Organizational Citizenship Behaviour and Attachment Styles among Working Professionals

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Abstract: *The objective of the study was to find the relationship between Organizational citizenshipBehaviour (OCB) and Attachment styles among working professionals and to know if there isany significant relationship between attachment styles and OCB. The sample of the study wascollected from working professionals in different organizations from Bangalore, Urban. 105employees responded after preliminary briefing. Purposive sampling technique was used inselecting the sample. OCB of the employees were measured using, "OrganizationalCitizenship behaviour Scale developed by Podsakoff et al. (1990)," and Attachment stylesusing," Adult Attachment Scale by Collins & Read (1990)". Descriptive statistics andPearson correlation was used to study the data. The analyses of the results indicated that therewas a significant relationship between OCB and attachment styles among the working professionals with a positive correlation betweenSecured attachment style and OCB.*

Keywords: Organizational Citizenship behaviour (OCB); Attachment styles; working Professionals; Bangalore Urban

1. Introduction

An Organization is an entity where a group of employees work together for a union. Employees who go beyond their measures to benefit their co-workers and the organization are said to be involved in a behavior known as Organizational Citizenship behavior (OCB).Since recent years OCB has gained a lot of importance considering the demanding raise of organizations across the world making it necessary to focus on the employee's behavior and factors that influence them. Organization's promoting this behavior in a work setting will boost an employee's motivation to perform better and benefit the organization. This concept can lead us to wonder as to what factors influence an employee's OCB and what role does attachment styles play here.

Organizational citizenship behavior (OCB) can be defined as a behavior that is notformally requested or directly rewarded but can be functional to the operations of an organization (Smith, Organ, & Near, 1983). OCB mainly has five dimensions namely., Altruism, Sportsmanship, Courtesy, Conscientiousness and Civic virtue.The more employees draw upon their selves to perform their roles, the better are their performances (Barkhuizen and Rothmann, 2006).Since recent years OCB has gained a lot of importance considering the demanding raise of organizations across the world making it necessary to focus on the employee's behavior and factors that influence them. Attachment is an emotion where we share comfort, share and love. The concept of Attachment theory mainly emerged from Sigmund Freud's theories on Love. But it was psychiatrist and psychoanalyst John Bowlby (1998) who first proposed this concept saying Attachment theory is a psychological, ethologically and evolutionary theory concerning relationships between humans.Adult Attachment styles is mainly influenced by your childhood and the kind of parenting style an individual is surrounded with.

Psychologists today, recognize mainly these attachment styles namely Secured, Avoidant and Anxious. Securely attached people generally have had a healthy childhood and are better at approaching for an intimate relationship. Anxious and avoidant people are usually avoidant, anxious and distant with intimate relationships, this can be due to a traumatic or an unhealthy childhood. Certain Attachment style in an individual influence his relationship, communicationskills, work behavior and other factors in life. Being aware of one's attachment style becomes necessary for an individual to form new relationships in life. Attachment styles not only effects our life circumstances but also has an impact on our loved ones. Individuals with secured attachment styles are found to be confident and happy in a relationship as compared to individuals with anxious or avoidant attachment styles. A research was done proving the same, Adolescents' Working Models and Styles for Relationships with Parents, Friends, and Romantic Partners (Wyndol Furman, 2002). Considering this, Recent researches have shown that attachment styles can be used to explain the various aspects of work behavior based on adult attachment types such as secure, anxious and avoidant.(Hardy and Barkham, 1994).

Need and significance of the study
The purpose of this study is to understand if attachment styles play a role in an employee's OCB. In particular, which attachment style has higher influence on OCB will be examined. Future researchers could be addressed towards marital status, work experience and personality traits as essential facets of OCB in employees of a union.

2. Review of Literature

Laura M. Little (2010) did a study onIntegrating attachment style, vigor at work, and extra-role performance, to identify if Attachment styles can influence one's vigor at work and their OCB. This was studied on a sample of 331 repair

generalists in a large building facilities and maintenance organization, results indicate that attachment styles indirectly predicted OCBs and deviance through vigor.

