

Role of Organizational Culture in Predicting Citizenship Behaviours : An Empirical Study in Indian Business Process Outsourcing (BPO) Sector

Sulakshna Dwivedi*, Sanjay Kaushik and Luxmi*****

** University School of Applied Management, Punjabi University, Patiala*

*** University Business School, Panjab University, Chandigarh*

**** University Business School, Panjab University, Chandigarh*

Abstract

The present study investigated the role of organizational culture in predicting citizenship behaviours of employees in Indian Business Process Outsourcing (BPO) sector. Study has been conducted in three strata comprised of 15 BPO units in and around Chandigarh. Organizational culture and organizational citizenship behaviours of employees has been studied. An assessment of OCBs has been carried out in three strata of BPO units. Finally, the researcher has tried to establish a linkage between culture and overall organizational citizenship behaviours of employees. Results revealed that organizational citizenship behaviours of employees is particularly responsive to four dimensions of organizational culture viz. proaction, openness, confrontation and experimentation. But the results failed to support the relationship between trust, authenticity, autonomy and collaboration with organizational citizenship behaviours.

Key Words

Business Process Outsourcing, India, Organizational Culture, Organizational
Citizenship Behaviours

INTRODUCTION

At the turn of the millennium, India has copious reasons to applaud about. The economy is no longer flaccid and redundant; on the contrary it is one that is being pushed by the winds of social and economic changes. During the

past few years, the country has seen phenomenal developments in its political, social and economic infrastructure, accelerated by the strong forces of globalization and Information Technology. India became familiar with 'Business Process Outsourcing' only in the early and mid 1990's, and now has become a serious resource for outsourced talent for organizations all over the world. The Foreign Direct Investment (FDI) in the country owes a lot to this sector, which is progressing at a rapid pace owing to low costs, requisite language skills and technical education, and a supportive government in India. As National Association of Software Services and Companies (NASSCOM) points out, other equally motivating factors include strong quality orientation among players, ability to offer round-the-clock services based on the country's unique geographic location, positive policy environment which encourages investments and a friendly tax structure, which places the ITES/BPO industry on almost equal footing with IT services. The booming Information Technology (IT) segment comprising ITES (IT-enabled services) / BPO (Business Process Outsourcing) are the core sectors that have driven the country into the epicenter of change. The liberalization of the Indian Telecom sector in 1994 gave an unexpected boost to the ITES/BPO industry. In no time, India has turned into a hot destination for global offshore outsourcing companies. The expansion in this sector can be attributed to the leading IT giants, captive players and third party service providers, who dominate the Indian ITES/BPO market.

India has been leading the outsourcing sector for nearly two decades (NASSCOM, 2010). BPO is the fastest growing segment of the Indian Information Technology (IT)-BPO sector and India is considered the "electronic housekeeper" of the world (NASSCOM, 2009). BPO services are typically provided by Information Technology enabled Services (ITeS).

Over the last decade, the BPO industry has grown at a frenetic pace. BPO exports from India grew from US\$2.45 billion in FY 2002-02 to over \$16 billion in FY 2012. Presently Outsourcing Industry in India indirectly employs 2.5 million employees and accounts for 6.4 per cent of the GDP in India (NASSCOM, 2012). India's market share in outsourcing Industry has spiked from 51 per cent in 2009 to 58 per cent in 2011. BPO industry has accounted for around 1.5 per cent of India's incremental GDP in the last decade.

But the tremendous turnover rate is irrefutably one of the main problems faced by the BPO industry globally. The effects of attrition are wide varying and impacts the firms in terms of losses (due to training and administration cost, high recruitment cost), incompetent processes, inability to offer services for highly

technical processes. Attrition is a much studied phenomenon. But there is no standard reason why people leave an organization.

The long-documented problem of high attrition is an end result of work that is repetitive and subject to short cycle times. Lack of control, extensive monitoring, the prevalence of targets and infrequency of breaks make work for many as hassled and frequently stressful, often leading to emotional exhaustion and withdrawal (Deery et al., 2002). Budhwar et al. (2009) revealed monotonous work, stressful work environment, unpleasant working conditions, and lack of career development opportunities; to better job opportunities elsewhere as the major reason of attrition in Indian call centre industry. Indian BPO firms can successfully battle employee problems like attrition, burnout and stress by developing focus on people (Thaly and Sinha, 2013).

