ORIGINAL RESEARCH PAPER

Management

A STUDY ON ROLE OF COMPETENCIES IN CREATING ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN SELECTED KPO INDUSTRIES IN SHIVAMOGGA

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ABSTRACT

The paper is an attempt to understand the influence of competencies on Organisational Citizenship Behaviour and the paper mainly focus on the way through organisational effectiveness can be created by using Organisational Citizenship Behaviour . The paper further elaborate the various variables responsible for the growth of organisational citizenship behaviour and there prospective role in generating values and reducing cost has been discussed in a detail manner .The study is mainly undertaken to understand the influencing factor responsible for growth of Organisation citizenship behaviour in selected KPO industries and it will be attempt to understand the role of citizenship behaviour in creating value for the business firms in general and employees in particular. The study has thrown an insight to understand the significance of OCB in making difference among the organisation and the study is an attempt to understand the role of Organisational Citizenship Behaviour in creating value to the organisations. In every organisation the dynamism of market has demanded an through coordinated approach towards the successful achievement for the goal of the business. The paper has been significantly studied to the understand the way through OCB can be created among the employees and the organisation and which can add value to the firm and individuals. The continuous demand from the employee's side have sought an cumulative approach from all the firms and thus the supply side of the markets have got a huge role and responsibility to play for successful infusion of OCB among the employees in particular.

Introduction

The market dynamism has thrown immense challenges on the part of the organisation and organisations have been striving hard to create values for the business and individuals. In this period where need of organisational success is of no substitute, the concurrent need of employee value enhancement carries lot of significance. In the current marketing environment the need for efficient employees is not only the need of business organisations but at the same time market forces have force the companies to have employees who cannot only provide best to the organisation ,but those employees who can by virtue of their conduct should be able to create trend in the organisation which can have lasting impact on the growth of the business organisation . Organisation citizenship behaviour is one of the variables which analyses the employee's behaviour not only on the organisation but which defines the employee's behaviour when no reward is attached to the behaviour. This behaviour general leads to preparing trend in the organisation and have got huge impact on the work culture of the organisation. It is primitive to understand that every organisational output is the result of the organisational culture and every organisational culture have greater impact on the organisation growth. In this regard it can be understood that organisational citizenship behaviour have got huge impact on the growth of the business organisation and any organisation who have good citizenship behaviour are able to create best of the culture and growth for the business organisations . In this regard many of the study have focused on the role of the work culture but few studies have focused on the significance of organisational citizenship behaviour and its impact on creating organisational effectiveness in long run. Organisational citizenship behaviour has been collectively graded as one of the tool to measure the interest of the employees towards the organisation when they performed not for rewards but for having long term interest for the organisation .In this regard it can be efficient to understand the competency levels of employees have got long term role in deciding the impact of organisational citizenship behaviour and at the same time it become further interesting to analyse the role of leaders in creating of those organisational citizenship behaviour among there employees. As leaders are the people who are able to create those competencies among there employees hence

their influence on employees competences and citizenship behaviour becomes paramount interest. Leadership styles and there influences on competencies and organisational citizenship behaviour is something which has not been discussed in the recent period ,hence it becomes imperative to understand the various variables which influences the employees behaviour and commitment for a longer period of time.

Review of Literature

McClelland (1973) was the first to challenge the value of intelligence testing and the resultant. use of an "intelligence quotient" or IQ score, as a predictor of successful living. McClelland said that IQ and personality tests were poor predictors of competency. He observed that although performance is influenced by a person's intelligence, other personal characteristics, such as motivation and self-image, operate within the individual to differentiate successful from unsuccessful performance in a job role.

Spencer and Spencer (1993) in the study identified five types of competency characteristics consisting of motives, traits, self-concept, knowledge and skills. Motives are the psychological features that an individual consistently thinks about or wants that stimulate action. Motives , drive, direct and select behaviour towards certain specific actions or goals and away from others. The traits are physical characteristics and consistent responses to situations or information. The self-concept is an individual's attitudes, values or self-image. Knowledge is the information that an individual has in specific content areas. The skill is the ability to perform a certain physical or mental task. Knowledge and skill competencies tend to be visible and relatively surface characteristics, whereas self-concept, traits and motive competencies are more hidden, deeper and central to personality. Surface knowledge and skill competencies are relatively easy to develop and training is the cost-effective way to secure the employee abilities. Expectations form opinions with respect to the likely performance of a product or service.

