

ATTRIBUTE MEASUREMENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG EMPLOYEES

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Abstract: Organizational citizenship behaviour in which employees are willing to go above and beyond their prescribed role requirements. Organizational behaviour provides knowledge to managerial employees on the understanding of employees behaviour for the purpose of improving cooperation within them in order to achieve the organization's objective. Successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. The study was conducted in Sakthi Sugars limited – Soyas division, Pollachi by measuring the demographic profile and Organizational citizenship behaviour over 117 employees were taken as sample size for the study. The SPSS software was used for the measurement of Organizational citizenship behaviour. The measurement of Organizational citizenship behaviour in company shows that the some of the OCB attributes seems to be lower among employees. The managers can train the employees to improve these two factors. When these two factors become stable among employees the growth of the organisation will also improve.

Introduction

Organisational citizenship behaviour are individual, discretionary actions by employees that are outside their formal description. Supervisors who are aware of the ups and downs of the Organizational citizenship behaviour can assist the specialists with contributing the association and dodge burnout. Successful organizations need employees who will do quite their usual job duties and supply performance that's beyond expectations. Hierarchical citizenship practices during which workers will go far in excess of their recommended job necessities. Organizational behaviour provides knowledge to managerial employees on the understanding of employees behaviour for the purpose of improving cooperation from them in order to achieve the organization's objective. One of the contributing behaviours which is quite discretionary but proven empirically to extend organizational functioning is organization citizenship behaviour. It refers to varied kinds of cooperation and helpfulness to others that support the organization's social and psychological context.

Each dimension of Organizational citizenship behaviour offers a special rationale for this relationship. Altruism or helping co-workers makes the work system more productive because one worker can utilize his or her slack time to assist another on a more urgent task. Demonstration of employee excellence may incorporate proposing thoughts for cost improvement or other asset saving thoughts, which may straightforwardly impact proficiency level. To a lesser extent, conscientiousness employees, as well as those who avoid personal gain or other negative behaviours, demonstrate compliance with company policies and maintain predictable, consistent work schedules, increasing the reliability of the service.

Organizational citizenship behaviour is discretionary; here discretionary means that the behaviour is not an enforceable requirement of the role or the job description, the behaviour is rather a matter of personal choice, such its omission isn't generally understood as punishable. If a corporation has a high level of Organizational citizenship behaviour tendencies among its employees then its functioning would be effective and efficient due to support, cooperation and commitment of its employees with their organization. Organizational citizenship behaviour is connected to bring down paces of worker turnover and truancy, while at the authoritative level, it brings about expanded profitability, productivity and consumer loyalty, likewise as in diminished costs, has also been observed

NEED FOR THE STUDY

Successful organizations need employees who will do more than their usual job duties and provide performance which is beyond expectations. Organizational Citizenship Behaviour describes actions in which employees are willing to go above and beyond their prescribed role requirements. Prior theories suggest and some research supports the belief that these behaviors are correlated with indicators of organizational effectiveness. Organizational citizenship behavior has been described necessary for the growth, success, development, effectiveness and productivity of any organization.

OBJECTIVES OF THE STUDY

Primary objective:

To access the level of Organizational Citizenship Behaviour..

Secondary objective:

To study the relationship between demographic variables and Organizational Citizenship Behaviour..

To offer suggestions for the upliftment of better behaviour.

SCOPE OF THE STUDY

The study is to examine the Organizational Citizenship Behavior of employees.

To understand the causes of performance problems.

To understand how to assess the effectiveness of motivational practices in the organization.

The study was extended to all levels of employees in the organizations.

Encourage the employees to change the negative behavior pattern.

RESEARCH METHODOLOGY

Research design: The research design is Descriptive in nature.

Sampling method: Simple Random sampling technique was adopted for the present study.

Sampling size: This refers to the number of items to be selected from the universe to constitute the sample. Over 200 employees were working in the organisation among which a sample of 117 employees were selected for the study.

Data collection

Primary data: Primary data was collected from the respondent for the first time, it is original in nature. For the purpose of collection of primary data, a well-structured questionnaire was framed and data was collected from the respondents. The questionnaire consists of demographic profile and five point likertscale was used for measuring the Organizational citizenship behaviour.

Secondary data: Secondary data are the one that already exists. The secondary data for this study was collected through text books, published materials, websites, journals, magazines etc.,

Statistical tools: Percentage Analysis. Chi – square test, ANOVA, Correlation.

DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic variables

Demographic variables	Particulars	Frequency	Percent
Age	Below 25	7	6
	Between 26 and 35	48	41
	Between 36 and 45	30	25.6
	46 and above	32	27.4
	Total	117	100
Gender	Male	100	85.5
	Female	17	14.5
	Total	117	100
Educational qualification	No formal education	12	10.3
	Upto HSC	27	23.1
	Graduate	41	35
	Post graduate	25	21.4
	Others	12	10.3
	Total	117	100
Monthly income	10000 to 20000	44	37.6
	20001 to 50000	54	46.2
	50001 and above	19	16.2
	Total	117	100
Marital status	Married	91	77.8
	Unmarried	26	22.2
	Total	117	100
Place of living	Urban	17	14.5
	Semi-urban	37	31.6
	Rural	63	53.8
	Total	117	100

Working experience	Below 5 years	10	8.5
	6 to 10 years	26	22.2
	11 to 25 years	47	40.2
	Above 25 years	34	29.1
	Total	117	100

INTERPRETATION

The above table shows the demographic profile of the respondents. Out of 117 respondents, 6.0% of the respondents are belong to the age group of up to 25 years, 41.0% of the respondents are belong to the age group of 26-35 years, 25.6% of the respondents are belong to the age group of 36 – 45 years and remaining 27.4% of the respondents are belong to the age group of above 46 years. 85.5% respondents are male and remaining 14.5% respondents are female. 10.3% respondents have no formal education, 23.1% respondents are educated up to HSC, 35.0% respondents are graduate holders, 21.4% respondents are Post graduate and remaining 10.3% of the respondents have other qualifications like diploma and other. 37.6% respondents Monthly income is Rs.10,000 to Rs.20000, 46.2% respondents Monthly income is between Rs.20001 to Rs.50,000, 16.2% respondents Monthly income is between Rs.50,001 and above. 77.8% of the respondents are married and remaining 22.2% of the respondents are unmarried. 53.8% respondents are residing in rural areas, 14.5% respondents are residing in urban areas and remaining 31.6% respondents are residing in semi-urban areas. 8.5% of the respondents are below 5 years of Experience in the organisation, 22.2% of the respondents are 6 to 10 years of experience in the organisation , 40.2% of the respondents are 11-25 years of experience in the organization and remaining 29.1% of the respondents are more than 25 years of experience in the organisation.

Chi-square analysis

Comparison between age of the respondents and Organizational citizenship behaviour

H_0 = There is no significant difference between age of the respondents and Organizational citizenship behaviour.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.253 ^a	12	.001
Likelihood Ratio	55.585	12	.000
Linear-by-Linear Association	33.195	1	.000
N of Valid Cases	117		
Source: Primary Data			

The table shows that the significance level of chi square is less than 0.05. So, it accepts the alternate hypothesis(H_1), that there is a significant difference between age of the respondents and Organizational citizenship behaviour. It is inferred that age of the respondents has its influence on Organizational Citizenship Behaviour.

Chi square table between Gender and Organisational Citizenship Behaviour

H_0 = There is no significant difference between gender of the respondents and Organizational citizenship behaviour.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.302 ^a	4	.258
Likelihood Ratio	5.820	4	.213
Linear-by-Linear Association	1.426	1	.232
N of Valid Cases	117		

The chi square table shows that the significance level is greater than 0.05. So, it accepts the null hypothesis(H_0) that there is no significant difference between gender of the respondents and Organizational citizenship behaviour . It is inferred that gender of the respondents does not influence Organizational Citizenship Behaviour.

ANOVA table between Age and Organisational Citizenship Behaviour

H_0 = There is no significant difference between age of the respondents and Organizational citizenship behaviour.

ANOVA					
		Sum of Squares	Df	Mean Square	F
Altruism	Between Groups	74.859	3	24.953	17.366
	Within Groups	162.371	113	1.437	
	Total	237.231	116		
					.000

Courtesy	Between Groups	2.491	3	.830	1.193	.316
	Within Groups	78.654	113	.696		
	Total	81.145	116			
Sportsmanship	Between Groups	1.427	3	.476	.389	.761
	Within Groups	138.026	113	1.221		
	Total	139.453	116			
Conscientiousness	Between Groups	73.511	3	24.504	18.764	.000
	Within Groups	147.566	113	1.306		
	Total	221.077	116			
Civic virtue	Between Groups	3.382	3	1.127	1.747	.162
	Within Groups	72.926	113	.645		
	Total	76.308	116			

The ANOVA table interprets that the significance level is greater than 0.05 for courtesy, sportsmanship, civic virtue. So, it accepts the null hypothesis (H_0) that there is no significant difference between age of the respondents and Organizational citizenship behaviour. The altruism and conscientiousness were accepting the alternate hypothesis their significance level is less than 0.05, as the age increases people tend to help others also increases and also they are conscious towards their work also vary from age to age.