M. LanceFrazier (2014) tried to study 'Employee Attachment: Implications for SupervisorTrustworthiness and Trust'in order to investigate the impact of behavior due to the attachment towards the organization or the supervisor using data from 350 employees.The results of the study indicated that having a securely attachment style impacts on the perception of the trustworthiness on the supervisor. Annette J. Towler (2014) studied on 'Attachment Styles, Relationship Satisfaction, and Well-Being in Working Women'. The study tried to connect women's attachment styles, intimate relationship quality, workplace relationships and well-being. This model was tested on 209 working women across various U.S. organizations. Women with an avoidance attachment style tended to have intimate relationships that were low in satisfaction and cohesion as well as low-quality relationships with their supervisors. Theresults showed that there is a strong association among social relationships at home and work related to qualities of life.Emine Kale (2019) studied on'Attachment styles and job performance in the hospitality industry and the mediating role of general self-efficacy'. The study analysed the effects of anxiety and avoidance attachment styles on job performance and the mediating role of general self-efficacy. The population comprised of top- and mid-level hotel managers in Turkey. While the anxiety attachment style is found to have a negative effect on job performance, the avoidance attachment style is not found to have any significant effect on job performance. Anxiety/ avoidance attachments are determined to have a negative effect on general self-efficacy. The results showed that avoidant attachment style is determined to have a negative impact on the job efficacy.

3. Method

Research design
This study of Organizational citizenship behavior (OCB) and Attachment styles is a descriptive and correlational study is carried out among working professionals. The study consists of 105 employees across all age groups. The number of male participants was 54 and female participants was 51. Making use of purposive sampling technique, the questionnaires were circulated through Googleforms dueto the rise of pandemic and results were analyzed and interpreted.

Variables of the study:
1) Organizational citizenship behavior
2) Adult Attachment Styles (a) Anxious Attachment style (b) Avoidant Attachment style (c) Secured Attachment style

Operational definitions of the key concepts

Organizational citizenship behaviour: a behavior portrayed by individuals in a work setting intended to benefit the co-workers and the organization which may or may not be rewarded.

- **Altruism:** A behaviour of helping nature in a workplace without expecting any favour in return.
- **Sportsmanship:** Sportsmanship is the ability to enrol with the circumstances they face even if agree or not within the organization.
- **Conscientiousness:** Conscientiousness includes agreeableness towards the decision taken by the organization.
- **Civic virtue:** behaviour which shows that employees are portrays deep involvement towards the organization.
- **Courtesy:** behavior directed to prevent work related conflicts
- **Attachment styles:** attachment styles that represents the way an individual behaves in any inter personal relationships
- **Secured attachment style:**characterized by trust and comfort in others.
- **Avoidant attachment style:** characterized by independent behaviour and do not rely on others.
- **Anxious attachment style:**characterized by insecurity in relationships and low self-esteem.

Tools used for the study:
1) Organizational citizenship behavior (OCB) 24 item scale developed by Podsakoff (1990).
2) The Adult Attachment Scale (AAA) modified by Collins & Read (1990).

Universe of the study: Working professionals from Bangalore Urban, India

Geographical area: Bangalore urban, India

Objective of the study
The objective was to find relationship between attachment styles and Organizational Citizenship behavior (OCB)

Research question
Is there any significant relationship between attachment styles and Organizational citizenship behavior?
Doindividuals with avoidant o anxious attachment styles have lesser involvement in OCB?

Do individuals with secured attachment styles have better involvement in OCB?

Hypothesis
With reference to the relationship among the above-mentioned dimensions which are Organizational citizenship behavior and Attachment styles it is predicted that(a) The individuals with anxious and avoidant attachment styles will have lesser involvement in OCB and (b)individuals with secured attachment will have better involvement in OCB.

Statistical analysis:
Descriptive statistics:mean, standard deviation
Inferential statistics: Pearson correlation
Research ethicsthe consent of the participant was obtained. Anonymity and confidentiality was maintained throughout.it was assured the current study would not possess any harm or threat to the participant.

Procedure

The participants data was collected through Googleforms, participants acknowledged their informed consent by completing the questionnaires. The constructs of Organizational Citizenship behavior (OCB) and Attachment Styles were assessed using the following scales.

In order to measure the OCB of working professionals, an OCB 24 item scale developed by Podsakoff (1990) was used. This scale comprises of questions measuring all the five dimensions of OCB namely 'Altruism', Sportsmanship', 'Conscientiousness', 'Courtesy' and 'Civic virtue'. The scale ismeasured with a five Likert scale where a high score in each dimension means high OCB. The reliability and validity of the scale was found to be satisfactory, thereby providing support for the relevance of using this scale in the Asian context. A mean score 60 is used for analyses, any score less than mean value concludes an individual to portray low OCB meaning they do not indulge in any extra action to benefit the organization or their co-workers. The reliability and validity of the scale was found to be satisfactory, thereby providing support for the relevance of using this scale in the Asian context.

