



Role of OCB in Banking Sector

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ABSTRACT

Organizational citizenship behavior (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. Work behavior can be seen in terms of in-role and extra-role behavior. Willingness to engage in extra-role behavior is indicative of high OCB. OCB is willingness to go the extra mile. OCB is product of high level of motivation and commitment. High OCB related to high performance level and less need for hierarchical control. Individuals become self driven. Also reflective of willingness to be resourceful beyond immediate role requirement. It has been studied since the late 1970s. Over the past three decades, interest in these behavior has increased substantially. Organizational behavior has been linked to overall organizational effectiveness, thus these types of employee behaviors have important consequences in the workplace.

KEYWORDS : Antecedents, Bank, Independent Variables, OCB and Rank Correlation

Introduction

Early research regarding the antecedents of OCB focused on employee attitudes, dispositions and leader supportiveness. More, recently, many different variables have been examined in the effort to determine the antecedents of OCB. Commonly studied antecedents of OCB are job satisfaction, perceptions of organizational justice, organizational commitment, personality characteristics, task characteristics and leadership behaviour. These antecedents have been analyzed at both the overall and individual OCB levels.

Five common types of OCB

Altruism – Desire to help another individual
 Courtesy – Polite and considerate towards other people
 Sportsmanship – Exhibiting no negative behavior when something does not go as planned
 Conscientiousness – Reasonable level of self-control and discipline.
 Civic virtue – Exhibits how well a person represents an organization which they are associated

Examples of Organizational Citizenship

Assisting coworkers, volunteering to do additional work, volunteer to work on certain special projects, avoiding unnecessary conflicts, making constructive statements about one's work group and the overall organization, working for the future, speaking positively about the business, signing up for business events and being a company representative.

Independent Variables

Individual Variables – Age, gender, personality, emotion, values, attitude, ability, perception, individual decision making, learning and motivation.
 Group variables – Norm, communication, leadership, power, politics.
 Organization system variables – Organizational culture, HR practices

Effects of OCB on employees

There is some tension visible in existing literature on the effects of OCB on the employees who perform these citizenship behaviors. Allowing employees some scope to work outside their formal roles is thought to enhance the employee experience and lower turnover intentions and actual turnover. However, these benefits of OCB appear to come at a cost. Emotional exhaustion and conflict between home life and work are both higher for conscientious employees, and these effects are stronger amongst employees exhibiting high in-role performance.

Objectives of the study

- To undertake a study on role of OCB in Banking sector.
- To list the types of OCB.
- To frame and test hypothesis between experience and job interference.
- To make suggestions.

Limitations of the study

- Biased information.
- Unwillingness & uncooperativeness of the respondents.
- Restricted geographical scope and sample size.
- Presence of statistical error.

Research methodology

Research methodology is a way to systematically solve the research problem. It deals with the objective of a research study, the method of defining the research problem, the type of hypothesis formulated, the type of data collected, method used for data collecting and analyzing the data etc. The methodology includes collection of primary and secondary data.

Research design

A Research design is a basis of framework, which provides guidelines for the rest of research process. It is the map of blueprint according to which, the research is to be conducted. The research design specifies the method of study. Research design is prepared after formulating the research problem.

Descriptive research

The Study follows descriptive research method. Descriptive studies aims at portraying accurately the characteristics of a particular group or situation. Descriptive research is concerned with describing the characteristics of a particular individual or a group. Here the researcher attempts to describe the existing facts by the existing data.

Sampling Plan

Sampling Technique

The Sampling technique used is simple random sampling, a type of probability sampling. When elements in the population have a known chance of being chosen as subjects in the simple is called Probability Sampling. From the known population, the samples are selected randomly using random numbers or random numbers tables are called Simple random sampling. Every element in the population has known and equal chance of being selected as a subject.

Sample Size

The Sample Size taken for this study is 100 employees of three banks working at Trichy.

