

# Developing Sustainable Relationships Through Organizational Citizenship Behavior: An Indian Context

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## ABSTRACT

The article serves the purpose of identifying the behaviors an employee could display resulting in managers' satisfaction and hence strengthening the relationship. To investigate the proposed behaviors in this model, employees' organizational citizenship behavior's (OCB) role as a motivating behavior, was been examined. The sample includes 206 managers/supervisors from different private banks. Using Herzberg's two-factor theory the findings imply that, three types of behaviors, i.e. motivational, indifferent and hygiene can be identified. These findings indicate that of these five established dimensions of OCB, three dimensions (viz. altruism, sportsmanship, and conscientiousness) are motivational in nature; one of the dimensions which is courtesy is under hygiene category; lastly, the fifth one, i.e., civic virtue, is an indifferent type. Overall, it has been found that OCB is a motivational behavior. The results of this study can help employees in understanding what kind of their behaviors causes managers' satisfaction.

## KEYWORDS

Herzberg's Two-Factor Theory, Hygiene Behavior, Impression Management, LMX Theory, Motivational Behavior, Organizational Citizenship Behavior

## 1. INTRODUCTION

It is a well-known fact that people don't leave their organization, but they leave their managers. It has also been said that a good performance will yield good results and finally a good appraisal (Vroom, 1964). It is believed that appraisal is a process that lead to interaction between the employees and their organizations but only through their immediate managers (Findley et al., 2000; Murphy & Cleveland, 1991). It may also be said that bad appraisal by managers may lead to dissatisfaction among employees and hence the exit. But, if we look at this relationship from the other angle we may say that there can be different ways or behaviors, that, if displayed by an employee may lead to manager's satisfaction and hence a good appraisal. Also, it is said that a managers' perspective of employees is not primarily based on performance alone but on various other factors as well (Folger & Konovsky, 1989; Giles et al., 1997; Norris-Watts & Levy, 2004) and one of them can be organizational citizenship behavior (OCB) (Findley et al., 2000; Norris-Watts & Levy, 2004).

Early need-based theories of motivation (Herzberg, 1968; Maslow, 1970; Alderfer, 1972; McClelland, 1976) explain what motivates people in the workplace. Motivation-Hygiene theory also called the two-factor theory by Herzberg et al. (1959) is one of the most interesting theories

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about satisfaction. It was noticed by them that satisfaction and dissatisfaction cannot be measured on the same continuum in a work environment as they are caused two totally distinct sets of factors. In other words, factors that cause job satisfaction (motivators) are different from those that cause job dissatisfaction (hygiene) (Furlan & Corradetti, 2010; Löfgren et al., 2011).

## 2. PLAN OF THE PAPER

The paper begins with the introduction section defining the various variables which are art of the study. Then the Literature Review section discusses the different variables of the study and what all kind of relevant relationships have been investigated among them till date. Methodology section includes justification for the research area with already available theories from the published works. After theoretical justification the study clarifies how the research question was framed, and subsequently the hypothesis development. Then comes method which explains the sample and its justification there-off, followed by the instrument used. Further comes findings of the study which presents the analysis and interpretation of the data. This is followed by the discussion section that further explains the interpretation and its standing in the present scenario with the help of previous studies too. Managerial implications section discusses the practicality of the paper and its contributions towards the discipline of management. At the last we have limitations and conclusions followed by the references.

## 3. LITERATURE REVIEW

If we look at the available literature we can find most of the studies done in the domain of organizational behavior are one-sided and only suggest techniques and methods for managers of organizations, to how to keep their employees motivated and hence productive. Rarely there are any serious contributions that have tried to observe this relationship from the employees' point of view i.e., studies displaying techniques/methods for employees to motivate managers. Talking of satisfaction, it has a rich literature showing that there are many studies done in this field so far (Tiwari & Singh, 2014; Singh & Tiwari, 2011; Chen & Silverthorne, 2008; Origo & Pagani, 2008; Okpara & Wynn, 2008; Chiva & Alegre, 2008; Petrescu & Simmons, 2008; Eskildsen et al., 2004; Silverthorne, 2004; Lund, 2003; Savery & Luks, 2001). Though, only a few of them have concentrated on managers' satisfaction (Lau & Chong, 2002; Lok & Crawford, 2004). Managers plays a key role in the success of an organization and hence their satisfaction is very important (Gunlu et al., 2010).

The present paper is an effort that tries to fill the two different gaps that have been identified concerning managers' satisfaction; first, there is a shortage of work regarding how employees can keep their managers satisfied; and second is the use of Herzberg's model in determining managers' satisfaction. The paper will concentrate on these two issues in order to fulfill these identified gaps, to some extent. Concerning the literature reviewed, this subject seems unique and thus for this purpose, Herzberg's two factor theory is proposed for measuring managers' satisfaction, and with its help to examine the role of employees' organizational citizenship behavior (OCB) as a motivational behavior causing managers' satisfaction is examined. OCB has already got a lot of attention from researchers and various studies have been conducted on the antecedents of it. This is probably because of its positive relationships with both individual and organizational performance (Torlak & Koc, 2007). However, consequences of OCB haven't enjoyed such attention and there are comparatively lesser number of studies as compared to antecedents of it (Podsakoff et al., 2000) and only a few studies have considered OCB as the predictor of other outcomes, especially, managers' satisfaction (Reza Salehzadeh, 2015). Thus, on the basis of the above discussion the present research aims at finding whether OCB is a motivating or hygiene behavior or a behavior to which managers are indifferent. Thus, the research question that this research would answer becomes "is OCB a motivator for managers?".

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