

Work Motivation Vis-a-Vis Organizational Citizenship Behaviour

Durba Pal and **S. K. Dasgupta**

National Institute of Technology (NIT), University of Calcutta,
Durgapur Kolkata

Research on Organizational Citizenship Behaviour (OCB) in the workplace is increasingly gaining momentum. The broad objective of the present study was to examine the nature of OCB and its dimensions in the private and public sector Indian organizations and also to investigate the relationship that OCB bears with sources of work motivation. The sample consisted of 400 workers drawn equiproportionately from the private and public sector organizations located in three districts of West Bengal. Data were collected by the administration of an OCB Scale developed by the present researcher in consultation with the conceptual framework of Organ, Podsakoff, Pattanayak and an adapted version of Motivation Sources Inventory. The standard item analysis technique was followed to develop the OCB scale and simple correlation was also done to understand the relationship of OCB with that of motivational sources in the private and public sectors. Besides, the comparison of both the sectors with respect to OCB and Work Motivation was done by applying t-tests on the present sample. The results indicated the emergence of three new factors with respect to the conceptualization of OCB. It was also revealed that OCB (on its seven dimensions and as a global measure) tended to be higher in private sector workers than that of the public sector workers. Work Motivation with respect to the workers of the two sectors presented a mixed picture, with "t" differences being significant on three sources and insignificant on the other two. The relationship of OCB with that of Work Motivation, as depicted, by the correlational analysis, is significant in private sector organizations whereas the same relationship is insignificant in the public sector organizations. Thus, it may be concluded that focusing on OCB could positively set new trends and vistas in how the private and public sector organizations may utilize the capacity of their workers in transforming the organizations into true 'performing' ones.

In the contemporary arena of workplace psychology, the key to achieving enhanced organizational performance are the people in the organization. Often, behaviour assumes a central position in performing organizations, which concomitantly lead to a matrix of new work ethos involving people's values and performance.

It has been observed that people sometimes do perform more than what they are expected to do, which ultimately helps the organizations to enhance productivity. Such

behaviour has been conceptualized as Organizational Citizenship Behaviour or OCB (Bateman and Organ, 1983). According to Organ et al., (2006), OCB indicates the individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. Moreover, it has been stated that this behaviour is not the product of a requirement demanded by job functions or description; it is simply the product of a

personal decision. In other words, employees perform OCB without any guarantee of immediate and substantial rewards from their organization for doing so and that they will not be punished if they choose not to engage in this form of behaviour.

OCB has been the subject of an increasing number of studies, particularly since the end of the 1990s. These studies have focused mainly on the analysis of OCB's nature, manifestations, impact on performance, and practical implications of OCBs (Bergeron, 2007). OCB has been associated with improvements in manager evaluations of individual performance, superior group and unit level performance and enhanced organizational performance.

Several measures of OCB have reflected variability in terms of its dimensionality. Various studies have reported 2 dimensions (Smith, Organ, & Near, 1983), 3 dimensions (Turnipseed & Murkison, 2000), 5 dimensions (Organ et al., 2006) and 6 dimensions (Chaitanya & Tripathi, 2001).

Numerous studies in the research literature have been conducted on the antecedents of OCB, highlighting on variables like personality (Borman et al., 1993), job satisfaction (Judge et al., 2000) procedural justice (Moorman, 1995), leadership characteristics (Podsakoff et al., 2000), task characteristics (Cardona et al., 2004). However, the existing research literature has incorporated very few empirical studies in India which followed methodological precision although they have highlighted the importance of Organizational Culture (Kar and Tewari, 1999), Equity Sensitivity and Organizational Justice (Moideenkutty, 2002) and Psychological Empowerment (Bhatnagar and Sandhu, 2005) as antecedents of OCB.

Organ et al., (2006) beckoned for a concentrated focus in research on the employee motives as predictors, offering an empirical explanation of the phenomena of

OCB. However, there is a dearth of intensive research in this arena. Dewett et al., (2007) have explored the facets that motivate OCB in terms of their theoretical rationale and research propositions on Regulatory Focus Theory (RFT). Bolino (1999), has reported that there may be two main motivational forces behind OCB: traditional motivators and impression management motivators.