Data Collection Methods

Data are the raw materials in which marketing research works. The task of data collection begins after research problem has been defined and research design chalked out. Data collected are classified into primary data and secondary data.

- **PRIMARY DATA** - The Primary data are those which are collected afresh and for the first time, and thus happen to be original in character. The primary data was collected from the employees directly through questionnaire. Here primary data was collected from the bank employees.
- **SECONDARY DATA** - The Secondary data are those which are already been collected by someone else and which have already been passed through the statistical process. The secondary data have been collected from the publications, office records, profile of the company, websites, which are been needed for the study.

**RANK CORRELATION METHOD
RANKING THE TYPES OF OCB**

| Types of OCB | Mean | Rank |
|-------------------|------|------|
| Altruism | 4.54 | 1 |
| Courtesy | 3.88 | 2 |
| Sportsmanship | 1.06 | 5 |
| Conscientiousness | 3.45 | 3 |
| Civic virtue | 2.12 | 4 |

Inference

Among the types of OCB, the 1st rank was given to altruism with the mean value of 4.54, the 2nd rank was given to courtesy with the mean value of 3.88, the 3rd rank was given to Conscientiousness with the mean value of 3.45, the 4th rank was given to civic virtue with the mean value of 2.12, the 5th rank was given to sportsmanship with the mean value of 1.06.

Ranking the antecedents of OCB

| Antecedents | Mean | Rank |
|-----------------------------|------|------|
| Job satisfaction | 4.30 | 1 |
| Leadership Behavior | 2.35 | 4 |
| Organizational commitment | 4.10 | 2 |
| Personality characteristics | 1.55 | 5 |
| Task Characteristics | 2.70 | 3 |

Inference

Among the antecedents of OCB, the 1st rank was given to job satisfaction with the mean value of 4.30, the 2nd rank was given to organizational commitment with the mean value of 4.10, the 3rd rank was given to task characteristics with the mean value of 2.70, the 4th rank was given to leadership behavior with the mean value of 2.35 and the 5th rank was given to personality characteristics with the mean value of 1.55.

Chi-square Test

Elements of experience and Job interference

| Experience | Job interference | Total |
|------------|------------------|------------|
| 8 | 0 | 8 |
| 32 | 25 | 57 |
| 50 | 30 | 80 |
| 10 | 45 | 55 |
| 100 | 100 | 200 |

H₁ – Experiences is related with the Job interference
 H₀ – Experiences is not related with the Job interference

Calculation of Chi-square

| O | E | O-E | (O-E) ² | $\frac{(O-E)^2}{E}$ |
|----|------|-------|--------------------|---------------------|
| 8 | 4 | 4 | 16 | 4 |
| 0 | 4 | -4 | 16 | 4 |
| 32 | 28.5 | 3.5 | 12.25 | 0.429 |
| 25 | 28.5 | -3.5 | 12.25 | 0.429 |
| 50 | 40 | 10 | 100 | 2.5 |
| 30 | 40 | -10 | 100 | 2.5 |
| 10 | 27.5 | -17.5 | 306.25 | 11.136 |
| 45 | 27.5 | 17.5 | 306.25 | 11.136 |
| | | | TOTAL | 36.13 |

$$\begin{aligned}
 &^2(\text{Calculated Value}) = 36.13 \\
 &= 5\% \text{ or } (0.05) \\
 \text{Degrees of freedom} &= (R-1)(C-1) \\
 &= (4-1)(2-1) \\
 &= 3 \\
 &= 7.815 \\
 &\begin{matrix} x^2 & & x^2 \\ \text{(Calculated)} & > & \text{(Table)} \\ 36.13 & & 7.815 \end{matrix}
 \end{aligned}$$

RESULT

Null Hypothesis is rejected
 The Experiences is not related with Job interference.

Conclusion

OCB promises to emerge as a significant and novel management paradigm having multifarious outcomes and implications in individual context of employees' vis-à-vis organizational functioning.

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