A STUDY ON FACTORS AFFECTING THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES WORKING IN BANKING SECTOR

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C E R T I F I C A T E

This is to certify that this Dissertation entitled "A STUDY ON FACTORS AFFECTING THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES WORKING IN BANKING SECTOR" has been prepared by MARY SANTRA, YAKOB LIMPSON VITHAYATHIL and ANNWIN VARGHESE under my supervision and guidance in partial fulfilment of the requirements for the award of the Degree of Bachelor of Commerce of the Mahatma Gandhi University. It has not previously formed the basis for the award of any Degree, Fellowship, Associateship etc.

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DECLARATION

We hereby declare that the project "A STUDY ON FACTORS AFFECTING THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES WORKING IN BANKING SECTOR" is our original work and has not been submitted earlier to MG University or to any other Universities. We have undertaken this project work in partial fulfilment of the requirements of B.Com 2020-2023 in Bharata Mata College, Thrikkakara, Ernakulam affiliated to MG University, Kottayam.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Organizational citizenship behavior is a person's voluntary commitment inside a firm or organization that is not a part of their contractual obligations, according to industrial and organizational psychology. Employees' discretionary efforts made for the organization's benefit without any anticipation of compensation are what define OCB. Over the past three decades, OCB has developed into a potent idea. In general, OCB has been associated with improved productivity and profitability, innovation and process improvement, better customer satisfaction and retention, and most importantly, the ability of the staff to manage various organizational uncertainties.

The definition of OCB has developed with use. In 1988, Organ wrote the formative definition that OCB is "individual behavior that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization"

Altruism, conscientiousness, civic virtue, sportsmanship, and courtesies were included in Organ's (1988) extended classification of OCBs. The five OCBs identified by Organ (1988) each have a definition that may be summed up as follows.

Altruism: Actions that show a willingness to aid coworkers in carrying out their tasks, such as supporting new hires or those with excessive workloads.

Conscientiousness: Refers to actions that show a person is paying close attention while performing his or her job, such as meticulously following protocol or keeping to the scheduled working hours.

Civic virtue: Consists of actions that demonstrate a strong feeling of responsibility towards the organization, such as giving advice and suggestions or attempting to find solutions to issues in order to increase productivity.

 Sportsmanship: Sportsmanship is associated with showing support for the organization and a positive attitude, frequently highlighting its greatest qualities and avoiding focusing on its flaws.

Courtesy: Includes behaviors that show a special focus on building relationships that are characterized by compassion and cooperation, such as making an effort to avoid conflicts and being willing to put others' needs before your own.

In this study we are going to look at the OCB among employees working in the banking industry. Here we are intending to find out the factors influencing Organizational Citizenship Behavior of employees working in the banking industry.

1.2 STATEMENT OF PROBLEM

Here we are studying Organizational Citizenship Behavior among the employees working in the banking industry. In this study, we are going to look at the extent of OCB among banking employees by analyzing the activities of banks and attitude of employees under the five factors that influence OCB. Those factors are Altruism, Conscientiousness, Civic Virtue, Sportsmanship and Courtesy.

1.3 SIGNIFICANCE OF STUDY

In this modern world, the main problem faced by the organizations is the retention of skilled, qualified, and competent employees. People are switching jobs in search of better opportunities. This increased employee turnover will create huge cost on the company. And it will also result in inefficient working of the company due to lack of skilled employees. So, here we are looking into the factors that influence OCB among banking employees. OCB is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. In this study we will see, the extent of OCB among people work in banks.

1.4 SCOPE OF STUDY

This study is based on the data collected from the people working in banks in and around Ernakulam region during the period of 4 months that is from December 2022 to March 2023.The sample size of the study is 100.

1.5 RESEARCH METHODOLOGY

Research methodology is the science of how a research is carried out. It is the specific procedures or techniques used to identify, select, process and analyze information about a topic. In a research study, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. This tries to find out the impact of social media marketing on brand loyalty. The various elements of this research methodology are given below:

SAMPLE: The sample unit of the study comprises the people who work at banks in and around Ernakulam.

SAMPLING DESIGN: The sampling design used in this study is convenience sampling where sample units were selected by the researcher according to their convenience.

SAMPLE SIZE: The study is conducted based on the responses of 100 sample units who are working in banks.

SOURCE OF DATA: There are both primary and secondary used in this study. The Primary data was collected manually from the respondents who are employees at different banks. The secondary data was collected through books, published journals and websites to substantiate the findings of the primary data.

1.6 OBJECTIVES

1. To analyze factors influencing OCB.
2. To determine the extent to which employee's exhibit the OCB.
3. To evaluate the perception of the employee's about different factors of the OCB.

1.7 LIMITATIONS OF STUDY

- Insufficient sample size for statistical measurements.
- Lack of previous research studies on the topic.
- Time constraints.
- Limited access to data.
- Personal biases of respondents.

1.8 CHAPTERISATION

- CHAPTER 1 Introduction

- CHAPTER 2 Theoretical framework and Review of literature

- CHAPTER 3 Data Analysis and interpretation

- CHAPTER 4 Findings, Suggestions and conclusions

- Bibliography

- Appendix

1.9 TOOLS OF ANALYSIS

The collected primary data was statistically processed, classified, tabulated and analyzed by using mathematical tools and techniques like percentages, Frequencies, pie diagrams, bar diagrams etc.

CHAPTER 2

THEORETICAL FRAMEWORK AND REVIEW OF LITERATURE

A.THEORETICAL FRAMEWORK

Organizational citizenship behavior (OCB) is not essential to the job, yet it can provide benefits for coworkers and the company as a whole through better efficiency. Since organizational civic behavior is not necessary for the work at hand, it is distinct from task performance. Despite how crucial these actions are, they aren't listed in a job description. People that act in this way go above and above to ensure that their workplace is productive.

Dennis Organ carried out a significant investigation into organizational citizenship behavior in 1988. His research identified five typical behaviors that, when shown in a group environment, boost an organization's or group's effectiveness. These actions are associated with transformational leadership, work satisfaction, and organizational support. These five actions consist of:

- **Altruism**

It occurs when a person decides to help another without expecting anything in return.

- **Courtesy**

When a worker is polite or considerate with those he/she works with, it exhibits courtesy.

- **Sportsmanship**

This happens when a worker decides to remain cheerful even in the face of adverse decisions or frustrating circumstances.

- **Conscientiousness**

Coming in early to work, staying late and doing more than one's fair share is a sign of conscientiousness.

- **Civic virtue**

When employees represent their company in a good way, both on and off the job, it's an example of civic virtue.

2.1 BEHAVIORS DIRECTED AT THE INDIVIDUALS AND THE ORGANIZATION

Williams and Anderson (1991) suggested a new structure for the OCB design. Depending on whom the behaviors were directed against, they split the OCB dimensions into two different categories. Organizational citizenship behavior-individuals (OCBI) refers to actions taken with regard to coworkers, whereas organizational citizenship behavior-organizational (OCBO) refers to actions taken with regard to the entire organization. Since these behaviors are directed against other employees, they fall under the category of OCBIs. As actions meant to promote the organization, conscientiousness, civic virtue, and sportsmanship can all be categorized as OCBOs. These criteria are frequently employed in studies of organizational behavior.

2.2 BENEFITS OF OCB

- OCB can raise staff morale
- It raises individuals' levels of work meaning.
- It improves worker productivity and performance; in fact, studies demonstrate that OCB positively predicts performance.
- It fosters better workplace relationships.
- It lessens stress and fosters a sense of belonging among workers.
- It benefits your employer brand.

2.3 DISADVANTAGES OF OCB

- **Unreasonable expectations**

"Compulsory citizenship behaviors" are actions that managers expect employees to engage in even though they are not required to do so. It puts an employee under excessive strain and with inflated expectations, which can result in burnout and poorer output. So be mindful of the skill set of your staff.