Work motivation is the set of internal and external forces that initiate work-related behaviour, and determine its form, direction, intensity, and duration. Though McClelland's (1985) trichotomy of needs is probably the most widely used model of motivation in OB research, it may not account for the full range of motives like task- intrinsic motivation (Deci, 1975) or value-based motivation (Etzioni, 1961). Hence an integrative typology that accounts for a more diverse range of motives (Leonard et al., 1999) was considered for the present study. It encompasses 5 sources of motivation namely, ¹Intrinsic process motivation, ²Instrumental motivation, ³External self-concept based motivation, ⁴Internal self-concept based motivation, ⁵Goal-internalization motivation. The present study aimed at studying the nature of OCB in private and public sector organizations as well as examined its relationship with that of work motivation.

Method

Sample:

The sample for the present study comprised 400 workers, selected following stratified random sampling technique, from 4 organizations of national repute encompassing both private and public sectors. The study areas selected for the present work were the units of the respective four organizations located in the districts of Kolkata, Howrah and North 24 Parganas in the state of West Bengal. The participants, all males, were literate, permanent workers with minimum service tenure of 5 years.

Tools:

General Information Schedule: This included personal characteristics in terms of age, educational qualification, income per month, work experience in the organization and job title.

The OCB Scale: This scale was developed by the present researcher (Pal, 2009). It contains 55 items dispersed among the 7 domains namely, Altruism, Conscientiousness, Sportsmanship, Courtesy, Protective Boosterism, Suggestive Opinion and Professional Dedication. All the items were rated on a 7 point scale ranging from strongly disagree (1) to strongly agree (7) and their scores were summated for each dimension. But for negatively worded items, scores were reversely coded for getting the appropriate dimension score. The scoring rationale was – the higher the score the more the degree of perceived OCB. The reliability of the scales was calculated and the Cronbach Alpha was observed to range from 0.76 to 0.89 with an average value of 0.83.

Motivation Sources Inventory: Motivation of the workers was assessed by administering the Motivation Sources Inventory developed by Barbuto and Scholl (1998). It has 30 items across 5 sources of motivation namely, intrinsic process, instrumental, self-concept-external, self-concept-internal and goal internalization. The respondents were asked to rate on a 7 point scale. The scoring rationale was that high score indicated a favourable trend with respect to motivation. The Cronbach Alpha of the component dimensions were found to be ranging within 0.79 to 0.88 as measures of reliability coefficients with the present sample.

Test administration: The present investigation was done in two distinguished parts:

Part-I: Development of the OCB scale: Prior to the conduction of the present

investigative study, a pilot survey was done on a group of 100 workers encompassing both the private and public sectors equiproportionately. This study was conducted to develop the OCB scale and to prepare the adapted version of the Motivation Sources Inventory. Reliability coefficients were also checked for the scales used in the study.

Part-II: Determination of OCB of a group of private and public sector workers: The second part of the present research study concentrated in determining the nature of OCB in both the private and public sectors and to examine the relationship of OCB with that of sources of Motivation of the workers belonging to the respective organizations under study. In all the four organizations, data were collected by distributing the questionnaire booklets to their workers. Confidentiality was guaranteed by giving the workers envelopes to seal and return the questionnaires.

Results**Development of the OCB scale:**

The following steps were followed in developing the OCB scale:

Identification of enquiry areas based on operationalization: The first step in the development of the questionnaire for measuring the OCB was centered on the identification of the relevant domains in congruence with that of the existing literature on OCB (Organ et al., 2006; Pattanayak, 2003) namely, Altruism, Civic Virtue, Courtesy, Conscientiousness, Sportsmanship, Sharing and involvement, Sense of organizational ownership and Professional commitment. Then, a structured questionnaire was designed following the standard criteria of test-construction by considering the components of the variables as defined in the concept and operationalization.

Framing of items as well as response categories: Initially, 65 items were framed in simple language encompassing all the 8

domains. The items were constructed in accordance with prescribed criteria of Thurstone and Chave. A 7 point Likert-type response pattern ranging from 1 (strongly disagree) to 7 (strongly agree) was used with the item statements, wherein 2,3,4,5 and 6 indicated 'moderately disagree', 'mildly disagree', 'neutral', 'mildly agree', 'moderately agree' respectively.

Face Validity: In order to adjudge the face validity, the draft questionnaire was then examined by a group of 3 experts, who were conversant and efficient for developing psychological tools.

Pre try out study: The questionnaire was then individually administered to a small group of 10 workers in order to conduct a pre-try out study. It was intended to make sure that the respondents understood each item and that the item was applicable in the Indian organizational setting. Based on the results of the pre-try out study, modifications were made in wording and formatting to assure that the respondents understood all the items to which they were expected to respond.

