

The Learnings of OCB and Employees' Psychology from Indian Mythological Tales - An Empirical Study

Saptarsi Ganguly¹ and Dr. Amit Majumder²

¹Senior Research Fellow, Department of Commerce, University of Calcutta, Howrah – 711101, West Bengal, India

²Associate Professor, Department of Commerce, Bijoy Krishna Girls' College, Guest Faculty, University of Calcutta, Kolkata, West Bengal, India

¹Corresponding Author: princerishi.070@gmail.com

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ABSTRACT

Organizational Citizenship Behavior has been premeditated by various distinguished scholars and managerial connoisseurs for the last few decades. Be it Dennis Organ who disseminated the theory in 1988 or any other well-known academician, the interrogation of how much volunteerism is too much volunteerism always triumphs. The concerned study purposes to afford a lucid view of the various potentials that an employee must possess to underwrite willingly to the organization. The study also furnishes investigated primary data to accept/reject its hypotheses. The research article affords minuscule niceties regarding the central perceptions of OCB. It also aims to retort the various characteristics of emotional interactive personalities in human beings through applied Indian mythology so that an evocative supposition can be accomplished on employee volunteerism.

Keywords: organizational citizenship behavior, volunteerism, potentials, organization, evocative, applied indian mythology

I. INTRODUCTION

In the pitch of organizational psychology, the term Organizational Citizenship Behavior has been pre-dominant since the last few eras. The basic viewpoint of Organizational Citizenship Behavior has been to endorse employee volunteerism at the place of exertion.

II. BACKGROUND OF THE STUDY

The indispensable props of Organizational Citizenship Behavior had been documented in 1988 by Dennis Organ. Even today, Organ is observed as the father of the concerned model. However, earlier around 1964, a similar theory was recognized by Katz. Dennis Organ advocated a theory on Organizational Citizenship Behavior with five extrapolative factors to the same. This leads to the interrogation regarding the basic perceptions of Organizational Citizenship Behavior (Verlinden, n.d.). Dennis Organ elucidates the same as the volunteer partaking of employees in organizational works for which they are not compensated. In simpler terms, Organizational Citizenship Behavior certifies that employees assist each other in fulfilling the inclusive purposes of the organization discounting the fact that in doing so they might have to accomplish certain occupations and works which are not incorporated by their pay scale. It is solely done willingly out of the love and belongingness that an employee texture towards his/her administration. The characterization provided above might give the impression to be generic but there remains a strong lineage of psychological behavioral patterns in the act of Organizational Citizenship Behavior. For instance, Dennis Organ in his essay on the same propounded five symptomatic factors to Organizational Citizenship Behavior. These five forms of behavior are nothing but the personalities of psychological behavioral traits in a human being. These five arrangements of comportment are; Philanthropy, Courteousness, Sportsmanship, Meticulousness, and virtue (5 Common Types of Organizational Citizenship Behaviour, n.d.). It becomes easier to grasp now who might be that individual to vigorously partake in Organizational Citizenship Behavior. It is the person who possesses the majority of the revealed qualities in his character (Verlinden, n.d.).

III. ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND APPLIED INDIAN MYTHOLOGY

It is important to understand that these appearances not only be contingent on the organizational work culture but also on the personal psychological character traits already contemporary within the employee. It is here where the concept of applied mythology tiptoes in. The mythology of a region is nothing but the pre-dominant distinguishing traits of the

populaces residing there. The sole objectives of the tales of mythology have been to tell accounts that exhibit the psychology of the dwellers of that region and their lineages. It is a gauge of the local culture and individual intellect. The concerned study aims to deliver an empirical dialogue on how Organizational Citizenship Behavior is germane to ensure work gratification and alleviate work stress and how splashes of Organizational Citizenship Behavior could be found in ancient Indian scriptures and mythological tales.

IV. REVIEW OF LITERATURE

The following research studies have been included in the concerned research article to understand the depth of work that has already been done in this field in the last five years and to establish the research gap if any.

