaysia [2]**Idris Bin Mohd Noor-**School of Business Innovation & Technopreneurship University Malaysia Perlis, Malaysia

Introduction

Organizational citizenship behaviour (OCB) has experienced understated definitional reviews since the concept was invented in the 1980s. Nonetheless, the concept rests the same at its essential. The concept of OCB is meant anything that workers select to attain, impulsively and of their consensus, which over and over again lies separate of their definite predetermined responsibilities (Bies 1989). Organizational citizenship behavior or organizational citizenship behaviour (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. There is another definition which describes organizational citizenship behavior as a concept that includes whatever thing affirmative and positive that workers do, of their particular preference, which helps co-workers and supports the corporation. Generally, workers who repeatedly participate in OCB may not continuously be the topmost players (nevertheless they could be, as job presentation is connected to OCB), however they are the individuals who are recognized to 'go the additional mile' or 'go overhead and beyond' the lowest efforts compulsory to do only acceptable work. Therefore, any organization will get advantages from encouraging workers to participate in OCB, as it has been revealed to upsurge efficiency, productivity and consumer gratification, and decrease prices and proportions of incomings and absenteeism (Podsakoff et al. 2009; Zaghini et al. 2015)

The OCB may not continuously be straight and officially documented or satisfied by the corporation, over wages increases or elevations for instance, however of course OCB may be reproduced in promising manager and co-worker scores, or well outcome assessments (Noruzy et al. 2011). In this way, it can smooth upcoming recompense improvement circuitously. As a final point, and disapprovingly, OCB must 'indorse the operative working of the company' (Fox et al. 2012).

Nowadays, OCB is theorized as identical with the notion of background performance, well-defined as 'performance that increases the psychological and social setting in which duty performance takes place'(Kumar & Shah 2015). While this reproduces the stretchy nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get known and pleased for engaging in OCB (Van Scotter & Motowidlo 1996; Dalal 2005), the informal thoughtful of OCB as going 'the additional mile' or 'overhead and beyond' to assist others at work is an impression that many are acquainted with, and these thoughts endure to be a general method of hypothesizing OCB. Characteristic instances of OCB comprise presenting to assist a stranger to become acquainted with his/her character and the workplace, a collaborator who may be stressed with targets, or volunteering to alteration changes. Prominently, OCB also includes organizational-related performances such as employed overtime deprived of (expectation of) payment, or volunteering to consolidate office-wide purposes.

Organizational citizenship behavior and transformational change

The banking Commerce is a service trade where the performance is assessed based on the number of clients who maintain with the bank due to receive greater client service. Therefore, the task of the service workers is very important especially those whose location is in the front, and they play a main role in accomplishing corporation services (Shanka 2012). The individuals are workers who epitomize a main organizer in carrying out of association banking policy (Rod et al. 2016). The organization citizenship behavior (OCB) has a diversity of methods counting unselfishness, politeness, sportsmanship, public asset and scrupulousness (Okurame 2012). Since organization citizenship behaviors are a smaller amount probable to be

officially satisfied than are obligatory job behaviors, they are seemingly achieved by inherent inspiration mechanism (Braun et al. 2012).

Findings of Pearson correlation coefficient propose that there is an important association between citizenship behavior and the profitability of Bank Mellat. Also, the results from regression analysis exposed that scopes of civil contribution and admiration forecast (Nawaser et al. 2015).

The determination of this study is to deliver well thoughtful of the significance of OCB and the dynamics that influence OCB in the financial sector. This study aims to discover what could provoke OCB between the banking workers for enhancing business operational. This study also aims to provide a conceptual framework on the relationship between organizational citizenship behavior and transformational change.

The current trend of organizational citizenship behavior

Even though the past literature works paid attention to the backgrounds of citizenship behavior, it has not dedicated an aggregating amount of consideration to the magnitudes of OCBs. Therefore, the current literature has extended the scope of organizational citizenship behavior through dedicating on two main subjects namely the impacts of OCBs on performance based on managerial assessments and decisions regarding promotions, pay increases, etc., and the impacts of OCBs on organization success and managerial outcome (Podsakoff et al. 2000). The organizational citizenship behavior is also measured based on seven scopes of managerial performance namely facilitating behavior, sportsmanship, managerial faithfulness, managerial obedience, single inventiveness, a public asset, and self-enlargement (Podsakoff et al. 2000).

