STRUCTURAL MODELING OF COLLEGE CITIZENSHIP BEHAVIOUR AND PERFORMANCE OF STUDENTS

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ABSTRACT: Organisation Citizenship Behaviour is determination of employees that surpass the prescribed jobs and accountabilities, create an enormous impact and support to the organizations’ actual working. The scope to which workers display OCB is a role of capability, inspiration and prospects. The wisdom of obligation or accountability is the technique of human progress and it jerks with college education. College education plays a great role in every civilisation development. Its purpose is to deal with specialized proficiency, knowledge, skills and abilities that are not only essential for career development, but in the same period, it must train the students to have College Citizenship behaviour and to have ethical and moral values.

Extra role behaviour of learners in college that uphold the total working of the students itself is known as College citizenship behaviour (CCB). College Citizenship Behaviour is supposed to be function as an active means of synchronising actions between classmates and faculty members, increases competence of the team and their yield, and improves constancy of overall performance of the college and in total, they must go beyond their basic requirements of the college. This behaviour must be absolutely discretionary in nature. Smart PLS-3 has been applied to study in depth the concept of College Citizenship Behaviour (CCB), impact of CCB on the performance of the students and also to make comparison between male and female students in terms of CCB and performance.

KEYWORDS: Organization Citizenship Behaviour, College Citizenship Behaviour

I. INTRODUCTION

Organizational citizenship behaviour means going the extra mile at work and going beyond the elementary requirements of the work. The term “College Citizenship Behaviour (CCB)” is associated with “Organisational Citizenship Behaviour (OCB).” OCB is Effective establishments’ prerequisite workforces who drive additional to typical career responsibilities and perform activities that is beyond outlooks. College is not about just attainment of theoretical bookish knowledge; it is more than that. Students who exhibit College Citizenship Behaviour are busy with the extra work which simply means their mind will be busy in developing themselves in extra role behaviour and ultimately, they will not be indulged in any wrong activities. College Citizenship Behaviour will benefit a student to meet the new students in a wonderful way, to learn leadership skills in a beautiful way and to ascertain potential skills. For a prosperous profession, every scholar necessities information, self-assurance, educational and practical abilities, professional prospects and community expertise. Students who positively make equilibrium between academics and extracurricular activities and make discretionary behaviour without expectations can make a stronger considerate of their competences. College Citizenship Behaviour is superlative tactic to get the best out of learning and a great stress buster for the college going students. Most students comprehend that their principal responsibility is to attend classes and gain marks and to perform the work that is actually allocated to them but College Citizenship behaviours is not only important for student’s overall development but also significant for the other students and inspire even college growth and development. CCB allows the students to chase their dreams and interests outside of their normal educational prospectus and will be supportive for them to excel in their career.

Students can exhibit Altruism behaviour by assisting faculty members, classmates, juniors and seniors without expecting anything in return, aid other students by circulating notes and assisting them in their studies, aiding other students by circulating notes and assisting them in their studies, comprehending and listening to classmates’ problem, feeling obliged to help others, being socially responsible and tendency to put others first. Student’s contribution towards the college can be in courtesy form like motivating others to overcome their differences, being polite and respectful when faculty members are- pointing out mistakes, trying to adopt to any
change in situation, prefer to smile while greeting and also during conversations, don’t make fun of those students who make irrelevant questions, always say sorry and thank you whenever it required and used to communicate politely with proper knowledge and use of language.

The students exhibiting sportsmanship can have following traits like accepting responsibility of academic performance/result, respecting classmates who have higher grades, not indulged in bullying, don’t give excuses when lose, always try their best, used to learn by mistakes and start work with full zeal and enthusiasm, used to rectify other person’s mistakes politely, encouraged others to participate in college competitions, believed in karma rather than fruits of work, if lose in competitions help by college, always end up with grace and handshake with smile on face.

