

The Effect of Organizational Citizenship Behaviour on Employee Empowerment among the Employees of Indian Cements, Chennai

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Abstract

The purpose of this paper is to support Organizational Citizenship Behavior (OCB) as an essential area of study in the field of business education that is often neglected. OCB has been defined 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 (Organ, 1988). In this study, the researcher attempts to examine this issue that what's the impacts of the organizational citizenship behavior on Employee empowerment that by recognizing such impacts, we can plan properly to enforce it. The simple random sampling method was used to collect data from 150 random employees at Indian cements, Chennai. The opinion of the respondents was obtained by using 25 questions, covering the following variables: Altruism, courtesy, Conscientiousness, sportsmanship and Civic Virtue. Responses were measured on the five point Likert scales. Data collected from the sample was analyzed by using Smart PLS 2.0 M3 software to verify the proposed framework. Measurement model and structural model were verified by Structural Equation Modeling using Smart PLS software. The study concluded that there is a statistically significant positive relationship between Altruism and OCB, Conscientiousness and OCB, sportsmanship and OCB. It is further concluded that there is a positive relationship between the factor courtesy and OCB and civic virtue and OCB.

Key words: organizational citizenship behavior, Employee empowerment, altruism, civic virtue, sportsmanship, courtesy, conscientiousness, job enlargement and job enrichment.

Introduction

Organizational citizenship behavior (OCB) is discretionary employee activity that is not explicitly part of the job description and which tends to promote the organization. This behavior is also not a part of the official system of rewards and compensation. The term was first defined by Dennis Organ in 1988. It is not a thoroughly-defined concept by nature, though an employee who embodies the qualities of OCB is often easy to recognize. While an employee who engages in OCB may not be specifically recognized for those actions, such behavior will often be rewarded indirectly. This is partly because employees who practice OCB tend to be committed to their jobs and the overall health of the organization. They are also often adept at the core functions of their jobs, which can lead to formal recognition that includes unspoken appreciation for OCB.

Some common traits observed in organizational citizenship behavior include good sportsmanship, active involvement in all professional and social company activities, and general acceptance of the rules and culture of the organization. An employee who practices OCB will typically be an exceptionally strong team player who maintains goodwill among co-workers and keeps the spirits of others upbeat. Another strong element of OCB is personal initiative. A worker with good OCB will often be able to take charge of a situation with little direction. This kind of employee typically has an innate understanding of what needs to be done in order to promote organizational goals.

Employee empowerment also means giving up some of the power traditionally held by management, which means managers also must take on new roles, knowledge and responsibilities. It does not mean that management relinquishes all authority, totally delegates' decision-making and allows operations to run without accountability. It requires a significant investment of time and effort to develop mutual trust, assess and add to individuals' capabilities and develop clear agreements about roles, responsibilities, risk taking and boundaries.

Literature Review

Organ (1997) contends that OCBs may at some point encourage some sort of reward, but that these rewards would be indirect and uncertain. Also, contextual performance does not require that the behavior be extra-role, only that it be non-task. The differences between contextual performance and OCB are slight and easy to miss, however, they do exist.

Smith and Near (1983) first proposed two dimensions: altruism and general compliance. These two dimensions serve to improve organizational effectiveness in different ways. Altruism in the workplace consists essentially of helping behaviors. These behaviors can both be directed within or outside of the organization. There is no direct link, or one-to-one relationship, between every instance of helping behavior and a specific gain for the organization. The idea is that over time, the compilation of employees helping behavior will eventually be advantageous for the organization.

Chiang and Hsieh (2008) analysed that psychological empowerment has direct effect on job performance and organizational citizen behavior has significant mediating role between psychological empowerment and job performance.

Oplatka (2009) showed that the teachers who believe in their competencies and are able to leave impact in their work and feel that their work has meaning, they will have high job satisfaction and finally higher tendency to express organizational citizen behavior. In summary, what is evident from research findings is that psychological empowerment has positive effect on job satisfaction and organizational citizen behavior (Hechanova et al., 2006).

Khajeh et al., (1390) in their article examined the relationship between empowerment and Organizational Citizenship Behavior in Kerman PE teachers. The results showed a positive and a meaningful relationship between teacher empowerment and Organizational Citizenship Behavior and between effectiveness, possessing, significance, competency and trust feeling components with Organizational Citizenship Behavior and there is a significant positive relationship. In the end, according to results of the study, authors noted that empowering teachers make improve their organizational citizenship behavior

(Khajeh et al., 1391). Khaesi et al., (1389) in their study "The relationship between Organizational Citizenship Behavior and employee empowerment in health centers of Tehran University of Medical Sciences conclude that in these centers, there is a significant relationship between empowerment employee and Organizational Citizenship Behavior there (Khaesi and others, 1391).