Item analysis: The draft questionnaire was then administered to a group of 100 workers encompassing both the private and public sectors equi-proportionately in order to conduct the pilot survey. The responses were then scored properly to process the data for item-analysis. The inter-item correlations for each component dimension were calculated and the cluster of items under each dimension was retained whose inter-item correlations were not less than 0.50.

Construct Validity: After item analysis, 60 statistically significant items were retained for the final study. Again, this 60-item instrument was processed for factor analysis in order to ensure construct validity. The method of Principal Axis Factoring (PAF) with oblique rotation (direct oblimin) was used to improve simple structure and to test the degree of interrelatedness among the factors. Only

those items were considered in the factor structure which have at least a loading of 0.40. Factor analysis yielded 7 factors, accounting for 64% of variance. 55 items were retained in the final scale. Factor loadings of the items are presented in Table-1.

Factor 1 consisted of items showing the individual's display of uplifting the organization's image to outsiders and taking care of the organization's resources. It indicates promoting the goodwill of the organization and defending it against external threats. It also includes the tinge of accountability and responsibility in maintaining the property and resources of the organization. Owing to this reason, this factor has been labelled as Protective Boosterism.

Factor 2 comprised items that refer to the execution of organizational role behaviours well beyond the minimum required level on the part of the worker, in the areas of adhering to the rules and regulations of the organization, attendance etc. Thus it was called Conscientiousness.

Factor 3 consisted of items showing the individual's dedication in performing his task and duty stringently so as to raise his performance standard in order to achieve the organizational goal. It explains the extra effort put in by the worker in accomplishing a task with creativity and innovation so that it steps to the next level of perfection. Hence, it was labelled as Professional Dedication.

Factor 4 carried items that refer to the discretionary behaviour on the part of the worker aimed at taking action to prevent work-related problems from occurring by respecting others' needs. So, it was labeled as Courtesy.

Factor 5 consisted of items that display the individual's initiative in providing suggestions with a view to solve organizational problems. It exhibits the worker's assistance aimed to provide a coworker with viable ideas so that the latter may come out of the organizational problem

with a solution. It differs from altruism in the sense that the assistance provided is limited to suggestion and ideas only and no activity is being carried out. Hence, it was labeled as Suggestive Opinion.

Factor 6 included items that refer to the discretionary behaviour which manifests the willingness of a worker to accept or tolerate minor frustrations without making any complaints. Therefore, it was named Sportsmanship.

Factor 7 consisted of items covering the domain of discretionary behaviour on the part of the worker that is directly and intentionally aimed at helping a specific individual or group of individuals with an organizationally relevant problem. Hence it was named Altruism.

Reliability Study:

Lastly the reliability of the scale and its component dimensions, was calculated and the Cronbach Alpha was observed to be ranging within 0.76 to 0.89 with an average value of 0.83

Table 1: Factor loadings on individual items of OCB

F1 Loadings	F2 loadings	F3 Loadings	F4 Loadings	F5 Loadings	F6 Loadings	F7 loadings
7 0.65	2 0.42	27 0.82	4 0.88	33 0.45	3 0.88	1 0.74
9 0.41	10 0.55	29 0.89	6 0.7	37 0.41	14 0.74	8 0.7
11 0.72	15 0.57	34 0.77	12 0.69	38 0.44	28 0.7	13 0.58
20 0.7	17 0.65	42 0.56	16 0.49	39 0.72	59 0.68	18 0.68
21 0.59	19 0.55	43 0.52	47 0.6	40 0.87		
22 0.76	24 0.43	48 0.47	52 0.52	41 0.68		
23 0.78	32 0.55	53 0.56	58 0.44			
25 0.56	45 0.79	56 0.72	60 0.68			
30 0.82	46 0.71	57 0.42				
31 0.59	51 0.65					
36 0.77						
49 0.42						
54 0.57						
55 0.65						

The general characteristic data (in Table 2) with regard to the sample in both the sectors namely, private and public, in terms of age, educational qualification and experience acquired in that particular organization, depict that the organizations belonging to the two sectors are distinctively different from each other and their background characteristic information have effective potential for their participation in the present study.

