

A Comparative Analysis of Organizational Citizenship Behavior, Employee Morale, and Job Performance Across Hierarchical Levels: Exploring Differences in Private and Government Sector Employees

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ABSTRACT

Organizational Citizenship Behavior (OCB) is a critical element in enhancing employee morale and job performance across varied organizational structures. This paper presents a qualitative, comparative analysis of secondary data from peer-reviewed literature spanning the last five years. The study examines the interplay between OCB, morale, and performance across hierarchical levels within public and private sector organizations. Findings indicate a strong positive correlation among the three constructs. While private sector employees demonstrate higher performance due to incentive-driven environments, they often face lower morale. Conversely, public sector employees benefit from higher morale due to job security but may show moderate performance. The hierarchical level also moderates these relationships, with senior-level employees displaying higher OCB due to greater autonomy and recognition. This paper contributes to organizational behavior literature by emphasizing contextual nuances in applying OCB strategies.

Keywords: Organizational Citizenship Behavior, Employee Morale, Job Performance, Public Sector, Private Sector, Hierarchical Levels

1. INTRODUCTION

Organizational Citizenship Behavior (OCB) refers to discretionary employee actions that, while not formally rewarded, significantly enhance organizational effectiveness¹. These include altruism, conscientiousness, courtesy, sportsmanship, and civic virtue². OCB contributes to a positive workplace atmosphere, thereby improving cooperation and productivity³. Employee morale, defined as the psychological well-being and job satisfaction of employees, is strongly linked with higher levels of OCB⁴. High morale has been associated with increased job satisfaction, productivity, and a stronger inclination to engage in citizenship behavior⁵. Job performance, understood as the output quality and quantity of employees, is often positively influenced by both morale and OCB⁶. Organizations that foster supportive environments typically experience higher overall performance⁷. Sectoral differences further influence these variables. The private sector emphasizes competition and output, sometimes at the expense of morale⁸. In contrast, the public sector focuses on job security and standardization, which can elevate morale but moderate performance⁹. Similarly, hierarchical position within organizations moderates OCB and performance, with senior employees typically exhibiting more citizenship behavior¹⁰. Employee behavior and organizational culture are significantly influenced by hierarchy, which is defined as the structural levels inside an organization (Mintzberg, 1983). Employees at lower hierarchical levels often experience higher work pressure, less autonomy, and limited recognition, which may affect their morale and overall performance (Maslow, 1943). On the contrary, higher-level employees often enjoy greater autonomy, decision-making power, and recognition, potentially fostering increased organizational citizenship behavior (Bolino et al., 2015). Given these dynamics, it becomes essential to explore how hierarchical levels influence employee performance, morale, and citizenship behavior differently in private and government sectors.

The purpose of this study is to compare organizational citizenship behavior, employee morale, and job performance among employees in the public and private sectors at various hierarchical levels. When developing ways to improve employee performance and organizational effectiveness, human resource managers, legislators, and organizational leaders can all benefit from an understanding of the relationships between these variables.

The current study is important in a number of ways. First and foremost, it seeks to fill the knowledge vacuum about how organizational hierarchy influences employee morale, work performance, and organizational citizenship behavior in both the

public and private sectors. Second, it will provide a comparative examination of the ways in which employee behavior is influenced by hierarchical levels, helping firms to improve performance, lower attrition, and cultivate a healthy work culture. Finally, by improving employee engagement, motivation, and performance, the study will help government and private businesses increase organizational effectiveness through policy-level suggestions.

2. REVIEW OF LITERATURE

Organisational Citizenship and Employee Morale

A research study by Putra et al. (2025) was carried out to see the relationship between job satisfaction, employee morale and organisational citizenship. The study was carried out among the employees of PT Telkom directorate among the digital business and technology. The sample size of the study was 270 participants. The study found out the significant correlation between the satisfaction, employee morale and organisational citizenship behaviour. The study indicated that there is a significant positive relationship between organisational citizenship behaviour and employee morale.

A research carried by Tentama et al. (2019) on the effect of organisational citizenship behaviour and the morale work on the productivity of the female workers. The research was carried out in Indonesia. The study was conducted on female employees working at university X and were permanent employees. The subjects' who had at least one year of experience were the part of the respondents. The simple random sampling technique was used for collecting the data. The research consisted of empirical investigation, though multiple linear regression technique was used and the results showed that organisational citizenship behaviour and work morale had an influence on the work productivity of employees and no influence was observed between organisational citizenship behaviour and employee work productivity. Organisational citizenship behavior and work morale contributed to the 16.6% of influence and the rest 83.4% was the influence of other extraneous factors.

