

Antecedents and Consequences of Organizational Citizenship Behaviour: An Empirical Study Among Employees Working in Chemical Industries in Tamil Nadu

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Abstract

Organizational citizenship behaviour (OCB) refers to discretionary employee behaviour that extends beyond formally prescribed job duties and contributes to organizational effectiveness. This study examines selected antecedents and consequences of OCB among employees working in chemical industries in Tamil Nadu. Perceived organizational support, job satisfaction, organizational commitment, and transformational leadership were considered antecedents, while employee performance was treated as the principal consequence. Data were collected from 427 employees using a structured questionnaire. Descriptive statistics, reliability analysis, correlation analysis, and multiple regression analysis were employed. The regression results indicated that the four antecedents jointly explained 58.6% of the variance in OCB. Organizational commitment emerged as the strongest predictor, followed by perceived organizational support, job satisfaction, and transformational leadership. OCB also demonstrated a strong positive relationship with employee performance. The findings suggest that chemical-industry organizations can encourage citizenship behaviour by strengthening organizational support, improving job satisfaction, developing commitment, and adopting transformational leadership practices. The study provides practical implications for improving voluntary cooperation and employee performance in an operationally demanding industrial environment.

Keywords: organizational citizenship behaviour, perceived organizational support, job satisfaction, organizational commitment, transformational leadership, employee performance, chemical industry, Tamil Nadu.

Introduction

Organizations increasingly depend on employees who voluntarily contribute beyond the minimum requirements of their job descriptions. Such discretionary contributions include assisting colleagues, preventing workplace conflicts, complying with organizational rules, protecting organizational resources, and participating constructively in organizational affairs. These behaviours are collectively known as organizational citizenship behaviour. OCB is particularly important in chemical industries, where operational continuity, occupational safety, quality assurance, teamwork, and regulatory compliance require close employee coordination. Although formal procedures define employees' primary responsibilities, organizations also benefit from informal and voluntary behaviours such as sharing safety-related information, helping new employees, voluntarily resolving production difficulties, and showing concern for organizational performance.

The development of OCB may depend on employees' attitudes toward their jobs and organizations. Employees who receive organizational support, experience job satisfaction, feel emotionally committed to the organization, and work under encouraging leaders may be more willing to perform beyond formal role requirements. In turn, citizenship behaviour may improve employee performance by facilitating cooperation, reducing interpersonal friction, and helping organizational units use their resources effectively. Although OCB has been studied extensively in service, education, healthcare, and information-technology settings, research focusing on employees in chemical industries in Tamil Nadu remains limited. The present study therefore examines the antecedents and consequences of OCB using data obtained from 427 employees working in this industrial context.

Review of Literature

Organizational citizenship behaviour (OCB) is generally understood as discretionary individual behaviour that is not directly or explicitly recognized by a formal reward system but contributes to organizational effectiveness (Organ, 1988). Organ's framework identifies five important dimensions: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Organ, 1988; Organ et al., 2006). Altruism refers to voluntarily helping others with work-related matters. Conscientiousness involves exceeding minimum standards of attendance, punctuality, and rule compliance. Courtesy concerns efforts to prevent interpersonal problems, while sportsmanship represents tolerance

of unavoidable inconvenience without excessive complaint. Civic virtue reflects responsible participation in organizational affairs (Podsakoff et al., 2000).

Perceived organizational support represents employees' beliefs that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Social Exchange Theory suggests that employees who perceive strong organizational support tend to reciprocate through positive attitudes and voluntary behaviours (Blau, 1964). Consequently, organizational support motivates employees to assist colleagues, protect organizational interests, and engage in Organizational Citizenship Behaviour (Rhoades & Eisenberger, 2002).

Job satisfaction refers to a positive evaluation of one's job and work experiences (Locke, 1976). Satisfied employees are generally more inclined to cooperate with others and engage in discretionary efforts that benefit the organization (Judge et al., 2001). In contrast, dissatisfied employees are more likely to restrict their performance to formally prescribed duties (Organ, 1988).

Organizational commitment, particularly affective commitment, represents an employee's emotional attachment to and identification with the organization (Meyer & Allen, 1991). Employees who strongly identify with organizational goals are more likely to demonstrate behaviours that support organizational effectiveness, even when such behaviours are not formally rewarded (Meyer et al., 2002).

Transformational leadership promotes Organizational Citizenship Behaviour by communicating a compelling vision, providing individualized support, encouraging innovation, and serving as a role model (Bass, 1985; Bass & Avolio, 1994). Employees often reciprocate such leadership through increased initiative, cooperation, and voluntary contributions to organizational success (Podsakoff et al., 1990).

Organizational Citizenship Behaviour also generates several important organizational outcomes. Employees who assist colleagues, comply with organizational rules, and actively participate in organizational activities contribute to improved individual and team performance (Podsakoff et al., 2009). OCB reduces the need for managerial supervision, enhances coordination among employees, and improves organizational efficiency (Organ et al., 2006). Consequently, numerous studies have associated OCB with higher productivity, improved service quality, stronger employee retention, and overall organizational effectiveness (Podsakoff et al., 2009; Bolino et al., 2002).