Transformational leaders stimulate their subordinates to achieve countless achievements through collaborating high prospects by via cyphers to emphasis exertions and via articulating significant drives. Transformational leaders incline to pay considerable consideration to inter individual changes amid their subordinates and frequently act as mentors to their subordinates, characteristically education and directing the subordinates with individual personal attention. Meanwhile, charismatic leaders have great control and effect, the employees have a high grade of trust and sureness in them and want to recognize them. Charismatic leaders inspire and excite their employees with the idea that they may be able to achieve countless activities.

Dependent Variable Organizational Citizenship Behaviour

Organizational Citizenship Behaviour defines as an 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** (Organ 1988).

The literature suggests that organizational citizenship behaviour is a driver factor towards efficiency worker outcome and welfare as well as business.

(Pavalache-Ilie 2014) Emphasizes that people pleased with their work be likely to accept organizational citizenship behaviours repeatedly. These behaviours are related to the internality, self-efficacy, and length of service within the organization.

The top management support is very important to easily create acceptable work environment with wide satisfaction from the workers. (Bolino et al. 2015), found that contemplative workers who are supportive with their managers and colleagues, eager to make negotiations and sacrifices and have less level of work stress.

The effect of OCB on worker performance can be seen from threefold. First, employees who participate in OCB incline to obtain well performance scores by their bosses (Mahembe & Engelbrecht 2014). This might be for the reason that workers who participate in OCB are willingly loved more and supposed more positively, or it might be owing to more work-related motives (Podsakoff et al. 2009; Acaray & Akturan 2015). The items included in this scale were based on the definitions of the five dimensions of OCB described by (Organ 1988), namely, altruism, courtesy, sportsmanship, conscientiousness, and civic virtue.

Conscientiousness.

Conscientiousness refers to impersonal behavior that benefits the organization as a whole. In other words, it refers to behavior that is not directed at another individual. Examples of conscientiousness include an employee adhering to an organization's rules and regulations or an employee not using all of their vacation or sick days.

Sportsmanship.

Sportsmanship is an employee's willingness to deal with poor situations without complaining. It is the only form of OCB that involves declining to participate in certain behaviors. For example, not engaging in gossip and not complaining about office size would be considered good sportsmanship.

Courtesy.

Courtesy is demonstrated by preventing organization problems through communication and general consideration for others. The courteous behaviors attempt to prevent other employees from encountering unpleasant surprises.

Civic Virtue

Civic virtue is participating in the life and culture of the organization; this is not considered behavior that is targeted at individuals, rather, this behavior targets the organization. An example of civic virtue would be attending company events, such as meetings or picnics, which are not required for employees. It also includes contributing opinions on important organizational issues.

Helping behavior.

Helping behavior includes altruism, peacekeeping, and cheerleading. Some examples of helping behavior include volunteering to orient a new employee, solving conflicts among employees, and acknowledging fellow employees' accomplishments.

Independent Variables

Emotional Intelligence Leadership and Transformational Leadership

Emotional intelligence defines as the ability to understand and manage your **emotions**, and those of the people around you. People with a high degree of **emotional intelligence** know what they're feeling, what their **emotions** mean, and how these **emotions** can affect other people (Schutte et al. 1998).

The emotional intelligence leader was shown to be an effective determinant for transformation leadership in several sectors. (Cavazotte et al. 2012), investigates the effects of intelligence, personality traits and emotional intelligence on transformational leadership and the effective performance of leaders in the organizational context. The emotional intelligence was measured based on four sub-dimensions of the construct: (1) perception of one's emotions; (2) perception of emotions of other individuals; (3) use of emotions; and (4) regulation or control of emotions. This study found that the emotional intelligence is statistically related to transformational leadership if considered in isolation. (F??llesdal & Hagtvet 2013), assesses to what extent emotional intelligence as the ability (EI) can predict transformational leadership and found a supportive relationship.