Hence, evidence from the literature are directing towards various aspects of organizational culture responsible for the underlying problem i.e. high attrition in BPO sector. As Lum et al. (1998) suggested that individuals enter an organization with certain needs, desires and skills, and expect to find a work environment in which they can utilize their abilities and satisfy many of their needs. Thus, the role of organizational culture cannot be underestimated in ascertaining various outcomes in the organization.

Organizational culture is the cumulative beliefs, values, and assumptions of organizational members that explain coping mechanisms with regard to external and internal changes (Schein, 1983). Thus the individual actions and reactions are established by the culture of an organization (Krumbholz and Maiden, 2001). In this regard, Moorman and Blakely (1995) argued that if an individual holds collectivistic values or norms, he/she would be more likely to perform citizenship behaviours. Research also reveals that organizational culture propagates a sense of ownership among the employees of the concerned organization (Stamper and Dyne, 2001). As a result, employees get more involved in activities relating to their organization: sometimes even beyond the boundaries of what represents their regular job description (Gillespie et al., 2008). In a meta-analysis study Podsakoff et al., (2000) showed that helping behaviors enhance morale, group cohesiveness, and the sense of belonging to a team, all of which may enhance performance and help the organization retain better employees.

Therefore, an attempt has been made to study the role of organizational culture in predicting citizenship behaviors of employees in BPO sector. For this purpose, BPO units have been categorized into three strata according to number of employees as suggested (Budhwar et al., 2006a).

BACKGROUND LITERATURE AND HYPOTHESES DEVELOPMENT : ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organ (1988) originally coined the term organizational citizenship behavior (OCBs) and defined them as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization." Also, the willingness of participants to go beyond the formal requirements of their positions has been recognized as an essential component of effective organization. Thus, OCBs can be said to "lubricate the social machinery of the organization".

Barnard (1928) was among the first to explicitly address the need for behaviors that go beyond delineated roles. Katz and Kahn (1978) suggested that not only must employees engage in role-prescribed behaviors, they also must be willing to engage in innovative and spontaneous behaviors that go beyond those role prescriptions in order to ensure organizational vitality and effectiveness. Organizational Citizenship Behaviours (OCBs) are employee work behaviours such as helping others, staying late, or working weekends, performing at levels that exceed enforceable standards, tolerating impositions or inconveniences on the job, and being actively involved in company affairs (Podsakoff et al., 2000).

A good citizen is an employee who offers support to the organization even when no such support is or can be expressly required. OCBs are similar to prosocial organizational behavior (Brief and Motowidlo, 1986) and organizational spontaneity (George and Brief, 1992), but some important differences exist. Prosocial organizational behavior (POB) describes a broad spectrum of helping behaviors which include many OCBs. However, POB also includes behaviors which might be helpful to an individual in the organization, but would be dysfunctional to the organization (i.e. an employee might help someone cover up performance problems). Organizational spontaneity (OS) is like OCBs in that it only includes functional behaviors, but OCBs are not directly recognized by the organizational reward system, while OS could be part of such a reward system.

A review of the literature on citizenship indicates that researchers generally maintain that OCBs stem from two motivational bases: (1) job attitudes (2) disposition (Organ and Ryan, 1995). The common thread across various studies is the belief that citizenship originates from an individual's desire to help others or the organization because of disposition or a sense of obligation; describing such individuals as "good soldiers" or "good citizens" underlines this idea. But besides their personal dispositions, as mentioned above many other factors also

predict OCBs. One such factor is the organizational culture, the very foundation of an organization, the basic ethos or value system of an organization which also predict many other variables including turnover of employees. Based on the above studies we propose following hypotheses :

HYPOTHESES

- H₁ : Perception of employees about their organizational citizenship behaviours level differs significantly in three organizational strata of BPO units.
- H₂ : All eight dimensions of organizational culture have significant influence on organizational citizenship behaviours.
- H_{2a} : Openness dimension of organizational culture has significant influence on organizational citizenship behaviours.
- H_{2b} : Confrontation dimension of organizational culture has significant influence on organizational citizenship behaviours.
- H_{2c} : Trust dimension of organizational culture has significant influence on organizational citizenship behaviours.
- H_{2d} : Authenticity dimension of organizational culture has significant influence on organizational citizenship behaviours.
- H_{2e} : Proaction dimension of organizational culture has significant influence on organizational citizenship behaviours.
- H_{2f} : Autonomy dimension of organizational culture has significant influence on organizational citizenship behaviours.
- H_{2g} : Collaboration dimension of organizational culture has significant influence on organizational citizenship behaviours.
- H_{2h} : Experimentation dimension of organizational culture has significant influence on organizational citizenship behaviours.