The results (Table-3) explicitly reveal that the workers of the private sector organizations have their mean value much higher than ($p < 0.01$) that of the public sector workers in terms of all the dimensions of OCB, namely, Protective Boosterism, Conscientiousness, Professional Dedication, Courtesy, Suggestive Opinion, Sportsmanship and Altruism. The global OCB measure also

Table 2. General Characteristic Features of the Workers In Private and Public Sectors

General Characteristic Features	Private (N=200) %	Public (N=200) %
Age		
1. Upto 45 years	82	75
2. Beyond 45 years	18	25
3. Mode Age	37 years	39 years
Educational Qualification		
1. Upto H.S.	7	3
2. Graduate Degree	76	71
3. ITI Degree	17	26
Experience in terms of years		
1. 5-10 years	73	58
2. beyond 10 years	27	42

depicts the similar potrait i.e., the private sector workers have inculcated such an amount of OCB having predominant signs of ($p < 0.01$) Protective Boosterism,

Conscientiousness, Professional Dedication, Courtesy, Suggestive Opinion, Sportsmanship and Altruism which have not been observed similarly among workers of the public sector organizations. Such statistically significant mean difference of the two groups

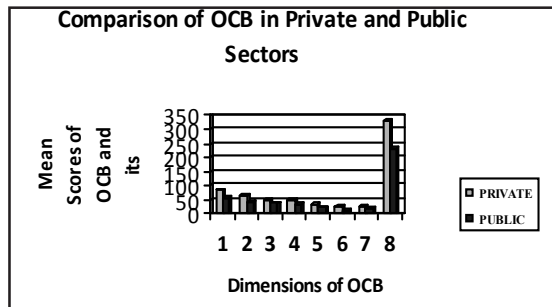
provides sufficient evidence that workers' OCB is more favourable in private sector organizations in comparison to that of public sector. Fig: 1 conspicuously depicts the more vivid picture of the said difference.

Table 3. Comparison between private sector workers and public sector workers in terms of OCB scale scores

Dimensions	Private sector		Public sector		t value
	Mean	SD	Mean	SD	
Protective Boosterism	83.68	6.28	59.36	6.46	19.182*
Conscientiousness	62.84	4.69	43.86	6.34	17.003*
Professional Dedication	50.74	6.76	38.94	5.15	9.813*
Courtesy	49.78	3.44	31.8	4.54	22.301*
Suggestive Opinion	34.44	4.7	22.94	4.4	12.520*
Sportsmanship	24.06	2.25	14.06	3.51	16.921*
Altruism	25.7	1.61	18.52	3.97	11.827*
OCB-Global	331.64	17	228.74	21.87	26.261*

*p<0.01

Fig 1. A Graphical representation of the comparison between private and public sector workers with respect to OCB and its dimensions



The data incorporated in Table 4 reveal that the work motivation scores along the two sources, namely, self-concept internal and goal internalization, distinctively indicate favourable and high levels of motivation existing in the private sector workers, with mean scores indicating a moderate level on the intrinsic process. Mean work motivation scores of the private sector workers on the instrumental and self-concept external motivation sources, depict a less favourable degree of work motivation in comparison to that of the other three remaining sources. On the contrary, the mean work motivation scores of the public sector workers divulge a different

picture altogether. More specifically, the mean difference of the two sectors' workers' motivation scores along the sources of 'intrinsic process', 'self-concept-internal' and 'goal internalization' stand to be significant at 0.05 and 0.01 levels respectively. On the other hand, the differences between the workers of the two sectors along the sources of 'instrumental' and 'self-concept external motivation' are insignificant. The public sector workers, with respect to the present sample show low levels of work motivation along the four sources except goal internalization where the mean scores indicate a moderate level of work motivation.

It is explicitly evident from the table-5 findings that the relationship of OCB with that of motivation is significant at 0.05 level in private sector organizations whereas the same relationship is insignificant in the public sector organizations with respect to the present sample. In other words, it is quite conspicuous that the private sector workers on account of their high motivational level engage in OCB favourably. Hence, it may be stated that workers' motivation is more positively related to workers' OCB in private sector organizations than that of public sector organizations.

