"Doing the unexpected" – Study of Citizenship Behaviour of Police Personnel in India.

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Abstract:
The pandemic COVID has engulfed the entire world in general and India in particular for the last year. Almost the entire country is under lockdown now and then forcing the people to stay inside their home for the safety of self and others. There is one section, though, which is braving against all odds not only to ensure a law-and-order situation but also educate and persuade the mass. This has necessitated the police personnel to go an extra mile reflecting a sense of responsibility towards citizens, colleagues, organizations, and nation and discharge their duties performing activities beyond the formal job descriptions, formal reward system, or direct and explicit recognition. In the present study, the researchers have explored the antecedents and empirically investigated the nature, extent, and mechanism of the impact of these variables that lead to the police personnel displaying the organizational citizenship behavior at this unprecedented juncture of time in India.

Keywords: Organizational Citizenship Behaviour, Organizational Justice, Organizational Support, Police

1.Introduction:

For more than a year like other countries, India is reeling under the effect of the deadly coronavirus. The pandemic has taken the toll of approximately three lakh people in the past year. A major chunk of the population is forced to stay inside their home for the safety of themselves and others. However, some sections in the society are not so privileged that include police personnel, medical staff, and providers of necessary services. The situation of police personnel is more complicated as not only do they have to stay vigilant to ensurelaw-and-order situation; but also have to educate, communicate, persuade, cajole and coerce the vox populi to stay inside. Besides, they are also entrusted to maintain the situation smoothly and fairly during festivals, elections, or rallies even during pandemics. This necessitates them to discharge their duties going the extra mile performing discretionary work-related activities beyond formal job descriptions, formal reward systems, or direct and explicit recognition. In other words, this necessitates them to display organizational citizenship behaviour- a term coined by Organ (1988) that refers to the "individual behaviour that is discretionary, not directly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization."The department as such need people who stay in the department, meet the stipulated standard of performance and go beyond specific role requirement (Barnard, 1988).This is particularly true for police personnel considering the arduous nature of their work—long hours away from home, frequent transfer, volatile work,

and physical dangers (Manning, 1977).There is also a shortage of officers in most areas that put extra pressure on their work (Centre for the Study of Developing Societies 2019; Rathi and Barath 2013). OCB, though, is not developed overnight.OCB rests on the foundation of social exchange theory (Smith et al. 1983). The theory contends that people are motivated to maintain social relations based on the evaluation of the cost-benefit ratio(Homans, 1961). In the context of social exchange, people have an innate tendency to compare the social rewards received against the social rewards expected. In terms of OCB, this implies that employees engage in OCB to reciprocate some sort of favourable behavioural treatmentreceived from the organization (Hazzi, 2018). One such favourable behavioural treatment is perceived organizational justice (Colquitt et al. 2001), the other being job satisfaction (Crank, 1998). Organizational justice refers to the people's perception of fairness in the organization (Greenberg, 1987). Job Satisfaction refers to the degree of liking or disliking about their jobs (Spector, 1997). Studies in the past have reporteda significant positive relation between OJ and OCB (Colquitt et al., 2001;Moorman Et al 1991; Ehrhart, 2004; Walumbwa et al 2010; Nadiri et al 2010), as well as between JS and OCB(Bennett, 1997; Chan & Duran, 2009; Kuo, 2015; Nalla & Kang, 2012; Nalla, Rydberg, &Mesˇko, 2011; Kumar, 2017).While there are studies that have explored the relation between OJ, JS, and OCB; surprisingly, there is a dearth of studies that have explored the relationship between these constructs among police personnel (Bradford et al. 2013; Haaset al, 2015; Nix & Wolfe, 2016). The situation is worse in the Indian context where only a handful of studies have been conducted (Lambert et al., 2015; Singh & Nayak, 2015; Kumar, 2017).

Policing in India:
Indian Police Act came into force in 1861 during the British Colonial Period and still guides the structure of police in India. Law and order are State issues and states only recruit Police personnel. States are divided into districts; districts into sub-divisions, subdivisions into police circles; with each circle having a police station. Personnel in the rank of constable, head constable, assistant sub-inspector, and sub-inspector look after police stations. Duties of constables include fieldwork such as patrolling, guarding, and collecting information; Head constables investigate the crime and maintain administrative records; ASI investigates/supervises the cases, besides assisting the SI or inspector. SI is entrusted with maintaining public order, preventing and detecting crime, and maintaining liaison with the community besides leading the police in their jurisdiction. The role of the inspector normally is supervising a police circle.