Conscientiousness behaviour of the students can be easily measured by participating in social awareness activities, developing competencies in ethical and moral reasoning, taking leadership in arranging and organising college events/functions/competitions, taking actions to protect the property of college and also inspire others to do so, helping faculty members in their research, assisting faculty members in other activities, becoming active member of Alumni and will arrange recruitment in college, used to maintain cleanliness in college, always focus on strength and weakness, never find fault in college, follow formal and informal rules, voluntarily work extra after college hours to arrange some extra events or activities in college, participate in meetings arranged by college which are not compulsory but important, having good attendance, used to complete assignments on time, attend all trainings/seminars/workshops, caring attitude, use college internet for academic and self-development purpose only, keeping themselves growing to accomplish the career, proactive in college and pass necessary information to other students. The students can demonstrate Civic Virtue by spreading positive information about the college, always say positive and motivate if any student wants to take admission, indulge in word of mouth advertisement for the college and become the brand ambassador of college. These action fosters an intelligence of taking accountabilities among students.

CCB aids the students to have high reputation in college and appreciation can inspire them to really go beyond the requirements and ultimately, their morale expands. It will inspire them to come to college regularly and involved actively in all activities. CCB of students in Colleges can build reputation and brand image of that particular college. CCB can influence various parts of scholars to face the world, rising their excellence of life, educational accomplishment, bodily health, and gratification through the institutional involvement, and confidently influence associations with networks. CCB outshines the four walls of the college room. It may induce numeral values within the students like societal values, recreational values, mental values and artistic values etc. It inspires reception and compassion which aid everybody to live together in synchronisation. It is vital to instruct scholars to discover deeper and advanced proportions of people so they can effectively effort for the accomplishment of their perfect thoughts.

It can be believed that those students who have high CCB, it will be easier for them to conduct high OCB in the organisations as it helps to upsurge the 360 degree development of the students to powerfully look the stormy corporate life. The concealed reason behind CCB is to develop self-assurance and to acquire the faith in the team. When CCB will be entirely involved by teaching scheme, scholars will not only create an existing in this sphere, but likewise create an achievement, and practise every instant of lifetime as new-fangled and each time as elevate. CCB has profound importance in the college life of students. It is related to self-effacement since it opens the individual to a world amusing in unmanageable potentials and a great technique to build specialised expertise by working with diverse group of people. Pupils acquire in what way to recognise and work toward a mutual dream, representative responsibilities and work through relational struggle. These can deliver with an intelligence of self-esteem, prime in novel and unanticipated guidelines, and--most importantly--help flourish in an era. It will not allow to perform aggressively and unfairly.
### Characteristics of CCB
- Brand Ambassador for College
- Voluntary and positive Behaviour
- Actions beyond the Basic Requirements
- No expectations
- Leadership
- No fear of failure
- Accommodating behaviour towards college
- High satisfaction and performance activities
- High morale

### Factors affecting CCB
- Teacher’s Motivation & Involvement with Students
- Culture of College
- Personal and family related factors
- Opportunities for Growth
- Role Perceptions
- Social Environment in college

### Benefits to College
- Increased productivity of College
- Improved Brand Image of College
- Build Social Capital
- Positive word of mouth advertisement for College

### Benefits to Students
- High performance
- Positive Image in College
- Good placement
- Reduced Supervision
- High CCB may lead to High OCB

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**Figure 1. Overview of College Citizenship Behaviour**

### II. LITERATURE REVIEW

Dennis Organ is considered as Father of OCB and he expanded Katz original work. Organ\(^\text{[13]}\) (1997) acknowledged five sorts of OCBs: altruism: the helping of colleague without expecting anything in return, courtesy: being considerate and polite and notifying others about modifications that return may mark their efforts, conscientiousness: carrying out one’s obligations beyond the minimum requirements with self-discipline and control, sportsmanship: ceasing from grumpy about insignificant problems, and civic virtue: contributing in the governance of the organisation and spreading positive information within and outside the organisation.

