

Probing the Role of Organizational Culture on Organizational Citizenship Behavior: Evidence from Educational Institutions of Sukkur District

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Abstract

This research explains the contribution of organisational culture in enhancing organisational citizenship behaviour and describes the relationship in both variables, especially in public and private colleges of Sukkur. However, organisational culture is like a sketch that keeps space or foundation that leads organisations to recognise it. It is also said to create an environment where things can be accommodated and show their entity. Whereas organisational citizenship behaviour is work or behaviour that staff members or employees are going to adopt in institutions that are not part of their job responsibilities but adopt voluntarily, it may be considered the extra contribution of employees. It shows how much employees will feel at ease doing their work in such an environment. In this connection, this study measured the impact of organisational culture on organisational citizenship behaviour in public and private colleges of Sukkur, .so for results analysis; it is measured that organisational culture contributes more in the private sector than the public sector to create organisational citizenship behaviour. It is carried out in research to analyse data in this regard; demographic results are given in frequency tables and charts, Cronbach alpha was used to test reliability, and for factor analysis, exploratory factor analysis was executed. Regression analysis and person correlation was used. So, these techniques were applied to take the outcome impact and see the association between variables. This study was quantitative. That is why these techniques were applied. A sample of 389 employees was taken in the survey, and it was made through a questionnaire based on a 5- point Likert scale. Even more, arguments were collected through a literature review about variables by studying different scholars' work to explain results in their light to create solid arguments. Respondents supported the statement that organisational culture impacts organisational

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citizenship behaviour, but organisational culture varies in the public and private sectors. Organisational culture contributes 45% in public colleges and 81% in private colleges to predict organisational citizenship behaviour. That is why institutions are needed to perceive the essence of organisational culture and organisational citizenship behaviour. It was analysed that both the public and private sectors must create such a culture in institutions because it will improve organisational performance and automated problem-solving activity within institutions.

Keywords: *Organizational Culture, Organizational Citizenship Behavior, Public and Private sector*

JEL Classification: *C12, C23*

INTRODUCTION

"Culture is the natural result of the social interaction that constitutes what we call an organisation." Organisational culture is a shared set of philosophies, ideologies, actions, norms, values, and attitudes. It also may be a competitive advantage if the organisation's culture effectively addresses external fluctuations, maintains internal reliability, and strengthens employee obligations (Shoukat, 2018). There is an encouraging connection between organisational citizenship behaviour and organisational culture (Zavyalova et al., 2010), which helps make decisions, improve skills, and promote peer relationships, especially those that emphasise trust and high morale (Park et al., 2009). The citizenship behavior of the organisation is a positive for culture (Mohanty, 2012). Organisational Citizenship behaviours (OCBs) activities are informally performed by employees and are defined as all activities that exceed the necessary tasks and obligations. Although their actions are neither rewarded nor compensated, they will benefit institutes and working groups because they support the organisation socially and psychologically (Vigoda-Gadot, 2007; Boerner et al., 2008; Tang et al., 2008). OCB helps administrators and colleagues act more effectively and reduce distracting interpersonal conflicts. This is achieved by helping colleagues solve work-related problems, learning new jobs, and guiding new employees to reduce the workload (Tang, 2008; Boerner, 2008). The authors further point out that relying on interventions for proper diagnosis correlates with the two processes. The author also reiterates that the correct diagnosis of the nature of the causes of the conflict may lead to appropriate interventions to promote effective conflict management. Therefore, this study explores how organisational culture and citizenship behavior collectively work for conflict management in an organisation and its impact on overall institutes performance.

Organizational Culture:

Organisational culture is a widely used term that leads to some uncertainty. Watson (2006) insists that cultural concepts were initially originated from organisational metaphors, i.e., "landing" In the last few decades, most scholars and practitioners who have studied an organisation believe that the concept of culture is involved in organising the environment and behaviour to deal with the values and beliefs of people or an organisation. I advise, "The only

thing that a leader does is manage culture. The leader's exclusive capacity is the ability to know and cooperate with the culture, "said Ross & Shane (2004). Shane (1993) emphasises the level of visual and level of corporate culture ("cultural iceberg" - "cultural iceberg" (surface presentation)) the main values, beliefs, and assumptions of the physical environment of the cultural iceberg "intangible levels," Including attitude and feelings. According to academic literature, the public sector's traditional organisational culture can inhibit the modernisation of public services if it does not change itself according to the current role of the government in the form of economic development. Jamali (2005), as in a public area where advocates of change focus on their power and control, rule-driven, bureaucratic nature, inefficient utilisation of resources, and unexplained results. I clarified the characteristics of the culture. Meet the needs of the citizens. In this regard, Hypothesis number 1 could be placed as:

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

An organisation recognises its culture because it attempts to implement new and different strategies and plans rather than basic cultural norms and values. Gibbons (2004); Schneider SC (1988) suggests that organisational culture provides harmony and continuity within an organisation and makes it "adhesion." Therefore, all employees of the organisation will consider the organisation's culture and the cultural concepts and general concepts of its manager or CEO. Anthropologists were treated 100 years ago in anthropology, and they are different in determining their meaning. In this regard, Hypothesis number 2 could be placed as:

"Organizational culture is significantly predicting organisational citizenship behavior."

Organisational Citizenship Behavior:

The OCB is considered a synonym for relevant expression, which is called the "performance of social and psychological environments that supports the execution of actions" (Mansouri, 2018). It reflects the flexibility of the role of workers in modern workplaces and recognises that workers get recognition and reward for participation in OCB (Van Scotter, Montevideo and Cross, 2000; Werner, 1994). Applying "extra mileage" or "beyond" to help others work is an idea that many people are familiar with, and these ideas are often found in OCB's concept. A typical example of OCB is to help new people adapt to their roles and work, for those colleagues who can fight on time or volunteer for an innings. The OCB includes unpaid overtime and organisational activities, such as volunteering and organising work, which is an important note. Employees involved in the OCB receive high-performance ratings from their Administrators (Podsakoff et al., 2009). This is because the manager is firmly convinced that employees working in the OCB are considered only valuable and helpful (called the "Hello effect") or OCB. This can be due to a reason. Due to the organisation's overall success or intuitive nature, OCB's recognition plays an essential role in liability for employees (organ et al., 2006). To determine the association between organisational culture and OCB, hypothesis number 3 was developed: *"There is an association between organisational culture and organisational citizenship behavior."*

Regardless of the reason, the second effect encourages better performance estimates, such as increments, bonuses, promotions, or job-related benefits (Podscoff et al., 2009). Third, these employees have high-performance ratings and will receive more rewards. These

employees are unlikely to be closed during a recession (organ et al., 2006).

"How employees show OCB depends on their abilities, motivation and capabilities" (Organ et al., 2006, page 93). The preceding mentioned in the previous section relates to the prevalence of OCB, for example, by motivating employees and promoting better relations between the superiors and employees.

Problem Statement:

Organisations are rapidly going to be changed and looking for deserving employees. Many people from different backgrounds and ethnicities are part of it, whereas several conflicts and behavioural habits are frequently observed. So this research is confined to see how these conflicts are going to be settled in educational institutions, especially in colleges of Sindh, because it is seen there is a dire need to understand management, teachers, students, and parents' roles in educational quality until and unless organisational culture will not be analysed these problems will raise more and more so the most of the organisations are facing the problems regarding the culture of an organisation in common ways for dealing the conflicts arising with behaviours of peoples from different areas in colleges. Due to the college's culture and behaviour of students and their parents, this study was conducted. Many scholars have worked on these constructs, but organisational citizenship behaviours and organisational conflict are not used to see the impact of organisational culture on both.

RESEARCH METHODOLOGY



Fig 1. *Research Model of Organizational Culture and OCB.*

Research Strategy:

The research strategy is "the general direction of social survey practice" (Bryman 2012). Researchers use three strategies when conducting social research. They are quantitative studies, quality studies, and mixed-method studies. A quantitative research strategy is to collect data that can be quantified using computing power. This strategy is deductive and uses natural science models, including positivism.

On the other hand, qualitative research methods extract data from words. This is most common, including translation. The hybrid approach combines quality and research methods (Bryman 2012). In this regard, the study is quantitative.

This study is cross-sectional. Cross-disciplinary research can also be considered community research, where data is collected through questionnaires or structured interviews. Such surveys collect data simultaneously on different variables.

Data Collection, Sampling, and Procedure:

The study's goal was for employees working in public and private colleges in Sukkur, with data from 389 employees. Simple random sampling was the preferred probability sampling type for this study. Random sampling allows each member to have an opportunity to participate in the sample. Bryman and Bell (2018) explain that there is almost no chance of availability of employees.