The Adult Attachment Scale (AAA) modified by Collins & Read (1990) by referring the earlier work of Hazen & Shaver (1987) was used to measure the Attachment styles of the working professionals. The scale consists of 18 items which can be measured using a five Likert-type scale. The scale measures attachment styles named 'secured', 'anxious' and 'avoidant' subscales. Collin & Read (1990) reportedCronbach's alpha coefficients of .69 for Close, .75 for Depend and .72 for Anxiety. Test-retest correlation for a 2-month period were .68 for Close, .71 for Depend and .52 for anxiety. A mean value of 25 is taken for each subscale. A high score in any scale describes an individual exhibiting the similar characteristics of the attachment style.

Data analysis was done using Pearson`s correlation. The correlation was performed to find relationship between Organizational citizenship behavior and Attachment styles. Level of significance was also interpreted of the obtained correlation score

4. Results and Discussion

The reason of this study was to understand how an individual`s Attachment styles has an effect on their OCBand whether there is an existing relationship between the two variables.

Table 1: Mean Scores

	N	Mean	Std. Deviation	Std. Error Mean
OCB	105	100.85	11.196	2.336
Attachment Styles	105	58.4	12.3	.431

OCB=Organizational citizenship behavior

Descriptive statistics was used to interpret the result of OCB and Attachment styles. Data analysis was done using SPSS (20).sample size was 105, to test for mean difference it was divided into mean and standard deviation of descriptive statistics. OCB had a mean of 100.85 with a standard deviation of 11.196 and Attachment styles had a mean of 58.4 and standard deviation of 12.3

Table 2: Scores on Pearson correlation

		OCB	Anxious attachment style	Avoidant attachment style	Secured attachment style
OCB	Pearson Correlation	1	-.393**	-.485**	.746**
	Sig. (2-tailed)		.000	.000	.000
	N	105	105	105	105

$**p<0.01$; OCB = Organizational citizenship behavior

The correlation was calculated between OCB and Attachment styles (Secured attachment styles, Avoidant attachment styles and Anxious attachment styles). There was a significantlystrong and positive correlation between secured attachment style and OCB ($r=.746$, $p<0.01$), significantly weak and negative correlation between Avoidant attachment style and OCB ($r=-.485$, $p<0.01$), significantly weak and negative correlation between Anxious attachment style and OCB ($r=-.393$, $p<0.01$). Results show that individuals with secured attachment style engage better in OCB than individuals with avoidant and anxious attachment style.

4.1 Discussion

The purpose of the study was to find the relationship between OCB and attachment styles among working professionals. The reason of this study was to understand the impact of different attachment on one's behaviour at work. Many researchers have investigated on personality and cultural factors to determine an individual's OCB and very few have researched on attachment styles. The few mentioned literature reviews studied about the impact of attachment styles on OCB on various settings and across genders.

The current study sample was of Working professionals from various organizations Bangalore, Urban. 105 employees responded after preliminary briefing. Purposive sampling technique was used in selecting the sample. OCB of the employees was studied using OCB scale developed by Podsakoff (1990) and attachment style was measured using Adult attachment style developed by Collins & Read (1990). Descriptive statistics and Pearson correlation was used to study the data. The analysis of the results indicated that there was a significant relationship between OCB and Attachment style.

5. Conclusion

The correlation between OCB and different Attachment styles was done. Correlation between OCB and secured attachment style (.746 $p<0.01$) was significantly strong and positive. Correlation between OCB and Avoidant attachment style (-.485 $p<0.01$) and correlation between OCB and Anxious attachment style (-.393 $p<0.01$) was significantly weak and negative. This helps us understand that having a secure attachment style has a positive impact on OCB. Whereas, avoidant and anxious attachment style have a negative impact on the OCB.

6. Limitation

- Gender differences were not studied
- Impact of Work experience on OCB was not studied.
- Participants had to fill questionnaire online, this could have affected the concentration of the participants resulting in inaccurateresponses.
- As the sample was taken from narrow geographical area it cannot be generalized to the whole population

7. Scope for Future Studies

- This study can be further used to examine other factors such as culture and personality factors among individuals across various geographical areas to get a better understanding of OCB.
- By identifying these factors, the employees can be encouraged to indulge in OCB for further success of an organization.

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