**Research Article**

# ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND ROLE OF INCLUSIVE LEADERSHIP

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**A R T I C L E   I N F O**

**A B S T R A C T**

Organisations are economic powerhouses. They pose an enticing impact on individual lives, societies and countries through media, openings for work; effect on public policy, governments and in particular the leaders driving these associations. Employees respond to comprehensive culture in organisations. Such comprehensive cultures are often developed by leaders in the organisations. With reference to the literature review and a survey conducted, this paper attempts to study the effect of inclusive leadership traits on the discretionary behaviours of employees.

**Research Objective:**
✓ To study the impact of Inclusive leadership on organisations, societies and countries.
✓ To study the impact of positive relationship between management and employees of the organization.
✓ To study the present status of employee execution.

**Research Design:** A total of 100 questionnaires were appropriated among full time employees and received 80 usable responses; response rate was 80%. The Statistical Package for Social Science (SPSS) version 20 was used to test the theories and to decide the relative relationship between the variables under examination. The data was analyzed by using Pearson's moment connection and to test the effect, linear regression is applied.

Research findings: The present study demonstrates that altruism, sportsmanship, conscientiousness, courtesy and civic virtue are emphatically and fundamentally correlated with organizational effectiveness. The correlation value of organizational citizenship behavior with organizational effectiveness proves a critical connection between these two variables.There exists a causal relationship among leadership and employee's OCB attributes.

**Implications:** The studyadds to the OCB literature, demonstrating a co-connection between leaders' conduct and organizational level indicators.

Future research should consider the external factors affecting the inclusiveness of leaders in the organisations.

## INTRODUCTION

Organizational Citizenship Behavior has developed as an inescapable idea in the field of Organizational behavior. There has been a significant expansion in the writing of OCB since the turn of 21st century (Podsakoff *et al.*, 2009). The examinations recognize the significant job of OCB in individual just as organizational execution (Danish, Munir, Ishaq, and Arshad, 2014).Cohen and Vigoda (2000) gave some huge advantages of OCB as improved collaborator and managerial profitability, fall in support costs, productive use and portion of asset and improved level of newcomers. As per a Meta – investigation led by Podsakoff, Whiting, Podsakoff, and Blume (2009),

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OCB has an effect both at the individual level just as organizational level. Leadership and Organizational culture have pulled in the focal point of analysts. Leadership styles impact the citizenship behavioral characteristics in subordinates Graham (1988) and Podsakoff *et al.* (1990). Transformational leadership style shows a more elevated level of OCB in employee (Goodwin, Wofford, and Whittington, 2001; Mackenzie, Podsakoff, and Rich, 2001; Wang, Law, Hackett, Wang, and Chen, 2005) . It redirects the behaviors aggregate causes over individual interests. Concentrates likewise recommend leadership dimensions, for example, steady management and pioneer's unexpected reward behaviors applying an effect on OCB. Pioneer behaviors likewise are a significant indicator of OCB. Pioneer reasonableness is correlated with OCB (Farh, Podsakoff, and Organ, 1990) Transformational leadership' scenter around forming the vision of the employees subsequently giving group

objectives. Unforeseen and non unexpected behaviors have critical relationships with Organ's dimensions of OCB. Such behaviors delineate a value-based leadership style. Podsakoff *et al*. (2000) watched a positive connection among Social and economical pioneer part trade with citizenship behaviors. The result of this trade was benevolent behaviors of the employees.

### Inclusive Leadership - Meaning

Researchers explored the term 'inclusive leadership' which centred around relationships and value of individual differences. Psychologist Edwin Hollander explains inclusive leadership as relationships which can accomplish things for mutual benefit. Inclusive leaders are more result driven who also possess the ability to leverage others completely. The concept of inclusive leadership supersedes the conventional belief of focusing on leader's qualities. Inclusive leadership inclines more towards engaging the followers rather than controlling them. Organisational justice, organisational learning culture and leadership are seen to have a strong impact on OCB.

Behaviours shown by inclusive leaders are described in eleven competencies and are measured with the inclusive leadership assessment.