1 Introduction to variables
1.1 Organization Citizenship Behavior:
Organizational citizenship behaviours refer to discretionary work-related activities performed by employees that are beyond the scope of formal job descriptions, formal reward system or direct and explicit recognition but promotes the efficient and effective functioning of the organization (Organ, 1988). OCB not only enhances the organizations' performance but also helps organizations sustainability (Takeuchi et al., 2015). Organ (1988) proposedfive dimensions of OCB: altruism (willingness to help others without any expectation of consideration), courtesy (proactive behaviour in taking steps to alleviate a potential problem), conscientiousness (carrying out one's duty beyond the mechanical compliance with routine directives.), sportsmanship(willingness to tolerate the impositions work without complaining) and civic virtue (willingness of the employees to participate in political process or policy debate of the organization). Researchers have identified job satisfaction, organizational

commitment, organizational justice, leadership, and individual as the antecedents of OCB (Chan and Lai, 2017; Takeuchi et al., 2015; Organ et al.,2005; Smith et al., 1983; Gorgievski et al., 2018). The consequences of OCB includeemployee turnover, turnover intentions, and employee absenteeism (Coyne and Ong 2007), organizational performance (Podsakoff et al 2000), organizational effectiveness (Yen and Niehoff 2004), and knowledge sharing (Lin 2008). In the present research, focus on OJ and JS has been pointed out as the defining factors of OCB.

1.2   Organizational Justice:

OJ refers to the perception of employees regarding the fairness of their organisations' decision-making outcomes (Johnson, 2007), decision-making process (Suliman and Kathairi, 2013), treatment received (Bies and Moag, 1986),andcommunication provided (Chou, 2009). OJ, coined by Wendell French (1964) is a reflection of an organization's competence, character, and benevolence that goes a long way in affecting employees' work outcomes such as organizational citizenship behaviour (Karriker & Williams, 2009), job satisfaction (Chen et al. 2007), organizational commitment(DeConick, 2010); job performance(Karriker & Williams, 2009), trust(DeConick, 2010), turnover intentionand emotional exhaustion (Liljegren & Ekberg, 2009). Organizational justice is proposed as a two-factor model(Greenberg, 1990; Sweeney and McFarlin (1993), the three factors model (DeConinck, 2010; Liljegren & Ekberg, 2010; Bies and Moag,1986), and even four factors model (Greenberg, 1993; Colquitt, 2001). The four factors or dimensions of OJ have been identified as distributive justice, procedural justice, interpersonal justice, and informational justice (Colquitt, 2001). The three-factor model assumes interpersonal justice and informational justice as one common factor named interactional justice (DeConinck, 2010). Further, the two-factor model assumes that interactional justice is part of procedural justice (Sweeney and McFarlin,1993). Byrne &Cropanzano(2000) have referred to Organizational justice as a multi-foci construct. They opine that employees perceive the overall justice. They argue that employees perceive the fairness of decision-making outcomes (pay, perks, promotions), fairness of decision-makingprocess (voice, correctability, consistency, bias, representativeness, and accuracy), fairness of treatment received(respect, propriety), fairness of the communication provided(justification, truthfulness) and make an overall impression of the justice.

1.3   Job Satisfaction:

JS is the general attitude of an employee towards his/ her job(Spector,1997; Weiss, 2002). JS is the resultant of outcome receive against the outcome desired (Cranny, Smith, and Stone,1992). Smith et al., 1969; Locke, 1976; Spector, 1997 have described JS as a multi-faceted construct containing both cognitive and affective elements. Scholars have identified various issues associated with JS, such as work content, interesting job, perceived equitable compensation, proper working conditions,recognition, perceived management support, and opportunity for growth (Spector, 1997); opportunity for social interaction, task identity, autonomy, skill variety and knowledge of feedback (Hackman and Oldham, 1976); role perceptions, job performance, firm performance and job-related factors (Christen, Iyer, and Soberman (2006).

