



Assessing The Impact of Organizational Citizenship Behaviour on Intention To Stay Among Bank Employees in Coimbatore District

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ABSTRACT

Among the activities in HRM Organ(1988) suggested that Organizational Citizenship Behavior attributes effectively financial and human resources, as well as assists organizational efficiency in operations .The study on Organizational Citizenship Behavior and its particular relevance in Banking Industry is an important aspect, since Banking industry is a service oriented industry where millions of common man has day to day interaction with them.Relatively, not much attention has been given to empirically tested consequences of Organizational Citizenship Behavior on individual effectiveness or indirect measures of usefulness such as employee withdrawal behaviors (Shaiful Annuar Khalid,et,al. 2013).The positive behavior as revealed through a high level of Organizational Citizenship Behavior should consistently shape other attitudes and behavior, for example, by reporting lower intentions to leave the present job. Hence this study is attempts to assess the impact Organizational Citizenship Behavior had on the intention to stay, since attrition is one among the main problems faced by organizations in the current context. The study is descriptive in nature and adopted survey strategy. The study used data collected from 674 respondents working in Banking Sector in Coimbatore District. The collected data was analyzed using correlation and regression analysis.

KEYWORDS	Organizational citizenship behaviour (OCB), Intention to Stay (IS), banking industry
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INTRODUCTION:

One of the most important dimensions that play a vital role in the dynamics of organizational life is the Human resource dimension. HRM can be defined as “all activities associated with the management of people in firms” (Boxall and Purcell, 2008, p.1).Among the activities in HRM Organ(1988) suggested that Organizational Citizenship Behavior (OCB) attributes effectively financial and human resources, as well as assists organizational efficiency in operations. Organ was the first individual to announce the concept of “organizational citizenship behavior” to denote organizationally beneficial behavior, extra role behavior, pro-social organizational behavior directed at individual, groups and/or an organization that is not prescribed in job description but goes beyond the influence of formal incentive mechanism (Turnipseed & Wilson, 2009), but occurred freely to help others for which there are no direct rewards or punishments.

One of the strategic stances in the dimensions of Human Resource is to develop Organizational Citizenship Behavior of employees in the organization. It was demonstrated that when employees perform extra-role tasks that help co-workers, supervisors, and the organization to achieve results, organizations benefit in the form of improvements in productivity and overall performance (Wright,2008).

In order to extract the benefits of Organization Citizenship behavior it is vital to focus on Intention to stay among the employees. Intention to stay reflects the employee's level of assurance to their organization and the willingness to remain employed in the organization. (Hewitt, 2004). The success of an organization is determined by its human resources. This is particularly important in the present day service industry. Organizations usually tend to prefer to have steady employees, therefore, it is of supreme importance to determine the variables that are involved in the intention to remain or leave an organization (Boshoff, et al.,2002).

The positive behavior as revealed through a high level of OCB should consistently shape other attitudes and behavior, for example, by reporting lower intentions to leave the present job

,whereby employees stopped eyeing for a new job elsewhere as they felt indebted to stay and recompense the organization for the support they had received .Relatively, not much attention has been given to empirically tested consequences of OCB on individual effectiveness or indirect measures of usefulness such as employee withdrawal behaviors Shaiful Annuar Khalid (2013). This situation signifies one of the holes in current OCB literature.

Hence the study intended to assess the influence of OCB on intention to stay among bank employees, since the ultimate focus of the organizations is to develop the feel of intention to stay among the employees in the organization.

The study on OCB and its particular relevance in Banking Industry is an important aspect. Banking industry is a service oriented industry where millions of common man has day to day interaction with them. The total economic activity of the world is dependent on the services provided by the banks. Any service deficiency rendered by its workers will prove costly for the common people. An employee driven by characteristics of OCB will provide a better service than what is required by him in the normal course of his duty is necessary for the industry in present economic situation. Hence this study of OCB on banking industry and its personnel is important.