The questionnaire consists of 30 questions for data collection; the first is about consent, the second is about demographic information, including eight questions, and the third is about construction. As with organisational culture and organisational citizenship, each variable has 11 questions. Others said that the questionnaire had been distributed to 450 respondents, but only 389 people returned correctly.

Statistical Analysis:

The Social Science Statistics Package (SPSS) 25 package was used for statistical analysis. Edit the raw data to make sure there are no errors. Editor's Recommendation Bryman (2012) argues that sociology involves social science research such as sociology, human geography, social policy, and political science.

Reliability refers to the degree to which conceptual metrics are stable. Bryman and Bell (2018). Use reliability analysis to test the internal integrity of each configuration to ensure a high degree of generalisation among the projects in the test. For this study, reliability was established by calculating Cronbach's coefficients (Alpha, Cho, and Kim, 2015).

Measures:

Demographic Measures:

		Age			
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	16-25	179	46.0	46.0	46.0
	26-35	132	33.9	33.9	79.9
	36-45	32	8.2	8.2	88.2
	46-55	27	6.9	6.9	95.1
	above 55	19	4.9	4.9	100.0
Total		389	100.0	100.0	

In this table, the age of respondents is given. Namely, the question was asked respondents to show their age, and 179 responded that they have the aged between 16 to 25 years; from 389, it is said primarily respondents were new appointees in these colleges, and 132 had the age of 26 to 35 32 were in-between age of 36 to 45, 27 were the age of 46 to 55 and 19 were more than 55 years old.

		Gender			
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Male	283	72.8	72.8	72.8

Female	106	27.2	27.2	100.0
Total	389	100.0	100.0	

Two hundred eighty-three respondents were male it contributing 72.80% of the total respondents, and females were 106. They are 27.20% of the total respondents as shown in the above table, so it is said most participants were male and female contribution is lesser than males because the female was not much active in participation and less in these colleges.

Education

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Bachelor	28	7.2	7.2	7.2
	Masters	309	79.4	79.4	86.6
	Matriculation	32	8.2	8.2	94.9
	Intermediate	10	2.6	2.6	97.4
	Diploma	7	1.8	1.8	99.2
	M.Phil.	3	.8	.8	100.0
Total		389	100.0	100.0	

In the above table education level of respondents is explained. However, research is about citizenship behaviour in colleges of Sukkur and questionnaire was filled by all levels of employees such as teachers, principals, clerks, peon and literate one. Among these respondents, 28 were bachelor's degree holders, 309 were master's degree holders, three were M.Phil. holders, 32 were matriculation passed, 10 were intermediate pass, and just 7 were diploma holders.

Experience

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Less Than Five Years	281	72.2	72.2	72.2
	More Than Five Years	108	27.8	27.8	100.0
Total		389	100.0	100.0	

Among 389 participants, only 281 had experience of lesser than five years, and 108 respondents had experience of more than five years. As already explained in this research, only younger on actively participated, and elders and older were reluctant to provide data.

Nature of School

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Public	142	36.5	36.5	36.5
	Private	247	63.5	63.5	100.0
Total		389	100.0	100.0	

As displayed above, only 142 respondents participated from the public sector, whereas 247 participated from the private sector. It was hard for the researcher to acquire max. Data from government employees were seen as less participative in such activities and avoided from the response.

Designation / Nature of Work					
	Frequency	Per cent	Valid Percent	Cumulative Percent	Cumulative Percent
Valid	Teaching	320	82.3	82.5	82.5
	Management	37	9.5	9.5	92.0
	auxiliary staff	32	8.0	8.0	100.0
Total		389	99.7	100.0	

Respondents were asked to show the nature of their work 320 responded they belonged to the teaching community, 37 respondents belonged to the management cadre, and only 32 were from auxiliary staff.

Reliability:

Reliability is tested through Cronbach alpha. It shows data consistency; further, reliability is how an assessment tool produces stable and consistent results. It follows criteria that are based on the following principles.

- 1 If reliability is .6, it will be treated as questionable, namely poor consistency of data
- 2 If reliability is .7, it is considered an acceptable consistency of data
- 3 If reliability is .8, it is good consistency of data
- 4 If reliability is .8, it is excellent consistency of data

Here it is said the entire questionnaire was comprised of 22 questions, and its total reliability is .817, which seems reasonable.

Reliability Statistics

Cronbach's Alpha	N of Items
.817	22

Fitness of Model:

This is a model summary it indicates the fitness of the model and its values are measured from adjusted R square means organisational culture and its impact on organisational citizenship behaviour in sucker public and private colleges are two factors and how much that is fit in the model so for that contributes 20% in public colleges and 67% in private colleges in this regard 80% gap is in public colleges, and 37% in private colleges might be this gap covered by future researchers by using more constructs in such type of study.