- **It can decrease the authenticity of behaviors**

If OCB is legitimate, it can produce incredibly beneficial outcomes. However, it might encourage motivation for the incorrect reasons if an employee is motivated by rewards like promotions or good treatment. This is due to the fact that once the final result, such as a rise, has been reached, OCB practices frequently falter. Because of this, it's advisable to avoid linking employee recognition and rewards to corporate citizenship activity, though morale-boosting rewards are unquestionably recommended and merited for a job well done.

- **The potential to distract from day-to-day duties**

OCB can have a detrimental effect on productivity when someone is completely absorbed in activities that are not part of their responsibilities. When actions that go above and above assist the team complete the necessary tasks, they have struck the ideal balance.

- **A sense of unhealthy competition**

When OCB deviates from its primary objective of uplifting the entire group, the sense of brotherhood may be lost. Employees may become more competitive if they are just concerned with

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their individual objectives rather than the aims of the group. Additionally, significant labor is lost when rivalry turns sour.

2.4 OCB: A WORTHY INVESTMENT

One of the crucial elements of OCB is the fact that although it is often recognized and rewarded by managerial staff, employees do not necessarily make the connection between performing OCB and reward gain (especially OCB-I or altruism and courtesy-related behaviors), and do not expect rewards (Organ, 1997).Given that OCB has such a large impact on an organization's productivity and efficiency and that employees do not expect to be compensated for their work, OCB should be viewed as an effective method of enhancing organizational profitability and lowering costs, such as by lowering absenteeism and turnover rates. Cooperative workers are more productive, and OCB improves the social environment at work, both of which raise employee performance and wellbeing.

If managers aggressively encourage and reward employees who engage in OCB, there may be costs associated, but these will have long-term advantages for the firm. If supervisors need to attend training or a meeting that takes up a few hours of their time to improve their understanding of OCB, there may also be possible charges.

Even though, these costs may incur, in the bigger picture, OCB will benefit the organization. So, when we weigh the benefits and shortcomings of the OCB, we can understand that the pros outweigh the cons. So spending a little on building OCB in an organization can be seen as a worthy investment.

2.5 BEST PRACTICES OF OCB

Organizational Citizenship Behavior, or OCB, is the term used to describe the voluntarily taken acts by employees that go above and beyond the formal job duties in order to benefit the organization. The following are the top strategies for OCB promotion inside an organization:

- **Lead by example**

  Leaders should exemplify OCB by engaging in actions that go above and beyond the call of duty, such lending a hand to others or volunteering for extra duties. Employees are more inclined to engage in OCB when they observe their superiors doing so.

- **Establish a positive workplace culture**

  OCB can be aided by an atmosphere at work where people are valued and appreciated. This can be achieved through rewarding hard effort, encouraging open communication, and encouraging teamwork.

- **Create opportunities for employee growth**

  Employees are more inclined to participate in OCB when they feel like they are learning and progressing in their jobs. Training programs, mentoring relationships, and other possibilities for career advancement can help with this.

- **Encourage cooperation and collaboration**

  By fostering a sense of shared accountability and collective success, encouraging staff to collaborate on projects can support OCB.

- **Encourage work-life balance**

  Workers who believe they have a healthy work-life balance are more inclined to participate in OCB. By providing flexible work arrangements, such as remote work or flexible hours, organizations can enhance work-life balance.

- **Encourage a sense of community**

  Businesses can support OCB by encouraging a sense of belonging among their staff. This can be accomplished through team-building exercises, social gatherings, and other chances for workers to interact.

- **Recognize and reward OCB**

  Finally, it's critical to commend and honor staff members who use OCB. This can be accomplished through official recognition initiatives, incentives, or other types of payment.

Employers can encourage OCB and foster a culture where staff members are inspired to go above and beyond the call of duty to contribute to the organization's success by putting these best practices into practice.

B. LITERATURE REVIEW

2.6 FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR: Lila Bismala

University of Muhammadiyah Sumatera Utara, Jalan Kapten Mukhtar Basri No. 3 Medan, Indonesia

The purpose of this article is to investigate the variables that affect organizational citizenship behavior (OCB). OCB refers to the extra work that one person performs for the company. OCB can impact how well an organization performs and help organizational achievement. Organizational citizenship encompasses organizational participation, organizational loyalty, and organizational compliance. Job satisfaction, leadership, and organizational climate are elements that affect OCB. Employees are more likely to go above and beyond the call of duty and perform to a level that exceeds organizational standards if they are satisfied in their jobs, there is effective leadership in place, and the workplace is a happy place to work.

2.7 KEY ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN THE BANKING SECTOR OF PAKISTAN: Zirgham ullah Bukhari

Army Public College of Management Sciences, Ordnance Road, Rawalpindi, Pakistan

The study focuses on the effects of altruism, conscientiousness, and civic virtue—three of the factors that contribute to organizational citizenship behavior—and how these factors relate to OCB in Pakistan's banking industry. It has been hypothesised that there is a direct and significant relationship between Organizational Citizenship Behavior (OCB) and the antecedents of choice are related. Results show a significant positive connection between all of the antecedents stated

above and OCB. Invoking organizational citizenship behavior (OCB) in Pakistani organizations is the goal of this study.

2.8 THE FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN BANKING INDUSTRY: Teoh Wee Jim, Bernard Hi, Lee Kah Shing, Ong Siew Lin, Siti Yasmin, Sofiah Kadar Khan

Organization citizenship behavior (OCB) was described by Organ (1988) as the individual's behavior that is discretionary actions that, taken together, support the efficient operation of the organization but are not openly or immediately acknowledged by the official incentive system. Numerous studies have been conducted on OCB and its antecedents, since organizational citizenship behavior helps to the efficient operation of an organization. The literature (Podsakoff and MacKenzie, 1994, 1997; Podsakoff et al., 2000) generally accepts that OCB has a favorable impact on organizational performance. The service literature has described this behavior as being crucial for achieving greater results. According to the Central Bank of Malaysia (2007), the Department of Statistics Malaysia (2010), and the Malaysian Industrial Development Authority (2010), the service sector has significantly aided in the expansion and development of the Malaysian economy. By 2020, the services industry is predicted to account for 70% of Malaysia's GDP, according to Warrier (2010a).In the literature, there has been a strong association between the concepts of competency, quality of life at work, leader member exchange (LMX), and societal behavior within the organization. The study aims to investigate how these factors influence service staff in the banking industry's display of OCB.

2.9 THE RELATIONSHIP BETWEEN CHARISMATIC LEADERSHIP, WORK ENGAGEMENT, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOURS: Meredith Elaine Babcock-Roberson

California Department of Education, ORIEL J. STRICKLAND, California State University, Sacramento.

Researchers that study organizational behavior are particularly interested in how employees' views of their managers affect their attitudes and behaviors at work. In this study, a meditation model connecting organizational citizenship behaviors (OCB) and leader charisma through job engagement was put to the test. The Multifactor Leadership Questionnaire, the OCB Scale, and the Work Engagement Scale were given to 91 participants by the authors. According to the findings, there is a significant positive relationship between charismatic leadership and work engagement, work engagement and OCB, and charismatic leadership and OCB. Results also show that work engagement fully mediates leadership's impacts on OCB. This mediation relation offers an intriguing direction for further research and suggests some of the mechanics of charismatic leadership.

2.10 ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE PUBLIC SECTOR: Christa J. C. De Geus

This article offers a comprehensive assessment of the literature on organizational citizenship behavior (OCB) in the public sector. The results demonstrate that while OCB is receiving increased attention in the public sector, distinctive public sector traits or ideas are frequently ignored in study. The authors create a framework of antecedents, consequences, mediators, and moderators of OCB based on the data at hand. Future study in these three areas is advised:

(1) With regard to theory, connect OCB to ideas from the public sector like bureaucratic red tape, public leadership, and public service motivation;

(2) With regard to research designs, use stronger survey designs, experiments, and case studies, and pay more attention to cross-sectoral and cross-country differences; and

(3) With regard to the effects of OCB, address the knowledge gap in how these consequences are likely to be affected.

