



# Development and Validation of Organizational Citizenship Behaviour Scale

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## Review Article

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## Abstract

The purpose of the present study was to develop and validate a bilingual (Hindi & English) tool to assess the organizational citizenship behavior (OCB) of employees/workers working in the different types of organizations. The psychometric properties of the scale were determined on 250 engineers from Harduaganj thermal power station, Aligarh Uttar Pradesh, India. The reliability of the scale was reported  $\alpha=0.850$  that seems good George and Mallery. Face validity was established by 10 experts and construct validity was found 58.384%. Moreover, factorial validity was also confirmed. On the basis of the findings it can be concluded that the proposed scale has good reliability and validity. Subsequently, this scale found to be highly standardized. Implications and suggestions for future research proposed.

**Keywords:** Organizational Citizenship Behavior; Reliability; Validity

**Abbreviations:** OCB: Organizational Citizenship Behaviour; HTPS: Harduaganj Thermal Power Station; KMO: Kaiser-Meyer-Olkin.

## Introduction

Organizational Citizenship Behaviour (OCB) is defined as an innovative and voluntary behavior revealed by the workers of any effective organization [1,2]. It is beyond the organizational requirement and the employee is not benefited from organizational reward systems [3,4]. This behavior plays an important role in enhancing the well-being of organization and moving towards positive change in the field of efficiency and effectiveness of the work team as well as organization as a whole [5]. In the recent past, the concept of Organisational citizenship behaviour has been

widely studied for being a major topic of research. OCB is a kind of behaviour that all organisation desires because this kind of behaviour helps the organisation to compete in the world competitive fray. For getting recognition in the competitive world market, every organisation should encourage and appreciate employees' citizenship behaviour. Employees are the major component and are instrumental in the overall development of the organisation and can turn the future of the organisation in successively incremental direction. However, there are many factors which affect the citizenship behaviour of employees; hence, all organisations should have greater concern about these factors that include job satisfaction, leadership behaviour, the self-confidence of employees, interpersonal and organisational trust, job security etc. There are a number of behaviour that comes under citizenship behaviour; basically, it is a behaviour

where employees have 'we feeling' within the organisation. Employees play a role that goes beyond the basic requirement of their assigned task, such as helping coworkers, share their views and ideas for the development of the organisation [6].

Studies conducted to assess the OCB among the school teachers, engineers and employees of various organizations revealed that OCB and its various domains viz., Altruism, Courtesy, Sportsmanship, Civic virtue and general compliance were significantly correlated to organizational social capital, job satisfaction, satisfaction with career opportunity and counter-productive behaviour [7-10]. Researchers found that job satisfaction reveals optimistic mood and satisfied employees engage in citizenship behaviours [11] and Smith, et al. [12]. Bateman, et al. [11] found that organisational citizenship behaviour and job satisfaction having a significant and strong relation together. It has been found that job satisfaction was having a positive relationship with the performance of the employees and their organisational citizenship behaviour which significantly affects the overall turnover, psychological distress and absenteeism of the employees. Anglim, et al. [13] examined how personality predicts organisational citizenship behaviour and counterproductive work behaviour. Researchers found that humility-honesty, extraversion, agreeableness, and conscientiousness predicted lower level counterproductive work behaviour and a higher level of organisational citizenship behaviour in job applicants and non-applicants. Asa, et al. [14] conducted a study, and the objective of the study was to know and investigate OCB exhibited by the executive and non-executive employees of public sector organisations in the state of Kerala. Findings revealed that there is an insignificant difference in the level of OCB exhibited by the executive and non-executive employees. Khan, et al. [15] conducted a study to examine the difference of organizational citizenship behavior between assistant and junior engineers. Questionnaire was fill by 100 engineers (n=50 assistant engineers and n=50 junior engineers). Researchers reported that junior and assistant engineers were found to be similar on OCB and on its three dimensions too. Several tools have been developed in the West to assess the OCB among the employees [16].

