

Organisation Citizenship Behavior Among The Employees in Automobile Industry



Management

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Mrs. Latha. D. S

HOD. Department of Business Management, Sree Narayana Guru College, CBE-105

Dr. P. Jaya Kumar

Associate Professor in Social Work, Sree Narayana Guru College, CBE-105

ABSTRACT

The world is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This could be achieved if we could develop organizational citizenship. Organizations have shifted away from the use of strict hierarchical structures and individualized jobs. Instead, somewhat autonomous team-based work structures have been implemented, and this implementation has increased the importance of individual initiative and cooperation. As a result of this trend, organizational citizenship behavior (OCB), or behavior that contributes indirectly to the organization through the maintenance of the organization's social system. OCB play a vital role in the achievement of the goals of the organization. The HR managers and the top level executives/ management has to take necessary steps to improve the level of OCB, ultimately it would increase the level of team spirit, loyalty and moral of the employees. An attempt is to made to find whether personal the factors contributing to OCB.

Introduction:

Organization Citizenship Behavior (OCB) has been studied / attempted by the researcher scholars and practitioners, since it contribute to the growth and effective functioning of an organization. The success or down fall depends not only by the style of the functioning of the management but also by the behavior exhibited by the employees. Organ defines concept of OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. The review of literature shows that it can be identified as helping, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development.

Objective of the study

- ❖ To study the personal profile of the employees.
- ❖ To study level of Organizational Citizenship Behavior.
- ❖ To identify whether any personal factors are associated with Organizational Citizenship Behavior.

Types of Citizenship Behavior

1 Altruism

At helping a specific person in face-t-face Altruism – voluntary actions that help another person with a work problem – instructing a new hire on how to use equipment, helping a co-worker catch up with a backlog of work, fetching materials that a colleague needs and cannot procure on his own. The other kinds of Altruism are helping Co-workers. Courtesy, peacemaking and cheer leading.

Helping co-worker

Includes all voluntary forms of assistance that organizational member provide each other to facilitate the accomplishment of tasks and attainment of goals. Helping co-workers includes behaviors ranging from helping a co-worker with a heavy workload and sharing resources, to calling attention to errors and omissions and providing instruction in the use of new technology when one is not required to do so.

a) Courtesy

Subsumes all of those for rightful gestures that help someone else prevent a problem- touching base with people before committing to actions that will affect them. Providing advance notice to someone who needs to know to schedule work.

b) Peacemaking

Actions that help to prevent, resolve or mitigate Unconstructive interpersonal conflict.

c) Cheerleading

The words and gestures of encouragement and reinforcement of co-workers' accomplishment and professional development.

2. Sportsmanship

Citizen-like posture of tolerating the inevitable inconveniences and impositions of work without whining and grievances.

3. Organizational loyalty

Identification with and allegiance to organizational leaders and the organizational leaders and the organization as a whole, transcending the parochial interests of individuals, work groups, and departments. Representative behaviors include defending the organization against threats; contributing to its good reputation; and cooperating with others to serve the interests of the whole.

4. Organizational Participation

Interest in organizational affairs guided by ideal standards of virtue, validated by keeping informed and expressed through full and responsible involvement in Organizational governance. This includes attending non required meetings, sharing informed opinions and new ideas with others, and being willing to deliver bad news and support an unpopular view to combat.

5. Individual initiative

Another dimension that several researchers have identified as a form of citizenship behavior is called individual initiative. This form of OCB is extra-role only in the sense that it involves engaging in task-related behaviors at a level that is so far beyond minimally required or generally expected levels that it takes on a voluntary flavor. Such behaviors include voluntary acts of creativity and innovation designed to improve one's task or the organization's performance, persisting with extra enthusiasm and effort to accomplish one's job, volunteering to take on extra responsibilities, and encouraging others in the organization to do the same. All of these behaviors share the idea that the employee is going "about and beyond" the call of duty.

6. Civic Virtue

Is responsible, constructive involvement in the political process of the organization, including not just expressing opinions but reading one's mail, attending meetings, and keeping abreast of larger issues involving the organization.

7. Conscientiousness

Is a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources and related matters of internal maintenance.

8. Spreading Goodwill

It the means by which organizational members voluntarily contribute to organizational effectiveness through efforts to represent their organizations to wider communities in a beneficial light, whether it be describing one's organization as supportive and caring or describing an organization's goods and services as being high quality and responsive to customer's needs; instances of spreading goodwill contribute to organizational effective-

ness by insuring that organizations obtain needed resources from various stakeholder group.

