

Navigating organizational dynamics : Insights on culture and citizenship behaviour

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Abstract

This study explores the intricate relationship between organizational culture and employee's organizational citizenship behavior (OCB), recognizing the pivotal role of organizational dynamics in shaping workplace behaviors. By synthesizing existing literature, the research aims to elucidate the fundamental concepts of OCB and organizational culture, shedding light on their constituent elements and potential interplay. Through a comprehensive review of scholarly works, the study underscores the significance of specific organizational culture frameworks in fostering positive OCB among employees. Notably, it highlights the factors contributing to favorable responses and actions within distinct organizational cultures, emphasizing the importance of cultivating environments conducive to employee engagement and discretionary efforts. By examining these dynamics, the research aims to provide insights that inform organizational leaders and practitioners in effectively managing organizational culture to enhance employee behaviors and overall organizational effectiveness.

Subject Classification: 62P25, 91C05.

Keywords: Organizational culture, Discretionary behaviours, Organizational effectiveness, Organizational citizenship behaviours (OCB).

Introduction

Organizations must maximize limited resources, especially human capital, in today's competitive business landscape to stay ahead. Organizational Citizenship Behaviours (OCB) goes beyond job roles, which is crucial for success. Employers value proactive engagement beyond performance standards, fostering a holistic benefit to the organization. OCB, identified in organizational psychology, encompasses actions that significantly contribute to success. This includes teamwork, innovation, and a positive work environment, which is essential for achieving organizational goals in the face of globalization and evolving practices [1].

While the influence of employee behavior on performance is evident in service industries like hospitals and hotels, the significance of Organizational Citizenship Behaviours (OCBs) is often underestimated [2]. OCBs, which extend beyond service sectors, play a pivotal role in enhancing organizational efficiency in both public and commercial domains. They are not just about individual success but prioritize collective success, thereby significantly boosting organizational effectiveness and performance [2].

Fostering a conducive internal environment is vital for cultivating OCBs. Organizational culture significantly shapes the milieu, subtly

influencing employee behavior [3]. A supportive organizational culture can bolster positive attitudes and behaviors among employees. In recent years, organizational culture has gained significant scholarly attention and is recognized as crucial for success. Early research focused on why American businesses struggled to compete with culturally diverse nations, particularly Japan.

This research unveiled how cultural dynamics go beyond borders, emphasizing the need to understand diverse organizational cultures.

Methodology

This study employs a retrospective analysis to explore the evolution of Organizational Citizenship (OC), Organizational Citizenship Behaviour (OCB), and their relationship before and after 2000. The selection of 2000 as a delineation point is motivated by significant shifts in organizational dynamics and scholarly discourse around that time. By conducting a comprehensive literature review encompassing works published before and after 2000, this study aims to discern any changes or consistencies in the conceptual understanding of OC and OCB over time. Additionally, this research endeavors to construct a conceptual framework illustrating the influence of Organizational Culture (OC) on OCB. By synthesizing insights from past studies, this framework aims to elucidate how organizational culture shapes employee attitudes and behaviors, providing theoretical underpinnings for fostering OCB in contemporary organizational settings.

Organisational Culture

Organizational culture includes the behaviors, shared values, attitudes, and beliefs that characterize an organization. It is the glue that binds employees together and guides their actions. The organization's history, leadership style, mission, and external environment often shape this culture. Fey and Denison [4] state that organizational cultures prioritize strong sense of mission, adaptability, consistency, teamwork, employee involvement, and empowerment that fosters a strong sense of ownership among staff members. In a healthcare study, Sen *et al.* [5] found that outcomes, team orientation, and attention to detail were lacking, with perceptions consistent across demographics. This suggests a uniform but potentially outdated organizational culture, which leaders can intentionally shape over time, as culture is dynamic but evolves through deliberate efforts.

Table 1
Exploring Perspectives on Organizational Culture and Its Sub-themes: A Conceptual Analysis

Theme	Sub-theme	Authors & years before 2000	Remarks	Authors & years after 2000	Remarks
Organizational Culture	Conceptual Definition	Koberg and Chusmir (1987) [6]	Shared values and beliefs shaping organizational life	Sen <i>et al.</i> (2023) [7]	Discusses cultural impact on behavior, commitment, performance.
	Components	Heskett and Kotter (1992) [8]	Values and behavior persisting over time	Berson <i>et al.</i> (2008) [9]	Identifies innovative, bureaucratic, supportive culture dimensions.
	Innovation	Wallach (1983) [10]	Thriving in risk-taking environments	Ireland <i>et al.</i> (2003) [11]	Emphasis on entrepreneurial orientation, risk-taking, adventurous environments.
	Bureaucratic Orientation	Wallach (1983) [10]	Characteristics and implications of bureaucratic cultures	Berson <i>et al.</i> (2008) [9]	Pronounced emphasis on efficiency, rules, and regulations.
	Supportive Culture	O'Reilly <i>et al.</i> (1991) [12]	Cultures promoting safety and collaboration	Berson <i>et al.</i> (2008) [9]	Emphasis on respectful treatment, welcoming environment.