RESEARCH METHODOLOGY

Scope of the Study

Research effort was restricted to cover organizational culture and organizational citizenship behavior of employees in BPO sector in and around Chandigarh. Study has been conducted at all the three levels i.e. top, middle and lower level of employees to present comprehensive picture of organizational culture with respect to selected BPO units. Data was collected through multi stage sampling. In the first stage, stratified sampling has been used for selecting BPOs. Out of total 40 BPO units, 15 BPOs has been selected proportionately from the following strata for the study viz. BPOs having less than 250 employees,

those which are having in between 250-500 employees, BPOs having more than 500 employees. In the second stage, through judgment sampling, employees from top, middle and lower level were chosen from these 15 BPOs totaling the sample size of 524 employees. The detail of sample profile of BPOs from each stratum has been exhibited in Table 1.

Table 1
Sample Profile of BPO units from each stratum proportionately

Strata	No. of employees	Total Number of BPOs	Sampled BPOs
I.	BPOs having up to 250 Employees	27	10
II	Between 250-500 Employees	10	03
III	Having more than 500 Employees	6	02
	Total	40	15

In stratum I, we took a mix bag of BPOs like one BPO unit has publishers, documentation companies as its clients, another has Insurance as its focus area and another is general business consulting BPO and yet another provides BPO services to Telecom companies. Another three BPO units are into medical billing services; IT development and related outsourcing services and; Telemarketing. Rest two BPO units have their customer service support centre, Virtual Back Office and have their Field sales operation. In stratum II, three BPO units have been taken for the research and all the three have voice based and non voice based outsourcing services. In stratum III, first BPO is a third party outsourced Customer service centre while the second is leader in BPO, call centre to telecom companies and is into manpower outsourcing business.

Data Collection

Data was collected from 524 employees from 15 BPOs in and around Chandigarh i.e. from Chandigarh, Panchkula and Mohali which covered all the three strata of BPOs as discussed above and from all the three level of employees i.e. top, middle and lower level of employees.

Sources of Data

The study being empirical in nature, hence, relied both on primary and secondary data. Primary data was collected through questionnaires, interviews and discussions with BPO employees. Secondary data was collected through research journals, magazines, reports and websites of respective of BPO companies,

Software Technology Park of India (STPI) Mohali, NASSCOM and other related BPO web sites.

Measures

The questionnaire was prepared for the top, middle and lower level employees of the BPO units for studying the organizational culture and organizational citizenship behaviors of employees. The questionnaire started with information relating to demographic profile of the respondents i.e. age, qualification, gender, marital status, experience in the present organization, total experience and level of management followed by two sections i.e. first section was related to eight dimensions of organizational culture (Forty items) and the second section was comprised of five dimensions relating to organizational citizenship behaviors (Twenty four items).

Organizational Culture

Organizational culture was measured using the 40-items OCTAPACE scale developed and validated in Indian scenario by Pareek (1997). OCTAPACE comprises eight dimensions viz. openness, confrontation, Trust, authenticity, proaction, autonomy, collaboration and experimenting. Sample items included 'Superiors closely supervise and direct employees on action' and 'Superiors feel that emphasis on team work dilutes individual accountability'. Responses of these dimensions were measured on four-point scale (1 = To very low extent to 4 = To very high extent).

The scale used for the purpose of measuring the responses of the employees for organizational citizenship behaviors was developed and revised by Podsakoff et al. (1990). The scale has five dimensions named as altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The scale had 24 items. Sample items included 'Consume a lot of time complaining about trivial matters', 'I express resentment with any changes introduced by management'. The items were scored on a seven-point Likert scale according to the following response categories (1 = strongly disagree to 7 = strongly agree).

Reliability Coefficient of Questionnaires

All the questionnaires were used, as it is, except some modifications in the wordings. Reliability coefficient i.e. cronbach alpha for the two scales has been calculated for a sample of total 524 employees and exhibited in Table 2. Both the values are satisfactory. Hence scale has been found to be reliable.