Ueda and Yoshimura\(^\text{[17]}\) (2011) suggested that the revealed that lecture justice inclined UCB (University Citizenship Behaviour) in class as projected, and this consequence was completely intermediated by satisfaction. Morale also affected satisfaction; though, this outcome was weaker than that of a professor’s lecture justice, and the straight track assessment from overall morale to University Citizenship Behaviour was significant.

Khalid\(^\text{[1]}\) (2013) advised that Universities must extremely look into presenting courses associated to business ethics to instruct optimistic principles among students. It is likely to embrace OCB as part of the curriculum. Moral standards and conducts are worldwide and should be co-opted through the teaching.

Neetu\(^\text{[11]}\) (2013) Organizational citizenship behaviours are a set of actions that are not apprehended within outdated character explanations or job descriptions. They signify extra-effort by workforces that is however indispensable. Organizational citizenship behaviour of academicians is more than the academicians of private colleges as those are are more connected in relationship to job satisfaction.

Kahn and Vigoda (2014) recommended that the Organizational Citizenship Behavior would enhance the managerial productivity through numerous means.

Hakim (2014) Personality has a noteworthy and constructive influence on organizational citizenship behaviour. This worth that faculty members will initiate extra-role or surpass the ordinary performance fixed by the institute when they proceeds their efforts truly, exposed to creative things, cooperative and enthusiastic.
Kolade[9] (2014) The research inspected the association between OCB, hospital corporate image and performance. Workforces’ additional determinations and high OCBs do not straight improve company’s image but assist hospital performance. Managers should inspire their employees to involve in additional OCB to expand performance and this in turn endorse respectable opinion of the hospital.

Cary[3] (2014) advised organizations will be filled with females also. OCB is powerfully showed by females than males, will grow into much more cohesive into organizations. This has the prospective to meaningfully modify those organizations that have been conventionally masculine conquered. Universities and academic institutions must assimilate more completely into their classrooms, knowledge of OCB and its outcome on performance and growth of organization.

Alkahtan (2015) Workforces must display sophisticated OCB in order to obtain advanced incentives. All personnel must recognise that their incentives are directly proportional to OCB. Merit based plans must be avoided as they usually ignore OCB.

Acaray et. al (2015) found that the aspect of Prosocial silence organizational silence has an optimistic effect on OCB. This means, if workforce reserve to express their thoughts related to office and their colleagues, then the level of OCB will increase. Prosocial silence behavior might be very advantageous to the organization and employees.

Mohammed[10] (2015) Inspiring the working of OCB by workforces over and done with setting the instructions and guidelines essential to praise the deliberate determinations by them. Seeing the OCB one of the central benchmarks in the yearly performance appraisal of employees to inspire them to run through OCB in the work. Bearing in mind OCB an imperative principle in given that encouragements and advancements to workforces.

Eyupoglu[8] (2016) It is essential for the academicians and colleges to be educated of the issues that will shake academic staff’s extra role/voluntary actions and their obligation to the college. If the colleges want to survive, OCB is imperative.

Singh[16] (2018) Student Citizenship Behaviour is an amalgamation of citizenship and extra – role behaviours which will be effectively dignified by the planned model of SCB, having such dimensions as Rebellious, Supporting, Kindness and Obedient. These objects will assist as an effective degree of Student Citizenship Behaviour for the college students.

Rahmawati[14] (2017) The capability of workforces to widespread the efforts and to inspire colleagues is an aspect producing the extraordinary proficiencies of the personnel who then have a momentous influence to the workforces to continuously display the attitudes and readiness, that personnel become the work completed for the reason that awake of the obligations and accountabilities that member increases serving performance that arise from inside the workforce.

Seyed (2017) It is possible that a member of staff, who’s being observed by his/her esteemed leader, is going to have fewer extra role actions which consequences in an inferior results. Furthermore, official assemblies have the identical outcome as the way of reflection, denotation lower employees performance is the upshot of such a technique.

