

Development and Validation of Organizational Citizenship Behaviour Scale

Munnoo Khan

Siddharth University Kapilvastu, Siddharthnagar

Zarrin Zaheer, Samyya, Shah Alam, Nasheed Imtiaz and Shamim Ahmad Ansari

Aligarh Muslim University, Aligarh

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 & Mallery, 2003). 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

Organizational Citizenship Behaviour (OCB) is defined as an innovative and voluntary behavior revealed by the workers of any effective organization (Katz & Kahn, 1996). It is beyond the organizational requirement and the employee is not benefited from organizational reward systems (Konovsky & Pugh, 1994, p.658, Organ et al., 2006, p.3). 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 (Allison et al., 2001). 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 (Getahun &

Lehal, 2015, Itiola, Odebiyi, Alabi & Ezekiel, 2014, Koster 2014, Hafidz, Hoesni & Fatimah 2012). Khan and Ansari (2018) conducted a study to examine the difference of organizational citizenship behavior between assistant and junior engineers. Questionnaire was filled 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 (Neves, Paixão, Alarcão & Gomes, 2014). But, there is a paucity of such a tool in Indian setting. As the work culture varies in the Indian setting in comparison to the West. 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.

Method

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.

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:

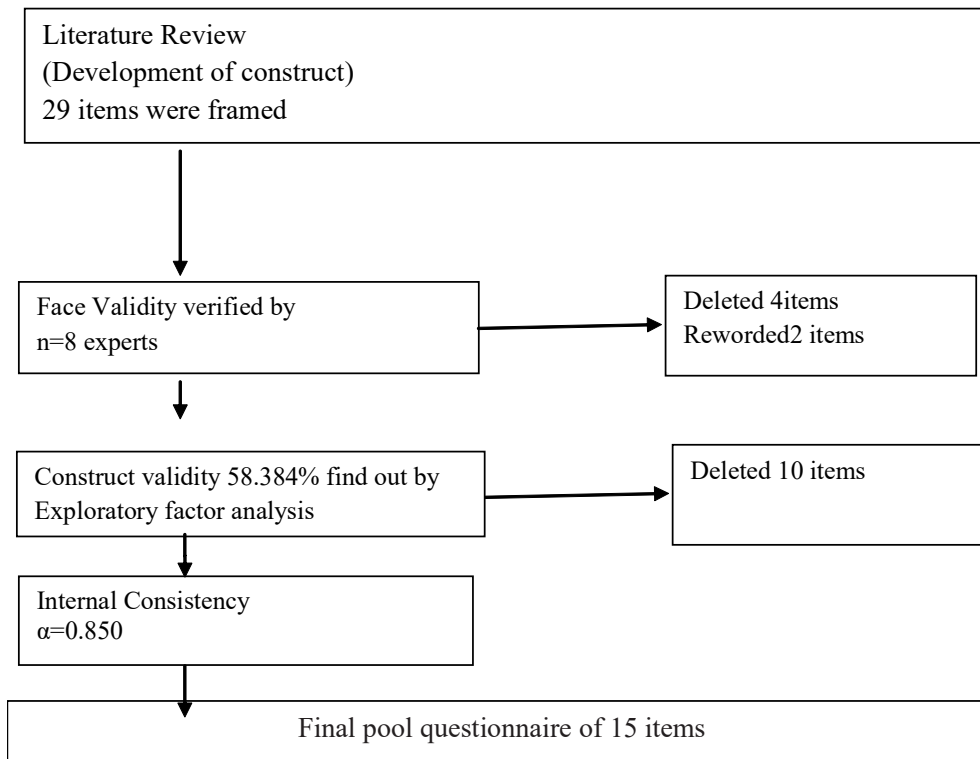


Fig. 1. Flowchart for questionnaire development and validation

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.

Table 1. Dimensions of Organizational Citizenship Behavior and items

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

Scoring pattern

All 15 questions in the final manuscript are positively worded. Scoring system can be Table3A

ItemNo.	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 correlation
OCB1	4	4.38	1.059	1.123	52.70	66.832	.429	.844
OCB2	4	3.77	1.223	1.496	53.31	69.126	.234	.858
OCB3	3	4.55	0.662	0.439	52.52	70.061	.441	.845

done on the basis of given criterion shown in table No.2

Table 2. Scoring System

S D	D	N	A	SA
1	2	3	4	5

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

OCB4	4	4.58	0.669	0.448	52.50	71.138	.337	.848
OCB5	3	4.23	0.655	0.429	52.85	72.142	.253	.851
OCB6	4	3.29	1.299	1.688	53.79	67.853	.273	.857
OCB7	4	3.44	1.189	1.413	53.64	65.841	.422	.846
OCB8	4	3.77	0.949	0.901	53.31	64.227	.674	.831
OCB9	4	3.73	0.966	0.933	53.35	64.240	.660	.832
OCB10	4	3.62	1.023	1.047	53.45	65.199	.553	.837
OCB11	4	3.43	1.122	1.260	53.64	64.143	.555	.837
OCB12	4	4.05	0.947	0.896	53.06	64.282	.653	.832
OCB13	4	3.31	1.142	1.303	53.77	63.053	.608	.834
OCB14	4	3.60	0.988	0.976	53.48	63.302	.707	.829
OCB15	4	3.36	1.076	1.157	53.71	64.144	.585	.835

Table 3B - Descriptive Statistics of Scale and Reliability (Cronbach's Alpha)

M	V	SD	Coefficient of Alpha	Number of Items
57.08	75.39	8.68	.850	15

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.

