



ORGANISATIONAL CITIZENSHIP BEHAVIOUR OF THE EMPLOYEES

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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. So an attempt is made by the researcher to study the OCB among the employees in a public sector organisation.

Keywords: Organisational Citizenship Behaviour, Job Satisfaction, Perception, Leadership.

INTRODUCTION

Almost in all the organisation, whether it is a public sector or private we can't differentiate the process of downsizing or right sizing of the employees in order to face the market challenges, to make the effective use of the resources and to gain maximum with limited number resources. That has become the mantra of the entire organisation. To meet the expectation of the organisation employees have to exhibit more involvement,, commitment than yester years. So the behaviour of the employees is like true citizens with high level of motivation i.e., the organisational citizenship behaviour and work motivation. The employees in the organisations are proactive and self motivated or the level of motivation required is smaller to make them excel in their jobs. So an attempt is made by the researcher to understand the behaviour of the employees in a public sector undertaking.

ORGANISATIONAL CITIZENSHIP BEHAVIOUR. (OCB):

It is commonly referred as OCB. It has been defined as "individual behaviour 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."

Lambert had defined OCB as "... behaviour that (a) goes beyond the basic requirements of the job (b) is to a large extent discretionary, and (c) is of benefit to the organization".

The citizens would perform much better than any employee. Every citizen would take decisions which are aligned with the company's business objectives. The strategy and execution would work hand-in-hand delivering higher productivity, and increased business revenues.

TYPES OF CITIZENSHIP BEHAVIOUR:

- Altruism
- Conscientiousness
- Civic Virtue
- Spreading Goodwill
- Organizational Participation
- Organizational Loyalty
- Sportsmanship
- Cheerleading

REVIEW OF LITERATURE:

CHUN HUI, SIMON S, K. LAM AND KENNATHK. S. LAW (2008) examined the relationship between promotion, perceived instrumentality of organizational citizenship behaviour (OCB) for promotion, and employees' OCB before and after promotion. A field quasi-experiment involving 293 tellers of a multinational bank was conducted. Both supervisors and employees provided OCB ratings 3 months and 3 months after the promotion decision was announced. The authors found employees who perceived OCB as instrumental to their promotion and who were promoted were likely to decline in their OCB after the promotion.

METHODOLOGY

RESEARCH DESIGN:

The researcher had adopted descriptive research design.

OBJECTIVES OF THE STUDY:

- To study the personal profile of the employees.
- To study the level of organizational citizenship behaviour.
- To study the personal factors influencing organizational citizenship behaviour

TOOLS OF DATA COLLECTION:

Questionnaire was used to collect the data from the respondents. It consists of two parts. Part one consists of personal questions, Part two consists of a arbitrary scale to measure the level of OCB, developed by the researcher.

SAMPLING TECHNIQUE:

The employees working in a public sector organisation situated in Palakkad district, involved in fluid research constitute the universe of the study. The researcher used a non probability sampling method i.e., purposive sampling to draw the sample. Data were collected from 60 respondents.

FINDINGS:

PERSONAL PROFILE:

It has been found that 38.7 per cent of the employees are in the age group below 25 years of age, 89.7 per cent of the respondents were male. The 36.7 per cent of the employee's educational qualification is diploma and 21.7 per cent have under gone post graduation. 58.3 per cent were married and the remaining were un-married. Majority of the respondents i.e., 68 per cent were living in nuclear family system. 43.3 per cent of the respondents experience is between 3-5 yrs and 20 per cent of the respondents were having more than 10 years of experience. 45 per cent of the respondents monthly income is above Rs.10,000/. 71.3 per cent have under gone training programme and 28.3 per cent of the respondents were having more than three dependents.

LEVEL OF OCB:

It has been found that 48.3 per cent of the respondents were having moderate level of organizational citizenship behaviour, 26.7 per cent of the respondents were having high level of organizational citizenship behaviour and 25.0 per cent were having low level of organizational citizenship behaviour.

ASSOCIATION OF PERSONAL VARIABLE WITH OCB:

In order to identify any personal variables are influencing the level of OCB, chi-square test were employed and found that the personal variables such as age, type of family, years of experience, income and training attended were associated with OCB. There has been no association between OCB and the variables such as educational qualification, gender, marital status and the number of dependents.

ASSOCIATION OF PERSONAL VARIABLE WITH OCB:

In order to identify any personal variables are influencing the level of work motivation, chi-square test were used and found that the personal variables such as age, gender, educational qualification, marital status, type of family, years of experience and number of dependents were not associated where as the monthly income and the training programme attended have an association with the level of work motivation.

DISCUSSION:

The analysis of the study shows that respondents in the age group 26-35 years and 45 years and above are having high level of OCB. The respondents from nuclear family, respondents with more than 10 years of experience and the monthly income above Rs.10,000/- are having high level of OCB. These findings coincide with the previous research work too. The young employees are new or they wanted to move in the career path and the older employee's exhibit high level of OCB since they have to carry on with their family commitments. The higher the income higher the level of OCB.

CONCLUSION:

This study shows that the employees are having moderate level of OCB. The personal factors are associated with OCB. So the HR managers in the organisation can work on these to increase it to higher level.

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