Researchers found many tools to assess the organizational citizenship behaviour developed and validated in the western countries. But the work culture and environment of the Indian organizations varies from the western's countries therefore, researchers were looking to find out the tool to assess the organizational citizenship behaviour from Indian cultural perspective due to the paucity of such a tool in Indian setting. There is a need to develop and validate a Bilingual scale to assess OCB among the Indian population. The scale can be used to understand the behavior of the employees in the Indian context as well

as for the research purposes.

- Objective: To develop and validate a bilingual (Hindi & English) tool to assess the organizational citizenship behavior (OCB).

## Methods

### Sample

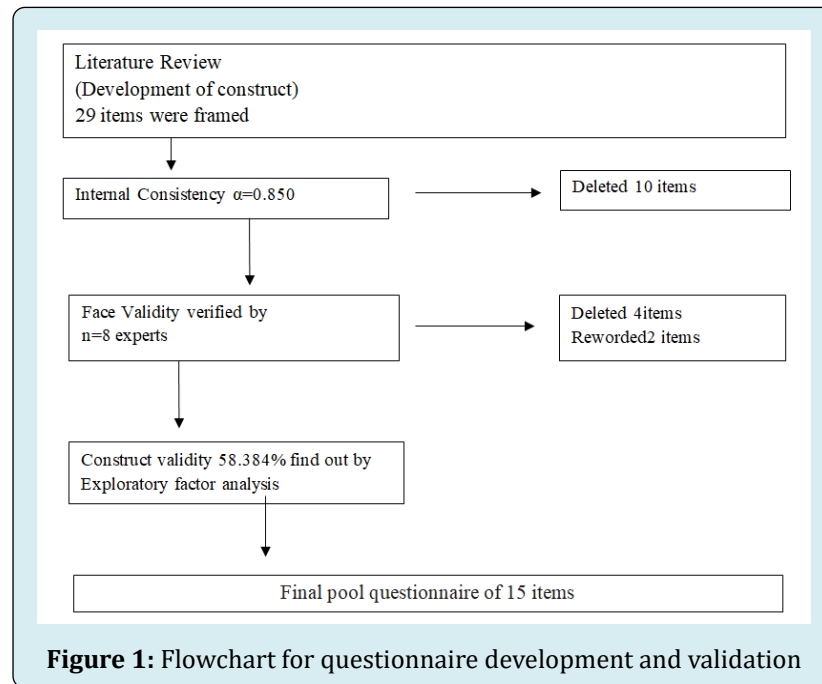
The sample comprises N=250 engineers from different designations (junior engineers, assistant engineers, executive engineers, superintendent engineers and chief engineer) from Harduaganj Thermal Power Station (HTPS), Aligarh Uttar Pradesh, India. Total strength of the HTPS is N=355 engineers including all designations. According to Krejcie, et al. sample determination criteria, the sample size of N=196 (Confidence= 95%) would be sufficient for the present study while the researcher has collected data on N=250 engineers by random sampling method.

**Statistical Analysis:** In the present study, first researchers check the normality of the data by using P-P plot and calculating standard score. Afterward descriptive statistics, factor analysis and reliability were done to validate the bilingual tool.

### Development of Scale

In the first stage of scale development, literature review was done to identify the domains of the scale. After going through vast literature review 29 items were framed on 5 point Likert scales viz., 'Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree' to assess the organizational citizenship behaviour especially in Indian context. To establish the face validity, experts were contacted from Psychology and Management departments of AMU Aligarh and objective of the scale validation was explained to them. Finally the experts validated a pool of 25 items in the scale. Inter-correlation matrix was examined in order to determine existence of multi-collinearity and singularity of items in scale. Additionally, 'Determinant' of the R-matrix was found 0.006. Further, Kaiser-Meyer-Olkin (KMO) test was done to know the sampling adequacy and it was found to be greater than 0.50 (i.e. 0.795). 10 items were deleted from the final pool of the questionnaire because of having multi-collinearity and singularity. The final 15 items were distributed in three domains extracted through the Exploratory Factor analysis with Principle Component Analysis extraction and Varimax rotation methods. On the basis of nature of items, naming of dimensions was done viz., Team Spirit, Pro-Organizational Activities and Employee-Centered-Organization. The process of scale development and validation can be understood by given chart:

## Tool to Assess the Organizational Citizenship Behaviour



The operational definitions of the dimensions are given and elaborated below:

## Operational definition

**Team Spirit:** Team spirit includes feeling of unity, co-operation, loyalty and pride among coworkers to do well as a team.