The aptitude to apprehend others' emotions, persuading, incentive, conflict resolve and explanations for collaboration are amongst the greatest effective skills recognized as indispensable for leaders and efficacious directors (Lew et al. 2013). The emotion intelligence also has a positive effect on the performance through transnational leadership. (Shahhosseini et al. 2013), investigated the relationships between EI, leadership styles

among 192 managers. Emotional intelligence was evaluated employing the Schutte Emotional Intelligence Scale and while the Bass and Avolve leadership styles scale were also adapted. Finally, job performance was measured by immediate managers. Results showed that emotional intelligence was positively correlated with emotion in job performance.

Therefore, this study hypothesizes that:

H1: Emotional Intelligence Leadership has Positive Relationship with Transformational Leadership

Transformational leadership and the level of OCB

Transformational leadership is **defined** as a **leadership** approach that causes a change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into **leaders** (Bass 1997)

Transformational leadership has been recognized to be an effective driver to OCB achievement in several aspects. However, the results differ from one country to another. (Choudhary et al. 2016), explores the relationship between transformational leadership and organizational citizenship behavior across three different cultures in China, India, and Australia. The results showed that there was a significant relationship between transformational leadership and OCB in China and Australia, but partially in India.

(Rodrigues & Ferreira 2015), investigated the impact of transactional and transformational leadership styles on organizational citizenship behaviors. The sample consisted of 213 workers of both genders who answered the Multifactorial Leadership Scale and the Organizational Citizenship Behaviors (OCB) Scale. The transnational leadership was measured under four dimensions namely types of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. The transformational leadership style positively predicted the dimensions of OCB associated to the creative suggestions related to the system; to the creation of a favorable organizational climate in the external environment; to self-training and cooperation among colleagues; transformational leadership style showed greater predictive power on OCB than transactional leadership (Rodrigues & Ferreira 2015).

.Transformational leaders deliver intellectual inspiration and stimulating jobs to their Subordinates who experience greater job satisfaction. Through personalized deliberation, stimulating incentive, and exemplification, these leaders shape trust and may upsurge the degree of inherent incentive and readiness for additional role behavior (Nahum-Shani & Somech 2011).

There are six dimensions of transformational leadership namely fostering collaboration, intellectual stimulation, providing an appropriate model, high performance expectations, articulating a vision, and providing individual support (Wang et al. 2005)

Therefore, this study hypothesizes that:

H2: Transformational leadership is positively related to the level of OCB

Mediating Variable

The effect of EQ on transformational leadership and OCB

Emotional quotient is defined as a set of skills or competencies, which provide human resource professionals, managers, and anyone in the world of work, with a comprehensive tool to define, measure and develop emotional skills'(Mandell & Pherwani 2003).

The EQ is a fundamental typical of transformational leaders (Sun & Anderson 2012). EQ helps in offering the ability to deliver personalized deliberation and understand subordinates' requirements (Basham 2012). The ability to comprehend self and others and have control of one's emotions are the necessities for a

transformational leader to provide inspirational motivation or personalized effect (Dóci & Hofmans 2015). Transformational leaders improve the OCB of the subordinates over inspiration. The inspirational motivation delivered by transformational leaders by creating communal expectations and trust might be the result of the emotional intelligence of the leaders (Cheung & Wong 2011). EI is the easier constituent of entire intelligence and that it supports to together expert and individual lives (Arrighetti et al. 2014; Cavazotte et al. 2012). The EI was measured based on five dimensions namely Self-Awareness, Handling Emotions, Motivation, Empathy and Social Skills (Conte 2005; Rathi & Rastogi 2009)

Therefore, this study hypothesizes that:

H3: EQ on transformational leadership has mediated effect between (Emotional Intelligence Leadership, Transformational Leadership) and Organizational Citizenship Behaviour in Banking Industry