Figure 1 The Linkage Inclusive Leadership Assessment Model™

Inclusive leaders accommodate members with different perspectives and values. These leaders minimize the biases through candid conversations and openness to learning. Micro affirmations, subtle acknowledgements of an individual's value and accomplishments are a few small gestures shown by an inclusive leader which helps in building confidence and competence of the members. Inclusive leaders share the responsibility and credit with the members. They build a comfortable environment of trust, respect, and a feeling of safety within an organization.

21st Century leaders are supposed to be inclusive leaders. Contemporary challenges make it mandatory for the leaders to excel in four dimensions viz: Global, Innovation, Growth and Change leaders. Each dimension exhibits a significant element of inclusiveness of leadership. The figure below indicates the components of each dimensions which are putforth by Korn Ferry in his research.



Figure 2 Korn Ferry research: 21st-century leaders needed today Purple text highlight inclusive leaders' behaviors.

Although challenging, the transition from diversity to inclusion makes a multiplier effect on the workforce. Employees respond to inclusive leadership in the form of improved collaboration, high performance and productivity, greater employee engagement, innovation, creativity and high ability to grab the market share. Diversity in people and situations trigger the potential in a leader to exhibit inclusiveness in his leadership. Overcoming the preconceived notions and biases is the main barrier to inclusiveness. Inclusive leadership can thus be nurtured.
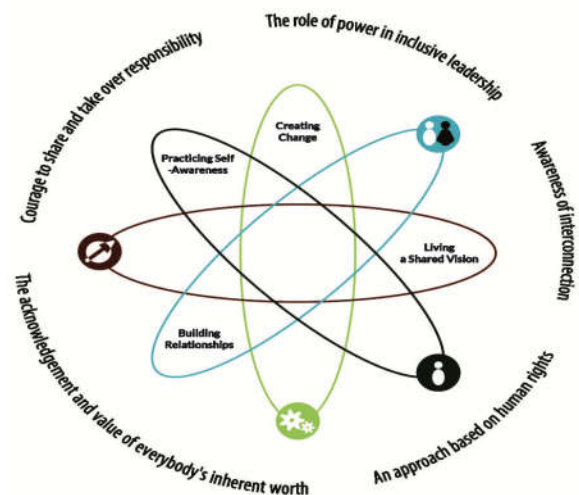


Figure 3 Inclusive leadership approach (Paola Bortini, 2016-1-PL01-KA204-026768)

Scientists investigated the term 'Inclusive leadership' which focused on relationships and estimation of individual contrasts. Clinician Edwin Hollander clarifies Inclusive leadership as relationships which can achieve things for common advantage. Inclusive leaders are more result driven who likewise have the capacity to leverage others totally. The idea of Inclusive leadership overrides theregular conviction of concentrating on pioneer's characteristics. Inclusive leadership slants more towards connecting with the devotees instead of controlling them. Organizational equity, organizational learning culture and leadership are believed to strongly affect OCB. Behaviors appeared by Inclusive leaders are portrayed in eleven skills and are estimated with the Inclusive leadership evaluation.

Inclusive leaders suit individuals with alternate points of view and values. These leaders limit the inclinations through real to life discussions and receptiveness to learning. Micro affirmations, unpretentious affirmations of a person's worth and achievements are a couple of little signals appeared by a comprehensive chief, which helps in building certainty and fitness of the individuals. Inclusive leaders share the responsibility and credit with the individuals.They manufacture an agreeable domain of trust, regard, and a sentiment of security inside an association.

## Theoretical Framework of Inclusive Leadership

Inclusive leadership intends to change manifestations and advancements. Leaders, particularly in associations are relied upon to break the boundaries, be a coach of the adherents so as to maintain a strategic distance from danger of being rejected. Incorporation welcomes cooperation, decent variety, along these lines connecting with subordinates in the decision making process. Leaders knowing their own example of behavior are better ready to receive new difficulties.

The Inclusive leadership approach is brought up in the four advancement territories:

**Rehearsing mindfulness**: which means learning or unlearning, in order to act in a legitimate way?, monitoring singular strength, values, convictions just as fears stereotypes and prejudices now and again.

**Living a mutual vision**: invigorates and improves correspondence. Vision gives a reason to perform and motivation to accept. Vision that excessively shared by a pioneer drives the best approach to the right partners.

**Building relationships**: a great relationship between the pioneer and his subordinate builds up a long haul affiliation. A sheltered working condition and an environment of trust and acknowledgment become obvious in view of an Inclusive pioneer.