**Pro-organizational Activities:** Pro-organizational activities include employee's behavioral reactions that concerns about the benefit of organization.

**Employee-centered-organization:** It is an approach from management who see the organization from the employees' point of views for the well-being of the organization.

**Organizational Citizenship Behavior:** It is a product of Team Spirit, Pro-Organizational Activities and Employee-Centered-Organization.

The distribution of items in the different dimensions is depicted in Table 1.

No	Dimension	Items	Total no of items
1	Team Spirit	8,9,10,7,11	5
2	Pro-organizational Activities	3,1,2,4,5	5
3	Employee-Centered-Organization	14,13,6,15,12	5
Total	Organizational Citizenship behaviour	1-15	15

**Table 1:** Dimensions of Organizational Citizenship Behavior and items.

## Scoring pattern

All 15 questions in the final manuscript are positively worded. Scoring system can be done on the basis of given criterion shown in table 2.

S D	D	N	A	SA
1	2	3	4	5

**Table 2:** Scoring System.

To generate the dimension-wise scores the responses of the corresponding items were added. To find out the overall score of the organizational citizenship behavior all 15 items were added. Therefore, the maximum and minimum possible score of the scale is 75 and 15 respectively. The higher the score of overall and/or each dimension indicates high level of overall organizational citizenship behavior and/or its dimensions and lower the score indicates low level of OCB overall and in its separate dimensions.

Instructions for administration.

For the administration of questionnaire, instructions are written on the cover page of the manuscript. The tool can be applied on an individual and/or on a group of employees of the organization.

## Reliability

The reliability and validity are the most important aspect to determine the quality of any standardize tool.

Therefore, the associations of professional and practitioner placed greater emphasis on the reliability and validity when developing the standards and judging the quality of

any standardize tool. To establish the reliability, Cronbach's alpha was estimated and is shown in Table 3A & 3B.

Item No.	Item-wise descriptive statistics				Descriptive Statistics of Scale			
	Range	Mean	SD	Variance	Scale Mean if item deleted	Scale Variance if item deleted	*Item total correlation	*Alpha if item deleted
OCB1	4	4.38	1.06	1.123	52.7	66.832	0.429	0.844
OCB2	4	3.77	1.22	1.496	53.31	69.126	0.234	0.858
OCB3	3	4.55	0.66	0.439	52.52	70.061	0.441	0.845
OCB4	4	4.58	0.67	0.448	52.5	71.138	0.337	0.848
OCB5	3	4.23	0.66	0.429	52.85	72.142	0.253	0.851
OCB6	4	3.29	1.3	1.688	53.79	67.853	0.273	0.857
OCB7	4	3.44	1.19	1.413	53.64	65.841	0.422	0.846
OCB8	4	3.77	0.95	0.901	53.31	64.227	0.674	0.831
OCB9	4	3.73	0.97	0.933	53.35	64.24	0.66	0.832
OCB10	4	3.62	1.02	1.047	53.45	65.199	0.553	0.837
OCB11	4	3.43	1.12	1.26	53.64	64.143	0.555	0.837
OCB12	4	4.05	0.95	0.896	53.06	64.282	0.653	0.832
OCB13	4	3.31	1.14	1.303	53.77	63.053	0.608	0.834
OCB14	4	3.6	0.99	0.976	53.48	63.302	0.707	0.829
OCB15	4	3.36	1.08	1.157	53.71	64.144	0.585	0.835

**Table 3A:** Descriptive Statistics of Scale, Item-wise descriptive statistics.

M	V	SD	Coefficient of Alpha	Number of Items
57.1	75.4	8.7	0.85	15

**Table 3B:** Descriptive Statistics of Scale and Reliability (Cronbach's Alpha).

Cronbach's Alpha was administered to find out the internal consistency of scale and it was found  $\alpha=0.850$ ,  $p=0.001$  levels. The internal consistency of the scale is quite good. Therefore, this scale seems to be highly reliable. The descriptive statistics and inter-correlations among sub-scales of the questionnaire are depicted in Table 4.