Conceptual Development
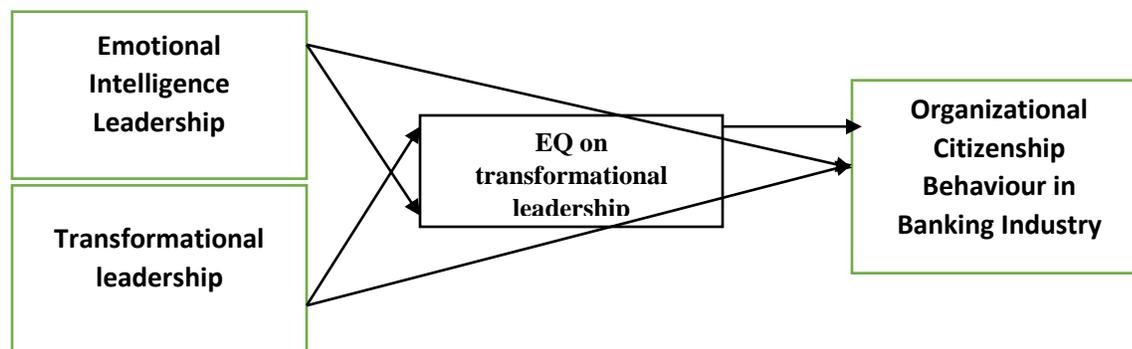
References

Acaray, A. & Akturan, A., 2015. The Relationship between Organizational Citizenship Behaviour and Organizational Silence. *Procedia - Social and Behavioral Sciences*, 207, pp.472–482.

Arrighetti, A., Landini, F. & Lasagni, A., 2014. Intangible assets and firm heterogeneity: Evidence from Italy. *Research Policy*, 43(1), pp.202–213.

Basham, L.M., 2012. Transformational and Transactional Leaders in Higher Education. *SAM Advanced Management Journal*, 77(2), pp.15–23.

Bass, B.M., 1997. Does the transactional-transformational leadership paradigm transcend organizational and national boundaries? *American Psychologist*, 52(2), pp.130–139.

Bies, R.J., 1989. Organizational Citizenship Behavior: The Good Soldier Syndrome. *Academy of Management Review*, 14(2), pp.294–297.

Bolino, M.C. et al., 2015. "Well, I'm tired of tryin'!" Organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology*, 100(1), pp.56–74.

Braun, T., Müller-Seitz, G. & Sydow, J., 2012. Project citizenship behavior? - An explorative analysis at the project-network-nexus. *Scandinavian Journal of Management*, 28(4), pp.271–284.

Cavazotte, F., Moreno, V. & Hickmann, M., 2012. Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance. *Leadership Quarterly*, 23(3), pp.443–455.

Cheung, M.F.Y. & Wong, C., 2011. Transformational leadership, leader support, and employee creativity.

Leadership & Organization Development Journal, 32(7), pp.656–672.

Choudhary, N., Kumar, R. & Philip, P.J., 2016. Effects of transformational leadership on follower's organizational citizenship behavior: The moderating role of culture. *Prabandhan: Indian Journal of Management*, 9(7).

Conte, J.M., 2005. A review and critique of emotional intelligence measures. *Journal of Organizational Behavior*, 26(4), pp.433–440.

Dalal, R.S., 2005. A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*, 90(6), pp.1241–1255.

Dóci, E. & Hofmans, J., 2015. Task complexity and transformational leadership: The mediating role of leaders' state core self-evaluations. *Leadership Quarterly*, 26(3), pp.436–447.

F?llesdal, H. & Hagtvet, K., 2013. Does emotional intelligence as ability predict transformational leadership? A multilevel approach. *Leadership Quarterly*, 24(5), pp.747–762.

Fox, S. et al., 2012. The deviant citizen: Measuring potential positive relations between counterproductive work behaviour and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 85(1), pp.199–220.

Kumar, M.M. & Shah, S.A., 2015. Psychometric Properties of Podsakoff ' s Organizational Citizenship Behaviour Scale in the Asian Context. *The International Journal of Indian Psychology*, 3(1), pp.51–60.

Lew, Y.K., Sinkovics, R.R. & Kuivalainen, O., 2013. Upstream internationalization process: Roles of social capital in creating exploratory capability and market performance. *International Business Review*, 22(6), pp.1101–1120.