Kumari Anitha and Sita V (2010) empirically investigated the role of competencies for employees development in IT and pharma industries. They found that the competencies of

possessed by the employees had an impact on organisation success. The study also found that developing and implementing competency based approach was crucial effective human resource management.

Yuvraj (2011) have explored the mapping the technical competencies for the employees in different departments of a Textile Machinery Industry. The study focus on finding the parameters and ways through which competencies are mapped for textile industries and various training needs were identified for the employees in the company. The study enabled the organisation to find the key competencies required for the different jobs in the IT textile industries.

Jaideep Kaur and Vikas Kumar (2012) in the study stated that the manger in higher level lacked in technical skills compared to middle level manger. Planning skills and leadership skill were missing in middle and first level. Implications: The implementation of competency mapping would focus on the gap that are essential for the required job and hence can be improved by training which will enhance the organization effectiveness and facilitates the organization to meet its business objectives. Originality/value: Explains how and to what extent competency mapping facilitates the organization to function effectively.

Shama Yasmeen (2017) The study was to identify the competencies of middle level executives in small and medium enterprises to function at its best. It helps the employees to understand the process and requirements of the enterprise more effectively and thus will be of direct help to develop the training schedule of the executives in such a way that the training program suits better to meet the needs.The study focus on the fact that the competencies present among the executives of small and medium enterprise and the demand of the enterprise so that the enterprise performs as per the expectations and conduct training programs to them for their development and also helps the economy on a large scale.

Dr Gyathri and Purshotoman (2018) conducted an study to understand different types of competencies required by IT professionals and they came with an model which explained the various level of competencies required by IT professionals and provided the guideline in a view to enhance those competencies by virtue of training and development in employees deficient areas.

Objectives of the Study
1. To analyse the various variables and there role in creating Organisational Citizenship Behaviour
2. To analyse the impact of organisational citizenship behaviour on organisational growth

Research Design
The research was conducted at various BPO industries in Shimoga Region. The study was undertaken at Shimoga region by providing questionaries to various top level and bottom level employees and were duly analysed and tested by using Random Sampling technique. The study was conducted at DXC, Cross domain and Gallagher in Shimoga and following is the sample distribution for the same

Demographic Profile

Particulars	Category	Frequency	Percentage
Age	Upto 25 Years	40	22.22
	26-35 Years	32	44.44
	36-45 Years	11	22.22
	46-55 Years	07	11.11
Gender	Male	40	44.44
	Female	50	55.55
Educational Level	Graduate and Below	40	44.44
	Post Graduate	20	33.33
	Professional Qualification	15	22.22
	Others	15	16.67

Particulars	Category	Frequency	Percentage
Period of Association with the Company	0-3 Years	40	44.44
	3-6 Years	20	22.22
	7-9 Years	20	22.22
	9 & Above	10	11.11
Positions in the Organisation	Manager	20	22.22
	Project Leaders	28	31.11
	Supervisors	22	24.44
	Others	20	22.22

Sources: Primary Data

From the above mentioned table it can be observed that among the respondents, majority of the respondents are young as in the KPO industries many graduates sort to enter the organisation after completing their respective studies. This table further signifies that majority of the gender are female and the reason behind is that they would prefer to work in the organistion which is nearer to there native as compared to the far places like going to other cities. Further it can be observed that people completing graduation have got higher interest in the industry as compared to the persons completing education PG and other respective Degress.The study further observed that majority of the respondents possessing professional qualification is less as many employees after reaching certain higher studies normally deviates themselves for getting any further new opportunities which can prosper there respective careers in best way. The study further signifies that majority of the respondents are possessing experience within 3 years and this young graduates prefers to enter the organisation as they complete their respective jobs and after 3 years they join other companies as they possess more experience. As the competition within the company is high, majority of the respondents left the company early hence getting to the top position is a difficult task.