Table 4. Correlations

Deimensions	Descriptive Statistics				A	Inter Correlations*			
	Range	Mean	SD	Var		X1	X2	X3	X4
Team Spirit (X1)	17	18.00	4.15	17.20	.85	1.00			
Pro-organizational Activities(X2)	14	21.52	2.88	8.30	.70	.258	1.00		
Employee-centered-organization(X3)	17	17.65	3.99	15.87	.77	.587	.414	1.00	
OCB overall(X4)	41	57.18	8.74	76.42	.85	.827	.640	.871	1.00

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 multicollinearity 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.

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

Items	Factors		
	1	2	3
8. Employees of my organization help each other. 9. Employees of this organization have team spirit. 10. Employees have sense of loyalty and trust among each others. 7. Employees of this organization have "we" feelings. 11. Employees of this organization have high opinion about the company/organization because organization cares for them.	.874 .880 .813 .707 .440	Team Spirit	
3. I always think for the betterment of my organization 1. I think that it is my organization 2. I never think to do anything at the cost of my organization. 4. Our target is always to accomplish the goals and objectives of the organization 5. One should always have pro-organization strategies to look after organizational interest		.796 .677 .629 .550 .543	Pro-organizational activities
14. I and my organization care for each-other. 13. My organization provides me everything that I need. 6. Have a feeling of being at home in my organization 15. Management have pro-employees approach 12. I love my organization because it satisfies my needs.	.822 .720 .700 .572 .401		Employee-Centered-Organizations
PCT of Variance	23.481	17.891	17.012
Cum. Variance	23.615	41.373	58.384

Implications and Suggestion

- Present research provides sufficient background to measure the organizational citizenship behavior of employee's 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.

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.

References

- Allison, B.J., Voss, R.S. & Dryer, S. (2001). Student classroom and career success: The role of organizational citizenship behavior. *Journal of Education for Business*, 76, 282 – 288. 43, 44, 45, 51
- George, D., & Mallery, M. (2003). Using SPSS for Windows step by step: a simple guide and reference.
- Getahun, D. A., & Lehal, R. (2015). Organizational Citizenship Behavior In Relation To Social Capital in North West Region of Ethiopian Electric Power Corporation: A Case of Amhara Regional State. *IJAR*, 1(11), 1044-1051.
- Hafidz, S. W. M., Hoesni, S. M., & Fatimah, O. (2012). The relationship between organizational citizenship behavior and counterproductive work behavior. *Asian Social Science*, 8(9), 32.
- Itiola, K. O., Odebiyi, I. I., & Alabi, E. (2014). Empirical study of impact of organizational citizenship behaviour dimensions on job satisfaction among administrative staff of Osun State owned Tertiary Institutions, Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 4(8), 264-274.
- Katz, D. & Kahn, R. L. (1966). *The social psychology of organizations*. New York: Wiley Organ, D.W. O.C.B.: The Good Soldier Syndrome. Lexington Books: Lexington, MA, 1988
- Khan. M & Ansari, S.A. (2018). Organizational citizenship behavior: a comparative study of assistant engineers and junior engineers of HTPS. *Psychol Psychology Res Int J*, 3(7): 000182
- Konovsky, M.A. & Pugh, S.D. (1994). Citizenship behaviour and social exchange. *Academy of Management Journal*, 37, 656 – 669. 43, 50
- Koster, F. (2014). “ When two worlds collide”: Career satisfaction and altruistic organizational citizenship behaviour. *International Journal of Business Science & Applied Management (IJBSAM)*, 9(1), 1-12.
- Neves, P. C., Paixão, R., Alarcão, M., & Gomes, A. D. (2014). Organizational citizenship behavior in schools: Validation of a questionnaire. *The Spanish journal of psychology*, 17, E17.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. USA: Sage Publications, Inc.

Munoo Khan, PhD., Assistant Professor, Department of Psychology, Siddharth University Kapilvastu, Siddharthnagar E-mail: drkhan@skusn.edu.in & munooalig@gmail.com

Zarrin Zaheer, PhD., and Samyya, PhD., Dept. of Psychology AMU, Aligarh

Shah Alam, PhD., Professor, Deptt. of Psychology AMU, Aligarh

Nasheed Imtiaz, PhD., Associate Professor, Deptt. of Psychology AMU, Aligarh

Shamim Ahmad Ansari, PhD., Professor (Retd),m Dept. of Psychology AMU, Aligarh