Dimensions	Descriptive Statistics				A	Inter-Correlations*			
	Range	Mean	SD	Var		X1	X2	X3	X4
Team Spirit (X1)	17	18	4.2	17.2	0.9	<b>1</b>			
Pro-organizational Activities(X2)	14	21.5	2.9	8.3	0.7	<b>0.26</b>	<b>1</b>		
Employee-centered-organization(X3)	17	17.7	4	15.9	0.8	<b>0.59</b>	<b>0.41</b>	<b>1</b>	
OCB overall(X4)	41	57.2	8.7	76.4	0.9	<b>0.83</b>	<b>0.64</b>	<b>0.87</b>	<b>1</b>

**Table 4:** The descriptive statistics and inter-correlations.

Validity: In the first phase, face validity was established by 10 experts from psychology and management departments AMU, Aligarh. In the second phase construct validity of the tool was calculated through exploratory factor analysis with Varimax rotation. Data screening was done to overcome existence of multi-collinearity and singularity in the scale and

fulfills requisite requirements. After using the Exploratory Factor Analysis, three factors emerged. All three factors accounted the percentage of variance in the range of 17.012 to 23.48%. After summing up the explained variance of all three domains, researchers found total 58.384% variance. The total explained variance is known as construct/factorial validity of the scale that is highly satisfactory.

Items	Factors		
	1	2	3
8. Employees of my organization help eachother.	<b>Team Spirit</b>		.874
9. Employees of this organization have team spirit.			.880
10. Employees have sense of loyalty and trust among eachothers.			.813
7. Employees of this organization have “we” feelings.			.707
11. Employees of this organization have high opinion about the company/organization because organization cares for them.			.440
3. I always think for the betterment of my organization	<b>Pro-Organizational Activities</b>		.796
1. I think that it is my organization			.677
2. I never think to do anything at the cost of my organization.			.629
4. Our target is always to accomplish the goals and objectives of the organization			.550
5. One should always have pro-organization strategies to look after organizational interest			.543
14. I and my organization care for each-other.	<b>Employee-Centered-Organizations</b>		.822
13. My organization provides me everything that I need.			.720
6. Have a feeling of being at home in my organization			.706
15. Management have pro-employees approach			.572
12. I love my organization because it satisfies my needs.			.401
<b>PCT of Variance</b>	23.481	17.891	17.012
<b>Cum. Variance</b>	23.615	41.373	58.384

**Table 5:** shows construct/factorial validity along with factor loadings, variance percentage and cumulative percentage of variance for every dimension.

## Conclusion

Organizational Citizenship Behavior Scale provides measures of three empirically derived dimensions. Reliability, validity and stability data are based on responses from 250 engineers of HTPS, has shown that the Organizational Citizenship Behavior Scale has quite satisfactory psychometric characteristics. Correlation among domains indicated that all are related with one and another and assessing the same thing that is why it can be said that the inter-factorial validity of the scale is confirmed. Measure of Organizational Citizenship Behavior is common for various designations of employees of the organization across

their hierarchical level. Findings revealed that the bilingual (Hindi and English) form of OCB questionnaire could be used for the screening and research purposes at every hierarchy of employees in the organization. It can also be converted in to computerized format to enable online testing, scoring and evaluation of employee's organizational citizenship behavior [17].

## Implications and Suggestions

- Present research provides sufficient background to measure the organizational citizenship behavior of employees at workplace especially in Indian culture,

although it is a culture-free scale.

- After going through the above construct, it is suggested that the three proposed domains are appropriate to explain the organizational citizenship behavior (OCB) because while framing the items the cultural aspects were taken into the consideration.
- Organization can assess its employees organizational citizenship behavior(OCB) by using this tool and on the basis of the findings can plan the further course of action that can benefit the organization in every sphere.
- Researchers can also conduct future studies to assess the relationship between Organizational Citizenship Behavior (OCB) other variables such as Job Performance, Organizational Culture, Organizational Trust, Workplace Deviance, etc., and to explore the cultural factors of organizational citizenship behavior.
- Interest of Conflict: None

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