Table 4. Comparison between private sector workers and public sector workers in terms of Work Motivation and its sources' scale scores

Sources of Motivation	Private Sector		Public Sector		't' value
	Mean	SD	Mean	SD	
Intrinsic process	24.7	5.6	20.03	3.8	3.97**
Instrumental	18.29	3.2	17.03	2.8	1.16
Self-Concept External	19.32	3.7	17.75	4.75	1.37
Self-Concept Internal	32.29	2.87	21.07	2.96	10.89*
Goal Internalization	30.52	3.05	23.46	3.58	6.92*

*p<0.01 **p<0.05

Fig 2. A Graphical representation of the comparison between private and public sector workers with respect to Work Motivation and its Sources

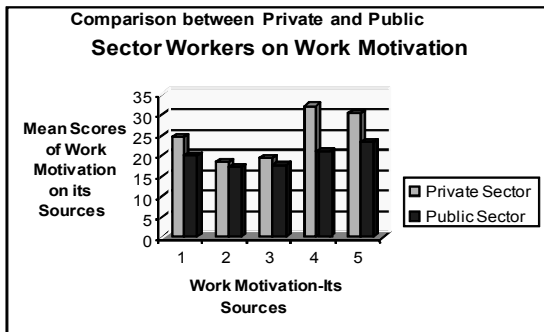


Table 5: Correlation between OCB and motivation in private and public sector organizations (N=200)

Private Sector 0.828**
 Public Sector 0.467
 **p<0.05

Discussion

On the basis of results obtained in the present investigation, OCB has been found to be reportedly higher in private sector organizations in comparison to that of the public sector organizations. There may not be appreciable sense of belongingness amongst public sector employees as found in their counterparts in the private sector (Maheshwari et al., 1985). Public sector organizations are subject to ongoing undue external interventions, which at times results in diffused and ambiguous ownership. This as a consequence may have the potential to

obscure accountability and responsibility. This lack of clarity regarding the very purpose may serve to be a pivotal factor in the reduced level of OCB in the public sector. On the contrary, the situation in private sector may be seen to be slightly better. Private sector organizations being relatively free from political interventions, focus directly on the organization's goals along a unidimensional way. Coupled with this frame of aetiology, it may be seen that in private sector organizations, the workers share collective and joint efforts in undertaking an organizational task and endure the responsibilities to make the organizations effective and productive. This aspect relates pragmatically to the survival of the organization and its workers. With regard to the present industrial scenario, there exist significant structural, functional differences between these two sectors affecting the internal dynamics as well (Bhal, 1998). This may have been reflected in the differences on the OCB scores of the two sectors' organizations.

The private sector workers have scored favourably and highly on motivation as well. This corroborates to an earlier study (Sinha, 1990) where executives in private sector were found to be more motivated than their counterparts in the public sector. The work motivation of the public sector organizations reveal an unfavourable snapshot, which gets supported by an earlier study where Chatterjee (1979) observed that public sector workers suffer from low levels of motivation.

Motivation with its relationship to OCB presents a positive picture among private sector workers. Workers high on self-concept internal and goal internalization motivation may have been engaged in OCB owing to reinforce their internal standard of traits, competencies and values and to their belief in the cause of the goal of the collective. The findings get supported by previous researches where an individual's motivation has been significantly linked to his OCB (Penner, et al., 1997; Tang & Ibrahim, 1998).

Moreover, in the present investigation, with respect to the present sample, three new component-factors of OCB, namely, Protective Boosterism, Professional Dedication and Suggestive Opinion have emerged out of factor analysis in addition to Conscientiousness, Courtesy, Sportsmanship and Altruism. The emergence of the new factors may indicate the possibility of the pivotal role played by the cultural context in the conceptualization and demonstration of OCB in Indian organizations. Previous study has revealed that employees belonging to the Indian organizations place value on personalized relationships (Virmani et al., 1991)- an emphasis which holds to be salient for citizenship behaviours in an organization. Empirical support for the existence of both universal and culturally specific aspects of OCB comes from studies in China (Farh et al., 1997), Romania (Turnipseed & Murkison, 2000).

Conclusion

Thus, on the basis of the present study, it may be concluded that OCB may represent a powerful element of free-will conduct, most relevant in private-sector organizations that highlight values of voluntary personal actions, especially among paid employees. Therefore, organizations must be committed to increasing OCB among their employees by valuing their motivational sources, to promote the effective functioning of the organizations. Thus, OCB has been righteously referred to as the "glue

which holds collective endeavours together" (Organ, 2006). Further, owing to the relationship that OCB shares with that of motivation, it may be interesting to explore more intensively how OCB along with all its dimensions relate to all sources of motivation individually, on a larger sample.