Table 2
Reliability Coefficients of Variables

	Organizational culture	Organizational citizenship behaviours
Number of Items	40	24
Cronbach Alpha (α)	.801	0.827

• Values of 0.70 and above testify strong reliability of the scale.

Tools Used for Analysis

To arrive at pertinent analysis, the collected data was put to plan statistical analysis using SPSS package 16.0. The tools, which were employed to test the drafted hypothesis for analysis included: Analysis of Variance (ANOVA), Post Hoc Multiple comparison, correlation and regression analysis. After scoring the questionnaire, the data was tabulated for each variable being studied separately for each BPO unit in three strata of BPO sector.

RESULTS AND DISCUSSIONS

H_1 : Perception of employees about their organizational citizenship behaviours level in three organizational strata of BPO units differs significantly.

Hypothesis

H_0 : $\bar{X}_{u1} = \bar{X}_{u2} = \bar{X}_{u3}$; H_0 accepted, when probability is ≥ 0.05

H_2 : $\bar{X}_{u1} \neq \bar{X}_{u2} \neq \bar{X}_{u3}$; H_2 accepted, when probability is < 0.05

Here, $\bar{X}_{u1} \neq \bar{X}_{u2} \neq \bar{X}_{u3}$ are the Mean of organizational citizenship behaviours of employees in Stratum I, II and III respectively.

As evident from Table 3, the probability 0.000 is less than 0.05, therefore at 5% level of significance, alternative hypothesis may be accepted. The inference is that the perception of employees about their organizational citizenship behaviours level in three organizational strata of BPO units differs significantly and this difference is not by sampling or chance.

Further, Scheffe is used to compare the variance. As per Table 4 of Post Hoc Multiple comparison, it can be concluded that employees in BPOs of Stratum I perceive their organizational citizenship behaviours level more positively than employees of BPOs in Stratum III and Stratum II.

As far as, dimensions of organizational citizenship behaviours in these

Table 3
Descriptive and Analysis of Variance (ANOVA) of Organizational Citizenship Behaviours and its Dimensions of in three Organizational Strata of BPO units

Strata	N	OCBs		Altruism		Courtesy		Conscientiousness		Civic Virtue		Sportsmanship	
		Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
I	240	4.6759	.49776	4.5692	.71835	4.7583	.74290	4.9275	.76923	4.6688	.71896	4.4558	.96033
II	136	4.4946	.52161	4.3515	.76226	4.5721	.77905	4.5515	.77689	4.2482	.73377	4.7500	.88200
III	148	4.4591	.53017	4.4608	.79886	4.3703	.70465	4.6216	.76136	4.4713	.80787	4.3716	.80407
Total	524	2.37	0.500	4.4821	.75711	4.6004	.75833	4.7435	.78641	4.5038	.76708	4.5084	.90868
ANOVA		F-Value: 10.023 (p=0.000)		F-Value: 3.708 (p=0.025)		F-Value: 12.655 (p=0.000)		F-Value: 12.969 (p=0.000)		F-Value: 13.886 (p=0.000)		F-Value: 7.044 (p=0.001)	

Table 4
Multiple Comparisons among three Strata of BPO units for five Dimensions of Organizational Citizenship Behaviours

Dependent variable		OCBs		Altruism		Courtesy		Conscientiousness		Civic Virtue		Sportsmanship	
(I)	(J)	Mean Difference (I-J)	Sig.	Mean Difference (I-J)	Sig.	Mean Difference (I-J)	Sig.	Mean Difference (I-J)	Sig.	Mean Difference (I-J)	Sig.	Mean Difference (I-J)	Sig.
IIIrd stratum	IIInd stratum	-.03551	.844	.10934	.474	-.20179	.074	.07015	.745	.22312*	.044	-.37838*	.002
	Ist stratum	-.21680*	.000	-.10836	.388	-.38806*	.000	-.30588*	.001	-.19747*	.042	-.08421	.669
IIInd stratum	IIIrd stratum	.03551	.844	-.10934	.474	.20179	.074	-.07015	.745	-.22312*	.044	.37838*	.002
	Ist stratum	-.18128*	.005	-.21770*	.027	-.18627	.066	-.37603*	.000	-.42059*	.000	.29417*	.010
Ist stratum	IIIrd stratum	.21680*	.000	.10836	.388	.38806*	.000	.30588*	.001	.19747*	.042	.08421	.669
	IIInd stratum	.18128*	.005	.21770*	.027	.18627	.066	.37603*	.000	.42059*	.000	-.29417*	.010