Rabiatul and Agus (2012) in a study entitled "Study the relationship between TQM (Total Quality Management) and Organizational Citizenship Behavior in Islamic banking in Indonesia" found Between TQM, empowerment, manager's commitment and Organizational Citizenship Behavior, and there is a meaningful positive relationship (Rabiatul and Agus, 1391).

Bagheri et al., (2011) examined the relationship between empowerment and organizational citizenship behavior and found that there is a significant positive relation between variables (Bagheri and Others, 1391).

Gilbert et al., (2010) in their studies about the relationship between Organizational Citizenship Behavior and the empowerment structure by placing mediating role of psychological burnout. The investigators found that there is a meaningful positive relationship between Organizational Citizenship Behavior and employee empowerment (Gilbert et al., 1391).

Bogler and Somech (2004) in an article entitled "The impact of empowerment, organizational commitment, professional commitment and or teacher's generational citizenship behavior in schools, Using a questionnaire among 983 in Israel high schools showed that there is a significant positive relationship between empowerment and organizational citizenship behavior (Bogler and Somech, 1391).

Statement of the Problem

Organizational citizenship behavior is a relatively novel concept which indicates the empathetic perspective, i.e. mutual trusteeship behavior of employee voluntary action towards the organization. The concept was first introduced by Dennis Organ in 1980. It is important to emphasize that every organization needs to develop OCB for effective and efficient attainment of organizational goals in the global competitive environment as employees will then take the initiative to solve any difficulty without any management intervention.

The current study is based on the factors influencing OCB and its impact on Employee empowerment, with special reference to India cements, Chennai. Organizational citizenship behavior includes the following variables: Altruism, courtesy, Conscientiousness, sportsmanship and Civic Virtue.

Objectives of the Study

1. To study the relationship between OCB and its six variables (Altruism, courtesy, Conscientiousness, sportsmanship and Civic Virtue);
2. To study its impact on job empowerment using structural equation modeling (SEM).
3. To identify and suggest new vistas for further research.

Scope of the Study

OCB is important for proper functioning of an organization as it helps to achieve the goals through the employees work as employees has some definite role in an organization. Their performance depends upon the various factors including the attitude of the employees towards their job. The performance of the employees depends on OCB. The organizational citizenship behavior is the most important behavioral stages that any organization wants to cultivate to get desired results to achieve organizational goals. In India only few organizations properly used the (OCB) concept to achieve sustained organizational productivity.

The study focused on the effects of Altruism, courtesy, Conscientiousness, sportsmanship and Civic Virtue., the five antecedents of organizational citizenship behavior on OCB in the Indian cements, Chennai.

Research Methodology

Causal Research design was used for this research by using survey method. Standard structured questionnaire were taken to collect the data related to the study. The OCB Questionnaire developed by Konovsky and Organ (1996) was used to analyze the impact of OCB in Indian cements Chennai unit. The simple random sampling method was used to collect data from 150 random employees at Indian cements, Chennai. The opinion of the respondents was obtained by using 25 questions, covering the following variables: Altruism, courtesy, Conscientiousness, sportsmanship and Civic Virtue. Responses were measured on the five point Likert scales. The primary data was collected by questionnaire

from employees of Indian cements and the secondary data was collected from books, journals websites and company manuals.

Data collected from the sample was analyzed by using Smart PLS 2.0 M3 software to verify the proposed framework. Measurement model and structural model were verified by Structural Equation Modeling using Smart PLS software.

Results and Discussions

Reliability Test: Cronbach’s Alpha reliability method was applied to check the reliability of all items in the questionnaire. The reliability coefficient value was highly significant i.e. 0.827 and depict high reliability of the questionnaire. Reliability test was applied using PASW18 software and the reliability test measures are given below:

Table 1: Showing the Cronbach’s Alpha Reliability of the Measure

Cronbach’s Alpha	No. of Items
0.827	25

The results showing reliability when item dropped indicated that the reliability could improve if item numbers 07 and 18 are dropped. However the improvement was less than .003 and therefore, ignored and all the 25 statements were retained in the final questionnaire.

