



Robustness of Organizational Culture towards Organizational Citizenship Behavior

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Abstract:

The study examines the connection between corporate culture and corporate citizenship practices. Specifically focusing on the public and private colleges in Sukkur, this study describes the robustness of organizational culture towards organizational citizenship behavior and explains the role that this robustness plays in fostering positive outcomes for all involved. The present study involves numerical investigation for which survey polled 389 workers using a 5-point Likert scale questionnaire. The reliability of results was tested using Cronbach's alpha. Analysis of results reveals that private-sector organizational cultures are more influential in producing civic-mindedness than their public-sector counterparts. The data was subjected to exploratory factor analysis, regression analysis, and individual correlation, and so on. The study reveals the extent to which workers will feel at ease carrying out their duties there. Although respondents agreed with the statement that "organizational culture impacts organizational citizenship behavior," they also noted that "organizational culture" is a different predictor of such behavior in the public and private sectors, accounting for 45percent in public colleges and 81percent in private colleges, respectively.

Keywords: Sukkur, organizational culture, organizational citizenship behavior, organization, behavior, public sector college, private sector college

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INTRODUCTION

An organization's culture develops "organically out of the social interactions that give rise to it. Here, "culture" refers to the collective beliefs, assumptions, and practices that characterize a given organization. Organizational culture that adapts well to change, keeps internal stability, and fortifies employee responsibility can be an asset in today's business climate (Shoukat, 2018). Organizational citizenship behavior is positively related to trust and morale in the workplace (Zavyalova et al., 2010), which is beneficial for decision-making, skill development, and networking with coworkers (Park et al., 2009). Culture benefits from the company's good corporate citizenship (Mohanty, 2012). Employees engage in organizational citizenship behaviors (OCBs) informally whenever they go above and beyond the call of duty. Even though they receive no financial or social compensation for their efforts, institutes and working groups will benefit from their dedication (Vigoda-Gadot, 2007; Boerner et al., 2008; Tang et al., 2008). With the aid of OCB, managers and coworkers can take decisive action and lessen time-wasting interpersonal conflicts. This is accomplished by assisting coworkers with work-related issues, picking up new skills, and mentoring new hires to lessen overall workload (Tang, 2008; Boerner, 2008). The authors go on to note a correlation between the two processes, specifically the reliance on interventions for accurate diagnosis. The author stresses once more that effective conflict management may result from the application of the right interventions, which in turn may be prompted by a correct diagnosis of the nature of the causes of the conflict. Therefore, the purpose of this research is to examine the connection between an organization's culture and its employees' citizenship behaviors in terms of conflict management and the organization's overall performance.

Organizational Culture

The term "organizational culture" is used frequently but leaves room for interpretational debate. Most scholars and practitioners who have studied an organization believe, in recent decades, that the concept of culture is involved in organizing the environment and behavior to deal with the values and beliefs of people or the organization. This is according to Watson (2006), who insists that cultural concepts were initially originated from organizational metaphors, such as "landing." My suggestion is, "A leader's sole responsibility is the maintenance of the group's culture. The unique skill set of a leader is cultural understanding and the ability to work within it" reported Ross and Shane (2004). The main values, beliefs, assumptions of the physical environment of the cultural iceberg's "intangible levels," including attitude and feelings, are highlighted on the visual level of corporate culture ("cultural iceberg" - "cultural iceberg (surface presentation)) by Shane (1993). Unless it adapts to its new role as an engine of economic growth, the public sector's traditional organizational culture can stymie efforts to modernise public services, according to the literature. Jamali (2005) stated that in a public setting proponents of change highlight their authority and command, rule-driven, bureaucratic character, ineffective resource deployment, and inexplicable outcomes. Researcher explained in depth the cultural norms which attend to the requirements of the populace. Hypothesis 1 in this context could be stated as:

"There is a positive and significant effect of organizational culture on organizational citizenship behavior."

An organization is said to have a strong awareness of its culture when it pursues the implementation of innovative and novel strategies and plans fundamental cultural norms and values. According to Gibbons (2004) and Schneider SC (1988), organizational culture creates "adhesion" within an organization by fostering harmony and continuity. This contributes to the organization's overall success. As a result, each employee of the organization will take into account not only the cultural concepts and general ideas of its manager or CEO, but also the cultural concepts and ideas of the organization itself. Anthropologists were treated differently one hundred years ago in the field of anthropology, and this plays a role in how their meaning is established. Regarding this particular point, Hypothesis Number 2 could be stated as:

"Organizational culture is significantly predicting organizational citizenship behavior."