2.11 CITIZENSHIP BEHAVIOUR: A CRITICAL REVIEW OF ITS DEVELOPMENT IN A DIVERSITY DRIVEN WORKPLACE: Tamunomiebi, M. D., & Onah, G.O

The concept of OCB and how it influences a variety of employment environments were examined in this theoretical examination. The article was able to identify the theoretical underpinnings of the concept of OCB by adopting a sociological and psychological viewpoint. From there, a critical assessment of the development of the OCB and its various aspects might be produced. In order to determine the impact of a varied workforce in the workplace, we explored the concept of diversification and identified the numerous ways in which an organization may be claimed to be driven by diversity, with a critical eye on deep and surface level. We discovered that diversity is an important part of modern firms' competitive and innovative strategies through study into the corpus of current literature.

2.12 ORGANIZATIONAL CITIZENSHIP BEHAVIORS: A CRITICAL REVIEW OF THE THEORETICAL AND EMPIRICAL LITERATURE AND SUGGESTIONS FOR FUTURE RESEARCH: Philip M. Podsakoff, Scott B. MacKenzie, and Daniel G. Bachrach

The rapid growth of research on organizational citizenship behaviors (OCBs) has resulted in some conceptual confusion about the nature of the construct, and made it difficult for all but the most avid readers to keep up with developments in this domain. This paper critically examines the

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literature on organizational citizenship behavior and other, related constructs. More specifically, it:

(a) Explores the conceptual similarities and differences between the various forms of "citizenship" behavior constructs identified in the literature;

(b) Summarizes the empirical findings of both the antecedents and consequences of OCBs; and

(c) Identifies several interesting directions for future research.

2.13 EXAMINING THE FACTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH REFERENCE TO CORPORATE SECTORS IN SULTANATE OF OMAN: Subrahmanian Muthuraman, Mohammed Al-Haziazi

Faculty of Business Studies, Arab Open University, Sultanate of Oman, Faculty of Business Studies, Arab Open University, Sultanate of Oman.

In the Sultanate of Oman, organizational citizenship behavior (OCB) elements were the subject of the study. In Oman, employers want their workers to be very effective and efficient in terms of dedication, productivity, and performance. Therefore, the goal of the study is to ascertain the degree to which employees display the OCB. For all the characteristics, including altruism, conscientiousness, civic virtue, and sportsmanship, and civility, data was gathered by a questionnaire utilizing a Likert scale. 91 samples were gathered for the study from different corporate sectors in Muscat city. Multiple regressions, correlation, Chi-square, and weighted average have all been used to analyze the data. According to research findings, each factor was significantly correlated with OCB. The findings of the analysis show that four parameters are the most accurate predictors of OCB. The outcomes demonstrate that the variables and the OCB have a favorable connection.

2.14 ORGANIZATIONAL CITIZENSHIP BEHAVIOR, WORK SATISFACTION AND EMPLOYEES' PERSONALITY: Mariela Pavalache-Ilie

The links between the good soldier syndrome and work satisfaction, personality, and socio-demographic characteristics were investigated in two independent correlational studies conducted in Romania on contract-based army troops and personnel from both public and private organizations. The results show that individuals who are content with their jobs frequently engage in organizational citizenship behaviors. Within the organization, these behaviors are related to internality, tenure, and self-efficacy. Public companies offer more opportunities to contribute with extra-role behaviors at work than private ones do. One becomes more involved in volunteer activities as their academic level rises.

2.15 FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF PASSENGER CAR PLANT EMPLOYEES IN THAILAND: Kijpokin Kasemsap

The purpose of the study was to identify the conceptual framework and create a causal model of the variables influencing employees at Thai passenger vehicle manufacturing plants' organizational citizenship behavior. The survey summarized the opinions of 672 active workers from 14 passenger automobile manufacturing facilities located around Thailand. Using SPSS (version 11.5), descriptive statistics were used to analyze the data. Confirmatory factor analysis was used to confirm the heterogeneity of all constructs, and path analysis was used to test The causal connections between the study's primary constructs To ascertain the relationships between organizational justice, job satisfaction, organizational commitment, and organizational citizenship behavior, LISREL (version 8) was used in conjunction with a structured questionnaire that contained the standard organizational justice, job satisfaction, organizational commitment, and organizational citizenship behavior scales. According to research, organizational commitment, job happiness, and fairness in the workplace have tempered the positive effects on organizational citizenship behavior. The relationship between organizational justice and organizational

citizenship behavior is totally mediated by job satisfaction. The relationship between organizational justice and organizational citizenship behavior is entirely mediated by organizational commitment. Additionally, organizational commitment and job satisfaction are strongly correlated.

2.16 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG BANK EMPLOYEES IN COIMBATORE DISTRICT:

Ms. S. Priyanka, Dr. B. Sripirabaa

Organizational citizenship behavior, which promotes operational efficiency inside organizations and successfully allocates both financial and human resources, was one of the suggested activities in HRM Organ (1988).The study of organizational citizenship behavior and its unique significance in this sector are important since the banking sector is a service-oriented industry and where millions of everyday people come into regular contact with them. According to empirical study (Shaiful Annuar Khalid et al. 2013), the effects of organizational citizenship behavior on individual effectiveness or indirect markers of usefulness such employee disengagement behavior haven't gotten much attention. Increased corporate citizenship conduct levels ought to consistently have a positive impact on other attitudes and actions, like lowered inclinations to leave the current job. This study aims to assess the influence corporate citizenship behaviors has on the intention to stay because attrition is one of the major problems enterprises today face. This study employed a descriptive research design. The study's data came from 674 people who worked in the banking sector in the Coimbatore District. On the data collection, correlation and regression analysis were done.

2.17 THE FACTORS INFLUENCING ORGANIZATIONAL CITIZENSHIP BEHAVIOR: Bhimo Surya Putra

University of Muhammadiyah Malang

This literature review's goal is to study the variables that affect organizational citizenship behavior (OCB) by looking at academic publications over the past 10 years. Through academic institutions, EBSCO, and Google Scholar, journals can be found. The findings indicate that not all personality traits are either positively or negatively correlated with OCB. Although interactional justice and psychological empowerment can both regulate the relationship, transformational leadership has the potential to improve OCB. Additionally, organizational commitment to person-environment (P-E) and employee engagement are elements that can have an impact on OCB. Gender has no impact on OCB, though.

2.18 DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: Shweta Jha & Srirang Jha

Apeejay School of Management, New Delhi, India

Over the past three decades, researchers have looked at a variety of factors that affect organizational citizenship behavior (OCB). However, a comprehensive strategy for studying the causes of OCB has not yet been developed. Most researches have only looked at the effects of one or two factors on OCB, with a third component occasionally included to investigate its mediating role. Numerous significant elements, including internal communication patterns, organizational culture, organizational environment, "vision, mission and strategies," etc., have not been thoroughly investigated as potential predictors of OCB. Additionally, it is crucial to create a comprehensive understanding of the factors that influence OCB when establishing any comprehensive policies aimed at enhancing employee civic engagement. This review study offers

a thorough methodology for identifying the factors that influence OCB for the benefit of knowledgeable academics and researchers as well as working managers.