Table 2: shows demographic details of the Respondents:

Age (years)	%	gender	%	Annual income	%
Below 25	14	Male	61	Below 2 lakhs	38
25 - 35	42	Female	39	2 - 5 lakhs	29
36 - 45	30			5- 10 lakhs	21
46 and above	14			Above 10 lakhs	12
Total	100	Total	100	Total	100

From the above table, it is clear that 42% of the sample size belongs to the age group of employees under 35, 61% of the employees are male and 39% are female. A total of 38% of the sample size have a annual income of rupees below 2, 00,000 rupees. This concludes the demographic profile of employees chosen for the study.

Table: 3 demonstrate the existence of a positive correlation between the factors determining OCB and the level of organizational citizenship behavior of employees. It is further concluded that there is a statistically significant positive relationship between Altruism and OCB (r=0.482), Conscientiousness and OCB (r=0.443), sportsmanship and OCB (r=0.589). It is further concluded that there is a positive relationship between the factor courtesy (r=0.386) and OCB and civic virtue and OCB (r = 0.527).

Table 3 showing Correlation analysis and regression analysis for the factors determining OCB

particulars	r	sig	correlation	R	R ²	Beta coefficient	F	Sig	Cronbach alpha
Altruism vs OCB	0.482	0.00	Sig. positive	0.382	0.145	0.838	23.719	0.00	0.728
Courtesy vs OCB	0.386	0.371	Positive	0.477	0.227	0.729	20.112	0.00	0.773
Conscientiousness vs OCB	0.443	0.00	Sig. positive	0.294	0.086	1.338	32.003	0.00	0.694
Sportsmanship vs OCB	0.589	0.00	Sig. positive	0.116	0.013	0.381	13.629	0.00	0.550
Civic Virtue vs OCB	0.527	0.281	Positive	0.335	0.112	0.118	4.920	0.00	0.859

From the regression analysis it is further concluded as follows: there is a positive correlation between factors influencing OCB and OCB. The R² Value specifies how much of the dependent variable (i.e. OCB of the employee) can be explained by the independent variables. Thus, Altruism contributes by 14.5%, Conscientiousness by 8%, Civic Virtue by 11.2%, courtesy by 22.7% and sportsmanship by 1.3%. The Beta coefficient provides the information of OCB variables, which helps to predict the total OCB of the organization by means of the following regression equation:

$$\text{Total OCB} = [22.69 + 0.838 (\text{Altruism}) + 1.338(\text{Conscientiousness}) + 0.118 (\text{Civic Virtue}) + 0.729 (\text{courtesy}) + 0.381(\text{sportsmanship}).$$

Table 4 shows Factor structure matrixes of loadings and cross-loading

Table 4 shows the confirmatory factor analysis with its factor loadings. The coefficient of factor loading of all variables is above 0.5, which is significant and shows that the variables selected as a part of OCB. Altruism, courtesy, Conscientiousness, sportsmanship and Civic Virtue are grouped in a significant and logical way. The study is based on the SEM model for the five variables of OCB and its impact on Employee Empowerment. Gefan and Struab (2005) concluded that the model, that by PLS method, was consistent in a number of past studies.

Scale items	Altruism	Conscientiousness	Civic Virtue	courtesy	sportsmanship	OCB	Employee empowerment
Al.3	0.775						
Al4	0.867						
Al 5	0.883						
Con 1		0.927					
Con 2		0.847					
Con 5		0.772					
Civ 2			0.867				
Civ 3			0.887				
Civ 4			0.783				
Civ 5			0.910				
Cou 1				0.767			
Cou 2				0.887			
Cou 4				0.723			
Spo 2					0.834		
Spo 4					0.861		
Ocb 2						0.886	
Ocb 4						0.794	
Ocb 5						0.768	
Ocb 7						0.837	
EE 1							0.886
EE 3							0.876
EE 4							0.834
EE 5							0.901
EE 7							0.764

Partial Least Square (PLS) Analysis

In the current study, PLS-SEM method was used to analyze the relationship between OCB and Employee empowerment. The PLS-SEM method was considered as the best alternative method to multiple regression, which take into consideration both dependent and independent factors with multi-collinearity (Falk and Miller, 1992).