Organizational Citizenship Behavior

At the moment, the OCB is thought of as a synonym for the idea of relevant expression, which is sometimes referred to as the "performance of social and psychological environments that supports the execution of actions" (Mansouri, 2018). It acknowledges that workers receive recognition and reward for their participation in OCB and reflects the adaptability of workers' roles in modern workplaces. In addition, it reflects the fact that workers receive recognition for their participation (Van Scotter, Montevideo and Cross, 2000; Werner, 1994). The concept that one should go "above and beyond" in order to assist others in their work is one that many people are familiar with, and ideas similar to this can frequently be found in OCB's concept. For those coworkers who are able to fight on time or volunteer for an innings, one common example of OCB is the provision of assistance to new employees in the process of familiarizing themselves with their responsibilities and the work itself. It is essential to consider the fact that the OCB takes into account unpaid overtime as well as activities related to organizations, such as volunteering and organizing work. Administrators give high performance ratings to employees who participate in the OCB because of their dedication to the programmed (Podsakoff et al., 2009). This is due to the fact that the manager is completely persuaded that employees working in the OCB are only considered valuable and helpful (also known as the "Hello effect") or OCB. One possible explanation for this is as follows: Because of the overall success of the organization or the inherent nature of its operations, OCB's recognition plays an essential role in determining liability for employees (organ et al., 2006). In order to investigate whether or not there is a connection between OCB and organizational culture, Hypothesis Number 3 was formulated as follows: *"There is an association between organizational culture and organizational citizenship behavior."*

The second effect, regardless of the reason, encourages better performance estimates, which can manifest in the form of raises, bonuses, promotions, or other job-related benefits (Podsakoff et al., 2009). Thirdly, these workers have been given high ratings for their performance and will receive increased compensation as a result. It is highly unlikely that these positions will be eliminated during a recession (organ et al., 2006).

"The manner in which workers demonstrate OCB is contingent on their abilities, motivation, and capabilities" (Organ et al., 2006, page 93). The preceding mentioned in the previous section is related to the prevalence of OCB, for example, by motivating employees and promoting better relations between the superiors and the employees.

Problem Statement

Many people from various cultural and ethnic backgrounds are already a part of the workforce, and this number is expected to grow. However, tensions and misunderstandings between these individuals are common. As a result, the focus of this study is on how these disagreements will be resolved in colleges across Sindh. It has become clear that a better understanding of the roles played by management, teachers, students, and parents is essential if the quality of education is to improve. However, this understanding will remain elusive so long as organizational culture is not analyzed. The college's culture and the actions of students and their parents prompted the research. Though much research has been done on both organizational citizenship behaviors and organizational conflict, the impact of organizational culture on neither has been examined.

RESEARCH METHODOLOGY



Fig.1 Research Model of Organizational Culture and OCB.

Research Strategy

In this study, we adopted "the general direction of social survey practice" as our research methodology (Bryman 2012). When studying society, researchers employed three methods. These models can be categorized as either purely quantitative, purely qualitative, or mixed method. The goal of quantitative research is to gather information that can be measured or calculated mathematically. This method is inductive and draws from positivist and other natural scientific frameworks.

In contrast, qualitative research strategies focus on gleaning meaning from written texts. That's the norm, and it shows up frequently in translation. The hybrid method integrates both qualitative and quantitative approaches (Bryman 2012). The research is quantitative in this sense.

The research design for this study is cross-sectional. Data collection strategies such as questionnaires and structured interviews are commonplace in community research, which includes cross-disciplinary studies. These types of surveys gather information about multiple factors at once.

Data Collection, Sampling, & Procedure

The study included information from 389 workers at public and private colleges in Sukkur. For this research, the most appropriate form of probability sampling was a simple random sample. Using a random sampling method ensures that every member of the group will be represented in the final results. Bryman and Bell (2018) state that since the procedure does not rely on the availability of workers, there is almost no chance of human bias in this sampling method.

There are a total of 30 questions on the questionnaire, with the first 7 pertaining to consent, the second 8 pertaining to demographics, and the third 7 pertaining to build. Each variable has 11

questions, just like organizational culture and organizational citizenship. Others claimed that out of a total of 450 respondents, only 389 completed and submitted the questionnaire.

Statistical Analysis

To conduct statistical tests, researchers used version 25 of the Social Science Statistics Package (SPSS) to refine the unprocessed information to ensure accuracy. Bryman (2012), being highly recommended by the editors, argues that sociology incorporates research in human geography, social policy, and political science.

The stability of conceptual metrics is what one means when while talking about their reliability Bell and Bryman (2018). To ensure a high level of generalizability among the projects in the test, researcher used reliability analysis to test the internal integrity of each configuration. Cronbach's coefficients were used to determine reliability in this investigation (Alpha, Cho, and Kim 2015).