2   Literature Review and Hypothesis Development
2.1   Organizational Justice and Organization Citizenship Behaviour:

Perceived fairness of organizational justice practices stimulate trust and motivate employees to go beyond the extra mile and undertake pro-social activities, thereby, enhancing organizationalcitizenship behaviours. (Netemeyer et al., 1997). The linkage between OJ and OCB can be understood with the help of Adams' (1965) equity theory and Blau's (1964) social exchange theory (Moorman 1991). The impact of OJ on OCB has been researched in an extensible manner throughout the globe and across various sectors. De Lara (2008) studied the nexus in the academic setup; Yardan et al. (2014) studied the impact in hospitals; Yadav and Gupta (2017) explored the relation in the tourism sector; Saifi and Shahzad (2017) researched public and private organizations;Jehanzeb and Mohanty (2020) studied the relation in the banking sector; Aryee et al (2002) studied the relationship in public sector organizations ; Carr and Maxwell (2017) and Hass et al (2015) investigated the link among police personnel.The majority of the findings have reported that employees having perceived fairness exhibit OCB.

Accordingly, the study postulates the first hypothesis as

H_{o1}: OJ relates positively with OCB.

2.2   Organizational Justice and Job Satisfaction:

JS results as a cumulative evaluation of psychological, physiological, and environmental circumstances. As such, perception of justice in the organization has a significant impact on JS(Colquittet al 2001; Masterson, et al. 2000; Irving et al, 2004; Shokerkon&Neamei, 2003). Zainalipour et al (2010) studied the relation between OJ and JS among teachers and reported that all components of OJsignificantly correlated with various facets of JS. Dong and Phuong (2018) explored the relation between OJ and OS in the context of HEI, Vietnam. The finding suggested a significant impact of OJ on OJ. Researchers have also studied the relation of JS with various facets of OJ such as distributive justice (Lawler,1977); procedural justice (Kwak et al. 2010); interactional justice (Cedwyn&Awamleh, 2006). There are also studies in the context of police personnel such as Morris et al, 1999 (NYPD); Nalla, 2012 (Slovenia); Myhill and Bradford, 2013 (British Police); Crow, Lee, and Joo, 2012 (South Korean Police); Qureshi et al, 2017 (Indian police personnel). All these studies have reported significant relation between OJ and JS.

Accordingly, the study postulates the second hypothesis as

H_{o2}: OJ relates positively with JS.

2.3   JS andOCB:

Relations between JS and OCB have been explored by various scholars(Williams and Anderson, 1991; Podsakoff et al., 1993; Wagner & Hollenbeck, 2010;Talachi,et al 2014; Prasetio et al., 2017). George and Jones (2012) in their investigation found that there is a significant difference in the OCB level between satisfied employees and dissatisfied employees.Similarly, Nasra and Heilbrunn (2015)study in the educational system in Israel;Nurjahan et al (2020), study on employees in Jakarta, Indonesia; Ng et al (2018) study among health professionals in Malaysia; Tafzul et al (2019) study in garment sectors in Bangladesh; Sharma, (2011) and Belwalkar et al (2018) study in India show that the level of JS influences OCB, i.e., higher job satisfaction results in a higher display of OCB, and vice versa Similar findings have been reported by other scholars who contend that satisfied employees intend to reciprocate the organization and in this course display OCB (Foote and Tang, 2008; Lambert, 2010;Fanani et al., 2016 ;Meynhardta et al., 2018).

Accordingly, the study postulates the third hypothesis as

*H_{o3}:* JS relates positively with OCB.

2.4 JS as mediator

While the relation between OJ, JS, and OCB has been amply demonstrated in literature across ages, geographical location, and sectors; there are only a few studies that have explored the mechanism through which this relation works. Researchers have emphasized the exploration of mediators in investigating the causal relation between two variables (Hair, 2009). Various mediators have been suggested such as EI, OC, AC, Trust, etc. One of the variables that have been explored the most is JS (Mowday, Porter & Steers, 1982; Mashi, 2017; Nasra et al, 2015). All these studies reported the mediating role of JS. The researchers contend that perceived fairness (OJ) influences the opinion and judgment of individuals toward their job and developsa positive attitude that results in job satisfaction. Satisfied employees reciprocate by working extra hard for the organization displaying OCB.

Accordingly, the study postulates the fourth hypothesis as

H_{o4}: JS mediates the relation between OJ and OCB.