Figure 1. PLS Structural Model for the OCB and job involvement

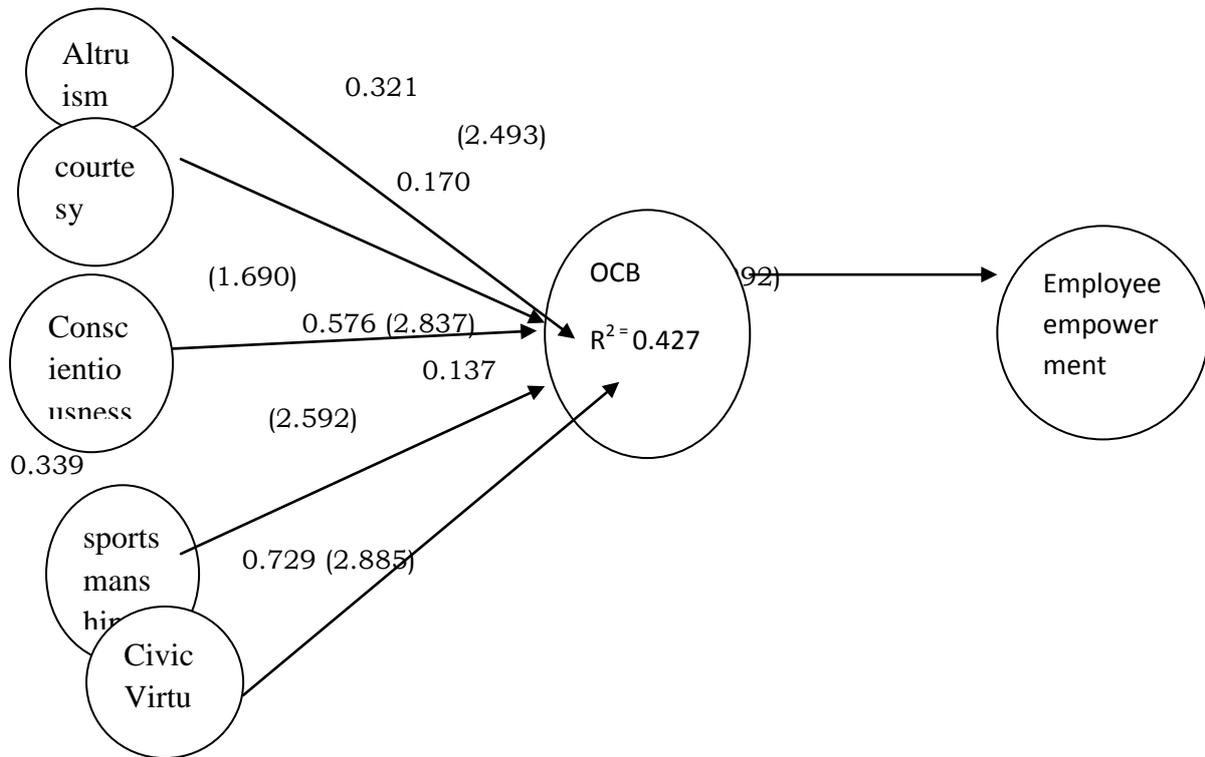


Figure 1 illustrates five variables, i.e. Altruism, courtesy, Conscientiousness, sportsmanship and Civic Virtue, whose R² value is 0.427. The illustrated model demonstrates 42.70% predictive strength of the OCB, with the value of R² greater than 0.1.

Table: 5 shows Model construct, Average Extracted Variance (AVE) and Cronbach alpha

Construct	Composite Reliability	AVE	Cronbach Alpha
Altruism	0.722834	0.582734	0.7383
courtesy	0.628243	0.592573	0.6383
Conscientiousness	0.793627	0.678243	0.8475
sportsmanship	0.826738	0.736459	0.8465
Civic Virtue	0.826351	0.682537	0.9100
OCB	0.826153	0.663823	0.8364
Employee empowerment	0.839257	0.528463	0.7374

The Average Extracted Variance (AVE) for all construct variables of OCB exceeds the benchmark value 0.5. It also validates the construct model of the variables. According to Fornell and Larcker (1981), if AVE exceeds 0.5, then model constructs satisfy the condition. Structural Equation Modeling used the squared multiple correlation to explain the predictive power of independent variable on the dependent variable. From the path diagram, it can be concluded that the five dimensions of OCB explain 42.7% of variation in

endogenous variable OCB, while OCB itself explains 33.9% of variation in the endogenous variable Employee empowerment. It is, therefore, concluded that the four components of OCB contribute to explanation of variation only around 34%.