According to Ocampo et al. (2018), the impressions or the primary establishments of the character traits of Organizational Citizenship Behavior had started former than what has been awaited over the years. The outmoded assumption is that it was recognized by Dennis Organ in 1988. However, similar essays could be found during the late 1970s and even much before that. The authors have recommended that the concept had gone through various vicissitudes over the decades before taking its concluding shape in 1988. They suggest that the smidgeons of OCB could be outlined as early as the 1930s. However, it is after the enormous universalization of Dennis Organ's theory on the same officialdoms has started to appreciate the impression of employee well-being and comportment on the overall effectiveness of the organization. The study mainly focuses on providing historical suggestions of the existence of OCB before Dennis Organ based on the study of prevailing available literature.

According to Atrizka et al. (2019), talent management has an extremely important effect on organizational citizenship behavior. The process of OCB starts with the recruitment of talented individuals to the organization. The study sets up a hypothesis that there is a significant impact of recruitment of talented individuals to the organization on OCB. The study has been based in Indonesia and encompasses a sample size of 435. The study could successfully establish the relationship between talent management and OCB. The study also talks about a psychological contract between the organization and the employees and the fulfillment of the same. The study concludes with the acceptance of its hypothesis which is there is a significant impact of talent management on OCB.

According to Planer (2019), there is a pre-dominant sustainable relationship between organizational commitment and Organizational Citizenship Behavior. The author exclaims that OCB generally ensures that employees perform actions on behalf of the organization voluntarily which increases the overall efficiency of the organization. It signifies that they are ready to walk the extra mile for the organization for which they are not being paid. The study states that there has been an enormous research gap as far as employee manifestation is concerned in terms of Organizational Citizenship Behavior. The study is based in Poland and has a sample size of 323 employees across the public and private sectors. The study states that there remains a correlation between OCB and organizational commitment. The study further states that the commitment is dependent on personal justification in the public sector companies while it is a part of the organizational culture in the private sector.

Khan et al. (2020) have provided a self-motivated interpretation of the perception of Organizational Citizenship Behavior. The study converses on the reliance of Organizational Citizenship Behavior on the ongoing style of leadership, organizational work culture, and groundbreaking work behavior. The research study diversifies the basic philosophies of OCB to various other aspects of modern-day business. The concerned study has been based in Pakistan and has attempted to provide a lucid image of the country as far as Organizational Citizenship Behavior is concerned. The researchers exclaim that they have tried to establish the relationship between effective leadership styles and innovative work culture to establish OCB in universities promoting higher education across the country. In this regard, the research contains a sample size of 160 heads of the Departments (HODs). The study converses on the various styles of leadership that might be required to bring about recovery from the current organizational difficulties. It also regards OCB as a moderator to changes in leadership styles.

V. RESEARCH GAP

After a minuscule review of the present-day literature on the field of Organizational Citizenship Behavior, it can be specified that the research gap could be determined. The influence of Organizational Citizenship Behavior on employees' mental well-being and work gratification has not been suggestively comprehended in the recent past as per the purview of the current research and its assessment of existing literature. The concerned research purpose is to delve deep into the same and also converse on viewpoints of volunteerism and psychological characteristic traits based on Indian mythological tales.

VI. RESEARCH OBJECTIVES

The research article has the following objectives that it aims to achieve:

- To accomplish a satisfactory understanding of Organizational Citizenship Behavior.

- To scrutinize the influence of Organizational Citizenship Behavior on employees' work-related stress.
- To evaluate the effect of Organizational Citizenship Behavior on employees' work satisfaction.
- To examine the bearing of Organizational Citizenship Behavior on positional satisfaction at the work.
- To produce a character trait model of an employee who would be idyllic for employee volunteerism and Organizational Citizenship Behavior based on Indian applied mythological philosophies.

VII. RESEARCH METHODOLOGY

The study in hand uses primary data as its source for testing hypotheses. The study encompasses the distribution of a questionnaire to 46 participants that have been employed in both public and private sector enterprises. The study uses IBM SPSS version 22 for its analysis of data. The research study uses multivariate regression models to prove its hypotheses. The sampling technique used in the study is purposive sampling and the scaling has been set to a five-point Likert scale for better comprehension of the data. The following are the hypotheses that have been assumed to be tested in the concerned research article;

Hypotheses

H₀ = There is no significant relationship between work stress and employee volunteerism.