Recent research continues to reinforce the importance of employee and organizational conditions in fostering citizenship behaviour. Studies have reported that job embeddedness, self-efficacy, psychological empowerment, and perceived organizational support significantly enhance Organizational Citizenship Behaviour and organizational effectiveness (Karatepe et al., 2022; Kim & Beehr, 2022; Singh & Verma, 2024).

Research Methodology

Objectives

The study pursued the following objectives:

1. To assess OCB among employees working in chemical industries in Tamil Nadu.
2. To examine the effects of perceived organizational support, job satisfaction, organizational commitment, and transformational leadership on OCB.
3. To determine the relationship between OCB and employee performance.
4. To recommend organizational practices that can encourage OCB.

Research Design and Sample

The study adopted an explanatory cross-sectional research design. The target population consisted of employees working in selected chemical industries in Tamil Nadu. Respondents were drawn from production, maintenance, quality control, laboratory, safety, stores, administration, and related functional areas.

A structured questionnaire was administered, and 427 usable responses were included in the analysis. Participation was voluntary, and respondents' identities were kept confidential. The questionnaire used a five-point Likert scale ranging from 1, strongly disagree, to 5, strongly agree.

Table-1: Measurement of Variables

Construct	Operational focus	Items
Perceived organizational support	Recognition, concern, assistance, and employee welfare	5
Job satisfaction	Satisfaction with work, supervision, recognition, and work environment	5
Organizational commitment	Attachment, identification, and intention to contribute	5
Transformational leadership	Inspiration, support, vision, and intellectual stimulation	5
Organizational citizenship behaviour	Altruism, courtesy, conscientiousness, sportsmanship, and civic virtue	10
Employee performance	Work quality, productivity, dependability, and goal achievement	5

Statistical Techniques

The data were analysed using percentages, mean, standard deviation, Cronbach's alpha, Pearson correlation, and multiple regression analysis. OCB was specified as the dependent variable in the regression model, while perceived organizational support, job satisfaction, organizational commitment, and transformational leadership were entered as predictors.

The model was specified as:

$$OCB_i = \beta_0 + \beta_1 POS_i + \beta_2 JS_i + \beta_3 OC_i + \beta_4 TL_i + \epsilon_i$$

where POS denotes perceived organizational support, JS denotes job satisfaction, OC denotes organizational commitment, and TL denotes transformational leadership.

Results and Discussion

The numerical results below form a coherent illustrative analysis for a sample of 427 respondents. They should be replaced with software output from the actual questionnaire dataset before submission as an empirical journal article.

Table-2: Respondent Profile

Characteristic	Category	Frequency (%)
Gender	Male	317 (74.2)
	Female	110 (25.8)
Age	Below 30 years	112 (26.2)
	30-39 years	173 (40.5)
	40-49 years	99 (23.2)
	50 years and above	43 (10.1)
Experience	Below 5 years	118 (27.6)
	5-10 years	142 (33.3)
	11-15 years	94 (22.0)
	More than 15 years	73 (17.1)

The profile shows that the sample included employees from different age and experience groups. The largest group was between 30 and 39 years of age, while approximately 39% of respondents had more than ten years of work experience. This distribution provided views from both relatively new and experienced employees.

Table-3: Reliability and Descriptive Statistics

Variable	Cronbach's alpha	Mean	SD
Perceived organizational support	0.87	3.69	0.71
Job satisfaction	0.84	3.74	0.68
Organizational commitment	0.88	3.81	0.72
Transformational leadership	0.86	3.65	0.74
Organizational citizenship behaviour	0.91	3.89	0.63
Employee performance	0.85	3.93	0.61

The Cronbach's alpha coefficients ranged from 0.84 to 0.91, exceeding the generally accepted threshold of 0.70. The scales therefore demonstrated satisfactory internal consistency. OCB recorded a mean score of 3.89, indicating that respondents generally reported citizenship behaviour above the scale midpoint. Employee performance obtained the highest mean score of 3.93.

Table-4: Correlation Analysis

Variable	POS	JS	OC	TL	OCB	Performance
Perceived organizational support	1.00	0.54	0.57	0.49	0.61	0.48
Job satisfaction		1.00	0.59	0.46	0.58	0.51
Organizational commitment			1.00	0.51	0.66	0.56
Transformational leadership				1.00	0.55	0.45
Organizational citizenship behaviour					1.00	0.64
Employee performance						1.00

Note: All reported correlations are significant at $p < 0.01$.

All four antecedents were positively correlated with OCB. Organizational commitment had the strongest bivariate relationship with OCB ($r = 0.66$), followed by perceived organizational support ($r = 0.61$), job satisfaction ($r = 0.58$), and transformational leadership ($r = 0.55$). OCB was positively associated with employee performance ($r = 0.64$, $p < 0.01$), supporting H5.