2.19 FACTORS INFLUENCING ORGANISATIONAL CITIZENSHIP BEHAVIOUR OF NURSES IN HEALTHCARE SERVICES: Muhammet Sait Dinc, Cemil Kuzey and Nereida Hadziahmetovic

Examining the variables that affect nurses' organizational citizenship conduct during the coronavirus disease 2019 pandemic (COVID-19) is the goal of the current study. Nurses working in Bosnia and Herzegovina's public and private health systems completed 157 usable surveys in total. To evaluate the validity and reliability of both the measurement and the structural model, a partial least squares-based structural equation modelling approach was developed. Three aspects of organizational citizenship activity are influenced by emotional commitment, while affective commitment is significantly and favorably impacted by perceived organizational support. However, perceived organizational support has a detrimental effect, contributing to the nurses' burnout by causing emotional weariness and depersonalization. There is a link between the nurses' perceived organizational support and their perceived lack of personal accomplishment, which raises the amount of burnout.

2.20 A STUDY ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN BANKING INDUSTRY: S.Vignesh Kumar, Dr.S.Rajarajeswari

Organization citizenship behavior (OCB) is defined by Organ (1988) as the individual's discretionary behavior that is not immediately or explicitly recognized by the official incentive system and that, taken as a whole, supports the efficient operation of the organization. Since organizational citizenship behavior contributes more function to an organization, it has been the subject of several research, as have the antecedents of this behavior. The literature (Podsakoff and

MacKenzie, 1994, 1997; Podsakoff et al., 2000) generally accepts that OCB has a favorable impact on organizational performance. According to the service literature, this behavior is crucial for obtaining greater results. According to the Central Bank of Malaysia (2007), the Department of Statistics Malaysia (2010), and the Malaysian Industrial Development Authority (2010), the service sector has significantly aided in the expansion and development of the Malaysian economy. By 2020, the services industry is predicted to account for 70% of Malaysia's GDP, according to Warrier (2010a).In the literature, there has been a strong association between corporate citizenship behavior and relationships between competency, work-life quality, and transformational leadership. The study aims to investigate how this variable influences how much OCB is displayed by banking sector service staff. The pertinent hypotheses have been developed, and more research will be done to see how they relate to organizational citizenship behavior.

2.21 THE INFLUENCE OF JOB SATISFACTION ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN OSUN STATE-OWNED TERTIARY INSTITUTIONS: Alliyu Abdulsalam

This study was carried out in Osun State-owned tertiary institutions to better understand the relationship between organizational citizenship behavior (OCB) and enhanced organizational performance, as well as the relationship between work satisfaction and organizational effectiveness. Using a correlative survey method, the research's objectives were achieved. The Organisational Citizen Behavior and Employees' Job Satisfaction (OCBEJS) questionnaire, developed by the researchers to assess job satisfaction and staff commitment in relation to OCB, was distributed to 200 staff members selected from the Osun State Colleges of Education in Ila-Orangun and Ilesa, the Osun State Polytechnic in Iree, and the Osun State College of Technology in Esa-Oke.

CHAPTER 3

DATA ANALYSIS AND INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

The process of giving meaning to the information that has been gathered and figuring out the conclusions, relevance, and consequences of the findings is known as data analysis and interpretation. The chapter is broken down into:

A. Demographic Analysis
B. Descriptive Analysis

A. DEMOGRAPHIC ANALYSIS

Things that enable us to gauge the size and dynamics of populations are included in demographic analysis. Estimates from demographic analyses are frequently regarded as a trustworthy yardstick for assessing the veracity of data samples collected at any given time. The following demographic elements were considered:

1. Age Wise Distribution
2. Educational Qualifications

3.1 AGE WISE DISTRIBUTION

The respondents are divided on the basis of their age group. The different categories are 18- 29, 30- 45, 46- 59 and 60 and above.

FIGURE 3.1 AGE WISE DISTRIBUTION

AGE
100 responses

- 18-29
- 30-45
- 46-59
- 60 & above
- 29-45
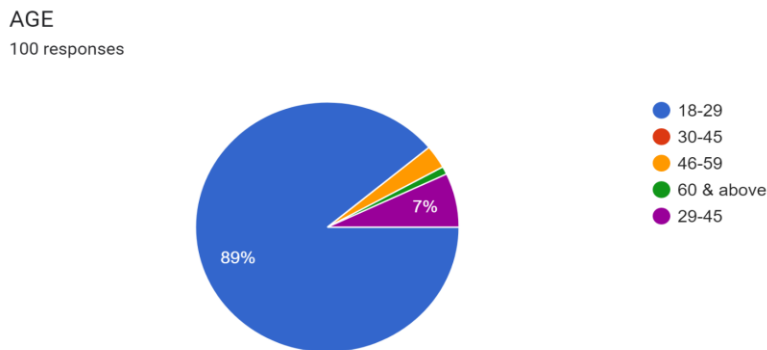
TABLE 3.1 AGE WISE DISTRIBUTION

AGE GROUP	NO. OF RESPONDENTS	PERCENTAGE
18- 29	89	89
30- 45	7	7
46- 59	3	3
60 and above	1	1

INFERENCE

89% of the respondents are in the age group 18-29. Remaining part is 30-45(7%), 45-59(3%) and 60 and above (1%). Majority of respondents are in the age group 18-29.

3.2 EDUCATIONAL QUALIFICATIONS

FIGURE 3.2 EDUCATIONAL QUALIFICATION

EDUCATION
100 responses
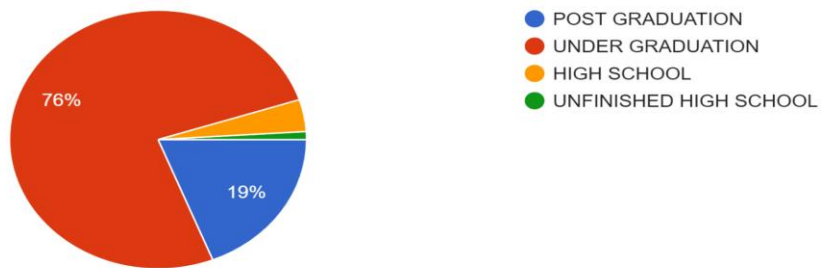
TABLE 3.2 EDUCATIONAL QUALIFICATIONS

EDUCATIONAL QUALIFICATIONS	NO. OF RESPONDENTS	PERCENTAGE
Post-Graduation	19	19
Under Graduation	76	76
High School	4	4
Unfinished High School	1	1

INFERENCE

76% of the respondents are under graduates. 19% of them are post graduates. The rest of them are either high school graduates or didn't complete high school. From this we can understand that most of the bank employees are under graduates.

B. DESCRIPTIVE ANALYSIS

Here we mostly used Likert's Scale for analyzing the data.

LIKERT'S SCALE

A Likert scale is a psychometric scale that is frequently used in questionnaire-based research. The phrase (or more specifically the Likert-type scale) is frequently used interchangeably with rating scale, despite the fact that there are other kinds of rating scales because it is the most generally used method for scaling responses in survey research.

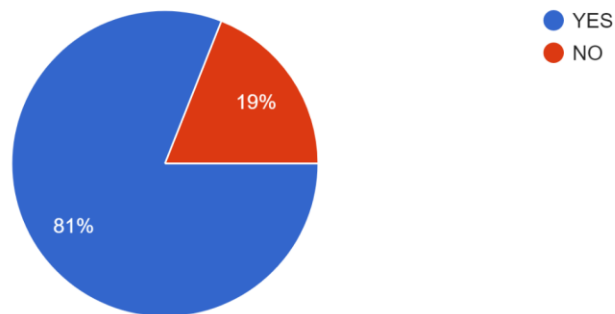The format of a typical five-level Likert item, for example, could be:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

3.3 ALTRUISM

FIGURE 3.3 HELPS CO- WORKERS WITH THEIR TASKS

Do you often go out of your way to help your coworkers with tasks that are not part of your job responsibilities?

100 responses

INFERENCE

Here, we can see that 81% of people help their co- workers in tasks that aren't part of their job while 19% of people don't help their co- workers.

So we can understand that more employees at the bank perform work other than their stipulated work.

This poll shows that altruism exists in the banking sector.