H₁ = There is a significant relationship between work stress and employee volunteerism.

H₂ = There is a significant relationship between positional satisfaction and employee volunteerism.

H₃ = There is a significant relationship between work satisfaction and employee volunteerism.

VIII. ANALYSIS OF THE DATA

The following tables and figures represent the detailed analysis of the data that has been retrieved. The tables and their interpretation explain whether the null hypotheses are accepted or rejected.

Model 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.514 ^a	.265	.173	.822	.265	2.879	5	40	.026

a. Predictors: (Constant), conscience, unpaid_volunteer, volunteerism_to_society, willingness_to_help, help_to_competitors

b. Dependent Variable: work_stress

Table 1: Model summary of multivariate regression analysis for H₁

ANOVA

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	9.717	5	1.943	2.879	.026 ^b
	Residual	27.001	40	.675		
	Total	36.717	45			

a. Dependent Variable: work_stress

b. Predictors: (Constant), conscience, unpaid_volunteer, volunteerism_to_society, willingness_to_help, help_to_competitors

Table 2: Anova Table of multivariate regression for H₁

Interpretation

In the above-mentioned analysis, work stress has been assumed to be the dependent variable whereas employees' volunteerism has been assumed as the independent variable. As this is a multivariate regression model the predictors of employee volunteerism have been assumed to be employees' conscience, unpaid volunteer work, volunteerism towards society, willingness to help co-workers, and willingness to help direct competitors. Table 1 shows that the R square value for the model is .265 which is significant at a 95% level of confidence referring to Table 2. Therefore, it can be concluded that the independent variables predict 26.6% of the variance in the dependent variable work stress. It can be stated that as per the results of the test there is a significant relationship between work stress and employee volunteerism and H₁ is accepted.

Model 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.345 ^a	.119	.009	1.041	.119	1.081	5	40	.386

- a. Predictors: (Constant), conscience, unpaid_volunteer, volunteerism_to_society, willingness_to_help, help_to_competitors
- b. Dependent Variable: positional_satisfaction

Table 3: Model summary of multivariate regression analysis for H₂

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.857	5	1.171	1.081	.386 ^b
	Residual	43.360	40	1.084		
	Total	49.217	45			

- a. Dependent Variable: positional_satisfaction
- b. Predictors: (Constant), conscience, unpaid_volunteer, volunteerism_to_society, willingness_to_help, help_to_competitors

Table 4: Anova Table of multivariate regression for H₂

Interpretation

The above-mentioned analysis explains that the dependent variable in the case of H₂ is assumed to be the positional satisfaction of an employee. That is how satisfied is the employee with his current position at work depending on his volunteer services to the organization. The predictors for volunteerism in the test are similar to the first one. According to Table 3, the R square is .119 and as per the significant value in table 4 which is .386, it can be stated that the concerned hypothesis can be rejected. The independent variables predict only 11.9% of variances in the dependent variable and the result is not statistically significant at a 95% level of confidence. Therefore, it can be concluded that there is no significant relationship between positional satisfaction and employee volunteerism.

Model 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.353 ^a	.125	.015	.829	.125	1.139	5	40	.356

a. Predictors: (Constant), conscience, unpaid_volunteer, volunteerism_to_society, willingness_to_help, help_to_competitors

b. Dependent Variable: work_satisfaction

Table 5: Model summary of multivariate regression analysis for H₃

ANOVA

Model	Sum of squares	df	Mean square	F	Sig.
Regression	3.916	5	.783	1.139	.356 ^b
Residual	27.498	40	.687		
Total	31.413	45			

a. Dependent Variable: work_satisfaction

b. Predictors:(Constant), conscience, unpaid_volunteer, volunteerism_to_society, willingness_to_help, help_to_competitors.