three strata are concerned, it is clear that there is significant difference in the perception of employees about all the five dimensions of organizational citizenship behaviours in three organizational strata of BPO units, since the probability in all the cases is greater than 0.05 as evident from Table 3. As per Table 4 of Post Hoc Multiple comparison, it can be concluded that employees in BPOs of Stratum I perceive their altruism, courtesy, conscientiousness, and civic virtue level more positively than employees of BPOs in Stratum II and III. But employees in BPOs of Stratum II perceive their sportsmanship spirit more positively than employees of BPOs in Stratum III and Stratum I.

IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS

Correlation Between Dimensions of Organizational Culture and Citizenship Behaviors

The relationship between organizational culture and organizational citizenship behaviours was investigated using Pearson correlation. Preliminary analysis revealed that there were no violations of the assumptions of linearity and homoscedasticity. Further no violation has been found for multicollinearity. As indicated in Table 5 for detection of multicollinearity, the values of VIF, ranged from 1.127 to 1.790. These values were far below the cut off value of 10. In addition, it could be seen that tolerance value for each independent variable is closer to 1 except proaction but its VIF value is satisfactory, thus it indicates that there is no evidence of multicollinearity.

Table 5
Multicollinearity Statistics

Dimensions (Constant)	Collinearity Statistics	
	Tolerance	VIF
Model 4 Proaction	.568	1.761
Experimentation	.674	1.485
Openness	.705	1.419
Confrontation	.708	1.412

All associations were found to be significant at 95% level, with the strongest association being between organizational citizenship behaviours and proaction ($r=0.417$, $p<0.05$) except with autonomy ($p>0.05$) as depicted in Table 6.

Table 6
Correlation-Organizational Culture and Organizational Citizenship Behaviours

Dimension	Open-ness	Confron-tation	Trust	Authen-ticity	Proac-tion	Collabo-ration	Experim-entation
Organizational	.393**	.368**	.302**	.230**	.417**	.266**	.408**
Citizenship Behaviours	.000	.000	.000	.000	.000	.000	.000

Pearson Correlation (Only significant correlations are displayed)

** Correlation significant at 0.05 levels

Multiple Stepwise Regression Analysis of Organizational Citizenship Behaviours on Dimensions of Organizational Culture

The Table 7 of Regression model summary reports the strength of the relationship between the model and the dependent variable. It can be seen that regression model explained 26.7% of the variance in the organizational citizenship behaviours and value of Durbin Watson test is between 1-2, which is acceptable. Hence, fulfilled the assumption of independence of errors.

Table 7
Regression Model Summary-Organizational Culture and Organizational Citizenship Behaviours

Model	R	R Square	Adjusted R Square	Durbin Watson
4	.517 ^d	.267	.261	1.738

F = 47.279, Sig. = 0.000

Independent variable: Dimensions of organizational culture

Dependent variable: Organizational citizenship behaviours

d. Predictors : (Constant), Proaction, Experimentation, Openness and Confrontation

It can be seen the dimensions of organizational culture fits the data well (Adjusted $R^2 = 0.26$). A closer scrutiny of the results in Table 8 shows that the key explanatory variable in the organizational culture domain, namely, proaction, experimentation, openness and confrontation are significant predictor of organizational citizenship behaviours in BPO sector. Therefore, it can be concluded that organizational culture is a significant predictor of organizational citizenship behaviours; however, trust, autonomy and collaboration were not found to be significant in the model. Rest all the coefficients were in the expected direction.

Table 8
Stepwise Regression Analysis-Organizational Citizenship Behaviours

Dimensions	Standardized	t	Sig.
	Coefficients (Beta)		
(Constant)		24.734	.000
Model 4 Proaction	.152	3.041	.002
Experimentation	.196	4.283	.000
Openness	.180	4.022	.000
Confrontation	.144	3.232	.001

Dependent Variable: Organizational citizenship behaviours

Hence, hypothesis 2 was partially supported as four sub hypotheses of 2 were supported and other four were rejected. It can be concluded that the hypothesis H_2 and H_{2a} , H_{2b} , H_{2c} , H_{2h} were supported. However, H_{2e} , H_{2d} , H_{2f} and H_{2g} i.e. trust, authenticity, autonomy and collaboration have a significant positive influence on organizational citizenship behaviours were not supported. It was found that the dimensions (excluding trust, authenticity, autonomy and collaboration dimension) associated with organizational culture are significant predictors of overall organizational citizenship behaviours and have the expected positive sign.