Table Showing Factors Influencing in Creating Organisational Citizenship Behaviour

Particulars	Strongly Agreed	%	Agreed	%	Neither Agreed nor Disagreed	%	Disagreed	%	Strongly Disagreed	%
Individual Competencies	32	35.55	21	23.33	12	13.33	18	20	7	7.77
Leadership Style	31	34.44	22	24.44	15	16.67	16	17.77	6	6.67
Company policies	20	22.22	28	31.11	18	20.00	6	6.67	8	8.88
Work Culture	22	24.44	24	26.67	18	20.00	8	8.88	8	8.88
Employee perception	28	31.11	23	25.55	25	27.77	7	7.77	7	7.77
Emotional attachment	17	18.88	20	22.22	18	20.00	14	15.55	21	23.33
Career Growth Opportunities	26	28.88	20	22.22	18	20.00	12	13.33	14	15.55
Learning Enhancement	28	31.11	24	26.67	18	20.00	10	11.11	10	11.11

Sources : Primary Data

Every organization is normally dependent by the quality of the human resources they possess and this quality of human resources proves to be vital for success of any organization. In this regard it can be observed that what the employee can deliver to his best of abilities even when the organization is not paying them for those risk ,that determines the interest of the employee towards a particular task. From the above mentioned table it can be observed that majority of the respondents have shown higher agreeing prospect for the employees who have individual competencies and they feel that competencies can be enhanced only when they are committed towards the needs of the organization. In the above table it can be seen that 35.55% people have stated that they individual competencies is the deciding factor in

creating organizational citizenship behavior which can be in the form of helping others or providing other suggestions to ensure that the task is completed within the time. In the above table it can be seen that leadership style have got huge impact on creating organizational citizenship behavior as the people tend to be more satisfied when their personal opinion is given preference for a particular decision making in the situation. The above table states that normally the people provide the preference to those who have democratic style of leadership where everyone's opinion is taking for the consideration. In this situation it can be seen that style of leadership attracts the people towards the organization and this plays a very pivotal role in ensuring that employees are proactive towards the need of the organization .In this style of leadership ,the employees feels that organization belongs to them and they work for the satisfaction of the organization. Further it can be understood that company polices have huge impact on creating organizational citizenship among the employees. In the study it can be observed that companies' policies effects the morale of the employees which further influence the creation of organizational citizenship behavior among the employees. It can be further understood that work culture has an important significance in creating organizational citizenship behavior . The study has signified that majority of the respondents have responded that work culture has an great impact on the motivation level of the employee and in turn it can have high impact on the available human resources and there level of interest decides there urge to deliver best of the rewards for the organization. From the study it can be analyze many times if the employee does not feel good about the organization which includes politics or many times employees not able to deliver there best which have an lasting impact on the behavior of the employees. Employee individual perception also have huge impact on deciding the citizenship behavior of the employees. The table further signifies that as an individual employee there role in deciding the behavior is immense. The table signifies that many time the individual employee perception among himself or others matters have an huge impact on deciding the citizenship behavior. The citizenship behavior is something which can be understood only when the employees feels positive within themselves. The next variable which significant variable is the emotional attachment of the employee. If the organization is felt to be second home for the employee normally they care the organization as there own home and have got huge interest for the affairs of the company. In this table it can be further significance to understand that career growth opportunity have huge impact on deciding there loyalty for the organization . Those organization who delivers higher opportunities tend to divert there behavior towards the individual employees can get the best of citizenship behavior as mutual exchange of benefit carries more interest than compared to individual interest. If organization wants best of behaviors from the employees they should treat the employees like that. The opportunity to learn and grow signifies the interest of the employee .In this above table it can be understood that behavior of the employee is directly proportional to the learning opportunities existing within the organization. Normally employees feels good about those organizations who have taken care of the employees in the best of their abilities. Hence the interest of the employees is of paramount importance for the respective organizations.

Table Showing Impact of Organisational Citizenship Behaviour on Organisational Growth

Particulars	Strongly Agreed	%	Agreed	%	Neither Agreed nor Disagreed	%	Disagreed	%	Strongly Disagreed	%
Creates Employee engagement	33	36.66	24	26.66	20	22.22	7	7.78	6	6.66
Makes Employee Responsible	26	28.88	22	24.44	18	20.00	14	15.55	10	11.11
Performance Enhancement	28	31.11	21	23.33	25	27.78	10	11.11	6	6.67
Team flexibility	31	34.44	25	27.78	15	16.67	9	10.00	10	11.11
Sustainable Development of Organisation	28	31.11	22	24.44	10	11.11	15	16.67	15	16.67
Cost Reduction	35	38.89	20	22.22	15	16.67	10	11.11	10	11.11
Value Creation	30	33.33	28	31.11	22	24.44	5	5.55	5	5.55