Table 6: Anova Table of multivariate regression for H₃

Interpretation

The final multivariate regression model analyses the relationship between work satisfaction and employee volunteerism. The predictors of employee volunteerism or OCB remain the same as the prior two models. Table 5 expresses that the independent variables predict 12.5% of the variances in the dependent variable which is a better result than model 2 but is not statistically significant at a 95% level of confidence as Table 6 shows the significant value as .356 which is higher than the rule of thumb that is .05. Therefore, it can be stated that H₃ can be rejected. There is no significant relationship between employee volunteerism and employees' work satisfaction.

Final Decision

Hypothesis	Decision
H ₁	Accepted
H ₂	Rejected
H ₃	Rejected

IX. DISCUSSIONS AND SUGGESTIONS

The analysis of data shows that employee who perform or tend to show traits of Organizational Citizenship Behavior experience less work stress. The psychology of an individual plays an integral part in the performance of OCB. This is where the theories of applied mythology become germane. Mythology in India had been telling tales of empathy and self-actualization since time immemorial. The tales from the Brahma Vaivarta Purana become extremely important in this case. It has been believed that Veda Vyasa composed the Purana nearly 1500 years ago. Brahma Vaivarta Purana consists of 276 chapters and around 18000 verses (Indra, n.d.). Chapter 47 of the Purana provides beautiful allegories regarding the God-King Indra and how one might seek validation and utility by empathy. The integral natural law of Darshan or Ontology (its Greek counterpart) has been ecstatically exclaimed in the chapter (Indra, n.d.).

Indra and the Indra syndrome

इन्द्रस्य नु वीर्याणि प्र वोचं यानि चकार प्रथमानि वज्री।
- Rig Veda, 1.32. 1-2

The above lines speak of the glories of Indra who holds the Vajra as his firearm. Indra was the most popular God during the Vedic period as he has been mentioned in 1208 hymns of the Rig Veda (Krishnan, 2012). However, during the Puranic period of India which started much later, God started to lose his prior glory and other Gods such as Vishnu and Shiva gained the public empathy and reverence.



Figure 1: An 8th-century adaptation of Indra
(Source: Author's Creation)

In the 47th chapter of the Brahma Vaivarta Purana, Indra after defeating Vrittasura, who was a tyrant asura drying the world from all its water becomes very popular among the Gods. He is given the supreme authority of the Gods. However, after some years thoughts of self-doubt and self-validation creeps into Indra. He calls Vishwakarma and tells him to build a palace for him that would fit apt to his glory (Krishnan, 2012). The palace is lavishly built by the master architect but Indra does not like it. He feels that such a palace is too small for a God-king like him. He orders the architect to build him a grander palace. After the next palace is built, Vishwakarma finds Indra still unhappy with the output. Indra asks him to rebuild a grander palace. As the scenario worsens Vishwakarma goes to Brahma and asks for assistance. Brahma further consults Vishnu and Shiva and they decide to teach Indra the values of life (Krishnan, 2012). The next day, Indra finds a young dark-skinned brahmin boy standing and sees his palace. Indra boasts about his palace and says that it is still too small for a God-king like him. The boy replies that perhaps it is the biggest and grandest palace that has been built by any Indra. Indra does not understand and enquires about the term, 'any Indra'. The boy replies that he has been witnessing the pride of several Indras. There have been endless Indras before and there will countless Indras after. At present, there are endless Indras in different verses of the universe. They all get ruthless with power, build palaces, and think they are the only ones but after some years they all perish like the Indra before them. Indra is startled by the sudden discovery of the truth. He then finds an old austere coming towards him with a bare body. He finds that there are hairs on his chest. Most of

the hairs have fallen off but some remain. The young boy asks the abstinent about his chest hair to which he replies that every time an Indra perishes a hair from his chest falls off (Krishnan, 2012).