Thus, the findings support the results of Garg and Rastogi, 2006; Wegge et al., 2006 and Ishak, 2005. But as far as excluding variable are concerned (trust, authenticity, autonomy and collaboration) results do not support the findings of Kar and Tewari, 1999; Randall et al., 1999; Niehoff and Moorman, 1993 and Poon, 2006.

Surprisingly, trust, authenticity, autonomy and collaboration in BPOs are not found to be predicting the organizational citizenship behaviours of the employees. Interestingly, the results failed to support the relationship between autonomy and OCBs. As there is no significant correlation between autonomy and OCBs. Hence, could not hold up multivariate analysis. Besides, previous research has observed that firms mostly tend to outsource non-core business processes that involve low value, low skilled, routine and standardised transactional activities (Thite, 2008). Hence, more of routinised jobs which don't require much of autonomy on their parts. Moreover, performance monitoring is high in these jobs.

In the context of authenticity dimension of organizational culture, McMillan (2006) described Indian call centre workers as 'the global proletariat', citing in

particular the routinization of work, the emotional labour that dealing with customers inevitably involves, and most particularly the 'cultural transformations' that Indian agents need to undergo to get their jobs done. For call centre employees, to live and breathe the cultural contexts of their clientele, names are changed from Indian to western ones (particularly for US-based clients) and fictional personal profiles are developed with residential roots in some prominent city in the US. Mirchandani (2009), inferred that issues relating to the work environment in Indian call centres have been attributed to employee stress, burnout and turnover and these include servicing overseas customers with different cultural and economic backgrounds, adoption of pseudo-names to mask identity.

Therefore, perception of autonomy and authenticity might be perceived as low since these dimensions of organizational culture are inherently low in these types of jobs and may be that neither the employer nor the employee has much in their hand to change these job characteristics and failed to predict organizational citizenship behaviours .

As far as, trust and collaboration dimension of organizational culture not predicting OCBs of employees is concerned, one possible explanation could be that turnover is quite high in BPO sector. Therefore time span these employees spend in a BPO is less. And the dimensions like trust, collaboration need time to develop and moreover jobs are individualistic and standardized where interaction among employees is less with each other and hence failed to predict OCBs. Besides, the results are in line with Connell et al. (2003) in which, trust was not found to be the predictor of OCBs. In the words of Annison and Wilford (1998), "Trust doesn't come with pay-cheques, it has to earned, and it is an ongoing process.

Overall, we can say that employees in the BPO sector are particularly responsive to four dimensions of organizational culture viz. proaction, confrontation, experimentation and openness. It means more the BPO employees perceive higher level of these dimensions; more they would exhibit citizenship behaviours in their organizations.

CONCLUSIONS AND IMPLICATIONS

In the present research, we have tested, supported, and confirmed hypotheses that organizational cultural variables are positively related to organizational citizenship behaviours. These hypotheses were generated from a basic issue articulated by reputed scholars: (Garg and Rastogi, 2006; Poon, 2006;

Kar and Tewari, 1999; Randall et al., 1999; Niehoff and Moorman, 1993) suggested that organizational culture and its dimensions are related to organizational citizenship behaviours.

The study provides the clearest and most comprehensive picture to date of the relationship among dimensions of organizational culture and citizenship behaviours particularly in Indian BPO sector. The study is somewhat limited by its sample, design, and method. Responses with respect to organizational culture, organizational citizenship behaviours have been solicited from the employees of BPOs in and around Chandigarh, therefore of limited geographical diversity. The perception of people in Chandigarh may vary from those in rest of India. But this is an advantage also, as no such study has been taken place in this region so far. Although there is no compelling reason why the relationship would not hold across other samples, generalizability of the findings would be stronger with more diverse samples. Another area of concern is the nature of measures used. The measures included in this research were all based upon the perceptions of the participating employees (self-reports). Therefore, the potential for data inaccuracies due to item misinterpretation or predisposition to certain responses on the part of the participant as well as social desirability effects does exist. So this limitation should be considered while interpreting findings.