References

- Barbuto, J., & Scholl R. (1998). Motivation sources inventory: Development and validation of new scales to measure an integrative taxonomy of motivation. *Psychological Reports*, 82, 1011-1022.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: the relationship between affect and employee "citizenship". *Academy of Management Journal*, 26, 587-595.
- Bergeron, D. M. (2007). 'The potential paradox of Organizational Citizenship Behavior: Good citizens at what cost?', *Academy of Management Review*, 3, 1078-1095.
- Bhal, K.T. (1998). *Making sense of organizational and values*. New Delhi: HPS.
- Bhatnagar, J., & Sandhu, S. (2005). Psychological empowerment and organizational citizenship behaviour in IT managers. *Indian Journal of Industrial Relations*, 40, 450-469
- Bolino, M.C. (1999). Citizenship and impression management: Good soldiers or good actors? *Academy of Management Review*, 24, 82-98.
- Borman, W.C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco: Jossey-Bass.
- Cardona, P., Lawrence, B.S., & Bentler, P.M. (2004). The influence of social and work exchange relationships on organizational citizenship behavior. *Group and Organization Management*, 29, 219-247.
- Chaitanya, S.K. & Tripathi, N. (2001). Dimensions of organizational citizenship behaviour. *Indian Journal of Industrial Relations* 37, 17-230.
- Chatterjee, S.K. (1979). *Management of Public Entrepreneurs*. New Delhi: Surjeet Publication.

- Deci, E.L. (1975). *Intrinsic Motivation*. New York: Plenum Press.
- Dewett, T. & Denisi, A.S. (2007) What motivates OCB? Exploring the role of regulatory focus theory. *European Journal of Work and Organizational Psychology, 16*, 241-260
- Etzioni, A. (1961). *A comparative analysis of complex organizations*. Glencoe, IL: Free Press.
- Farh, J. L., Earley, P. C., & Lin, S. C. (1997). Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative Science Quarterly, 42*, 421-444.
- Judge, T.A., Bono, J.E., & Locke, E.A. (2000). Personality and job satisfaction: The mediating role of job characteristics. *Journal of Applied Psychology, 85*, 237-249.
- Kar, D. P. & Tewari, H. R. (1999). Organisational culture and organisational citizenship behaviour. *Indian Journal of Industrial Relations, 34*, 421 – 433.
- Leonard, N., Beauvais, L., & Scholl, R. W. (1999). Work motivation: The incorporation of self-concept-based processes. *Human Relations, 52*, 969-998.
- Maheshwari, R. & Maheshwari, P. (1985). 'Public enterprises: a case for new managerial order.' In R.K.Mishra and S.Ravishankar (eds.), *Current Perspectives in Public Enterprise Management*, New Delhi:Ajanta Publications.
- McClelland, D.C. (1985). *Human motivation*. Glenview, IL: Scott, Foresman.
- Moideenkutty, U. (2002). Equity sensitivity, organizational justice and OCB: a relational study. *Management and Change, 6*, 279-294.
- Moorman, R.H., & Blakely, G.L. (1995). Individualism–collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behavior, 16*, 127– 142.
- Organ, D., Podsakoff, P. & MacKenzie, S. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*: Sage Publications, Thousand Oaks, CA
- Pal, D. (2009). A study on organizational citizenship behavior of a group of private and public sector workers. Unpublished Ph.D. Dissertation, Department of Applied Psychology, University of Calcutta.
- Pattanayak, B., Gupta, V. & Niranjana, P. (2003). *Creating performing organisations*. New Delhi : Response Books.
- Penner, L. A., Midili, A. R., & Kegelmeyer, J. (1997). Beyond job attitudes: a personality and social psychology perspective on the causes of organizational citizenship behavior. *Human Performance, 10*, 111-131.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26*, 513-563.
- Sinha, J.B.P. (1990). *Work culture in the Indian context*. New Delhi:Sage.
- Smith, C. A., Organ, D. W. & Near, J. P. (1983). Organisational citizenship behaviour: It's nature and antecedents. *Journal of Applied Psychology, 68*, 653 - 663.
- Tang, T.L.P., & Ibrahim, A.H.S. (1998). Antecedents of organizational citizenship behavior: public personnel in the United States and in the Middle East. *Public Personnel Management, 27*, 529-548.
- Turnipseed, D. & Murkison, G. (2000). OCB and the work environment. *North American Journal of Psychology, 2*
- Virmani, B.R. & Guptam, S.U. (1991). *Indian Management*, New Delhi: Vision.

Received: February 25, 2011

Revised: October 01, 2011

Accepted: November 20, 2011

Durba Pal, Ph.D, Assistant Professor, Dept. of Management Studies, National Institute of Technology Durgapur, e-mail: dr.durba.pal@gmail.com.

S.K. Dasgupta, Ph.D, Retired Professor, Dept. of Applied Psychology, University of Calcutta