Figure 1: Hypothesized Model
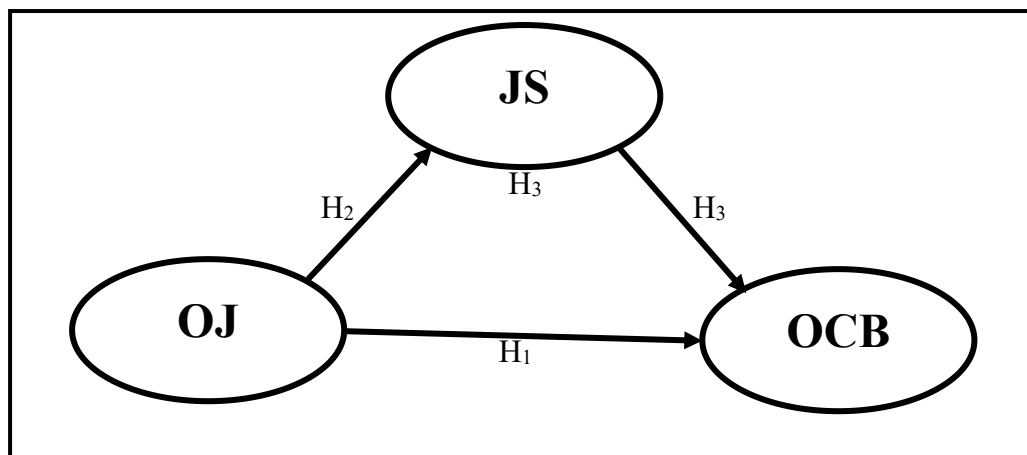
3 Research Methodology:

3.1 Sample Collection

600 Indian police personnel across various hierarchies were contacted and send self-administered questionnaires. The participants were briefed about the purpose of the study and were assured of confidentiality. Overall, 414filled and valid responses were received after scrutiny at a response rate of 59%. Gender wise response was 76 % male and 24 % female. Participants belonged to ages ranging from 30 to 50 posted in urban as well as the rural region. The profile of the respondents is given in table1. Scholars have opined that self-reportedcross-sectional data may have inherent biases (Pearce & Sims, 2002). As such, data regarding various constructs were collected at three different times to minimize the issue of common method bias. The data collection period was February 2023 to June 2023. Data related to OJwas collected first during February2021, related to JS was collected after one month in March and April 2023, and related to OCB was collected after two months in May and June 2023.

3.2 Constructs Used:

OJ: OJ was measured using 20 items adopted from Colquitt (2001) scale/ Niehoff and Moorman (1993). Sample items include "Overall, the rewards I receive here are quite fair,"

JS:JS was measured using 20 items short form Minnesota Satisfaction Questionnaire (Weiss, Dawis, England, Lofquist, 1967).

OCB:OCB was measured using 14 items questionnaire adopted from Podsakoff et al. (1990). Sample items include "I would like to buy the products or brands following their introduction by my friends on social networks."

4   Result
4.1   Descriptive Statistics

Table No. 2 shows the descriptive characteristicsofthe study. The statistics confirms the basic assumptions for further analyses such as normality (skewness and kurtosis within -1 and +1); absence of multi-collinearity (VIF <5;Tabachnick&Fidell,2007), excellent internal consistency (alpha >0.8; Nunally, 1978).

Table 2: Descriptive Analysis

Descriptive Statistics							Pearson Correlation				β
	Mean	Std. Deviation	Skew-ness		Kurtosis						
Variable				Std.		Std.	JS	OJ	OCB	VIF	
	Statistic	Statistic	Statistic	Error	Statistic	Error					
JS	2.98	1.13	0.012	0.136	-0.74	0.490		0.560***	0.467***	1.456	0.838
OJ	3.02	1.17	0.073	0.136	-0.583	0.667			0.530***	1.456	0.827
OCB	3.08	1.11	0.083	0.136	-0.629	0.532				NA	0.863

Sign ** p<0.01, *p<0.05

4.2   Analytical Approach

The present study has used Confirmatory Factor Analysis (CFA) for the evaluation of the measurement model with the help of the following statistics as suggested by Hu and Bantler (1999): Chi-square/degree of freedom ($\chi2/df$), confirmatory fit index (CFI), Root mean square of error of approximation (RMSEA), Standardized root mean squared residual (SRMR) and PClose statistics. Further, the researchers have resorted to regression analyses using the Bias centered bootstrap method to test the mediation effect.

4.3   Confirmatory FactorAnalysis

The model provided an excellent fit of data $\chi2(1374)$ =1608.040, p<.001, $\chi2/df$=1.170, CFI=0.989, RMSEA=.020. SRMR=0.036, PClose =0. 991 as shown in Table No. 3.