Making change: which is inescapable and durable? With Inclusiveness comes a culture of progress, versatility which thus turns into a system.

### Inclusive leadership and organizational citizenship behaviors

Citizenship behaviors are optional behaviors shown by the employees as a result of various factors in an association. Inclusive leadership is an unexplored sort of leadership related to OCB. It is emphatically related to OCB. Organizational equity and organizational learning culture assume an interceding job in this unique circumstance.

OCB alludes to important behaviors, which are not confined to those written in the work agreement, and cooperative behaviors, which are not straightforwardly perceived by a proper reward system (Organ, 1990). OCB for the most part incorporates behaviors that go past the obligation at hand (Danish *et al.*, 2014, Konovsky and Pugh, 1994) or the essential prerequisites of a vocation (Chang *et al.*, 2012). Past contemplates have affirmed five dimensions of OCB: conscientiousness, altruism, civic virtue, sportsmanship, and courtesy (Organ, 1988). Conscientiousness alludes to optional behavior that goes past least job prerequisites. Altruism includes helping other organizational individuals with applicable tasks or problems. Civic virtue shows an eagerness to take an interest dependably on the life of the association. Sportsmanship includes resistance related behaviors in under

alluring circumstances to maintain a strategic distance from protests being made. Finally, courtesy alludes to endeavor to forestall work-related problems with others (Mackenzie, Podsakoff, and Fetter, 1993). Williams and Anderson (1991) proposed a conceptualization of OCB with two variables: OCB individual (OCB-I) and OCB association (OCB-O). OCB-I believe a particular individual to be the objective of employees' behavior, while OCB-O sees the association as the essential recipient. Following Williams and Anderson's (1991) arrangement, Organ (1997) ordered altruism and courtesy as OCB-I, and conscientiousness, sportsmanship, and civic virtue as OCB-O. Concerning the predecessors of OCB, earlier research has indicated that tasks, organizational attributes, and leadership are normal indicators of OCB (Podsakoff *et al.*, 2000). A few thinks about have revealed the differential impacts of these predecessors on OCB-I and OCB-O (Spitzmuller, Dyne, and Ilies, 2008).

### Objectives

- To study the impact of Inclusive leadership on organisations andsocieties.
- To study the impact of positive relationship between management and employees of the organization.
- To study the present status of employee execution in service industry in Pune.

# RESEARCH METHODOLOGY

## The sample and sampling

A total of100 questionnaires were appropriated among full time employees in various service sector in Pune, Maharashtra and received 80 usable responses; response rate is 80%. The Statistical Package for Social Science (SPSS) version 20 is used to test the theories and to decide the relative relationship between the variables under examination.

## Research tools

**Organizational Citizenship Behavior:** A scale with 24 items developed by Podsakoff and colleagues (1990) based on Organ's (1988) five dimensional taxonomy was used for estimating Organizational Citizenship Behavior. The scale secured inquiries concerning five significant areas used to measure organizational citizenship behavior are as per the following:

1 Altruism
2 Sportsmanship
3 Conscientiousness
4 Courtesy
5 Civic Virtue

The general Organizational Citizenship Behavior measure exhibited adequate internal consistency ($\alpha = 0.87$).

***Organizational Effectiveness:*** A scale with 15 items developed by PoonamKhurana (2013) was used for estimating Organizational Effectiveness. The scale secured inquiries concerning three significant areas used to measure organizational viability are as per the following:

✓ Fairness in rivalry
✓ Organizational Culture
✓ Job satisfaction

The general Organizational Effectiveness measure exhibited adequate internal consistency ($\alpha = 0.77$).

*Hypothesis*

H1: There is a significant positive relationship between the impacts of ability management of staffs in various parts of the organization.

*Data Analysis*

To discover the relationship between organizational citizenship behavior and organizational effectiveness, Pearson's moment connection and to test the effect, linear regression is applied.