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:

It said ANOVA shows the variance in groups means one group is an independent variable as an organisational culture and the other is organisational citizenship behavior. However, organisational culture predicts organisational citizenship behavior in the public and private sectors.

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

This table is entitled as the coefficient table in its beta shows the contribution of organisational culture and sig column the significant value. Hence, in the public sector, the contribution of organisational culture is 45.40%, and its a positive and significant one, whereas in the private sector, it contributes almost double that is 81.90%. It is also positive and significant because its result is .000. Here it is said that the impact of organisational culture on organisational culture is more in the private sector, but it is also contributing to the public sector; it might be needed for the public sector to understand the organisational culture and its impact on organisational citizenship behaviour. Further, it is said that research objectives, questions, and hypotheses are measured from here.

Nature of School	Model		Unstandardised Coefficients		Standardised Coefficients		Sig.
			B	Std. Error	Beta	t	
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
	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
	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 the sig value is equal to .05 or less than .05, there will be a significant association. If it is greater than .05, 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 organisational culture on organisational citizenship behavior in public and private colleges of the Sukkur district.		
H2	Organisational culture significantly predicts organisational citizenship behavior in public and private colleges of the Sukkur district.		
H3	There is an association between organisational culture and organisational citizenship behavior in public and private colleges of the Sukkur district.		

CONCLUSION

This study concluded that organisational culture and organisational citizenship behavior are essential, and OC impacts OCB. That is why public or private institutions must adopt an OCB institutional culture. This research indicates that the more you work on creating OC, the more you need to apply OCB. Further regression analysis was applied, comprised of three tables entitled Model Summary ANOVA and Coefficient. This regression suggested organic organisational effects on organizaorganisationalship behaviour in public and private colleges of Sukkur as its sig value in ANOVA is .000, whereas general model fitness was 48.80%. However, it varied in the public, and private sectors .in the public sector, its fitness is 205. In the private sector, 67% in the same way organisational culture generally contributes 69.90% whereas, in the public sector, it contributes 45.40% in private sector its contribution is 81.90%respectively and sig. Value is .000, as suggested by the coefficient table.

However, it is said in academic institutions that it is a dire need to implement and adopt

OCB and create organisational culture as OCB can be easily accommodated and ensured. In this way, organisations' names and fame can be gained. It also will be helpful for employees. If OCB is applied, all problems can be settled at the initial level. Further, this will enhance employees' or staff members' skills and knowledge to work in the organisation's performance. It will be an automated system for institutions or colleges to resolve the problem at the minimum level even in the future.

This research will be helpful for organizations employees will feel the responsibility and be sincere and loyal to it because what they will serve will be earned in the shape of salary, reward, appreciation, and facilities.

Recommendations

For any organised organisation essential to create a work environment that evokes the ideal employee behaviour that goes beyond the scope of the work but is very useful to the organization includes management understanding and active management of organizationale.

Administrators should be innovative and promote corporate culture. This means they should promote creativity, generate new ideas, promote learning, and promote innovation and adventure. Since this is an integral part of innovation and risk-taking, it also means that Administrators should learn to tolerate failure. Tolerating organizationale is necessary to encourage innovative behaviour because if the idea becomes a failure, employees are not afraid of being punished.

Officials should also provide flexibility in their work, which is the initial feature of non-bureaucratism.

Culture. This is important from the point of view of being able to reduce stress and be satisfied with the job, and once employees have the flexibility to work, they should be encouraged to do their best for the organisation. Administrators should promote a cooperative, friendly, and trustworthy environment.

Studying this research is important because it explains why specific organisational and cultural frameworks are essential for generating positive employee responses and behaviours. In addition, it provides the basis for model-building to explain the relationship between a specific organisational culture framework and various organisational citizenship behaviours.

In addition, administrators should establish and organise organisational judicial practices through constructive feedback and appropriate guidance to motivate employees to promote OCB for their employees at work. We need to pay attention to strengthening the learning culture.

Research Limitations

Our research is limited to causal reasoning of the relationship between organisational culture and OCB as a cross-sectional study. We assume that organisational culture will improve OCB. In this study, we have determined the impact of organisational culture on organisational citizenship behaviour. Future researchers will use different mediators to measure the same

effect and use more variables.

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