Table 3: Model Fitness

Measure	CMIN	DF	CMIN/DF	CFI	SRMR	RMSEA	PClose
Estimate	1608.04	1374	1.17	0.989	0.036	0.02	1
Threshold	--	--	Between 1 and 3	>0.95	<0.08	<0.06	>0.05
Interpretation	--	--	Excellent	Excellent	Excellent	Excellent	Excellent

The study found excellent composite reliability of constructsas shown in Table No. 4. Table 4also presents the statistics for checking the construct validity of the three scales. Itshows that CR of each construct is greater than 0.7, AVE of each construct is greater than 0.5, and CR of each construct is greater than the corresponding AVE. Further, MSV of each construct is less than the corresponding AVE and the square root of AVE of each construct is greater than the correlation between other structures. Thus, the validity of the scales is confirmed (Hair, Black, Babin, and Anderson, 2010).

Table 4: Construct Validity

	CR	AVE	MSV	MaxR(H)	OJ	JS	OCB
OJ	0.877	0.681	0.299	0.977	**0.825**		
JS	0.875	0.659	0.299	0.975	0.547***	**0.812**	
OCB	0.764	0.655	0.265	0.964	0.515***	0.453***	**0.809**

Further, the study tested the common method bias using Herman one-factor test.This is done by extracting only one factor with an eigenvalue of more than one and checking whether the variance explained by first factor is more than 50 % or not. As the first factor explained only 43.67 % variance, it can be confirmed that there is no issue of bias (Table- 5).

Table 5: Hermann Test: Total Variance Explained using one factor only

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.861	43.672	43.672	7.861	43.672	43.672

Table 6 shows the factor loading of the variables with their constructs confirming the individual contribution of each variable in explaining the constructs.

4.4 Hypothesis Analysis
After the assessment of thestructural model fit of the data with test statistics [χ^2 (1374) = 93.395, p < .001, χ^2/ df= 1.170, CFI = 0.989, RMSEA = .020., SRMR = 0.036,PClose = 0.992]; proposed hypotheses weretested using the regression analysis, path analysis and SEM (Tables 7 and 8).

Table 7 Regression analysis & Hypothesis Testing

|			Estimate	S.E.	C.R.	P	Conclusion
JS	<---	OJ	.56	.039	13.729	***	H2accepted
OCB	<---	JS	.25	.048	5.078	***	H3accepted
OCB	<---	OJ	.39	.046	8.009	***	H1accepted

Table 7shows the result of regression analyses. Hypothesis 1 posited a significant association between OJ andOCB. The standardized regression weight of 0.39 (SE= 0.046, t= 8.009, p-value < 0.001) affirms the significant impact of OJ on OCB. This supports Hypothesis1. Similarly standardized regression weight of 0.56 (SE= 0.039, t= 13.729, p-value < 0.001) and 0.25(SE= .048, t= 5.078, p-value < 0.001) quantifies the significant relation between OJ&JS and between JS&OCB respectively, supporting hypothesis 2 and 3 respectively.

Table 8 Mediation (Indirect Effect) analysis

Hypothesis	Direct Effect	Indirect Effect	Total Effect	Conclusion
OJ →JS→OCB	0.391***	0.139***	0.530***	H4 accepted (Partial Mediation)

Table 8 presents the result to test Hypothesis 4 that posited that JS mediates the relation between OJ and OCB. Table 8shows a significant indirect effect (relation between OJ and OCB through JS (path ab= 0.139***). This confirms the role of JS as a mediator. Moreover, the direct relation between OJ and OCB (path c'=.0.391***) is also significant. Thus, it can be inferred that JS acts as a partial mediator in the relation between OJ and OCB.