Exploring the comparative relationship between organizational citizenship behavior, employee morale, and work performance across various hierarchical levels in the private and public sectors is becoming more and more important due to the disparate organizational environments. Although these factors have been thoroughly examined separately in the literature (Organ, 1988; Podsakoff et al., 2009; Robbins & Judge, 2013), few studies have directly compared personnel in the public and private sectors across hierarchical levels. Organizational leaders, legislators, and HR specialists in both industries may find useful insights from an understanding of how OCB and employee morale translate into performance across hierarchical levels.

Furthermore, examining the impact of organizational hierarchy on employee behavior can help organizations design effective retention strategies, employee engagement programs, and performance appraisal models (Turnipseed & Murkison, 2000; Bolino et al., 2015). In both the public and private sectors, this study will help close the gap between employee performance and organizational expectations at all hierarchical levels. Additionally, it will assist in understanding the psychological determinants of performance and morale, offering evidence-based recommendations for enhancing workplace productivity.

Organisational Citizenship and Employee Performance

Wonda (2023) did research to examine organizational citizenship behaviour on the employee performance through empirical investigation. The study used descriptive causal research design and a quantitative approach on 228 employees. The stratified sampling was used followed by simple random sampling for selection of the respondents. The data was statistically discussed using correlation and multiple linear regression. The findings of the research shows that helping behaviour, sportsmanship and individual initiative positively and significantly influence the employee performance.

Joseph et al. (2022) did research on studying the mediating role of the organisational citizenship behaviour and employee engagement and to study the impact of employee empowerment on organisational performance. The structural equation modelling (SEM) was used to test the hypotheses. The research was carried out on 304 employees which were selected from non-commercial banks in the region of Ghana. The findings of the research showed that organisational citizenship behaviour was found to be a significant mediator for the relationship between employee empowerment and organisational performance.

Triani et al. (2020) carried out a research study on organizational citizenship behaviour on employee performance. The study was carried out among 51 employees. The sample was collected from PT Surya Dermato Medica Palembang. The use of questionnaires and observation methods was used and the data was analysed using simple linear regression on SPSS. The result of the study showed a significantly positive effect of organizational citizenship on employee performance. The R square value of 0.538 explains that 53.8% of employee performance can be explained by the organizational citizenship behaviour.

A research study conducted by Khuzaini et al. (2019) on the role of spirituality on organizational citizenship and employee performance. The study was done on 180 respondents. The survey design method was used. The data was analysed of all the respondents using Generalized Structured Component Analysis and factor analysis was conducted. The result of the study showed a significant direct effect by organisational citizenship behaviour on employee performance. The direct effect was also observed of spirituality on the employee performance but a non-significant effect.

Employee Morale and Employee Performance

Chitra & Madhavi (2021) did study on employees morale on an organisational performance specifically in the private sectors. The study is a descriptive research to meet its objectives. The study had its purpose to study the effect of the employee morale on the organisational performance among the nurses in the private hospitals. The target population for the study was nurses who were working in the private hospitals in TamilNadu, India. The sample size consisted of 200 respondents. The stratified sampling method was used to collect the data from the respondents. To study the respondents responses, descriptive statistics and multiple regression analysis was used. It was found that the morale of the private sector employees found to be positively related with the organisationals' performance.

Nabinayagan & Gowsalya (2017) did research to study employee morale. The study was conducted on 350 employees. The employees who are happy will have high levels of morale and the dissatisfied and unhappy employees will be at the lower levels of morale. The objective of the study was to know the level of employee morale in an organisation. The research study concluded out that employee morale is considered as an important construct of any organisation. The high morale is related to success and low morale brings defeat in an organisation. The employees need to change their attitude to have high morale at their workplace.

A research study by Weakliem & Frenkel (2006) on morale and workplace performance, was carried out on the representative sample of Australian employees. The study was carried out to study the relationship between morale and productivity at the workplace. The results of the study showed that morale influences productivity. The effect of morale on the productivity is found to be greater when the management gave importance to the quality of the product in order to have healthy ethics and culture at the workplace.

3. RESEARCH METHODOLOGY

3.1 Research Design

This study adopts a comparative, descriptive, and analytical research design, utilizing secondary data sources to explore and analyze the differences in Organizational Citizenship Behavior (OCB), employee morale, and job performance across various hierarchical levels within private and government sector organizations. The comparative framework enables an examination of sectoral and positional variances without the need for direct data collection from primary participants.