Tests that verify the hypothesis one i.e. ANOVA and Post Hoc tests reveals that w.r.t. the size of the BPOs (according to no. of employees), there is significant difference all the five dimensions of organizational citizenship behaviours in three organizational strata of BPO units. Employees in BPOs of stratum I perceive their altruism, courtesy, conscientiousness, and civic virtue level more positively than employees of BPOs in stratum II and III. But employees in BPOs of stratum II perceive their sportsmanship spirit more positively than employees of BPOs in stratum III and stratum I. But the overall citizenship behaviours were found significantly more in stratum I employees than of stratum II and III. Thus it indicates a negative relationship between organization size and OCBs.

Organizational culture has been found to be important input to organizational citizenship behaviours, explains 26.1% of the variance. It was found that the dimensions viz. proaction, openness, confrontation and experimentation associated with organizational culture are significant predictors of overall organizational citizenship behaviours and have the expected positive sign. Three most important dimensions of organizational culture that are found to predict organizational

citizenship behaviours are proaction, openness and experimentation. Thus, it is suggestive to BPO Managers to maintain and further enhance these dimensions of organizational culture which could ameliorate the citizenship behaviours of employees.

References

- Annisson, M. H.; and Wilford, D. S. (1998), *Trust matters : New Directions in Health care leadership*, Josey-Bass, San Francisco.
- Barnard, C. (1938), *The Functions of the Executive*, Harvard University Press, Cambridge.
- Brief, A. P.; and Motowidlo, S.J. (1986), "Prosocial Organizational Behaviors", *Academy of Management Review*, Vol. 11, No. 4, pp. 710-725.
- Budhwar, P.; Luthar, H. K.; and Bhatnagar, J. (2006a), "The dynamics of HRM systems in Indian BPO firms", *Journal of Labor Research*, Vol. 27, No. 3, pp. 339-360.
- Budhwar, P. S.; Varma, A.; Malhotra, N.; and Mukherjee, A. (2009), "Insights into the Indian call centre industry: can internal marketing help tackle high employee turnover?", *Journal of Services Marketing*, Vol. 23, No. 5, pp. 351-362.
- Connell, J.; Ferres, N. and Travaglione, T. (2003), "Engendering trust in manager-subordinate relationships", *Personnel Review*, Vol. 32, No. 5, pp. 569-587.
- Deery, S.; Iverson, R.; and Walsh, J. (2002), "Work Relationships in Telephone Call Centres : Understanding Emotional Exhaustion and Employee Withdrawal", *Journal of Management Studies*, Vol. 39, No. 4, pp. 471-96.
- Garg, P.; and Rastogi, R. (2006), "Climate Profile and OCBs of Teachers in Public and Private Schools of India", *International Journal of Educational Management*, Vol. 20, No. 7, pp. 529-541.
- George, J. M.; and Brief, A. P. (1992), "Feeling good-doing good : A Conceptual Analysis of the Mood at Work-organizational Spontaneity Relationship," *Psychological Bulletin*, Vol. 112, No. 2, pp. 310-329.
- Gillespie, M. A.; Denison, D. R.; Haaland, S.; Smerek, R.; and Neale, W. S. (2008), "Linking Organizational Culture and Customer Satisfaction : Business-unit Results from two Companies in Different Industries", *European Journal of Work and Organizational Psychology*, Vol. 17, No. 1, pp.112-132.
- Ishak, N. A. (2005), "Promoting Employees' Innovativeness and Organizational Citizenship Behaviour Through Superior-Subordinate Relationship in the Workplace", *Research and Practice in Human Resource Management*, Vol. 13, No. 2, pp. 16-30.
- Kar, D. P.; and Tewari, H. R. (1999), "Organisational Culture and Organisational Citizenship Behaviour", *Indian Journal of Industrial Relations*, Vol. 34, No.4, pp. 421-433.