Waheed and Shahit[18] (2017). It is obvious that university academicians show organisational citizenship behaviour which is showing by their appealing in altruistic behaviour, viewing anxiety for their fellow personnel, displaying apprehension for their work, their enthusiastic contribution in structural doings and not grumpy about unimportant and inconsequential matters.


Njagi[12] (2018) Educators are decisive foundations in the instructive process. Therefore, front-runners are fortified to encourage OCB in the institutes. There are numerous things leaders can do to inspire the educators’ readiness to go beyond the requirements. Behaviour of the teacher must be sophisticated for instructors to improve OCB, through nurturing a thoughtful public, as they are respectable analysts of OCB.

Firio[6] (2019) College instructors perform an energetic part in determining the purpose of the fresh thoughts of youth. Thus, it is significant to recognize the boldness of academicians to their additional tasks and their readiness to effort after their occupied times.

III. RESEARCH GAP AND MOTIVATION OF THE RESEARCH

There were lot of studies conducted on OCB but still, there is no research done on students. Now a days, it is expected that the individuals should have high level of OCB while working in organizations and Citizenship behaviour is also expected from the management students as if their way of going beyond the basic requirements will help them to work more and more and that positive attitude will help them to exhibit the same behaviour while working in their organisations.
The research can be an eye opener for many colleges. From this study, the students will came to know about the importance of CCB in their life and also the academicians will try to encourage the students to boost the CCB level of students.

3.1 Objective of the study

To find out the impact of CCB on the performance of the students.

3.2 Hypothesis of the study

1. There is significant relationship between Altruism and performance of students.
2. There is significant relationship between Courtesy and performance of students.
3. There is significant relationship between Sportsmanship and performance of students.
4. There is significant relationship between conscientiousness and performance of students.
5. There is significant relationship between Civic Virtue and performance of students.

3.3 Sampling Technique

Convenience sampling has been used to collect data from students. The sample of the research was taken from 10 different colleges of Odisha. Sample size was 428. out of which 214 were males and 214 were females.

3.4 Measure

Questionnaire has been divided into two parts. First part is related to elements of College Citizenship Behaviour and Second Part is related to performance of the students. The online questionnaire is having five point likert scale made of 26 items divided into five dimensions namely altruism, courtesy, sportsmanship, conscientiousness and civic virtue and level of performance indicators are four i.e. academic performance, performance in extra-curricular and co-curricular activities, progress towards career objectives and overall development of knowledge, skills and abilities.

IV. DATA ANALYSIS

4.1 Model Diagram

OCB basically has five parameters and the same parameters are used for CCB but the characteristics are prepared for the students. Twenty six parameters are used for CCB and five parameters are used for overall performance of the students. The independent variable is CCB and dependent variable is performance of the students. Items related to CCB and the performance of the students were prepared by discussion and in-depth interviews with some academicians and students.
4.2 Measures

Cronbach’s Alpha is applied to measure the internal consistency and scale reliability. Cronbach alpha is applied to know how meticulously all the parameters are connected with each other and the results shows that there is high level of internal consistency of the 5 point Likert scale and the study is reliable and highly correlated. Cronbach alpha of altruism, courtesy, sportsmanship, conscientiousness and civic virtue of CCB are 0.887, 0.812, 0.876, 0.904 and 0.860 respectively and Cronbach alpha of performance is 0.898. All elements of CCB and performance indicators are measured by using 5-point Likert scale. Recommendations of research specialists were taken to check the validity of the research.

4.3 Common Method Variance

For calculating Common Method Variance, Harman’s single factor test was used. Major Variance considered 48.14% which is beneath the 50% suggested threshold i.e. Consequently, Common Method Bias was rational in the research.