ANOVA table between Working Experience and Organisational Citizenship Behaviour

H_0 = There is no significant difference between working experience of the respondents and Organizational citizenship behaviour.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Altruism	Between Groups	18.842	3	6.281	3.250	.025
	Within Groups	218.389	113	1.933		
	Total	237.231	116			
Courtesy	Between Groups	4.578	3	1.526	2.252	.086
	Within Groups	76.568	113	.678		
	Total	81.145	116			
Sportsmanship	Between Groups	12.833	3	4.278	3.818	.012
	Within Groups	126.620	113	1.121		
	Total	139.453	116			
Conscientiousness	Between Groups	16.366	3	5.455	3.011	.033
	Within Groups	204.711	113	1.812		
	Total	221.077	116			
Civic virtue	Between Groups	.330	3	.110	.163	.921
	Within Groups	75.978	113	.672		
	Total	76.308	116			

Here we interpret that the significance level is greater than 0.05 for courtesy, civic virtue. So, it accepts the null hypothesis (H_0) that there is no significant difference between working experience of the respondents and Organizational citizenship behaviour. The altruism, sportsmanship, conscientiousness were accepting the alternate hypothesis their significance level is less than 0.05, these three factors influence the working experience.

Correlation table between monthly income and courtesy

H_0 = There is no significant difference between Monthly Income of the respondents and Courtesy.

Correlations			
		monthly income	courtesy
Monthly income	Pearson Correlation	1	-.215*
	Sig. (2-tailed)		.020
	N	117	117
Courtesy	Pearson Correlation	-.215*	1
	Sig. (2-tailed)	.020	
	N	117	117

*. Correlation is significant at the 0.05 level (2-tailed).

The table interprets that the significance level is less than 0.05 so it alternate hypothesis(H_1) is accepted, there is a significant difference between monthly income and courtesy.

FINDINGS

The age group of between 26 and 35 years is 41% and the 6% of the respondents are belonging to the age group of below 25 years

85.5% of the respondents are male and the rest of the respondents are female.

35% of the respondents are the graduate holders.

The Monthly income of Rs.20,000 to Rs.50,000 is 46% and the 16.2% of the respondents of monthly income is Rs. 50001 and above.

77.8% of the respondents are married, remaining are unmarried.

The respondents residing in rural areas are 53.8% and 14.3% of the respondents are residing in urban areas.

The respondents belonging to the experience of 11 to 25 years is 40.2%. 8.5% of the respondents have experience below 5 years.

There is a significant difference between age of the respondents and Organizational citizenship behaviour. This shows that there is no desire for the employees to help their co-workers without any expectation.

There is no significant difference between gender of the respondents and Organizational citizenship behaviour, so the gender does not influence the Organizational citizenship behaviour.

There is no significant difference between working experience of the respondents and Organizational citizenship behaviour. The Organizational citizenship behaviour factor does not differ with working experience.

There is a significant difference between age and altruism. The voluntarily helping or assisting other employees is found to be low.

There is no significant difference between age and courtesy. The courtesy was not influenced by the age of the respondents.

There is a significant difference between age and conscientiousness. It is found to be that there is no reasonable level of discipline maintained.

There is no significant difference between age and sportsmanship. The age factor is not influencing sportsmanship.

There is no significant difference between age and civic virtue. The employees are good to represents their organization when they are not in an official capacity.

There is a significant difference between working experience and altruism. The voluntary helping of co-workers has nothing to do with that of their experience.

There is no significant difference between working experience and courtesy. The employees were found to be polite and considerate towards other people.

There is a significant difference between working experience and sportsmanship. This found that the employees possess the negative behaviour when something goes wrong, The experience is nothing it depends on the individual with different perception and attitude.

SUGGESTIONS

The manager can guide the younger age group employees to help their co-workers when they are in need that will lead to a good outcome for the organization.

The manager should strive to motivate their employees enough so that they can be willing to exhibit altruistic behaviors.

The manager needs to adopt as part of their selection practices to show potential for the exhibition of altruistic behavior before they are employed.

Employees should have positive attitudes toward the organization which lead to promoting conscientiousness and loyalty within the organization.

To increase sportsmanship encourage teammates and respect the decisions of officials, avoiding arguing, by giving equal chance.

By showing mutual respect, volunteer involvement, and promoting effective communication, greetings to build successful working relationships.

Managers can motivate their employees by offering non-monetary incentives for workers who behave appropriately.

Implement and train employees to adopt Organizational citizenship behaviour at workplace so that there is no conflicts between employees

Managers and employees should try to create confidence in the workplace because confidence leads to the improvement and development of organizational citizenship behavior.

CONCLUSION

Every organisation is striving hard to achieve competitive advantage over others, this study shows that civic virtue were stable in Organizational citizenship behaviour and altruism, courtesy, sportsmanship, conscientiousness were found to be different. It is very necessary to prioritize the leadership and organization of the low Organizational citizenship behaviour value like helping others, not taking unwanted breaks. This will

create a positive climate in work where employees are educated to be respectful, they will pay attention to each other and will create a pleasant work environment and will be allowed to channel the ideas so the employees will be felt valued and Organizational citizenship behaviour can be formed. All of these of Organizational citizenship behaviour should actively encourage employees to support the organization through enhancing each other's performance and well being, and this is reflected in reduced costs and increased profitability at the organizational level. Encourage each individual employee to develop their positive behaviour towards organisation.

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