Sources: Primary Sources

Every organizations want to grow and this growth is proportional to the way the employee behaves in the organization. Many times the organization could not able to choose the best of the behaviors which can be putted on the job description statement but they are there which are expected from the employees though they are not the part of psychological contract between both the parties. Among this specific behavior lies the fact that organization feels to have people who can create the differences by the virtue of behavior which are called as organizational citizenship behavior and have got high impact on the growth of the organization. In the above mentioned study it can be observed that employee engagement influences the growth of the organization as many of the employees feels that growth of the organization is directly proportion to the fact that how much the employee is engaged himself for the proposed role and how much he had delivered his best of capabilities to the existing duties and responsibilities. It can be significant way of understanding the citizenship behavior of the employees towards the organisation.In this table it can be seen that majority of respondents are of the opined that having organizational citizenship behavior for the employee makes them more engage for the particular task and hence it improves the compatibility of the organization and as well as the individual employees . It is further stated that having organizational behavior makes employees more responsible for the task and hence it improves the effectiveness of the organization in general and employees in particular . It has been observed from the table that due to organizational citizenship behavior there is improvement of performance as more and more employees are focused on working for each other and helping each other to overcome the respective difficulty . It can be further seen that being behaviorally committed to the organizational needs creates team flexibility among the employees as more and more employees can be seen working towards each other which can further increase the organizational growth of the business . In the above mentioned table it can be further seen that due to organizational citizenship behavior there has been sustainable growth of the organization . In the above mentioned table it can be further observed that due to organizational citizenship behavior the organization is able to optimally utilized there scare resources in the best manner as possible which can further increase the growth of the business organization.The best outcome of the organizational citizenship behavior is that it had created potential for growth for the organization as majority of the organization are able to understand the use the resources in optimum manner and at the same time are able to improve the individual efficiency and organizational effectiveness. Organizational citizenship behavior is the two way sword as the effective implementation of the same does not only create value for the firm but at the same time is able to create mechanism of growth by influencing work culture in positive manner which can go in long way in the growth of individuals and firms collectively. In the above mentioned table it can be seen that majority of the respondents are opined that by collectively

utilizing the resources they can have reduction in cost and at the same time the reduction of cost can be invested other areas to create value for the firms. In the above mentioned table that it can be seen that there are 38.89% respondents who feel that the organizational   citizenship behavior has created enough value for the organization and it is of the opined that due to organizational citizenship behavior majority of respondents have felt to have positive growth due to organizational citizenship behavior. From the above table it can be observed that due to organizational citizenship behavior there has been inclined to growth in the organization and value for the various stakeholders.

Major Findings and Suggestions

The study was conducted to understand the role of competencies in creating organisational citizenship behaviour. The study was able to focuses on the variable s responsible for the growth of the organisational citizenship behaviour. In the above study the concentration was laid down on understanding the variables through which competencies can build up and at the same period of time, it was analysed that apart from competencies there were many other factors which influences the creation of organisational citizenship behaviour. In the article it was founded that as majority of the respondents feels that among various variable the individual competencies have got major role in taking the initiative for creation of competencies among the employees. In the above mentioned paper it was founded that competencies have big role in building organisation the organisation. The study further states that Organisational citizenship behaviour can be instrumental tool for organisation as it helps to improve the overall efficiency of team work and can lead to successful implementation of the various policies and can bridge gap between where the employees are and where the can be in the longer period of time .The study has been is primarily focused on enhancing organisational effectiveness by virtue of enhancing and implementation Organisational Citizenship Behaviour. The Study has signified that many of the citizenship behaviour and by the virtue of organisation citizenship behaviour the employees were able to provide higher output not only for there individual performance but they were able to enrich the whole teams performance by virtue of optimum code of behaviour. This behaviour makes the work culture effective and is able to enhance productivity and efficiency of the organisation. This can also make sure that each of the employee are working for each other rather than working against each other. OCB can make sure that employees be committed not only to the tangible needs of the business but they can be made accountable to the intangible factors as well. In the above study it was observed that competencies can create organisational sustainable development which further can reduce the cost of the organisation and value enhancement can be undertaken in the organisation.

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