4.4 Measurement Model

PLS-SEM is used for the assessment of significant hypotheses. For analysis of Convergent Validity and assess the Research Measurement Model, indicator loadings, average variance extracted (AVE), composite reliability (CR) and rho_A are calculated. All inspected numbers accessible were faultless as they have outdone the standard of 0.7. As Average Variance Extracted (AVE) is more than the threshold value of 0.50, convergent validity is fulfilled. All HTMT values less than the standard value of 0.90. Therefore, the investigation archetypal obtains flawless convergent validity and discriminant validity.
Table 1: Result of Measurement Model

<table>
<thead>
<tr>
<th>Construct</th>
<th>Indicator</th>
<th>Loading</th>
<th>rho_A</th>
<th>Composite Reliability</th>
<th>Average Variance Extracted (AVE)</th>
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<td>Altruism</td>
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<td></td>
<td>A02</td>
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<td></td>
<td>A03</td>
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<td>A04</td>
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<td>A05</td>
<td>0.844</td>
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<tr>
<td>Courtesy</td>
<td>C01</td>
<td>0.849</td>
<td>0.814</td>
<td>0.888</td>
<td>0.727</td>
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<tr>
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<td></td>
<td>C03</td>
<td>0.824</td>
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<tr>
<td>Civic Virtue</td>
<td>Civ01</td>
<td>0.902</td>
<td>0.865</td>
<td>0.915</td>
<td>0.782</td>
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<td>Civ02</td>
<td>0.907</td>
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<td>Civ03</td>
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<td>Conscientiousness</td>
<td>Con01</td>
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<td>Con03</td>
<td>0.833</td>
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<td>Con05</td>
<td>0.816</td>
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<td></td>
<td>Con06</td>
<td>0.827</td>
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<td>Performance of students</td>
<td>P01</td>
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<td>0.900</td>
<td>0.929</td>
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<td>P02</td>
<td>0.850</td>
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<td></td>
<td>P03</td>
<td>0.893</td>
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<td></td>
<td>P04</td>
<td>0.860</td>
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<td>Sportsmanship</td>
<td>S01</td>
<td>0.836</td>
<td>0.878</td>
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<td>S05</td>
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Table 2: HTMT Criterion

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<td>1. Altruism</td>
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<td>2. Civic Virtue</td>
<td>0.608</td>
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<td>3. Conscientiousness</td>
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<td>0.734</td>
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<td>4. Courtesy</td>
<td>0.632</td>
<td>0.575</td>
<td>0.689</td>
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<td>5. Performance of students</td>
<td>0.719</td>
<td>0.764</td>
<td>0.876</td>
<td>0.735</td>
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<td>6. Sportsmanship</td>
<td>0.713</td>
<td>0.680</td>
<td>0.811</td>
<td>0.657</td>
<td>0.816</td>
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</table>

4.5 Structural Model

VIF statistics arrays from 1.67 to 2.95 which is underneath the threshold value of 3.33. In order to find out the results related to hypothesis, bootstrap Re-sampling technique was accompanied. All five hypothesis are supported as shown in Table 3.

Research analysis indicates that altruism, courtesy, sportsmanship, conscientiousness and civic virtue have positively influenced performance of the students ($\beta = 0.111$, t = 2.870, p<0.05), ($\beta = 0.156$, t = 4.323, p<0.05), ($\beta = 0.191$, t = 3.758, p<0.05), ($\beta = 0.370$, t = 4.732, p<0.05), and ($\beta = 0.185$, t = 4.632, p<0.05) respectively.
Table 3: Hypothesis Testing of Direct Relationships

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Relationship</th>
<th>Std Beta</th>
<th>Std. Error</th>
<th>t-Value</th>
<th>P Value</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Altruism -&gt; Performance of students</td>
<td>0.111</td>
<td>0.039</td>
<td>2.870</td>
<td>0.004</td>
<td>Supported</td>
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<tr>
<td>H2</td>
<td>Civic Virtue -&gt; Performance of students</td>
<td>0.185</td>
<td>0.040</td>
<td>4.632</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H3</td>
<td>Conscientiousness -&gt; Performance of students</td>
<td>0.370</td>
<td>0.078</td>
<td>4.732</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H4</td>
<td>Courtesy -&gt; Performance of students</td>
<td>0.156</td>
<td>0.036</td>
<td>4.323</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H5</td>
<td>Sportsmanship -&gt; Performance of students</td>
<td>0.191</td>
<td>0.051</td>
<td>3.758</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Co-efficient of Determination was 72.6% of variance of performance of students conjointly explained by all five elements of College Citizenship Behaviour.