Figure 2 structural Model
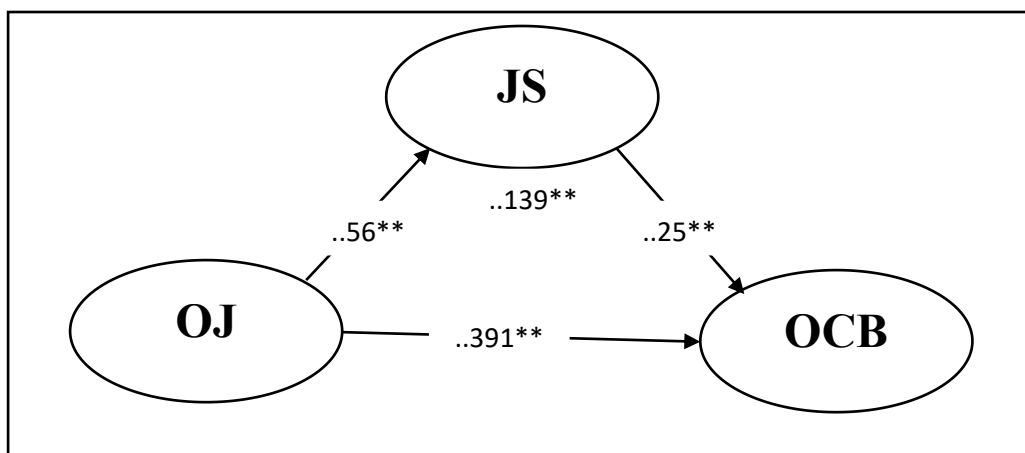
**p<.001

5   Discussion:

The present study purported four hypotheses. The findings validated all the hypotheses. The perception of fairness helps every member identifies with the organization, understand the goals and accept it not as compliance but internalization thereby evoking OCB. Thus,the first hypothesis that assumed the relation of OJ and OCB was found true. This supports the earlier

findings of; Karriker and Williams, 2009. Similarly, the study revealed thatthe feeling of being treated fairly instills a feeling of satisfaction (Hypothesis 2) that (JS) fosters an atmosphere of citizenship behaviour (Hypothesis 3). The findings are also consistent with the works of Farmer et al. 2003 (H2) and Abdullaet al, 2011 and Lu, Liu, Sui, & Wang, 2015 (H3). Finally, the empirical findings of the present research support the conceptual foundation that there is a direct as well as the indirect influence of OJ on OCB; and JS mediates the relation between OJ and OCB, thereby, supporting H4. The validation of H4 is in sync with the findings of researchers such as Mashi, 2017; Nguni et.al 2006.

Thus, it can be concluded that perceived fairness (OJ) influences the opinion and judgment of individuals toward their job. Personnel perceiving positive fairness develop a positive attitude that results in job satisfaction. Satisfied employees reciprocate by working extra hard for the organization displaying OCB.

6   Practical Implications:

Besides, enriching the existing extant literature on OCB, OJ, and JC; the present study also provides ample contribution to the administrators, researchers, and scholars. While the role of the police had always been of significance; in the present scenario, it has become supreme. Not only do they have to stay vigilant to ensure a law-and-order situation; but also have to educate, communicate, persuade, cajole and coerce the vox populi to stay inside. Besides, they are also entrusted to maintain the situation smoothly and fairly during the festivals, elections or rallies which are an integral part of India. The performance of such tasks necessitates the police personnel has a strong commitment to go the extra mile beyond the routine compliance and mechanical job description. This study, besides emphasizing the need and importance of OCB, provides a model to administrators to suggest how OCB can be fostered, nurtured, and become contagious. The study contends that an organisation where there is fairness in decision outcomes (evaluations, pay, promotion), fairness in the process (voice, unbiasedness, consistency, accuracy, representation, correctability), fairness in interaction (respect, propriety, justification, trustworthiness) provide an atmosphere of trust and satisfaction among the personnel that ultimately lead to higher OCB.

7   Limitations and Future Scope:

While every endeavor has been taken to ensure completeness in the study, the researchers firmly believe that there is always room for improvement. The prominent limitations of the present work along with the future scope are given below.First, the present study has used a cross-sectional design. Results based on cross-sectional design cannot be inferred with certainty to generalize the causal relationshipbetween the variables. Future researchcan explore the relations using a longitudinal study or experimental research. Second, a questionnaire-based survey often suffers from the social desirability bias of the respondents who deliberately or unknowingly present a rosy picture of the displayed behaviour. Third, while Herman test had ensured the absence of common method bias in the present study; there can be instances of common method variance when data regarding different variables such as OJ (independent variable), JS (mediating variable), and OCB (dependent variable) are collected from the same source. Future research must employ various sources of data collection, such as supervisory-rated response in addition to the employee-reported response. Finally, while the scales adopted in the present study have been shown excellent reliability and validity, further research might use different scales to consolidate the findings.

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