The narration of the mythical tale might seem vague to many but in the modern-day corporate world, the story has a grand lesson to learn. Indra, the God-King who had diluted his conscience in self-doubt and pride gets to realize that he does not matter (Pattanaik, 2019). He never mattered to the world and will never matter. No matter how big a palace he builds there has always been someone else who has done it better than him or there will be someone better in the future. Self-doubt and pride are the two biggest Indra syndromes that never allow an individual to provide selfless service (Pattanaik, 2019). Organizational Citizenship Behavior is only possible if the individual realizes that his glory shall never matter to the world. Then only there will be self-confidence and empathy towards others.

Qualities of an employee who might be suitable for performing Organizational Citizenship Behavior as per Applied Indian Mythology

As per the findings of the study, the following are the quality traits of an employee who would suit the purpose of OCB.

- **Selfless attitude:** The employee should possess a strong sense of selflessness. The hunger for personal glory should have diminished within him and the overall glorification of the organization should have become his motivation.
- **Empathetic Behavior:** Empathy towards others is something that cannot be replaced as far as OCB is concerned. An empathetic employee is a volunteer by nature.
- **Mitigating Self-doubt:** The mythology of Indra in the Brahma Vaivarta Purana speaks of self-doubt and how it binds one to personal ambitions only. This quality is a prerequisite for employee volunteerism.

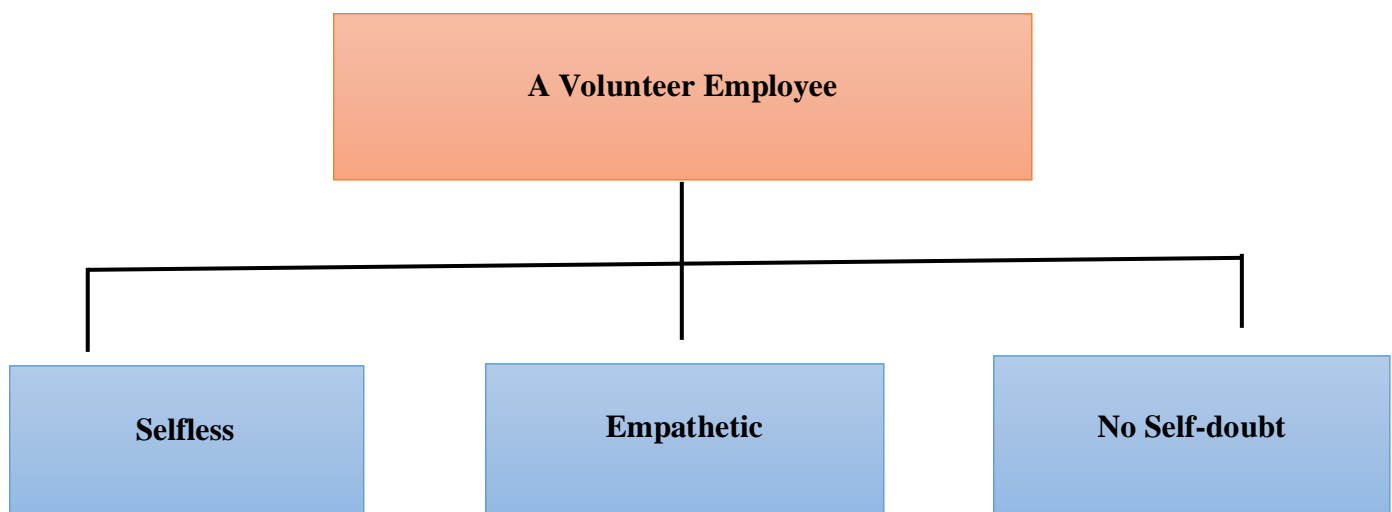


Figure 2: Qualities of a Volunteer employee

X. CONCLUSION

It can be hereby concluded that OCB is a vital indicator to comprehend employee work stress. The more frightened the employee is towards his work position and the more self-doubt he experiences; the less will he be willing to help others. The study showcases a relationship between employees' work-related stress and OCB activities. The study further analyses ancient Indian scriptures to draw abstracts from Indian mythology on the current topic of OCB. However, the researchers realize that the sample size could have been bigger for a more comprehensive study. This can be regarded as a scope for further research.

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