Mahembe, B. & Engelbrecht, A.S., 2014. The relationship between servant leadership, organisational citizenship behaviour and team effectiveness. *SA Journal of Industrial Psychology*, 40(1), p.10 pages.

Mandell, B. & Pherwani, S., 2003. Relationship between emotional intelligence and transformational leadership style: A gender comparison. *Journal of Business and Psychology*, 17(3), pp.387–404.

Nahum-Shani, I. & Somech, A., 2011. Leadership, OCB and individual differences: Idiocentrism and allocentrism as moderators of the relationship between transformational and transactional leadership and OCB. *Leadership Quarterly*, 22(2), pp.353–366.

Nawaser, K. et al., 2015. Organizational citizenship behavior and bank profitability: Examining relationships in an Iranian bank. *Asian Social Science*, 11(12), pp.11–24.

Noruzy, A. et al., 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), pp.842–847.

Okurame, D., 2012. Impact of career growth prospects and formal mentoring on organisational citizenship behaviour. *Leadership & Organization Development Journal*, 33, pp.66–85.

Organ, D.W., 1988. Organizational Citizenship Behavior (Book). *Personnel Psychology*, 41(4), pp.862–865. Available at: http://content.ebscohost.com/ContentServer.asp?T=P&P=AN&K=6265965&S=R&D=bth&EbscoContent =dGJyMNLe80SeqLQ4yNfsOLCmr0qepq5Ssay4SLWWxWXS&ContentCustomer=dGJyMPGuslGvqrdK uePfgeyx4Ivn%5Cnhttp://content.ebscohost.com/ContentServer.asp?T=P&P=AN&K=6265965-97376-0.

Pavalache-Ilie, M., 2014. Organizational Citizenship Behaviour, Work Satisfaction, and Employees'

Personality. *Procedia - Social and Behavioral Sciences*, 127, pp.489–493.

Podsakoff, N.P. Et al., 2009. Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psycholychol*, 94(1), pp.122–141.

Podsakoff, P.M. et al., 2000. Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), pp.513–563.

Rathi, N. & Rastogi, R., 2009. Assessing the relationship between emotional intelligence, occupational self-efficacy, and organizational commitment. *Journal of the Indian Academy of Applied Psychology*, 35(spec iss), pp.93–102.

Rod, M., Ashill, N.J. & Gibbs, T., 2016. Customer perceptions of frontline employee service delivery: A study of Russian bank customer satisfaction and behavioural intentions. *Journal of Retailing and Consumer Services*, 30, pp.212–221.

Rodrigues, A. de O. & Ferreira, M.C., 2015. The Impact of Transactional and Transformational Leadership Style on Organizational Citizenship Behaviors. *Psico-USF, Bragança Paulista, v*.

Schutte, N. et al., 1998. Development and validation of a measure of emotional intelligence. *Personality and Individual Differences*, 25(2), pp.167–177.

Van Scotter, J.R. & Motowidlo, S.J., 1996. Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology*, 81(5), pp.525–531.

Shahhosseini, M., Silong, A.D. & Ismaill, I.A., 2013. Relationship Between Transactional, Transformational Leadership Styles, Emotional Intelligence and Job Performance. *Researchers World: Journal of Arts, Science & Commerce*, 4(1), pp.15–22.

Shanka, M.S., 2012. Bank Service Quality, Customer Satisfaction, and Loyalty in Ethiopian Banking Sector. *Journal of Business Administration and Management Sciences Research*, 1(1), pp.1–9.

Sun, P.Y.T. & Anderson, M.H., 2012. The Importance of Attributional Complexity for Transformational Leadership Studies. *Journal of Management Studies*, 49(6), pp.1001–1022.

Wang, H. et al., 2005. Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal*, 48(3), pp.420–432.

Zaghini, F. et al., 2015. Gli infermieri e il "Comportamento di Cittadinanza Organizzatva": contributo alla validazione italiana della scala di Podsakoff et al. *La Medicina del lavoro*, 106(6), pp.460–471.