

A Study on the Impact of Organization Citizenship Behavior among Academics in Kakinada, East Godavri District

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Abstract

The employees' commitment towards the organization is one of the significant factors that contribute to the organizational profitability. When the employees work beyond their job specification, organization profitability increases and the organizational image enhances. Such type of behavior, which an employee exhibits, is called Organization Citizenship Behavior. The current study is taken up to study the factors that results in Organization Citizenship Behavior of an employee. This study will provide a better understanding of the effect of organizational citizenship behavior on employee job satisfaction and organization performance. The results showed that Institution promoter's leadership approach & employee's increasing bondage with the organization over a period of time results in Organization Citizenship Behavior.

Keywords: Employee Commitment, Leadership Approach, Job Specification, Bondage.

Introduction

Organization Citizenship Behavior

Jacqueline et al. (2004) refers, OCB to be an extra-role behavior i.e. it is any behavior not officially required by the organization; rather its practice depends solely on the consent of employee as a consequence of the organizational environment. Organizational citizenship is discretionary behavior that is not part of an employee's formal job requirements, but that nevertheless promotes the effective functioning of the organization.

Objectives

- To study the factors that impinges on Organization Citizenship Behavior in educational institutions.
- To examine the relationship between Organization Citizenship Behavior, Job Citizenship, Interpersonal Citizenship Behavior of employees in educational institutions.
- To suggest suitable recommendation based on the study.

Methodology

The research data collected through Primary data which has been collected by Questionnaire from employees of employees in various engineering colleges of east Godavari district.

Sampling Design

The sample of 80 employees was chosen on the basis of *Stratified random sampling*.

Literature Review

Job satisfaction and commitment were found to be highly interrelated to organizational citizenship behavior. Apart from them it was found that intrinsic motives and internalization, Positive affectivity and personal motive act as important predictors of OCB (Lima Raj, Avinash Kumar- 2009). Zirgham ullah Bukhari (2008) study proved that Altruism, Conscientiousness, and Civic Virtue (three of the antecedents of Organizational Citizenship Behavior) have significant relationship with Organizational Citizenship Behavior (OCB).

OCBs yield significantly higher outcomes in the long term than in the short term for the organization (Joireman, J., Daniels, D., Falvy, J., & Kamdar, D.-2006). Organizational Citizenship Behavior might enhance coworkers' or supervisors' productivity, help coordinate activities, increase the stability of organizational performance, and help the organization attract and retain employees (Borman WC. -2004).

Attitudinal variables, like job satisfaction, organizational commitment, justice, and perceived organizational support have received much empirical attention as antecedents of OCB (Cohen-Charash, Y., & Spector, P. E.- 2001). Organ, D. W., and Ryan, K. (1995) , found the relationship between job satisfaction and Organizational Citizenship Behavior is stronger than that between satisfaction and in-role performance, among non managerial and nonprofessional groups.

If employees are treated fairly, they are more likely to have a positive attitude towards work, work outcomes and supervisors. These positive attitudes are exemplified through more abstract behaviors than traditional intra role behaviors prescribed in the job description such as OCB (Moorman, R. H. (1991).

Barnard (1938), discussed satisfaction with the organization as a primary antecedent for members being willing to cooperate. Job satisfaction was thought to be the primary antecedent for OCBs in the early stages of conceptual development of OCB

Data Analysis

Table 1: DEMOGRAPHIC DETAILS

Age	%	Experience	%	Qualification	%	Gender	%	Income Level	%
20-30 Years	81.3	0-3 Years	62.5	UG	6.3	Male	68.8	1-3 Lakh Per annum	72.5
31-40 Years	16.3	4-10 Years	35	PG	93.8	Female	31.3	3.1-5 Lakh Per annum	25
41-50 Years	2.5	11-20Years	1.3	OTHER	0			Above 5 Lakh Per annum	2.5
Above 50 years	0	Above 20 Years	1.3						

Source: Primary Data

TABLE 2: Correlation of Demographic Factors with Organization Citizenship Behavioral Factors

Particulars	Pearson Correlation Coefficient Value (r)	Significance level	Correlation
Age Vs. OCB Factors	0.465	0.000	Positive
Experience Vs. OCB Factors	0.467	0.000	Positive
Income Level Vs. OCB Factors	0.569	0.000	Positive

Source: Primary Data

Age, Experience, Income level have significant correlation with Organization Citizenship Behavioral factors i.e. if the employee is working in the organization for a long period of time he is giving the best of him for the wellness of the organization and at the same time if the employees are paid well, they are dedicated and determined not only towards their work but also for the better functioning of the organization. In this regard **Income level** has Strong Relationship with Organization Citizenship Behavioral factors.

TABLE 3: ANOVA for Organization Citizenship Behavioral Factors with Demographic Variables

Hypothesis:

H₀ (a): There is no significant relationship between Age and OCB Factors.

H₀ (b): There is no significant relationship between Experience and OCB Factors.

H₀ (c): There is no significant relationship between Income level and OCB Factors.

Demographic	Statistic (F)	Sig. level	Accept / Reject
Age Vs OCB Factors	4.870	0.000	Accept
Experience Vs OCB Factors	4.183	0.000	Accept
Income Level Vs OCB Factors	6.282	0.000	Accept

Source: Primary Data

OCB Factors have significant association with Age, Experience, Income Level.

Table 4: Correlation of Demographic Factors with Interpersonal Citizenship Behavior

Particulars	Pearson Correlation Coefficient Value (r)	Significance level	Correlation
Age Vs Interpersonal behaviour	0.286	0.010	Positive
Experience Vs Interpersonal behaviour	0.287	0.010	Positive
Income Vs Interpersonal behaviour	0.321	0.004	Positive

Source: Primary Data

Age, Experience, Income levels have significant correlation with Interpersonal Citizenship Behavior i.e. the elder and experienced employees in the organization are always showing some sought of personal & professional concern towards the other employees and the employees who were paid well helping their mates in all possible facets of their job & personal affairs.

Table 5: Correlation of Demographic Factors with Job / Task Citizenship

Particulars	Pearson Correlation Coefficient Value (r)	Significance level	Correlation
Age Vs Job Citizenship	0.211	0.061	Positive
Experience Vs Job Citizenship	0.302	0.007	Positive
Income Vs Job Citizenship	0.380	0.001	Positive

Source: Primary Data

Age, Experience, Income level all demographic factors are Significantly Correlated with Job / Task Citizenship Behavior i.e. the employees who were experienced and were paid well are wholly satisfied with organizational procedures

So, among all demographic variables **Income level** has Strong Relationship followed by Experience.

Findings:

- 81% of employees were around 20-30 years
- Age, Experience, Income levels are positively Correlated with Interpersonal Citizenship Behavior in which **Income level** has Strong Correlation
- There is a significant relationship between OCB Factors & Age, Experience and Income Level, in which Age influence will be more than any other on OCB Factors.

Conclusion:

Age, Experience and Income level of employees plays a prominent role in Organization Citizenship Behavior. Leadership Style is predominantly depends on environment i.e. Place of operation.

To sum up Leadership Style has an impact on employee's Organization Citizenship Behavior. And the Organization Citizenship Behavior will be exhibited by the employee, because of increasing bondage with the organization over years.

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