FIGURE 3.4 ATMOSPHERE FOR EMPLOYEES TO INVOLVE IN PROBLEMS AND CONTRIBUTE TO ORGANIZATION'S GROWTH

There exists atmosphere which enables co-workers to raise to the occasion voluntarily for relevant problems that stands before organization's growth
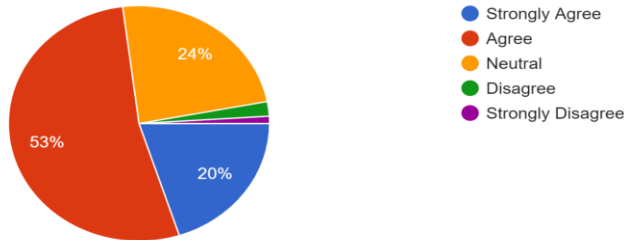100 responses

TABLE 3.3 ATMOSPHERE FOR EMPLOYEES TO INVOLVE IN PROBLEMS AND CONTRIBUTE TO ORGANIZATION'S GROWTH

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	20	20
AGREE	53	53
NEUTRAL	24	24
DISAGREE	2	2
STRONGLY DISAGREE	1	1
TOTAL	100	100

INFERENCE

More than half of the people, precisely 73% of people, agree with this statement. Only 3% of them disagree here. 24% of them are indifferent towards this statement. From this we can understand that there exists an atmosphere which enables co-workers to rise to the occasion voluntarily for relevant problems that stand before organization's growth.

The poll for this statement is positive about the existence of altruism in the banking sector.

FIGURE 3.5 MUTUAL COLLABOTAION AMONG WORK GROUPS

There is a mutual voluntary collaboration among work groups in my organization
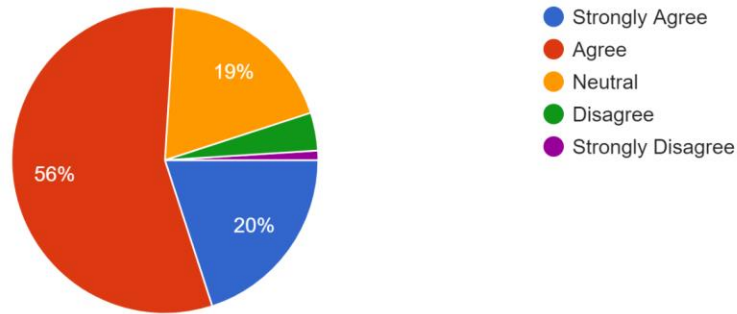100 responses

TABLE 3.4 MUTUAL COLLABOTAION AMONG WORK GROUPS

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	20	20
AGREE	56	56
NEUTRAL	19	19
DISAGREE	4	4
STRONGLY DISAGREE	1	1
TOTAL	**100**	**100**

INFERENCE

20% of the respondents strongly agreed that there is mutual voluntary collaboration among work groups in their organization and 56% of them just agreed with this statement. 19% of people show a neutral attitude towards this statement. 5% of them disagreed with this statement. From this above data we can understand there is a mutual collaboration among work groups in their organizations. This result supports the existence of altruism in the organization.

FIGURE 3.6 HELPS NEW WORKERS TO ADAPT TO THE WORK ENVIRONMENT

I help new workers to adapt to the work environment
100 responses
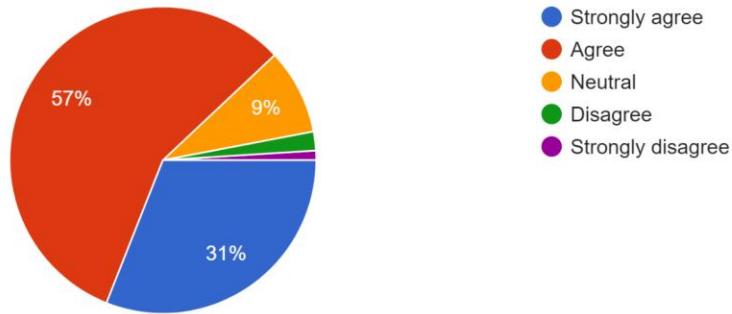
TABLE 3.5 HELPS NEW WORKERS TO ADAPT TO THE WORK ENVIRONMENT

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	31	31
AGREE	57	57
NEUTRAL	9	9
DISAGREE	2	2
STRONGLY DISAGREE	1	1
TOTAL	**100**	**100**

INFERENCE

89% of the respondents help new workers to adapt to their environment while 3% don't help the new workers. Here we can see 9% of people are just indifferent.

From the above data we can understand 89% of employees are willing to help new employees to adapt to a new work environment.

The responses show that there exists altruism in the banking industry.

3.4 CONSCIENTIOUSNESS

FIGURE 3.7 ROLE OF ORGANIZATION IN MAKING WORKERS ENTHUSIASTIC ABOUT JOB

My organization makes me more enthusiastic about my job
100 responses
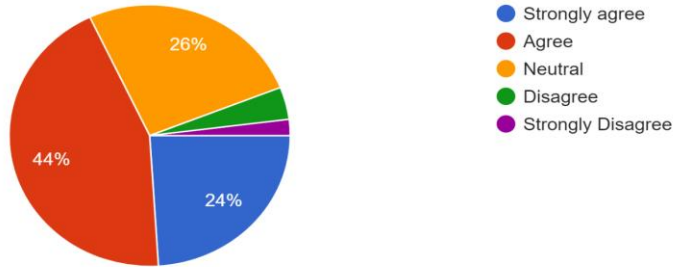
TABLE 3.6 ROLE OF ORGANIZATION IN MAKING WORKERS ENTHUSIASTIC ABOUT JOB

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	24	24
AGREE	44	44
NEUTRAL	26	26
DISAGREE	4	4
STRONGLY DISAGREE	2	2
TOTAL	**100**	**100**

INFERENCE

Here, 68% of respondents say their organization makes them enthusiastic about their job (24% strongly agree) while 6% of them disagree.26% of respondents are neutral towards this statement. Almost 32% of employees are not that enthusiastic about their job.

From this poll, we can say that conscientiousness exists in the banking industry.

FIGURE 3.8 FOLLOWS RULES AND PROCESS OF THE COMPANY

The members in the team always follow the rules and process of the company
100 responses
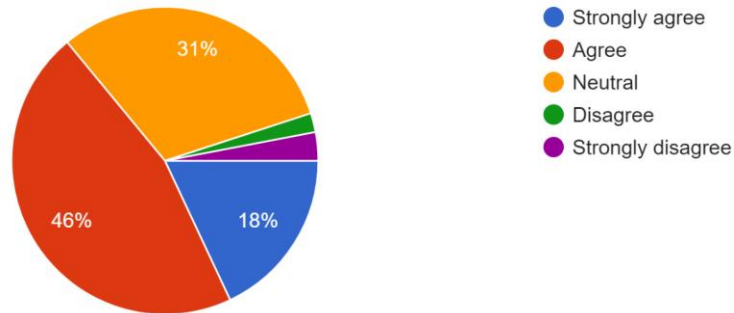
TABLE 3.7 FOLLOWS RULES AND PROCESS OF THE COMPANY

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	18	18
AGREE	46	46
NEUTRAL	31	31
DISAGREE	2	2
STRONGLY DISAGREE	3	3
TOTAL	**100**	**100**

INFERENCE

From this above study we can understand that 64% of respondents say that they follow the rules and regulations of the bank. While remaining 36% of employees don't have a positive approach towards this question. So majority of the employees follow rules and regulations of the bank. From this, we can say that conscientiousness exists among the banking employees.