REVIEW OF LITERATURE:

In today's competitive world, organizations need employees whose performance goes beyond their traditional job descriptions or formal duties as a vital source of organizational effectiveness. The term Organizational Citizenship Behavior (OCB) was introduced to the scope of organizational science by Smith *et al.*(1983) defining it as discretionary behaviors that goes beyond ones formal role and is intended to help otherpeople inorganization. OCB can be extremely valuable to organizations and is considered to be vital to the survival of organizations.

OCB is essential and critical to organizational functioning (Bateman & Organ, 1983; Organ,1988).OCB has also been

instrumental in increasing social capital and helps in enhancing the functioning of an organization (Bolino et., 2002).Such behaviour consistent with most definitions of being a “good solidier” include pro-social behaviours (Brief and Mottowidlo, 1986), punctuality, helping others, innovating and volunteering (Organ, 1988), as well as the lack of undesirable actions such as complaining, arguing and finding fault with others.

OCB, researchers have examined the consequences of OCB extensively. Social Exchange Theory (SET) developed by Thibaut and Kelley (1959) suggested that good deeds should be reciprocated (Blau, 1964).Mossholder, Settoon and Henagan (2005) had pointed to Social Exchange Theory which proposed that persons who felt that they had received benefits from others would later feel a responsibility and obligation and then they would compensate through their effort and loyalty. Their effort and loyalty generally could be understood from their simple commitment to their job and strong intention to remain with the present employer. Relatively, not much attention has been given to empirically test the consequences of OCB on individual effectiveness or indirect measures of usefulness such as employee withdrawal behaviors Shaiful Annuar Khalid (2013). The Cognitive Consistency Theory (Festinger, 1957) suggests that people attempt to maintain agreement between their behaviors, beliefs, and attitudes. There is a tendency for individuals to seek consistency among their understandings. The positive behavior as revealed through a high level of OCB should consistently shape other attitudes and behavior, for example, by reporting lower intentions to leave the present job. According to Harold Andrew Patrick (2012) hierarchical regression analysis indicated that the intention of employees to stay with the organization along with job satisfaction strengthened the relationship between organizational citizenship behavior and job satisfaction.

According to (Shaiful Annuar Khalid, 2013) dimensions of OCB ie.Sportsmanship and civic virtue were found to have a important and negative relationship with turnover intention. Similarly with previous studies by Chen et al., (1998) and Khalid et al., (2009). An employee who exhibits good sportsmanship and civic virtue by looking at the positive side of what the organization actions, effectively coordinating work with others, “keep up” with the development in the organization, provide productive ideas for the benefits of the organization and attend functions that are not required, is more likely to have lower turnover intention than those employees who do not exhibit sportsmanship and civic virtue. An individual's tendency to engage in OCB dimensions that benefit the organization as a whole may powerfully determine the individual's inclination to stay with the organization, as compared to citizenship behaviors such as altruism and courtesy that are directed towards an individual. Therefore subordinates who were rated as exhibiting low levels of OCB were found to be more likely to leave an organization than those who were rated as exhibiting high levels of OCB (Shaiful Annuar Khalid et al., 2013).

OBJECTIVE OF THE STUDY:

- The objective of the study was to identifythe level of OCB and intention to stay.
- To assess the impact of OCB on Intention to Stay.

METHODOLOGY

This empirical study attempts to assess the impact of OCB on Intention to stay among the bank employees, since to cope up with the competition in the banking sector most of the banks continue to improve its quality and overall performance including better management to stay sustainable in this dynamic business scenario. The study is Descriptive in nature and adopted survey strategy. Data was collected using a questionnaire from 674 bank employees working in both public and private sector bank in Coimbatore District, through systematic random sampling. Questions in the questionnaire were assessed using a five point Likert scale with end points of 'strongly agree' and 'strongly disagree'. The collected data was analyzed using percentage analysis and one way analysis

of variance, Correlation and Regression. The study used OCB scale developed by Podsakoff et al., 1990 (24 item scale), and Intention to Stay scale developed by Bernsen et al., 2009 (6 item scale). The average of the items in OCB and intention to stay was computed for computing Descriptive Statistics, Correlation and Regression.