Citizenship behavior in an organization in two parts:

- ❖ Self-inculcated citizenship behavior
- ❖ External Driven Citizenship behavior

Self-inculcated citizenship behavior

Such behavioral occurrences are due to an individual's high understanding of the organization and personal belief in ideologies of the organization. To get benefited on a long term basis for any individual drives them to co-operate as well as contribute. Thus drives a citizenship amongst themselves and peers to achieve long term goals and bring in long term discipline.

This behavior is not comfortably supported by an organization until the individual makes an extra effort to educate and influence others. The individual needs to communicate the same within a smaller group and hence find ambassadors top roomette same. As an organization, starts seeing the benefits of this behavior, starts encouraging the cause and hence motivates the individual and the organization on a whole. This is the time when the individuals taking these initiatives creates a higher value for themselves in the organization and become indispensable.

External Driven Citizenship behavior:

In this kind of behavior, individuals are motivated by the management to inculcate of the organization rather than just being an employee.

Creating this culture in an organization requires additional efforts to educate all employees, to motivate them further and align them further with the company goals and objectives. To find ambassadors to promote this behavior, a strong sense of understanding is required along with a crafted communication message.

Organizations which are able to achieve such feats really have individuals working with them who are very passionate and committed. Such initiatives are then passed on from management to the employee and the employees finally become the ambassadors of the cause. This creates a lot of value for the manager. The ambassadors who practically implement such initiatives again draw enough attention from management and get recognition for the same.

Research Design

The researcher had adopted the descriptive research design.

Universe and Sampling

Employees working in an MNC Automobile service division situated in Coimbatore constitute the universe of the study. Totally 180 employees were working in this organization. Through the probability simple random -lottery method 60 respondents were selected.

Tools of Data Collection

The questionnaire was used for data collection. It consists of two parts. Part one consists of personal questions, and the second part consist of questions to measure the level of OCB. It was an arbitrary scale developed by the researcher. It consists of 15 items with responses such as strongly disagree, disagree, Neutral, Agree, Strongly agree. The responses were assigned values as a 1, 2,3,4,5 respectively for positive statements and for negative statement the values were reversed. Higher the score higher the level of OCB.

Findings:

PERSONAL PROFILE

Among the total respondents 39 per cent of the respondents were in the age group above 27 years and 36 per cent of the respondents were in the age group less than 24years. 74 per cent of the respondents were male and the educational qualifications of the respondents were ITI and Diplamo. 60 per cent of the respondents were unmarried, and the married respondents were living in nuclear family. The respondents salary range is between Rs.5000 to Rs. 10,000/ for 47 per cent and 28 per cent were receiving more than Rs. 10,000/-. With respect to the experience 36.6 per cent were having 1- 2 years and the remaining was having more than 3 years of experience. The majority of the respondents were living in urban i.e., 66 per cent. 65 per of the respondents have attended training programme.

LEVEL OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

It has been found that 48.33 per cent of the respondents were having moderate level of Organizational Citizenship Behavior, 26.66 per cent of the respondents were having low level of Organizational Citizenship Behavior and 25 per cent of the respondents were having high level of Organizational Citizenship Behavior.

Association between personal variables and OCB

In order to find out whether there is any association between personal variable and OCB chi square test were applied. It has been found that personal variables such as age, Gender, Type of family, Nativity and training programme were not associated, Whereas marital status, Experience were associated with OCB.

Discussion:

The majority of the respondents were in the young age. Since the nature of the industry is service sector i.e., automobile service division the respondents were selected with technical qualification and majority of the respondents were male. Due to their young age majority were unmarried. The majority of the married respondents were living in nuclear family. This is a reflection of change in the social institution and also due to urban life.

The unmarried and the respondents with less than 2 years of experience were having high level of OCB when compared with other respondents. It is due to the family commitments and the experience gained in the organization prompts an employee to expect more things from the organization. During the initial period of the job the employee never compares his job with similar job. After gaining experience and working knowledge things might change.

Conclusion

Every individual tries to perform his duty in his field of work; whatever may be the field of work; employees should have a feeling of attachment towards the organization, he should be dedicated to his work; and should have a strong desire to remain as a particular organization. The success of any organizations future business strategy depends on great deal on its employee's total organizational citizenship behavior levels. It is for the organizational leadership to attract, motivate and retain committed people for future business objectives. The meaningful along with satisfactory company policies in order to bring about organizational citizenship behavior it has also been follow that Marital status and Experience in the organization is associated with level of OCB other factors such as Age, Gender, Qualification, Nativity, Type of family, incentives, income, Training programme and No. of Dependence is not associated. So the HR manager has to take care the organizational factor to improve the level of OCB.

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