FIGURE 3.9 PUNCTUALITY

I reach at my workplace on time
100 responses

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
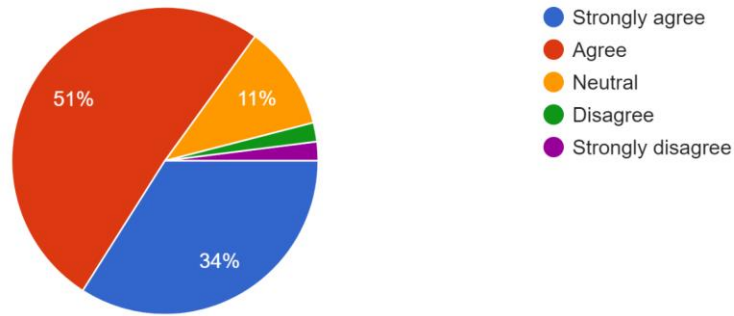
TABLE 3.8PUNCTUALITY

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	34	34
AGREE	51	51
NEUTRAL	11	11
DISAGREE	2	2
STRONGLY DISAGREE	2	2
TOTAL	**100**	**100**

INFERENCE

From this above study we can understand that 85% of respondents reach the workplace on time. While remaining 15% of employees don't have punctuality. So majority of the employees reach the bank on time.

From this poll, we can say that conscientiousness exists in the banking industry.

3.5 CIVIC VIRTUE

FIGURE 3.10 SUGGESTIONS FOR IMPROVRMENT

Have you ever suggested improvements to the way things are done in the organisation?
100 responses
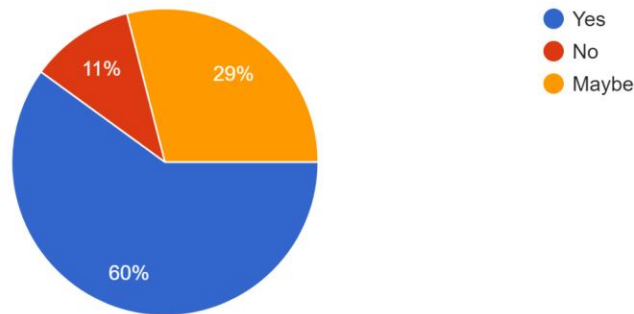
TABLE 3.9 SUGGESTIONS FOR IMPROVRMENT

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
Yes	60	60
No	29	29
May be	11	11
Total	**100**	**100**

INFERENCE

From this above study we can understand that 89% of respondents give their suggestions to the field they are working on. While remaining 11% of employees are not interested in giving suggestions in their respective fields. So majority of the employees give suggestions in their field of work to improve efficiency of their field.

From this poll, we can say that civic virtue exists in the banking sector.

FIGURE 3.11 FREEDOM TO EXPRESS OPINIONS

There exists expression of opinions and also encourage colleagues to do so in our organization
100 responses
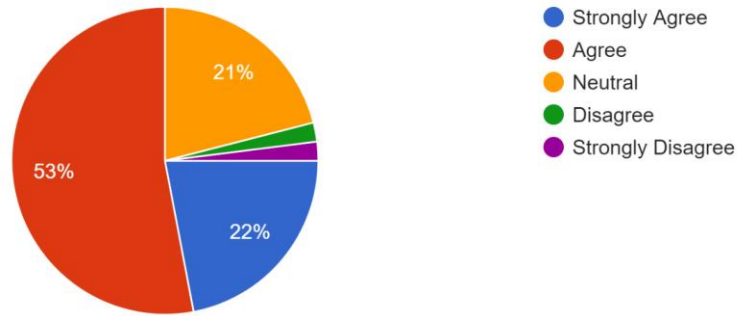
TABLE 3.10 FREEDOM TO EXPRESS OPINIONS

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	22	22
AGREE	53	53
NEUTRAL	21	21
DISAGREE	2	2
STRONGLY DISAGREE	2	2
TOTAL	100	100

INFERENCE

From this above study we can understand that 75% of respondents agree with this statement. While the remaining 21% of employees are having a neutral opinion. Rest 4% employees don't agree with this statement .So majority of the employees express their opinion and encourage their colleagues to do the same.

From this poll, we can say that civic virtue exists in banking sector.

FIGURE 3.12 WORKER'S ATTITUDE TOWARDS CHANGE

I try to keep up with the developments in my organization and open to the changes
100 responses
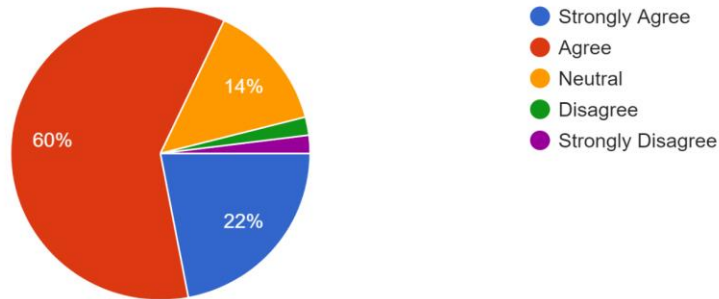
TABLE 3.11 WORKER'S ATTITUDE TOWARDS CHANGE

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	22	22
AGREE	60	60
NEUTRAL	14	14
DISAGREE	2	2
STRONGLY DISAGREE	2	2
TOTAL	**100**	**100**

INFERENCE

From this above study we can understand that 82% of respondents agree with this statement .While the remaining 14% of employees are having a neutral opinion. Rest 4% employees don't agree with this statement .So majority of the employees are trying to keep up with the developments in their organization and are open to changes.

From this poll, we can say that civic virtue exists in the banking sector.

FIGURE 3.13 DILIGENCE OF TEAM MEMBERS

The diligence within team members gives an extra effort from each member of the team
100 responses

- Always
- Often
- Sometimes
- Rarely
- Never
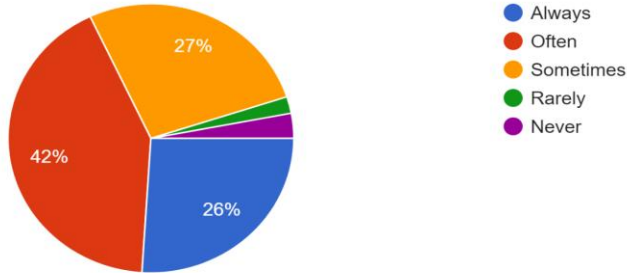
TABLE 3.12 DILIGENCE OF TEAM MEMBERS

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
ALWAYS	26	26
OFTEN	42	42
SOMETIMES	27	27
RARELY	2	2
NEVER	3	3
TOTAL	**100**	**100**

INFERENCE

From this above study we can understand that 68% of respondents agree with this statement .While the remaining 14% of employees are having a neutral opinion. Rest 5% employees don't agree with this statement .So majority of the employees are trying to keep up with the developments in their organization and are open to changes.

From this poll, we can say that civic virtue exists in the banking sector.

3.6 SPORTSMANSHIP

FIGURE 3.14 HANDLING OF ISSUES

Annoying issues are handled with positive attitude and with great demonstration of resistance
100 responses
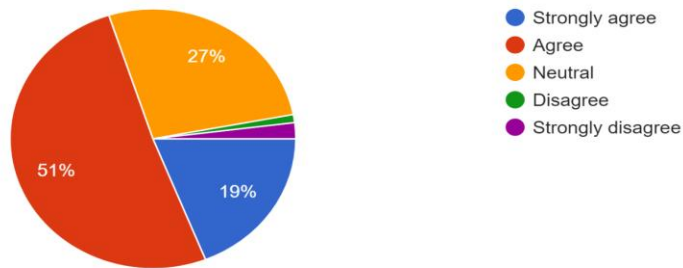
TABLE 3.13 HANDLING OF ISSUES

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	19	19
AGREE	51	51
NEUTRAL	27	27
DISAGREE	1	1
STRONGLY DISAGREE	2	2
TOTAL	**100**	**100**

INFERENCE

From this above study we can understand that 70% of respondents agree with this statement .While the remaining 27% of employees are having a neutral opinion. Rest 3% employees don't agree with this statement .So majority of the employees are trying to handle annoying issues in a positive attitude and with great demonstration of resistance.

