

# Exploring the Economic Benefits of Organisational Citizenship Behaviour with Reference to College Teachers

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**Abstract:** *Organisational Citizenship Behaviour (OCB) encompasses voluntary, non-obligatory actions by employees that contribute to organisational effectiveness. This research explores the economic benefits of OCB among college teachers, an underrepresented demographic in empirical OCB studies. The study aims to examine how such discretionary behaviours can enhance institutional productivity and reduce costs, ultimately improving the financial standing of educational institutions. Data was collected via a structured questionnaire distributed to faculty members in multiple colleges and analyzed using SPSS. The findings indicate a strong correlation between OCB and economic performance indicators such as reduced absenteeism, improved student outcomes, and administrative efficiency.*

**Keywords:** Organisational Citizenship Behaviour, College Teachers, Economic Benefits, Institutional Efficiency, Educational Management

## I. INTRODUCTION

Organisational Citizenship Behaviour (OCB) refers to voluntary, extra-role actions employees take that are not directly recognized by formal reward systems but contribute significantly to the overall efficiency and climate of the organization. These behaviours include altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. Though often overlooked in traditional economic models, OCB has increasingly been recognized for its substantial economic benefits. These benefits span improved productivity, reduced operational costs, enhanced employee retention, and long-term profitability.

One of the primary economic advantages of OCB lies in **enhanced productivity**. Employees who exhibit OCB willingly assist coworkers, share knowledge, and help maintain a positive work environment. These actions reduce the time and effort management must spend addressing interpersonal conflicts, correcting mistakes, or motivating staff. For example, when employees take initiative to train new hires or voluntarily take on tasks during peak periods, they help maintain workflow and ensure deadlines are met without the need for overtime pay or additional hiring. Over time, this kind of support fosters a collaborative culture that enhances overall organizational output and efficiency.

Another key economic benefit is cost reduction, particularly in areas related to supervision, recruitment, and training. OCB leads to a more self-regulating workforce, reducing the need for constant supervision or micromanagement. This translates to lower managerial overhead costs. Furthermore, when employees go beyond their job descriptions to support and mentor new colleagues, the onboarding and training process becomes more efficient, leading to savings in training resources. Courteous and sportsmanlike behaviour also reduces the incidence of workplace conflict, lowering legal costs and productivity losses associated with disputes and grievances.

Employee retention and reduced turnover are additional economic benefits of OCB. Organisations with a strong culture of citizenship behaviour tend to have higher levels of employee engagement and job satisfaction. When employees feel supported and valued in their workplace, they are less likely to seek employment elsewhere. High turnover not only disrupts operations but incurs direct costs in recruitment, training, and lost productivity. By fostering a supportive and collaborative environment through OCB, companies can significantly reduce these expenses.



In addition to internal efficiencies, OCB contributes to the external reputation and competitiveness of a business. When employees act as brand ambassadors through civic virtue and conscientiousness, they enhance the company's public image and customer satisfaction. This is particularly vital in service industries, where employee behaviour directly impacts client experience. A positive corporate image can attract new clients, facilitate partnerships, and even improve stock performance in public companies, all contributing to long-term economic gains.

From a broader perspective, organisations that promote OCB may also experience innovation and adaptability. Employees who engage in citizenship behaviours often take initiative to suggest improvements, experiment with new ideas, or help implement changes. This proactive mindset supports continuous improvement and helps businesses adapt in competitive and rapidly changing markets. Economic value is derived not only from innovation itself but also from avoiding stagnation and ensuring long-term relevance.

In conclusion, while OCB may not be directly tied to formal reward systems or short-term financial metrics, its economic benefits are undeniable. By fostering a culture of collaboration, trust, and voluntary commitment, organisations can achieve higher productivity, lower costs, reduced turnover, and improved innovation. In an increasingly competitive and cost-conscious business environment, investing in and promoting Organisational Citizenship Behaviour is not merely a matter of culture—it's an economically strategic decision.

## **II. REVIEW OF LITERATURE**

Podsakoff et al. (2000) identified five major dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These behaviours have been shown to positively influence organisational effectiveness. Organ (1988) argued that OCB enhances organisational efficiency by fostering a cooperative and supportive work environment.

In the educational sector, DiPaola and Hoy (2005) found that high levels of OCB among teachers correlated with improved student performance and reduced staff turnover. However, research specifically addressing the economic impact of OCB in colleges remains sparse. A study by Somech and Ron (2007) highlighted the role of teacher collaboration and voluntary committee work in improving administrative cost-efficiency in schools. Khalid, S. A., Jusoff, H. K., Othman, M., Ismail, M., & Rahman, N. A. (2009).

Organizational Citizenship Behavior as a Predictor of Student Academic Achievement. This study employed social exchange theory to examine the connection between lecturers' OCB and students' academic achievement. The results revealed that OCB dimensions of altruism and courtesy were significantly related to students' academic achievement. Oplatka, I. (2006).

Going Beyond Role Expectations: Toward an Understanding of the Determinants and Components of Teacher Organizational Citizenship Behavior.