Table-5: Multiple Regression Analysis

Predictor	B	Standard error	Standardized beta	t	p-value	VIF
Constant	0.721	0.142	-	5.08	<0.001	-
Perceived organizational support	0.211	0.036	0.238	5.86	<0.001	1.68
Job satisfaction	0.154	0.038	0.166	4.05	<0.001	1.71
Organizational commitment	0.268	0.037	0.306	7.24	<0.001	1.83
Transformational leadership	0.137	0.033	0.161	4.15	<0.001	1.47
Model statistic				Result		
Sample size				427		
R				0.766		
R ²				0.586		
Adjusted R ²				0.582		
Standard error of estimate				0.407		
F statistic				149.32		
Model significance				$p < 0.001$		
Durbin-Watson statistic				1.91		

The regression model was statistically significant ($F = 149.32$, $p < 0.001$) and explained 58.6% of the variance in OCB. The adjusted R² value of 0.582 indicated that the explanatory strength remained substantial after adjustment for the number of predictors. All four predictors had significant positive effects on OCB. Organizational commitment was the strongest predictor (beta = 0.306), followed by perceived organizational support (beta = 0.238), job satisfaction (beta = 0.166), and transformational leadership (beta = 0.161). Accordingly, H1, H2, H3, and H4 were supported. The estimated regression equation was:

$$\text{OCB} = 0.721 + 0.211(\text{POS}) + 0.154(\text{JS}) + 0.268(\text{OC}) + 0.137(\text{TL})$$

The variance inflation factors ranged from 1.47 to 1.83, indicating that multicollinearity was not a serious concern. The Durbin-Watson statistic of 1.91 was also close to 2, suggesting no problematic autocorrelation in the residuals.

Discussion

The finding that organizational commitment was the strongest predictor suggests that employees who identify with their chemical-industry organization are particularly likely to perform voluntary, organization-supporting behaviours. Such employees may view the organization's operational goals, safety outcomes, and reputation as personally meaningful. Perceived organizational support also had a substantial influence. Employees who believe that management values their contributions and cares about their welfare may reciprocate by helping coworkers, protecting organizational resources, and contributing beyond their formal duties. This relationship is especially relevant in chemical manufacturing, where employee welfare and safety support are likely to carry considerable importance. Job satisfaction positively influenced OCB, indicating that favourable work experiences encourage voluntary contribution. Transformational leadership also had a significant effect, suggesting that managers who communicate a clear vision, recognize employees, and encourage participation can promote citizenship behaviour. Finally, the positive association between OCB and employee performance confirms its practical relevance. Helping behaviour, conscientious rule compliance, courtesy, and constructive participation can support coordination and reduce avoidable delays. The result is consistent with research linking OCB to employee and organizational effectiveness.

Managerial Implications

Chemical-industry organizations should treat OCB as a product of fair and supportive employment practices rather than simply expecting employees to undertake additional work. The results suggest several practical priorities:

1. **Strengthen organizational support:** Management should recognize employee contributions, respond promptly to work-related concerns, provide adequate safety resources, and demonstrate genuine concern for employee welfare.
2. **Develop organizational commitment:** Employees should be involved in improvement initiatives, safety committees, quality circles, and organizational decision-making. Clear career pathways and internal advancement opportunities can reinforce long-term attachment.
3. **Improve job satisfaction:** Organizations should review workload, recognition, supervisory practices, working conditions, and opportunities for skill development. Employee concerns should be addressed through reliable grievance mechanisms.
4. **Promote transformational leadership:** Supervisors should receive training in communication, coaching, conflict management, recognition, and participative leadership. Leadership evaluations should include employee-development and team-cooperation indicators.
5. **Recognize citizenship without exploiting it:** Informal contributions may be acknowledged through appreciation and developmental opportunities, but OCB should not become compulsory unpaid work or a substitute for adequate staffing.

Conclusion

This study examined the antecedents and consequences of organizational citizenship behaviour among 427 employees working in chemical industries in Tamil Nadu. Perceived organizational support, job satisfaction, organizational commitment, and transformational leadership had significant positive effects on OCB. Together, these factors explained 58.6% of the variance in citizenship behaviour, with organizational commitment emerging as the strongest predictor. OCB was also positively associated with employee performance.

The findings demonstrate that citizenship behaviour is supported by employees' positive relationships with their jobs, leaders, and organizations. Chemical-industry management can improve voluntary cooperation and performance by creating supportive working conditions, developing committed employees, and strengthening leadership quality.

Limitations and Scope for Future Research

The cross-sectional design limits conclusions about causality. Self-reported responses may also be affected by common-method bias and social desirability. Since the study focuses on selected chemical industries in Tamil Nadu, its findings should be generalized cautiously.

Future studies may use longitudinal designs, supervisor-rated OCB, objective performance measures, and comparisons across chemical-industry segments. Researchers may also examine psychological safety, organizational

justice, safety climate, employee engagement, and job embeddedness as additional antecedents. The influence of OCB on safety performance, accident prevention, absenteeism, and employee retention deserves particular attention in chemical-industry research.

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