From this poll, we can say that sportsmanship exists in the banking sector.

FIGURE 3.15 HANDLING OF ERROR

The team in the organization display sportsmanship when there is an error made by a team and take actions to avoid bigger damage
100 responses
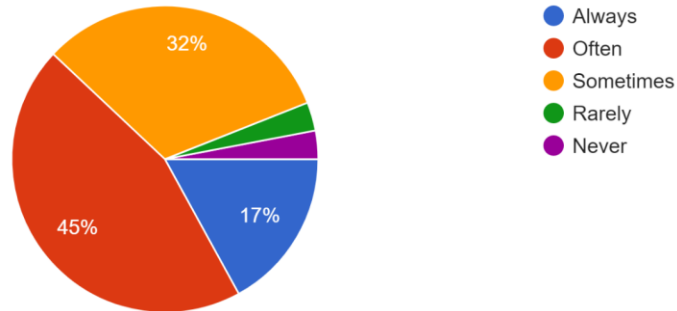
TABLE 3.14 HANDLING OF ERROR

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
ALWAYS	17	17
OFTEN	45	45
SOMETIMES	32	32
RARELY	3	3
NEVER	3	3
TOTAL	**100**	**100**

INFERENCE

From this above study we can understand that 62% of respondents always try to display sportsmanship when there's an error made by a team and take actions to avoid bigger damage .While the remaining 32% of employees only do it sometimes. Rest 6% employees don't do so .From this poll, we can say that sportsmanship exists in the banking sector.

FIGURE 3.16 SPORTMANSHIP DOESN'T HELP IN LEARNING & RECORDING PROBLEMS

The sportsmanship does not helps in learning and recording of the problems encountered in an organization
100 responses

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
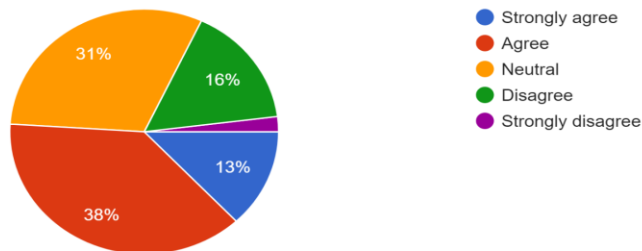
TABLE 3.15 SPORTMANSHIP DOESN'T HELP IN LEARNING & RECORDING PROBLEMS

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	13	13
AGREE	38	38
NEUTRAL	31	31
DISAGREE	16	16
STRONGLY DISAGREE	2	2
TOTAL	100	100

INFERENCE

From this above study we can understand that 51% of respondents agree with this statement .While the remaining 31% of employees are having a neutral opinion. Rest 18% employees don't agree with this statement .Only half of these responses agree that sportsmanship does not help in learning and recording of the problems encountered in an organization. So we can say from the data collected, it is hard to come into a conclusion.

3.7 COURTESY

FIGURE 3.17 INTERACTION AMONG TEAMS

There is a healthy atmosphere of continuous interaction among organization teams
100 responses
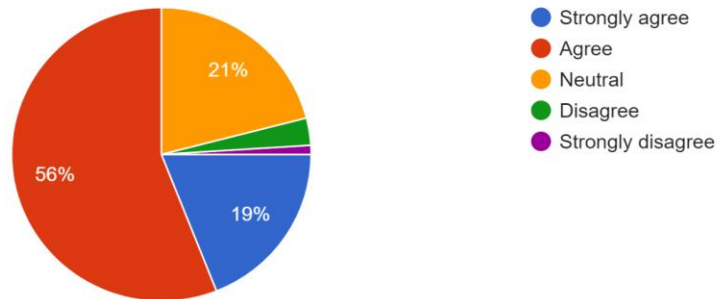
TABLE 3.16 INTERACTION AMONG TEAMS

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	19	19
AGREE	56	56
NEUTRAL	21	21
DISAGREE	3	3
STRONGLY DISAGREE	1	1
TOTAL	**100**	**100**

INFERENCE

From this above study we can understand that 75% of respondents agree with this statement .While the remaining 21% of employees are having a neutral opinion. Rest 4% employees don't agree with this statement .So majority of the employees are trying to maintain a healthy atmosphere of continuous interaction among organizational teams.

From this poll, we can say that courtesy exists in the banking sector.

FIGURE 3.18 COMMUNICATION

There is a positive behavior of communicating within the members of the organization
100 responses
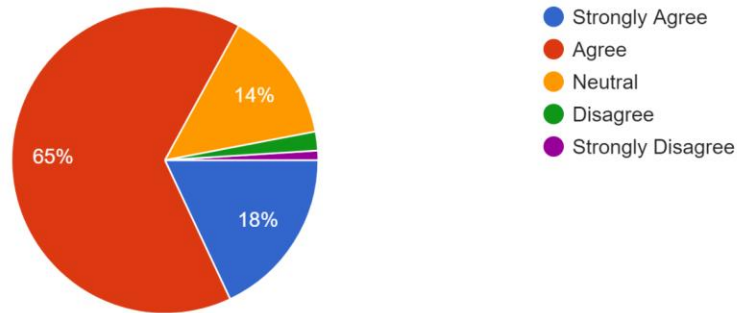
TABLE 3.17 COMMUNICATION

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	18	18
AGREE	65	65
NEUTRAL	14	14
DISAGREE	2	2
STRONGLY DISAGREE	1	1
TOTAL	**100**	**100**

INFERENCE

From this above study we can understand that 83% of respondents agree with this statement .While the remaining 14% of employees are having a neutral opinion. Rest 3% employees don't agree with this statement .So majority of the employees are trying to maintain a positive behavior of communicating within the members of the organization.

From this poll, we can say that courtesy exists in the banking sector.

FIGURE 3.19 MUTUAL RESPECT

There is mutual respect between the co workers
100 responses
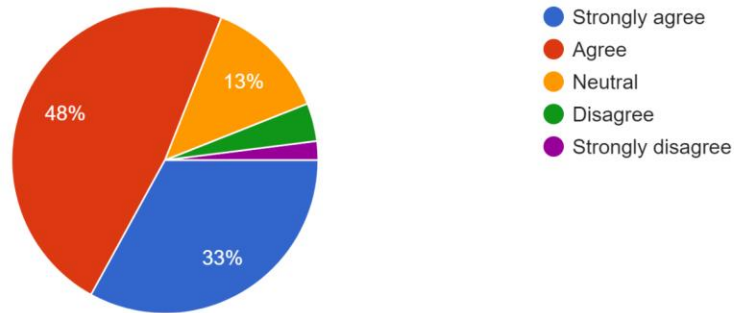
TABLE 3.18MUTUAL RESPECT

PREFERENCE	NO. OF RESPONDENTS	PERCENTAGES
STRONGLY AGREE	33	33
AGREE	48	48
NEUTRAL	13	13
DISAGREE	4	4
STRONGLY DISAGREE	2	2
TOTAL	**100**	**100**

INFERENCE

From this above study we can understand that 81% of respondents agree with this statement. While the remaining 13% of employees are having a neutral opinion. Rest 6% employees don't agree with this statement .So majority of the employees are trying to maintain a mutual respect between the coworkers of the organization.

From this poll, we can say that courtesy exists in the banking sector.

CHAPTER -4
FINDINGS, SUGGESTIONS AND CONCLUSIONS

4.1 INTRODUCTION

The study's main conclusions are presented in this chapter, along with some recommendations based on them. The chapter also includes a summary and recommendations for further study. The main goals and hypotheses of the study are outlined in the following sections before the main findings are explained.