Q² was considered to recognize the predictive relevance. Performance of the students has Q² value of 0.548 which exceeded 0. Consequently, predictive relevance is also fulfilled.

4.6 Impact of College Citizenship Behaviour on Performance of Students

- Correlation between Altruism and Performance of the Students is 0.111.
- Correlation between Courtesy and Performance of the Students is 0.156.
- Correlation between Sportsmanship and Performance of the Students is 0.191.
- Correlation between Conscientiousness and Performance of the Students is 0.370.
- Correlation between Civic Virtue and Performance of the Students is 0.185.

So, we may say that if there is an upsurge in any of the element of College Citizenship Behaviour, performance of the students has also been increased.

V. CCB AND ITS RELEVANCE FOR STUDENTS

Organizational Citizenship Behavior (OCB) is a profound discrete involvement of a person that surpasses the demands of the character. OCB encourages teamwork among the people. OCB shows a foremost character in the procedure to complete the job and to adjust to the work environment. It instils serving and accommodating conduct among the workforces where personnel sense to help others discretionary. Hence, it has turn out to be one of the imperative characteristic in the management.

Management should generate positive atmosphere which must permit OCB and also instruct and motivate the workforces about OCB. It is not part of formal job responsibilities but it is recent development in performance appraisal.

OCB is person’s behaviour that transpires to be optional, not unswervingly or obviously acknowledged by the prescribed reward system, and in the collective encourages the proficient working of the business by providing assistance in proper resource utilization, flexibility and modernisation. OCB is completely discretionary in nature. If a person is not showing OCB behaviour, he/she will never be punished.

Productivity of the person as well as organization will definitely increase with OCB. Teachers can also affect the CCB of students. They must inspire the students in such a way that they will feel that they are significant part of the organization.

Students exceeding educational benchmarking can have high CCB. Gone are the days when faculty members and the society used to check the student’s performance by observing academic results and examination performance. High CCB may lead to high performance because of community rendezvous, distinctiveness growth, optimistic societal dealings and conducts, and psychological wellbeing.
As CCB is a major indicator of student’s performance, OCB is major indicator of employees’ performance. The students’ performance plays a significant part in creating human resources for organisations and ultimately, front-runners for the country thus accountable for the nation’s financial and societal progress. The success of CCB of students depends on the involvement and participation of teachers with students. If there is disappointment at this fact, the entire erection will be unsuccessful.

VI. CONCLUSION & MANAGERIAL IMPLICATION

The objective of the study was to determine the impact of CCB on performance of the students. The study finds that there is a strong impact of College Citizenship Behaviour on the performance of the students. The academicians can develop management games and role play exercises to measure and develop college citizenship behaviour of the students. This implies that Organization Citizenship Behaviour a magnificent method to shape proficient skills including leadership, teamwork, determination and problem solving skills. Involvement in college and voluntarily contribution towards college and going beyond the basic requirements help the students to generate cooperative work capabilities such as managerial skills, planning occasions and performing social responsibilities towards the different stakeholders. College Citizenship behaviour can increase peer networking, which in turn, upsurges the experience and knowledge. A student with high CCB can have high OCB and can contribute to the optimistic growth of the civilisation as well as state.

VII. LIMITATIONS OF THE STUDY & WAY FORWARD

The research study has some limitations. The results of the study are confined to the academic sector of Odisha only. Respond bias error can be a limitation as the results are analysed only with the help of students’ responses. Further studies can be conducted by relating CCB and OCB. In future, the present study can be done by taking responses of academicians also.

VIII. REFERENCES