- Katz, D.; and Kahn, R. L. (1978), *The Social Psychology of Organization*, Wiley, New York.
- Krumbholz, M.; and Maiden N. (2001), "The Implementation of Enterprise Resource Planning Packages in Different Organizational and National Cultures", *Information Systems*, Volume 26, No. 3, pp. 185-204
- Lum, L.; Kervin, J.; Clark, K.; Reid, F.; and Sirola, W. (1998), "Explaining Nursing Turnover Intent : Job Satisfaction, Pay Satisfaction, or Organizational Commitment?", *Journal of Organizational Behaviour*, Vol. 19, No. 3, pp. 305-320.
- McMillan, D. C. (2006), "Outsourcing Identities Call Centres and Cultural Transformation in India", *Economic and Political Weekly*, Vol. 21, No. 1, pp. 235-41.
- Mirchandani, K. (2009), *Transnationalism in Indian Call Centres*, In M. Thite and B. Russell, (eds.), *The Next Available Operator: Managing Human Resources in Indian Business Process Outsourcing*, Sage, New Delhi.
- Moorman, R. H.; and Blakely, G. L. (1995), "Individualism-Collectivism as an Individual Difference Predictor of Organizational Citizenship Behavior", *Journal of Organizational Behaviour*, Vol. 16, No. 2, pp. 127-142.
- NASSCOM (2009), *Strategy Review 2009: the IT Industry in India*, New Delhi : Nasscom.
- NASSCOM (2010), *Strategy Review 2010: the IT Industry in India*, New Delhi : Nasscom.
- NASSCOM (2012), *Indian ITES-BPO industry – Fact Sheet*, New Delhi: National Association of Software and Service Companies.
- Niehoff, B. P.; and Moorman, R. H. (1993), "Justice as a Mediator of the Relationship Between Methods of Monitoring and Organizational Citizenship Behavior", *The Academy of Management Journal*, Vol. 36, No. 3, pp. 527-556.
- Organ, D. W. (1988), *Organizational Citizenship Behavior : The Good Soldier Syndrome*, Lexington Books, Lexington, MA.
- Organ, D. W.; and Ryan, K. (1995), "A Meta-analytic Review of Attitudinal and Dispositional Predictors of Organizational Citizenship Behavior", *Personnel Psychology*, Vol. 48, No. 4, pp. 775-800.
- Pareek, U. (1997), *Training Instruments for Human Resource Development*, Tata McGraw-Hill Publishing Company, New Delhi.
- Podsakoff, P. M.; Mackenzie, S. B.; Moorman, R. H.; Fetter, R. (1990), "Transformational Leader Behaviours and their Effects on followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behaviour. *Leadership Quarterly*, Vol. 1, No.2, pp.107-142
- Podsakoff, P. M.; Mackenzie, S. B.; Paine, J. B.; and Bachrach, D. G. (2000), "Organizational Citizenship Behaviours : A Critical Review of the Theoretical and

- Empirical Literature and Suggestions for Further Research”, *Journal of Management*, Vol. 26, No. 3, pp. 513-563.
- Poon, M. L. (2006), “Trust-in-supervisor and helping coworkers : Moderating Effect of Perceived Politics”, *Journal of Managerial Psychology*, Vol. 21, No. 6, pp. 518-532.
- Randall, M. L.; Cropanzano, R.; Bormann, C. A.; and Birjulin, A. (1999), “Organizational Politics and Organizational Support as Predictors of Work Attitudes, Job Performance, and Organizational Citizenship Behavior”, *Journal of Organizational Behavior*, Vol. 20, No. 2, pp. 159-74.
- Schein, E. H. (1983), *Organizational Psychology*, Prentice Hall of India Pvt. Ltd., New Delhi.
- Stamper, C. L; and Dyne, L. V. (2001), “Work Status and Organizational Citizenship Behavior : A Field Study of Restaurant Employees”, *Journal of Organizational Behavior*, Vol. 22, No. 5, pp. 517-536.
- Thaly, P.; and Sinha, V. (2013), “To Prevent Attrition in Business Process Outsourcing, Focus on People”, *Global Business and Organizational Excellence*, Vol. 32, No. 3, pp. 35-43.
- Thite, M. (2008), Business Process Outsourcing Management No.s, In Wankel, C. (Ed.) *The Handbook of 21st Century Management*, Sage, Thousand Oaks, CA.
- Wegge, J.; Dick, R. V.; Fisher, G. K.; Wecking, C.; and Moltzen, K. (2006), “Work Motivation, Organizational Identification, and Well-being in call centre work”, *Work and Stress*, Vol. 20, No. 1, pp. 60-83.