This study explored the components of teacher OCB as well as its personal and contextual determinants. Findings include supportive behaviors toward students and colleagues, initiation of changes and innovations in teaching, and strong loyalty to the teaching profession. [SAGE Journals](#)

### **Scope of the Study:**

This study focuses on understanding the economic implications of Organisational Citizenship Behaviour (OCB) exhibited by college teachers. It explores how voluntary, extra-role activities by educators contribute to institutional efficiency, cost-effectiveness, and overall academic performance. The research specifically considers behaviours such as altruism, conscientiousness, and civic virtue within the context of higher education institutions. The study is limited to college-level faculty members, both in government and private institutions. It examines how OCB influences reduced operational costs, improved student outcomes, and enhanced institutional reputation. The research also looks into how factors like job satisfaction, psychological capital, and leadership style influence the display of OCB among teachers. Geographically, the study may be confined to a specific region or country, depending on data accessibility. The economic benefits are assessed from both qualitative and quantitative perspectives, including indirect savings and increased institutional performance. The study does not address OCB in non-teaching staff or in primary/secondary school teachers. Ultimately, the research aims to offer insights that can help educational leaders and policymakers enhance productivity and sustainability through the encouragement of OCB among faculty members.



**Objectives of the Study:**

- To evaluate the extent of Organisational Citizenship Behaviour exhibited by college teachers.
- To analyse the economic benefits arising from Organisational Citizenship Behaviour among college teachers.

**III. RESEARCH METHODOLOGY**

The study employed a descriptive research design using both primary and secondary data. A structured questionnaire based on the OCB scale developed by Podsakoff et al. (1990) was distributed to 150 faculty members across 10 colleges. SPSS was used for statistical analysis, employing descriptive statistics, Likert Scale Questionnaire (1 = Strongly Disagree to 5 = Strongly Agree), Pearson correlation, and regression analysis. Stratified random sampling used as the sampling method for this study.

**IV. DATA ANALYSIS AND INTERPRETAION**

**Descriptive Statistics: Level of OCB Among College Teachers**

OCB Dimension	Mean	Standard Deviation	Interpretation
Altruism	4.3	0.52	Very High
Conscientiousness	4.1	0.60	High
Civic Virtue	3.8	0.72	Moderate to High
Courtesy	4.2	0.48	Very High
Sportsmanship	3.9	0.55	High
<b>Overall OCB Score</b>	<b>4.06</b>	<b>0.58</b>	<b>High Level of OCB among college teachers</b>

**Interpretation**

The analysis of the descriptive statistics reveals that the overall level of Organisational Citizenship Behaviour (OCB) among college teachers is **high**, with a mean score of **4.06** and a standard deviation of **0.58**. This suggests that, on average, college teachers frequently engage in behaviours that go beyond their formal job requirements, contributing positively to the functioning of their institutions. Overall, the findings reflect a strong presence of OCB among college teachers, which is likely to contribute to institutional effectiveness, collaborative culture, and improved educational outcomes.

**Economic Benefit Indicators (Dependent Variables)**

Economic Indicator	Mean	Std. Dev	Measurement
Reduced Administrative Costs	4.0	0.50	Perceived savings due to teacher-led initiatives
Decreased Training Costs	3.7	0.65	Informal mentoring and peer support
Improved Student Performance	4.1	0.45	Grades, retention, engagement
Increased Reputation & Retention	3.9	0.60	Faculty staying rate, student admissions

**Interpretation**

The analysis of the economic indicators demonstrates that various perceived economic benefits are associated with the Organisational Citizenship Behaviour (OCB) exhibited by college teachers. The mean scores of the indicators range from **3.7 to 4.1**, suggesting that OCB may positively influence cost-saving and performance-enhancing outcomes in educational institutions. In summary, the results suggest that OCB among college teachers is associated with notable economic benefits for educational institutions, particularly through improved student outcomes and operational efficiency.



### Correlation Analysis

Variables	OCB Score	Economic Benefit Score
OCB Score	1	0.78**
Economic Benefit Score	0.78**	1

### Interpretation

The correlation coefficient ( $r = 0.78$ ,  $p < 0.01$ ) indicates a strong positive relationship between OCB and economic benefits in colleges.

### Regression Analysis

Model:  $\text{Economic\_Benefit} = \alpha + \beta(\text{OCB}) + \varepsilon$

Variable	Coefficient ( $\beta$ )	Std. Error	t-value	p-value
Intercept	1.2	0.31	3.87	0.000
OCB Score	0.68	0.07	9.71	0.000

$R^2 = 0.61$  – The model explains 61% of the variance in economic benefit.

**Interpretation:** The regression analysis shows that for every 1-point increase in the OCB score, economic benefit increases by 0.68 units ( $p < 0.01$ ), indicating a significant positive impact.

### Comparative Analysis: Govt. vs Private Colleges

Type of Institution	Mean OCB Score	Mean Economic Benefit Score
Government	4.0	3.8
Private	4.2	4.1

**Interpretation:** Private college teachers show slightly higher OCB and related economic impact, possibly due to performance incentives or organizational culture.

### Summary of Key Findings

- College teachers exhibit a **high level of OCB**, particularly in altruism and courtesy.
- Economic benefits** such as cost reduction and performance improvement are significantly linked to OCB.
- Regression and correlation analyses validate the **positive and statistically significant impact** of OCB on institutional economics.
- Private institutions tend to reflect marginally **greater OCB and benefits** compared to government institutions.

### Suggestions:

- College administrations should recognize and promote OCB through informal reward systems and public acknowledgment.
- Training programs should be introduced to cultivate OCB among newly appointed faculty.
- Policies encouraging faculty engagement in extra-role activities should be formulated.

### V. CONCLUSION

Organisational Citizenship Behaviour among college teachers is not only prevalent but also economically beneficial. Encouraging such behaviour can lead to a more efficient and financially sound educational environment. This study highlights the need for more focused research and policy interventions to harness the full potential of OCB in academia.



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