Measures

Demographic Measures

	AGE	Frequency
Valid	16-25	179
	26-35	132
	36-45	32
	46-55	27
	above 55	19
	Total	389

There is a breakdown of respondents' age here. Specifically, respondents were asked to reveal their ages; 179 said they were between the age of 16 and 25; 132 said most respondents were recent appointees to these institutions; the remaining 132 were between the age of 26 and 35; 32 were between the age of 36 and 45; 27 were between the age of 46 and 55; and the remaining 19 were older than 55.

	GENDER	Frequency
Valid	Male	283
	Female	106
	Total	389

The majority of respondents (283) were male, accounting for 72.80 percent of the total, while the proportion of female respondents (106, or 27.20%) was relatively low given the overall sample size. This suggests that female students were less likely to take part in the survey and less likely to attend these specific colleges.

	EDUCATION	Frequency
Valid	Bachelor	28
	Masters	309
	Matriculation	32

Intermediate	10
diploma	7
M.Phil.	3
Total	389

Even though this study focuses on employee citizenship behavior in Sukkur's colleges, questionnaires were filled out by a wide range of staff members (including teachers, principals, clerks, peons, and those with higher levels of education), as shown in the table above. In total, 28 had a bachelor's degree, 309 had master's, 3 had an M.Phil., 32 had passed matriculation, 10 had passed intermediate, and only 7 had diplomas.

	EXPERIENCE	Frequency
Valid	LESS THAN FIVE YEARS	281
	MORE THAN FIVE YEARS	108
	Total	389

TABLE 4. 1

Among 389 participants, only 281 had the experience of less than five years, and 108 respondents had the experience of more than five years as it was already explained in this research. Only younger were actively participated and elders and older were reluctant to provide data.

	NATURE OF INSTITUTION	Frequency
Valid	Public	142
	Private	247
	Total	389

As can be seen above, only 142 respondents from the public sector while 247 respondents from the private sector participated. The researcher had a tough time snagging max. Since government workers were assumed to be less likely to participate, their data was left out of the analysis.

	DESIGNATION/NATURE OF WORK	Frequency
Valid	Teaching	320
	Management	37
	auxiliary staff	32
	Total	389

When asked to identify their primary employment function, 320 respondents indicated that they are educators, while only 37 were from the management ranks and 32 came from support staff.

RELIABILITY

Cronbach's alpha is used to measure the degree of reliability. As such, reliability is the degree to which an evaluation instrument yields consistent and reliable outcomes, and the facts prove that this is the case. Standards are founded on the following tenets:

1. Weak consistency of data indicates a reliability of .6, which is considered dubious.
2. Data consistency with a reliability of .7 is regarded satisfactory.
3. Good data consistency is indicated by a reliability coefficient of 0.8 or above.
4. With a dependability of 0.8, the data can be trusted extremely well.

According to these results, the questionnaire included a total of 22 questions and a reliability coefficient of .817, which makes sense.

Reliability Statistics

Cronbach's Alpha	N of Items
.817	22

Fitness of Model

Values are derived from a model's updated predictions, and their fitness is summarized here. R square indicates how well two factors—organizational culture and its impact on organizational citizenship behavior in both public and private colleges—fit into a model; In this case, the contribution is 20percent in public colleges and 67percent in private colleges. Future researchers may be able to fill in the 80percent gap in public colleges by incorporating additional constructs into studies of this kind.

Model Summary

NATURE OF SCHOOL	MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD. ERROR OF THE ESTIMATE
PUBLIC	1	.454 ^A	.206	.200	.90090138
PRIVATE	1	.819 ^A	.671	.670	.63275041

a. Predictors: (Constant), Organizational Culture

ANOVA

According to the results of the analysis of variance, both organizational culture and organizational citizenship behavior exhibit significant levels of variation. On the other hand, organizational citizenship behavior is predictor of organizational culture in both public and private sectors.

ANOVA^a

Nature of School	Model		Sum of Squares	df	Mean Square	F	Sig.
Public	1	Regression	29.478	1	29.478	36.319	.000 ^b
		Residual	113.627	140	.812		
		Total	143.105	141			
Private	1	Regression	200.157	1	200.157	499.926	.000 ^b
		Residual	98.091	245	.400		
		Total	298.248	246			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Organizational Culture

Regression

Coefficient table: the beta column indicates the importance of organizational culture, and the significance column indicates the level of significance. Consequently, organizational culture makes a favorable and considerable 45.40percent impact in the public sector, but almost double i.e., 81.90percent, in the private sector. With a result of.000, it is also statistically significant. It is suggested that the public sector could benefit from a better understanding of organizational culture and how it influences organizational citizenship behavior, however the effect of culture on culture is emphasized more in the private sector. Additionally, this is supposedly the point from which study aims, questions, and hypotheses are gauged.