Source: Author Compilation

Organisational Citizenship Behaviours (OCB)

Organizational Citizenship Behaviours (OCB) comprises voluntary actions by employees benefiting the organization beyond their formal duties. These altruistic, conscientious acts are vital for organizational effectiveness, fostering positive environments, enhancing relationships, and boosting overall performance despite lacking formal recognition.

Roethlisberger and Dickson [13] categorize OCB into productivity and cooperation, which involves helping behaviors and productivity encompassing formal work duties. Podsakoff *et al.* [14] Voluntary actions to assist others and prevent work issues.

Table 2
Examining Perspectives on Organizational Citizenship Behavior and Its Sub-themes: A Conceptual Overview

Theme	Sub-theme	Authors & years before 2000	Remarks	Authors & years after 2000	Remarks
Organisational Citizenship Behaviour	Conceptual Definition	Organ (1988) [1]	Discretionary behavior promoting effectiveness	Organ, D. W. (2018) [15]	Discretionary behavior promoting org. effectiveness
	Universal	Roethlisberger and Dickson (1964) [13]	Studies demonstrating universal relevance	Farh <i>et al.</i> (2004), [16]	Empirical research across industries; contributes to effectiveness
	Self-development	George and Brief (1992) [17]	Deliberate actions for personal advancement	Podsakoff <i>et al.</i> (2000) [14]	Actions to advance competencies; contribute broadly
	Loyalty	George and Jones (1997) [18]	Demonstrating organizational loyalty	Panigrahi, A. <i>et al.</i> (2023) [19]	Importance for customer retention

Source: Author Compilation

Organizational Culture and Organizational Citizenship Behaviour

The dynamic interplay between organizational culture and organizational citizenship behavior (OCB) is a pivotal focus in organizational psychology. Organizational culture, defined by shared values and norms, profoundly shapes employee attitudes and actions. A

Table 3
Analyzing Perspectives on Organizational Culture and Organizational
Citizenship Behaviour, Including Sub-themes

Theme	Sub-theme	Authors & years before 2000	Remarks	Authors & years after 2000	Remarks
Organizational Culture & Organizational Citizenship Behaviour	Innovation	Wallach (1983) [10]	Prioritizes entrepreneurship, creativity	Ireland <i>et al.</i> (2003) [11]	Explores culture's impact on commitment, performance
	Hierarchy	Sherman and Smith (1984) [20]	Emphasizes formalization, hierarchy	Williams <i>et al.</i> (2007) [21]	Entrepreneurial culture positively correlates with extra-role.
	Relationship	Wayne <i>et al.</i> (1997) [22]	Supports better citizenship behaviours	Ebrahimpour <i>et al.</i> (2011) [2]	Highlights OCB-organizational climate relationship

Source: Author Compilation

positive culture cultivates an atmosphere conducive to OCB, where employees willingly go beyond their job descriptions to benefit the organization. Research indicates supportive and inclusive cultures inspire behaviors like aiding colleagues and participating in decision-making, while toxic or hierarchical cultures hinder such actions. Understanding this relationship is crucial for leaders fostering engagement, collaboration, and organizational effectiveness.

Tables 1, 2, and 3 comprehensively examine Organizational Culture (OC) and Organizational Citizenship Behaviour (OCB) before and after 2000. They cover various sub-themes, such as conceptual definitions, components, and relationships between OC and OCB. Figure 1 illustrates a conceptual framework derived from these ideas, showcasing how organizational culture influences employee behavior and shapes OCB. It emphasizes the significance of a positive culture in facilitating behaviors that contribute to organizational success.

Conceptual Framework of the Study:

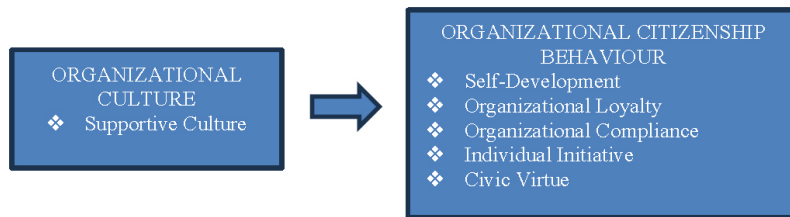


Figure 1

Relationship between Organizational Culture and Citizenship Behavior

Conclusion and suggestions:

This study highlights the importance of understanding factors shaping employee performance, emphasizing organizational citizenship practices and culture. Fostering creative, supportive, and non-bureaucratic cultures enhances organizational citizenship behaviors, increasing satisfaction, loyalty, and performance. Managers should promote innovation, flexibility, and trust to drive positive outcomes. However, limitations include reliance on theoretical frameworks and overlooking the dynamic nature of organizational cultures. Future research should address these limitations and explore the multidimensional nature of organizational culture across diverse contexts to enrich our understanding comprehensively.

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