



The Influence of Corporate Citizenship on Organizational Citizenship Behavior: An Examination of Selected Indian Banks

Treesa Antony¹ Dr. R. Latha² Dr. Joju C. Akkara³

¹Research Scholar, Dr. NGP College, Coimbatore

²Associate Professor, Dr. NGP College, Coimbatore

³Professor, SNGIST, Paravur

Date of Submission: 17-05-2024

Date of Acceptance: 01-06-2024

Abstract

The purpose of this study is to investigate the relationship between managers' behaviour toward their organisation and corporate citizenship in a few Indian banks. A company's commitment to act morally, assume social responsibility, and advance environmental sustainability is known as corporate citizenship. However, voluntary behaviours made by staff members that enhance organisational performance but are not specifically required of them are known as organisational citizenship behaviour or OCB. The study's main goal is to investigate the connection between OCB and corporate citizenship activities, as well as how these factors affect managers' behaviour in India's banking industry. The project will collect data from managers in particular banks using a mixed-methods approach that includes questionnaires and interviews. The study's conclusions will shed light on the significance of corporate citizenship.

Keywords: Corporate citizenship, Organizational citizenship behaviour, Ethical behaviour, Social responsibility, Environmental sustainability, Organizational Effectiveness, Employee engagement.

I. INTRODUCTION

In today's business world, corporate citizenship—which includes moral conduct, social responsibility, and environmental sustainability—has become more and more significant. Businesses are under growing pressure to do more for society and the environment than just turn a profit. Organizational citizenship behaviour (OCB), especially among managers, is one area in which corporate citizenship can have a major influence. Discretionary actions outside official employment requirements that enhance an organization's overall success are referred to as organisational citizenship behaviours or OCBs.

One area of particular interest is studying the impact of corporate citizenship on OCB among managers in the context of Indian banks, which are vital to the nation's economy. Indian banks, with their substantial influence on the economy and society at large, are facing mounting demand to exhibit corporate citizenship and social responsibility. Thus, it can be useful to look at how corporate citizenship policies at Indian banks affect managers' OCB to gain a better understanding of how corporate citizenship affects organisational behaviour.

OBJECTIVES

- To examine the relationship between corporate citizenship practices and organizational citizenship behaviour (OCB) among managers in selected Indian banks.
- To identify the specific corporate citizenship practices that are most strongly associated with OCB among managers.
- To explore the mechanisms through which corporate citizenship practices influence OCB among managers in Indian banks.
- To provide recommendations for Indian banks to enhance their corporate citizenship practices and promote OCB among managers.

STATEMENT OF THE PROBLEM

While there is growing recognition of the importance of corporate citizenship in the business world, limited research has been conducted on its specific impact on organizational citizenship behavior (OCB) among managers, particularly in the context of Indian banks. Understanding how corporate citizenship practices influence OCB among managers is essential for banks seeking to enhance their organizational effectiveness and contribute positively to society. Therefore, this study aims to address the following research questions:



- What is the relationship between corporate citizenship practices and OCB among managers in selected Indian banks?
- Which specific corporate citizenship practices are most strongly associated with OCB among managers?
- How do corporate citizenship practices influence OCB among managers in Indian banks?

THEORETICAL FRAMEWORK

This study is guided by several theoretical frameworks. First, the concept of corporate citizenship is grounded in the stakeholder theory, which posits that organizations should consider the interests of all stakeholders, including employees, customers, communities, and the environment, in their decision-making processes. Corporate citizenship practices are seen as a way for organizations to fulfil their responsibilities to these stakeholders.

Second, the study draws on the social exchange theory, which suggests that individuals engage in behaviours that benefit the organization when they perceive that the organization is treating them fairly and meeting their needs. In the context of this study, managers may engage in OCB when they perceive that the organization is practising corporate citizenship, as this enhances their sense of fairness and belonging.

Finally, the study also considers the role of organizational culture, which can influence both corporate citizenship practices and OCB. A positive organizational culture that values ethical behaviour, social responsibility, and environmental sustainability is likely to promote both corporate citizenship and OCB among managers.

II. RESULTS AND DISCUSSIONS

Using questionnaires, interviews, and content analysis, the study looked into how corporate citizenship affected managers' organisational citizenship behaviour (OCB) in a sample of Indian banks. According to the study results, managers' perceptions of corporate citizenship practises and OCB were positively correlated. Individuals who thought their companies were more morally and socially conscious were more inclined to participate in OCB.

These conclusions were corroborated by in-depth manager interviews, which also highlighted certain corporate citizenship initiatives like staff volunteer programmes and sustainable business practises that had a significant impact on

the development of OCB. Managers were pleased to be affiliated with socially conscious companies and saw these activities as chances to give back to the community.

Further information about the scope and makeup of the chosen Indian banks' corporate citizenship initiatives was obtained through content analysis of their reports and policies. Managers at banks with extensive and well-run corporate citizenship initiatives tended to have greater levels of OCB.

There are numerous theoretical and practical ramifications for these discoveries. They provide credence to the social exchange theory, arguing that managers participate in OCB when they believe the company is treating them fairly and fulfilling their needs. Furthermore, the findings add to the body of knowledge on corporate citizenship by emphasising its beneficial effects on managers' OCB.

According to the study, managers at Indian banks may have greater levels of OCB as a result of investing in corporate citizenship initiatives. Banks may improve their corporate citizenship programmes by introducing meaningful and employee-relevant initiatives, like ecologically friendly operations and community participation programmes.

III. CONCLUSIONS

The study's conclusion highlights the significance of corporate citizenship in influencing organisational behaviour and indicates that cultivating a corporate citizenship culture can benefit businesses and workers alike.

REFERENCES

- [1]. Chakrabarti, A., & Singh, J. K. (2016). Corporate social responsibility and firm value: Evidence from Indian banks. *Journal of Cleaner Production*, 135, 446-456.
- [2]. Choudhary, A. K., & Gokarn, R. G. (2015). Impact of corporate social responsibility on financial performance of Indian banks. *Journal of Management Development*, 34(10), 1286-1300.
- [3]. Dev, S. M., & Misra, S. (2018). Corporate social responsibility practices in Indian banking sector. *Journal of Accounting & Organizational Change*, 14(4), 552-569.
- [4]. Garg, P., & Yadav, R. (2018). Corporate social responsibility in Indian banking sector: A comparative analysis. *International Journal of Business and Globalisation*, 20(2), 258-274.



-
- [5]. Jain, A., & Jamuar, M. K. (2017). A study of the impact of corporate social responsibility on organizational performance: Evidence from Indian banks. *Vision: The Journal of Business Perspective*, 21(1), 26-36.
- [6]. Kaur, R., & Sharma, R. (2016). Corporate social responsibility in Indian banking sector: A study of public and private sector banks. *Asian Journal of Multidimensional Research*, 5(10), 101-109.
- [7]. Mishra, S. K. (2018). Impact of corporate social responsibility on organizational performance: A study of selected Indian banks. *Asian Journal of Management*, 9(3), 861-866.
- [8]. Pal, S., & Biswas, A. (2016). Corporate social responsibility and financial performance: A study of Indian banking sector. *Global Business Review*, 17(5), 1186-1197.
- [9]. Roy, S., & Choudhury, S. (2017). A study of corporate social responsibility practices in Indian banking sector. *International Journal of Management Research and Reviews*, 7(7), 747-754.
- [10]. Yadav, S., & Pathak, R. (2019). Corporate social responsibility practices in Indian banking sector: An empirical study. *International Journal of Management Excellence*, 11(2), 1951-1959.