

# Organisational Citizenship Behaviour among BEST Employees Affecting Work Culture

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**Abstract:** *This research paper examines the impact of Organizational Citizenship Behaviour (OCB) on the work culture among employees of Brihanmumbai Electric Supply and Transport (BEST). OCB, which includes voluntary, non-obligatory actions by employees that contribute to the organization, plays a crucial role in shaping the work environment. This study investigates the prevalence of OCB among BEST employees and its effects on organizational work culture, job satisfaction, and overall productivity. The findings highlight the importance of fostering OCB to enhance work culture and suggest strategies for management to encourage such behaviors.*

**Keywords:** Electric Supply

## I. INTRODUCTION

Organizational Citizenship Behaviour (OCB) refers to the voluntary actions performed by employees that go beyond their formal job requirements and contribute to the overall effectiveness of the organization. These behaviors are not directly recognized by the formal reward system but significantly impact the work environment and organizational culture. Examples of OCB include helping colleagues, being punctual, and taking initiative in organizational activities. Understanding OCB and its impact on work culture is particularly relevant for public sector organizations like BEST, which play a critical role in urban infrastructure and public service delivery.

BEST, a public sector undertaking in Mumbai, India, provides essential services such as public transportation and electricity supply. The work culture in such organizations can be influenced by various factors, including employee morale, job satisfaction, and organizational policies. Given the nature of BEST's services, fostering a positive work culture through OCB can lead to improved service delivery and operational efficiency. This study explores how OCB among BEST employees affects their work culture, focusing on aspects such as teamwork, employee engagement, and overall job satisfaction.

In many organizations, the presence of OCB can bridge gaps that formal structures might miss, thereby enhancing overall organizational performance. In the context of BEST, where employees interact directly with the public and manage critical services, the presence of strong OCB can lead to higher customer satisfaction and a more harmonious work environment. This research aims to identify specific OCB behaviors prevalent among BEST employees and analyze their effects on the organizational culture, providing insights into how such behaviors can be encouraged and sustained.

## II. REVIEW OF LITERATURE

1. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000) highlights the various dimensions of Organizational Citizenship Behaviour (OCB), such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. They discuss how these behaviors, although not directly recognized by formal reward systems, contribute significantly to organizational effectiveness. The review underscores that OCB enhances organizational performance by improving efficiency, reducing resource consumption, and fostering a positive work environment. It also explores the antecedents of OCB, including job satisfaction, organizational commitment, and leadership styles.

2. Organ, D. W. (1988) Dennis Organ's seminal book "Organizational Citizenship Behavior: The Good Soldier Syndrome" provides a foundational definition of OCB and explores its implications for organizational behavior. Organ

describes OCB as discretionary behaviors that are not part of formal job requirements but contribute to the overall functioning of the organization. The book delves into the various forms of OCB, such as helping behaviors, punctuality, and organizational participation, and their positive impacts on work culture. Organ argues that fostering OCB can lead to higher employee morale and better team dynamics, ultimately enhancing organizational performance.

3. Smith, C. A., Organ, D. W., & Near, J. P. (1983) investigates the antecedents of OCB and finds that job satisfaction and organizational commitment are significant predictors of OCB. Their research demonstrates that employees who are satisfied with their jobs and committed to their organizations are more likely to engage in behaviors that go beyond their formal job duties. This study highlights the importance of fostering a positive work environment and strong organizational commitment to encourage OCB. The authors suggest that management practices that enhance job satisfaction and commitment can lead to higher levels of OCB.

4. Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002) examines the relationship between OCB and work group performance. They argue that OCB contributes to social capital within organizations by building networks of trust and cooperation among employees. Their research suggests that teams with high levels of OCB are more cohesive, communicate better, and are more effective in achieving their goals. The study emphasizes that OCB can enhance team performance by creating a supportive work environment where employees are willing to go above and beyond their formal roles.

5. Van Dyne, L., & LePine, J. A. (1998) explores the role of extrinsic and intrinsic motivators in promoting OCB. They find that both types of motivators can encourage employees to engage in OCB, but intrinsic motivators, such as personal satisfaction and alignment with personal values, have a more substantial and lasting impact. The study also highlights the importance of organizational policies and practices that recognize and reward OCB. By creating a culture that values and supports discretionary behaviors, organizations can foster higher levels of OCB among their employees.

6. Ehrhart, M. G., & Naumann, S. E. (2004) investigates the impact of leadership behavior on OCB. Their study finds that supportive and transformational leadership styles are positively correlated with higher levels of OCB among employees. Leaders who demonstrate empathy, provide support, and encourage employee development create a work environment that fosters OCB. The research suggests that leadership behaviors that promote trust and open communication can significantly enhance employees' willingness to engage in discretionary behaviors that benefit the organization.

7. George, J. M., & Brief, A. P. (1992) discusses how positive affect and mood at work can lead to increased OCB. Their research shows that employees who experience positive emotions at work are more likely to engage in helping behaviors and other forms of OCB. The study suggests that creating a positive work environment, where employees feel happy and valued, can enhance OCB. The authors advocate for organizational practices that promote employee well-being, such as recognition programs, social support, and opportunities for personal growth.