4.2 OBJECTIVES

1. To analyze factors influencing OCB.

2. To determine the extent to which employee's exhibit the OCB

3. To evaluate the perception of the employee's about different factors of the OCB.

4.3 FINDINGS

The information obtained from the study reveals the following facts:

✓ **BASED ON DEMOGRAPHIC ANALYSIS**

- Majority of our respondents are in the age group of 18 - 29.
- All of the respondents are from banking sector.
- Most of the respondents are under graduates.

✓ **BASED ON DESCRIPTIVE ANALYSIS**

Altruism

● Majority of the workers are ready to help their co- workers with the tasks that are not part of their job responsibilities.

● Majority of the responses show that there exists an atmosphere which enables coworkers to rise to the occasion voluntarily for relevant problems that stands before organization's growth.

● Majority of the responses show that there exists a mutual voluntary collaboration among work groups in the banking sector.

● Majority of the responses show that existing employees are ready to help new workers to adapt to the work environment.

Conscientiousness

● Majority of the responses show that their organization make them more enthusiastic about their job.

● Majority of the responses show that members in the team always follow rules and process of the company.

● Majority of the responses show that employees reach work place on time.

●

Civic virtue

● Majority of the workers have suggested improvements in the organization.

- Majority of the responses show that there exists an expression of opinion in the organization.

- Majority of the employees try to keep up with the developments in the organization and open to changes.

- It shows that diligence within team members gives an effort from each member of team.

Sportsmanship

- It shows that annoying issues are handled with positive attitude and with great demonstration of resistance.

- It shows that teams in the organization display sportsmanship when there is an error made by a team and take action to avoid bigger damages.

- Only half of the respondents agree with the statement that sportsmanship doesn't not helps in learning and recording of the problems encountered in the organization.

Courtesy

- Its shows that there is a healthy atmosphere of continuous interaction among organizational teams.

- Here we can see that there is a positive behavior of communicating within the members of the organization.

- There exists mutual respect among the workers.

4.4 SUGGESTIONS

The research's main contribution to the review of theoretical literature already written in the field of knowledge is its principal product. By offering helpful and original suggestions indicated out of the study's current findings, it also aids in practical implications and management uses. Some conclusions from the study include the ones below:

- Encourage employees to put themselves in the shoes of others to comprehend their needs and difficulties in order to cultivate an environment of empathy. Give workers the chance to participate in team-building exercises that foster empathy and understanding.

- Encourage employees to volunteer in their communities or for charity causes to promote volunteering. Employee commitment to having a good influence is strengthened and their sense of purpose is enhanced as a result.

- Reward charitable behavior by praising and rewarding staff members who go above and above in their deeds of generosity, selflessness, and kindness. Verbal praise, financial rewards, or other forms of public recognition can accomplish this.

- Provide regular performance evaluation and express appreciation to workers who achieve or beyond goals. This will encourage workers to keep up their good work and serve to reinforce positive behavior.

- Encourage accountability by making staff members responsible for their job and the outcomes they achieve. This will encourage people to take responsibility for their work and work to produce better outcomes.

- Motivate staff members to set priorities for their job and use their time wisely. They will be able to meet deadlines and finish jobs quickly as a result.

- The company should give employees the chance to participate in volunteer work. By giving workers a feeling of purpose and motivating them to contribute to the welfare of the greater community, this can encourage civic virtue.

- The company should instruct personnel in ethical decision-making and exhort them to think about how their activities may affect others. By encouraging staff to act in the community's and societies overall interests, this can foster civic virtue.

- Offer instruction in good conduct and sportsmanship. Teach athletes how to accept failure and disappointment, handle dispute and disagreement, and effectively interact with others.

- Promote the value of collaboration and teamwork by encouraging it. Regardless of whether they are participating in the game or not, athletes should support and encourage their teammates.

- Any instances of rudeness or disrespect should be addressed right away. Ignoring such instances might result in a toxic workplace and lower employee morale.

- Encourage employees to have empathy and ask them to think how their words or actions might affect other people. A more understanding and caring workplace culture may result from this.

4.5 CONCLUSION

This is a study on the factors influencing Organizational Citizenship Behavior of employees working in the banking sector. The objective of the study is to analyze factors influencing OCB, to determine the extent to which employee's exhibit the OCB, to evaluate the perception of the employee's about different factors of the OCB. 100 respondents in and around Ernakulam from different age groups were selected as sample for the study. They all are bank employees. The responses were collected in the period of December 2022 to March 2023.

Here we analyzed the various factors influencing OCB among the bank employees. In 1988, Organ wrote the formative definition that OCB is "individual behavior that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Altruism, conscientiousness, civic virtue, sportsmanship, and courtesies were included in Organ's (1988) extended classification of OCBs.

From this study, we can understand that, employees in the banking sector are ready to contribute to their banks, over and above their job roles. Employees are willing to help their co -workers in their respective jobs, they are ready to reach on time at workplace, they are ready to work as a team and rectify the problems that arise before them. Within their organization, work groups cooperate on a voluntary basis. Additionally, communication among the group's members is a desirable behavior. The majority of them are offering suggestions for changes to the organization's processes. In this study we can see that the factors influencing Organizational Citizenship Behavior (OCB) such as altruism, conscientiousness, civic virtue, sportsmanship, and courtesy are present in the employees working in banking sector.

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APPENDIX

A STUDY ON FACTORS AFFECTING THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES WORKING IN BANKING SECTOR.

QUESTIONNAIRE

1. AGE

- o   18-29
- o   30-45
- o   46-59
- o   60 & above

2. EDUCATION

- o   POST GRADUATION
- o   UNDER GRADUATION
- o   HIGH SCHOOL
- o   UNFINISHED HIGH SCHOOL

ALTRUISM

3. Do you often go out of your way to help your coworkers with tasks that are not part of your job responsibilities?

- o   YES
- o   NO

4. There exists atmosphere which enables co-workers to raise to the occasion voluntarily for relevant problems that stands before organization's growth

- o   Strongly Agree
- o   Agree

- o Neutral
- o Disagree
- o Strongly Disagree

5. There is a mutual voluntary collaboration among work groups in my organization

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

6. I help new workers to adapt to the work environment

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly disagree

CONSCIENTIOUSNESS

7. My organization makes me more enthusiastic about my job

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

8. The members in the team always follow the rules and process of the company

   o Strongly agree
   o Agree
   o Neutral
   o Disagree
   o Strongly disagree

9. I reach at my workplace on time

   o Strongly agree
   o Agree
   o Neutral
   o Disagree
   o Strongly disagree
   o

CIVIC VIRTUE

10. Have you ever suggested improvements to the way things are done in the organisation?

    o Yes
    o No
    o Maybe

11. There exists expression of opinions and also encourage colleagues to do so in our organization

    o Strongly Agree
    o Agree
    o Neutral

o Disagree

o Strongly Disagree

12. I try to keep up with the developments in my organization and open to the changes

o Strongly Agree

o Agree

o Neutral

o Disagree

o Strongly Disagree

13. The diligence within team members gives an extra effort from each member of the team

o Strongly Agree

o Agree

o Neutral

o Disagree

o Strongly Disagree

SPORTSMANSHIP

14. Annoying issues are handled with positive attitude and with great demonstration of resistance

o Strongly agree

o Agree

o Neutral

o Disagree

o Strongly disagree

15. The team in the organization display sportsmanship when there is an error made by a team and take actions to avoid bigger damage

o Always
o Often
o Sometimes
o Rarely
o Never

16. The sportsmanship does not helps in learning and recording of the problems encountered in an organization

o Strongly agree
o Agree
o Neutral
o Disagree
o Strongly disagree

COURTESY

17. There is a healthy atmosphere of continuous interaction among organization teams

o Strongly agree
o Agree
o Neutral
o Disagree
o Strongly disagree

18. There is a positive behavior of communicating within the members of the organization

o Strongly Agree

- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly Disagree

19. There is mutual respect between the co- workers.

- o   Strongly Agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly Disagree

THANK YOU

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