Coefficients

Nature of School	Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
Public	1	(Constant)	.142	.093		1.529	.129
		Organizational Culture	.446	.074	.454	6.027	.000
Private	1	(Constant)	.069	.042		1.640	.102
		Organizational Culture	.801	.036	.819	22.359	.000

a. Dependent Variable: Organizational Culture

Correlation Analysis

Correlations

Nature of School			Organizational Citizenship Behavior	Organizational Culture
Public	Organizational Citizenship Behavior	Pearson Correlation	1	.454**
		Sig. (2-tailed)		.000
		N	142	142
Public	Organizational Culture	Pearson Correlation	.454**	1
		Sig. (2-tailed)	.000	
		N	142	142
Private	Organizational Citizenship Behavior	Pearson Correlation	1	.819**
		Sig. (2-tailed)		.000
		N	247	247
Private	Organizational Culture	Pearson Correlation	.819**	1
		Sig. (2-tailed)	.000	

N 247 247

** . Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation is applied to check association among variables; if sig value is equal to .05 or less than .05, there will be a significant association, while if it is greater than .05, then it will be insignificant; on the other hand, it is significant because its value is .000.

S.No	Hypotheses	supported	Not supported
H1	There is a positive and significant effect of organizational culture on organizational citizenship behavior in public and private colleges of the Sukkur district.	✓	
H2	Organizational culture is significantly predicting organizational citizenship behavior in public and private colleges of the Sukkur district.	✓	
H3	There is an association between organizational culture and organizational citizenship behavior in public and private colleges of the Sukkur district.	✓	

CONCLUSION

The findings of this study indicate a robustness of Organizational Culture OC on Organizational Citizenship Behavior (OCB), demonstrating once again the importance of both concepts. As a result, it is important for organizations of all stripes to embrace the values of OCB. This study shows that the more effort put towards generating OC, the greater the requirement to employ OCB. Three tables, labelled Model Summary ANOVA and Coefficient, show the results of the additional regression analysis that was performed. Since the general model fitting was 48.80 percent and the significance level in the analysis of variance was .000, the regression results revealed that organizational culture had influence on organizational citizenship behavior in both public and private colleges in Sukkur. The public sector has a fitness of 205, while the private sector has a fitness of 67. Similarly, organizational culture generally contributes 69.90 percent, but in the public sector it provides 45.40 percent and in the private sector it contributes 81.90 percent, respectively and sig. Coefficient table estimates a value of .000 for this variable.

However, it is often argued in the academic community that OCB must be adopted and implemented immediately in order to establish an effective organizational culture because of how quickly it can be accommodated and guaranteed. This is a great approach to raise awareness for a company or group where employees will get benefit as well. Every issue may be resolved on the ground floor if OCB is used. The knowledge and expertise of the workers will also be boosted, which will benefit the company's output. Colleges and universities will be able to fix the issue permanently at the bare minimal level with the help of an automated system. Organizations will benefit from this study, and workers will be sincere and loyal because they will see the value in serving the company in exchange for compensation, recognition, and perks.

Recommendations

It is crucial for any business to foster a working atmosphere that motivates employees to exhibit desirable actions that go above and beyond the call of duty yet are nonetheless beneficial to the company's success. A part from this is the culture of an organization being recognized and actively managed by the management team.

Managers are tasked with fostering a creative environment and a positive company culture. That's why it's important for them to foster imagination, new thought, education, and a spirit of exploration and discovery. Administrators need to have a tolerance for setbacks since they are an inevitable part of trying new things and taking calculated risks. Because employees won't be fearful of repercussions if the concept bombs, a culture that tolerates failure at work is essential for encouraging innovative behavior.

Officials should also allow for some leeway in their work schedules, as this is a hallmark of non-bureaucratic administrations.

If employees are given some leeway in how and when they complete their work, it will help them feel less burdened and increase their job satisfaction, and they will be more motivated to give their all to the company.

Administrators should work to foster an atmosphere that is collaborative, welcoming, and reliable.

This study's significance lies in its explanatory power regarding why particular organizational and cultural frameworks are necessary for eliciting desired responses and behaviors from staff members. As an added bonus, it serves as a foundation for the development of a model that elucidates the connection between a certain corporate culture framework and a range of citizenship behaviors.

To further encourage OCB in the workplace, managers should set up and coordinate organizational judicial practices by providing employees with constructive criticism and proper direction. The culture of learning must be fostered and encouraged.

Research Limitations

Since we conducted this study as a cross-sectional analysis, our findings are restricted to inferring the causal relationship between organizational culture and OCB. Our working hypothesis is that OCB can be enhanced by fostering a more cooperative culture inside a company. Future research should use alternative mediators to evaluate the same effect and include more variables, but our analysis establishes the link between organizational culture and citizenship behavior.

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