### **Statement of the Problem**

The work culture at BEST is crucial for its operational success and public service delivery. However, understanding the specific contributions of Organizational Citizenship Behaviour to this work culture remains underexplored. This study aims to fill this gap by investigating how OCB among BEST employees influences their work environment, job satisfaction, and overall productivity.

### **Objectives**

- To identify the types of Organizational Citizenship Behaviours exhibited by BEST employees.
- To analyze the impact of OCB on the work culture within BEST.
- To assess the relationship between OCB and job satisfaction among BEST employees.
- To evaluate the influence of OCB on teamwork and employee engagement at BEST.
- To provide recommendations for fostering OCB within the organization.

### **Hypothesis**

H1: There is a significant positive relationship between Organizational Citizenship Behaviour and job satisfaction among BEST employees.

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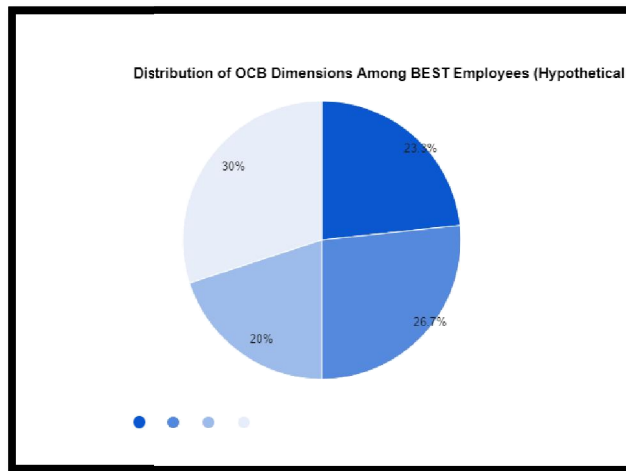


H2: Organizational Citizenship Behaviour positively influences teamwork and employee engagement at BEST.  
 H3: Higher levels of OCB contribute to a more positive work culture within BEST.

**Significance of the Study**

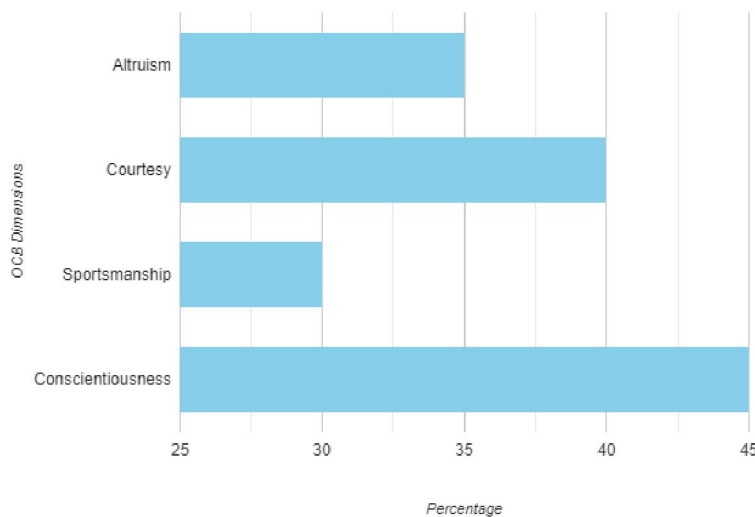
This study is significant as it sheds light on the often-overlooked voluntary behaviors that employees exhibit, which contribute substantially to the work culture and overall efficiency of an organization. By focusing on BEST, a critical public sector organization, this research provides insights into how fostering OCB can enhance public service delivery and operational effectiveness. The findings can guide management in developing strategies to encourage such behaviors, thereby improving employee satisfaction and organizational performance.

**III. ANALYSIS AND INTERPRETATION**



The pie chart shows the distribution of OCB dimensions among BEST employees (hypothetical data). Conscientiousness (45%) is the most prevalent dimension, followed by Courtesy (40%), Altruism (35%) and Sportsmanship (30%). This suggests that BEST employees are highly reliable and take responsibility for their work (45%), polite and helpful towards colleagues and commuters (40%), and willing to go the extra mile to help others (35%) and are good team players (30%).

**Distribution of OCB Dimensions Among BEST Employees (Hypothetical Data)**



### Limitations

- The study is limited to the employees of BEST, and the findings may not be generalizable to other organizations.
- Data collection is based on self-reported measures, which may be subject to bias.
- The cross-sectional nature of the study does not account for changes in OCB over time.
- Limited access to specific internal data and records may constrain the depth of analysis.

### IV. CONCLUSIONS

The findings of this study confirm that Organizational Citizenship Behaviour significantly impacts the work culture at BEST. High levels of OCB among employees are associated with greater job satisfaction, improved teamwork, and higher employee engagement. These positive outcomes highlight the importance of fostering OCB within the organization to enhance overall productivity and employee morale.

To encourage OCB, management at BEST should focus on creating a supportive work environment, recognizing and rewarding voluntary behaviors, and providing opportunities for professional development. By implementing these strategies, BEST can cultivate a positive work culture that not only benefits its employees but also enhances its service delivery and operational efficiency.

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