Table: 6 shows Structural model-bootstrap: path coefficients (β), t -values and hypotheses

	Entire sample estimate Beta	Mean of sub samples	Standard Error	T statistic	Result
Altruism→ OCB	0.187	0.1864	0.0765	3.754	Null hypothesis rejected
courtesy→ OCB	0.083	0.0792	0.0755	1.447	Null hypothesis accepted
Conscientiousness→ OCB	0.473	0.7568	0.0438	5.768	Null hypothesis rejected
sportsmanship→ OCB	0.550	0.438	0.1458	8.557	Null hypothesis rejected
Civic Virtue→ OCB	0.146	0.517	0.0276	2.246	Null hypothesis rejected
OCB → employee empowerment	0.579	0.586	0.0775	6.761	Null hypothesis rejected

Note: T-values > 1.96* (p< 0.05); t-values > 2.58** (p< 0.01)

According to the results of Figure 3 and Table 8, the significance value it can be noted in the 95 percent confidence level:

1. The impact of “Conscientiousness” on "Employee empowerment significance amount is 5.768 (Hypothesis rejection)
2. The impact of “altruism” on "Employee empowerment significance amount is 3.754 (Hypothesis rejection)
3. The impact of “courtesy” on "Employee empowerment significance amount is 1.447 (Hypothesis accepted)
4. The impact of “sportsmanship” on "Employee empowerment significance amount is 8.557 (Hypothesis Rejection)
5. The impact of “Civic Virtue” on "Employee empowerment significance amount is 2.246 (Hypothesis rejection)
6. The impact of “OCB” on "Employee empowerment significance amount is 6.761 (Hypothesis rejection)

Major Results

This paper studies the factors influencing OCB, and the impact of OCB on Employee empowerment. In this study, the researcher attempts to examine this issue that what's the impacts of the organizational citizenship behavior on Employee empowerment that by recognizing such impacts, we can plan properly to enforce it. The study concluded that there is a statistically significant positive relationship between Altruism and OCB ($r=0.482$), Conscientiousness and OCB ($r=0.443$), sportsmanship and OCB ($r=0.589$). It is further concluded that there is a positive relationship between the factor courtesy ($r=0.386$) and OCB and civic virtue and OCB ($r = 0.527$). It can be concluded that the five dimensions of OCB explain 42.7% of variation in endogenous variable OCB, while OCB itself explains 33.9% of variation in the endogenous variable Employee empowerment. Thus, OCB plays a vital role in contributing to organizational performance of employees. It discusses how the extra-role behavior of employees can make an organization different and make it a more attractive place to work and to retain and attract best employees (Podsakoff et al., 2000).

Suggestions and Recommendations

1. Since the Organizational Citizenship Behavior has a significant and positive impact on Employee Empowerment in Indian cements, Chennai. We can conclude that the managers and authorities of these areas can be hopeful to empower their employees by planning in this regard.
2. Since the impact of, " Altruism , Conscientiousness and sportsmanship components from Organizational Citizenship Behavior on Employee empowerment in Indian cements, Chennai was significant, the managers and authorities of these areas can be hopeful to empower their employees by planning in this regard.
3. Since the impact of "Courtesy" and "civic virtue" components of Organizational Citizenship Behavior on Employee empowerment in Indian cements, Chennai, was not significant, which in itself is interesting, we can conclude that the managers of these areas are looking to increase human resource capacity.
4. It can be concluded that extended voluntary behavior of employees can be developed by proper recognition, dignified treatment and providing proper communication.
5. It can be inferred that in Indian cements Chennai, courtesy did not contribute to the construct of Organizational Citizenship Behavior. It means employees working for a significant duration in the organization were also not voluntarily inclined to help and assist the people who are working with them. Such lesser courtesy displayed by those employees could be the effect of high competitive environment in the modern organization.

Conclusion

This study in line with similar studies in a new organization with specific features that is changing day by day deals with the impact Organizational Citizenship Behavior on Employee empowerment. Organizational citizenship behaviors have often been conceptualized as inherently a socially desirable class of behaviors. It has been the purpose of this paper to strip away any biases and attributions for social desirability and to examine the behaviors in their strictly observable form. In doing so, a variety of motives can be examined as potential reasons why employees might exhibit OCB. Achievement, affiliation, and power are not new ideas, but the application of these motives to the study of OCB does provide a new lens through which to view OCB. Much research is still needed to validate the ideas expressed in this paper. Successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. In short, in order to reach that goal, fill full employee's job satisfaction, understand they motivation and create suitable work environments are most important thing in management reality.

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