Table1: Demographic profile

Factors	Variable	Percentage (%)
Type of Sector	Private	49
	Public	51
Age (years)	Below 25 years	17
	26-35 years	41
	36-45 years	17
	46 - 55 years	14
	Above 55 years	11
Gender	Male	58
	Female	42
Marital Status	Married	65
	Unmarried	35
Education	UG Arts and Science	30
	UG Engineering	16
	PG Arts and Science	46
	PG Engineering	8
Designation	Manager	20
	Senior manager	18
	Assistant manager	34
	Front office staffs	28
Experience	1-5 years	43
	6-10 years	18
	11-15 years	15
	16-20 years	5
	More than 20 years	19

A majority of (51%) of the banks were public sector banks. Majority (41%) of the respondents are in the age group between 26-35 years. (42%) of the respondents are female employees. Around (65%) of the respondents were married and the remaining were bachelors. Majority (46%) of the respondent's educational qualification is Post Graduation in Arts and Science. Majority (34%) of the respondents are Assistant manager. Majority (43%) of the respondents have a work experience of 1-5 years.

Table 2: Descriptive Statistics

Factors	Mean	Std. Deviation
OCB	3.8601	.76159
IS	3.9956	.81203

It is inferred from Table 2, that the mean value of Intention is (Mean =3.9956) which implies that intention to stay has become a major focus in present scenario unlike the olden days, people were more concerned about job security but now as there are ample of career opportunities for employees they tend to leave the organization, which is a greater loss for the organization. Therefore organization should create an atmosphere that will encourage the feeling of intention to stay in the organization.

Correlation analysis was carried out to find the association/relationship between the constructs OCB and Intention to stay .The intention to stay is taken as the dependent variable and OCB is taken as the independent variable.

Table 3: Correlation

		OCB	IS
OCB	Pearson Correlation	1	.799**
	Sig. (2-tailed)		.000
IS	Pearson Correlation	.799**	1
	Sig. (2-tailed)	.000	
	N	674	674

** . Correlation is significant at the 0.01 level (2-tailed).

The above table implies that the correlation exist between organization citizenship behavior and intention to stay (r =0.799, p<0.000).The employee exhibiting OCB receive appreciation from both organization and customers this results in satisfaction in his work , this will in turn lead to intention to stay and will look into the positive side of the organization and they consistently shape their attitude and behavior positively, is more likely to have lower turnover intention than those employees who do not exhibit OCB.

Regression analysis was performed to find out the extent of influence of OCB on intention to stay among the bank employees. Intention to stay was taken as dependent variable and OCB is taken as independent variables and step wise regression is carried out

Table 4: Regression Analysis Model Summary

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Square	Adjusted R Square	F	Sig.
	B	Std. Error	Beta						
Constant	.707	.097		7.266		.638	.638	1.187	p<0.001
Avg OCB	.852	.025	.799	34.449	0.000				

In model Adjusted R square value is 0.638 this implies that 63.8% variability in the dependent variable i.e. intention to stay is being predicted by the independent variables OCB F-Test was statistically significant (F=1.187, p<0.01), which indicates that the model is statistically significant. The adjusted R square value of 0.638 indicates that 63.8% of the variability in Intention to stay is predicted by OCB. Table reveals that OCB has the impact of 63.8% on the dependent variable intention to stay (β = .799 positive, t = 34.449 positive, p <0.00).The OCB traits of an employees should be suitably recognized by the organization which will therefore it creates a feeling of interest among the employees mind and eliminates the feeling of intention to leave the present job.

Conclusion:

Organization Citizenship Behavior is important for any organization as the same is associated with intention to stay among employees. Organizations should create work environments that increase the feeling of responsibility among work groups, such as fostering a culture of friendliness and co-workers that compel the employees to fulfill their obligations and responsibilities to their fellow workers so that they stay with the organization for a long time, since considerable time and money are invested on these employees to orient them towards achieving the goals of the organization. Hence it becomes essential to identify the factors that hold an employee with an organization. Employee turnover is a prominent issue in most of the organizations now-a-days as it harmfully affects the prospects of the organizations. Employees who intend to stay feel it like home and have more of the sense of belongingness to the organization.

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