**Table 1** Correlation Matrix (N=40)

|  | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| **Altruism** | 1 | | | | | |
| **Sportsmanship** | .905** | 1 | | | | |
| **Conscientiousness** | .748** | .749** | 1 | | | |
| **Courtesy** | .699** | .594* | .728** | 1 | | |
| **CivicVirtue** | .723** | .705** | .716** | .513** | 1 | |
| **Organizational Effectiveness** | .612** | .645** | .548** | .852** | .725** | 1 |

Notes: *p =.05; **p=.01

Table 1 represents to the Pearson's correlation coefficient of the variables under study. As per Table 1 there is a critical relationship between altruism and organizational effectiveness with the calculated correlation value as 0.50 (noteworthy at 0.01 levels). Sportsmanship is additionally seen as correlated with organizational effectiveness with the significance value as 0.645, conscientiousness as 0.548, and courtesy as 0.852 and civic virtue as 0.725 (all critical at 0.01 level).

Further, so as to realize how a lot of fluctuation will be clarified in organizational effectiveness by organizational citizenship behavior, regression analysis was applied.

**Table 2** Model Summary

| Model | R | R Square | Adjusted RSquare | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .794a | .338 | .515 | 4.608 |

Table 2 gives the R and R2 values. The R value represents the straightforward correlation value and is 0.794 which demonstrates a moderate degree of correlation between organizational citizenship behavior and organizational effectiveness. The R2 value demonstrates the amount of the total variation in the dependent variable, for example organizational effectiveness, can be clarified by the independent variable which is organizational citizenship behavior. As indicated by table 2, 33% of the variation in organizational effectiveness can be clarified by the organizational citizenship behavior.

**Table 3** ANOVA Table

| | Model | Sumof Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 695.803 | 2 | 695.803 | 19.699 | .000b |
| | Residual | 406.97 | 37 | 18.551 | | |
| | Total | 1101.900 | 39 | | | |

Dependent Variable:OE
Predictors: (Constant),OCB

Accordingly, table 3, the significance value (p value) is less than 0.05 (p<.05) so it is accepted that the impact of organizational citizenship behavior on organizational effectiveness is significant.

**Table 4** Coefficients Table

| | Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | OCB | 19.576 | 11.059 | | 1.558 | .258 |
| | (Constant) | .769 | .125 | .683 | 4.452 | .000 |

Dependent Variable: OE

According to table 4, the value of Beta that is 0.769 means that one unit increase of organizational citizenship behavior will bring 0.769 increases in organizational effectiveness.
A=19.576is the average of organizational effectiveness when organizational citizenship behavior is zero.

***Organizational Effectiveness=19.576+ 0. 769 (organizational citizenship behavior)***

Above linear equation demonstrates that 1% organizational citizenship behavior will bring 57.9% change in organizational effectiveness.

*Findings*

The study findings Nabil Hajj *et al* (2011) additionally coordinated the relationship between ability management and employee execution in public medical clinics. Utilizing ability management will guarantee that every employee, with special talents and capacities will be put to great work.

Ability management as a management tool, because of employee strengthening and a sort of adaptability is guaranteed as per the changing economic situations. Because of the way that ability management is a piece of human asset management centers around ability agency. Another finding of this study is that ability management of the staffs of Satyam Computer Services Ltd. is alluring. T value saw in the (α =0.01) is noteworthy. In this manner, the invalid theory that the absence of distinction between the examples mean and mean prohibition fitted.

*Implications*

The present status of employee execution is better than expected, which is statistically critical. Different results demonstrated the exhibition of various parts of ability management of employees of Satyam Computer Services. The outcomes are in correlation with the findings of Taleghani *et al* (2012) ability management strategy, has an essentially beneficial outcome on the exhibition of its employees. The examination results are in correlation with findings of Mehravani H. (2011) there is a positive and critical relationship among ability management and maintenance of management in service firms.

**CONCLUSION**

Each organization is endeavoring hard to accomplish upper hand over others. By and by the exploration in behavioral science has been commanded by the development of organizational citizenship behavior as it is the way to progress. Employees showing such behavior are additionally considered as the great troopers of the organization and to get by in this focused condition each organization needs such employees. For accomplishing this, organizations need to have a decent comprehension of the practices which offers ascend to citizenship behavior. The findings of the present study demonstrate that altruism, sportsmanship, conscientiousness, courtesy and civic virtue are emphatically and fundamentally

(p<0.05) correlated with organizational effectiveness (table no. 1 of correlation grid). The correlation value of organizational citizenship behavior with organizational effectiveness is 0.57 and statistically there is a critical connection between these two variables.

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