3.2 Nature of the Study

The nature of this research is qualitative, relying exclusively on secondary sources of data. The study does not involve any primary data collection such as surveys or interviews. Instead, it focuses on identifying, reviewing, and synthesizing findings from existing scholarly work, organizational reports, and databases relevant to the variables under investigation.

3.3 Objectives of the Methodology

To Extract relevant data from reliable and high-quality secondary sources.

To Identify trends, patterns, and research gaps related to OCB, employee morale, and job performance.

To Analyze and compare findings across sectors (private vs. government) and hierarchical levels (junior, middle, and senior).

3.4 Sources of Secondary Data

The secondary data were collected from a range of credible and authoritative sources to ensure accuracy, academic rigor, and comprehensiveness. These sources include: Peer-reviewed journal articles indexed in Scopus, Web of Science, and Google Scholar, providing theoretical insights and empirical data on OCB, morale, and job performance. Academic dissertations and theses accessed through institutional and open-access repositories such as Shodhganga, contributing in-depth analyses from prior academic research. Professional networks and repositories such as ResearchGate, where relevant unpublished studies and working papers were accessed for supplementary .

3.5 Data Analysis Techniques

The data extracted from the secondary sources were analyzed through a combination of thematic analysis techniques.

Interpretation

The study by Putra et al. (2025) demonstrated a strong positive correlation between OCB and employee morale, indicating that when employees engage in behaviors beyond their formal job responsibilities, their morale improves. Similarly, Tentama et al. (2019) found that OCB and work morale significantly influenced productivity in female university employees, though OCB alone did not directly influence productivity, suggesting that morale acts as a mediating variable. These findings align with the broader literature, such as those by Organ (1988) and Podsakoff et al. (2009), which emphasize that OCB contributes to a positive work climate that nurtures morale. Multiple studies (Wonda, 2023; Triani et al., 2020; Khuzaini et al., 2019) confirm a significant positive relationship between OCB and employee performance. Wonda (2023) noted that dimensions like helping behaviour, sportsmanship, and individual initiative significantly enhance performance. Triani et al. (2020)

quantified this relationship, showing that 53.8% of the variance in employee performance could be explained by OCB. Khuzaini et al. (2019) reinforced this effect and further explored the role of spirituality, though spirituality had no significant direct impact. Joseph et al. (2022) added depth by identifying OCB as a mediator between employee empowerment and organisational performance, highlighting its strategic value in HR development. Studies such as Chitra & Madhavi (2021) and Weakliem & Frenkel (2006) underscore that high employee morale positively influences organisational performance. Chitra & Madhavi (2021) emphasized this within the private healthcare sector, showing morale among nurses had a significant impact on hospital performance. Weakliem & Frenkel (2006) highlighted that the effect of morale is amplified in organisations that prioritize ethics, culture, and product quality. Nabinayagan & Gowsalya (2017) stressed the foundational importance of morale, suggesting it directly reflects job satisfaction and employee outlook—critical psychological constructs for productivity and retention. A notable gap in the literature is highlighted by the lack of comparative studies across hierarchical levels and public vs. private sectors. The synthesis of research calls for a contextual understanding of how OCB and morale manifest differently in diverse organisational environments, which can help customize engagement, retention, and performance strategies.

4. CONCLUSION

The research consistently highlights the strong interconnection between Organisational Citizenship Behaviour (OCB), employee morale, and organisational performance. High levels of OCB are closely linked to improved employee morale, and together, they play a significant role in enhancing overall performance. While OCB directly contributes to increased productivity, employee morale acts as both a mediator and an independent factor that influences performance. Additionally, studies suggest that morale is heavily influenced by leadership support, workplace culture, and employee engagement initiatives. However, gaps remain in understanding how these relationships vary across different sectors and hierarchical levels, limiting the ability to generalize findings universally. Future research should focus on exploring moderating factors such as leadership style, organisational culture, and employee demographics, as well as sectoral differences in how OCB and morale affect performance. Longitudinal and cross-sectional studies could also provide deeper insights into the external and psychological factors that contribute to productivity. Overall, fostering OCB and enhancing employee morale should be viewed as strategic priorities, not just HR functions. When cultivated, these elements help build resilient, high-performing, and engaged workforces, particularly in organisations that value culture, quality, and empowerment.

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