



# **FACTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND THEIR EFFECTIVENESS -A STUDY REGARDING THE MANUFACTURING INDUSTRY IN AND AROUND CHENNAI**

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## 1. Introduction

OCB stands for Organizational Citizenship Behaviour. It aims to scrutinize the impact of organizational culture, compensation and commitment to employee performance. It has been analysed for more than 25 years and still goes on. OCB is a positivism expressed by the employees in the organization, as a sign of being a good citizen of the organization. This paper gives rise to the meaning of the nature and scope of OCB. Sukhadha Tambe 2014, Dr Meera Shankar 2014. An organization always depends on human resources for its persistence. An Employee plays a significant role in the decision-making process. An employee is a person from whom the organization expects compliance with its policies. Few employees manifest certain behaviour that goes positively beyond this expectation from the organizations. Such behaviour is known as Organizational Citizenship behaviour. It was initially proposed and studied in the United States. An organization cannot survive without good citizens as assortments of positivism is a considerable asset for the organization as it shows the nature, source, and importance of good citizenship. Though OCB is not linked to the formal reward system, it helps in the fruitful functioning of the organization. It contributes to the welfare of the community and the transformation of resources enhancing the overall performance of an organization. Andhi supriyadi, Anwar sanusi, Abdul Manan 2017.

OCB is also designated as the Good Soldier Syndrome - a behaviour displayed by dedicated employees. This type of behaviour includes punctuality, helping others, innovation; volunteering etc. It helps to improve employee productivity and performance. It also assists to increase the effectiveness of the organization. It has a productive impact on the success of the organization through improvements in productivity, coordination, stability, better utilization of resources and ability to adapt to the dynamic environment. It is also essential to understand that OCB cannot be attained through force. At the same time, employees cannot expect any additional benefits/rewards for displaying OCB as it is voluntarily done by them. On the bright side, the effort doesn't go unnoticed. It will be appreciated by the supervisors who take note of it regularly and reward these behaviours either directly or indirectly. Such appreciations give motivation to other employees, persuading them to work with OCB. Thus Organizational Citizenship Behaviour helps an employee to flourish in an organization. Sukhadha Tambe 2014, Dr Meera Shankar 2014.

### Effectiveness of Organizational Citizenship Behaviour

OCB is a very important phenomenon for all organizations to create more effective overall organizational development. The recent years of liberalization and globalisation of the Indian economy compel all organizations to practice the OCB among the employees. This leads to several individual consequences for the employees as well as organizational consequences. The measurement of OCB is the observation of OCB in any organization that ultimately leads to the assurance of a conducive and good working

environment for the employee. This attempt at a creative conducive work atmosphere ultimately leads to productivity increase for the organisation and individual performance for the employee. It also offers satisfaction to the employees and profitability satisfaction to the organization. This OCB reference the employees into a product type as well as process quality of leadership motivate them to make dynamic decision making in the organizational goal achievement. The OCB is also one of the components of learning and its effectiveness it complies with employees to have a learning process through appropriate training and development to improve their knowledge and their skills. These are all the effectiveness of OCB which is the most wanted and required component for any organisation to reach organizational goals.

### Review of the Literature

Rashmi Subedi, Dr Arhan Sthapit, (2019). In this research, the researcher found that gender has no significant relationship with the OCB of the respondent but also, found that significant relationship between ethnicity and length of service with the OCB of the respondent. Finally, the researcher found that negative correlation between employee empowerment and OCB. Arshdeep Singh and sukmani, (Dec 2018). In this research, the researcher found that Altruism, conscientiousness and civic virtue found a positive impact on OCB and also positive OCB has a huge impact on job satisfaction, personal characteristics and performance. Nafei Wageeh A. (2012), Journal of King Abdulaziz University. In this research, the researcher found that statistically significant relationship between OCB with organizational justice, personal characteristics and also healthy found of workers towards organizational justice. Ahmed, Ishfak, Mohammad, Sher Khushi Islam, Talat, (2013). The researcher found a fair relationship between perceived fairness in performance appraisal and OCB while organisational commitment mediated this relationship. Sudhir Chandra Das, 2020. This research found a strong relationship between the OCB of the bank official's influence towards organisational performance. Dr Arvind Hans, Dr Soofi Assa Mubeen, (Jan 2015 Civic virtue explained the different variances towards the construct of OCB compared to altruism and conscientiousness. The variance was elaborate by the antecedents to OCB was highly significant. Sih Darmi Astutia, Kusni Ingrihb, 2019, Purpose of this study is to find the effect of competence on OCB as mediated by organizational commitment. But the result shows competence affects organizational commitment but it does not mediate the relationship between competence and OCB. Ugung Dwi Wibowo, Dinar sari Eka Devi, 2017, IMC 2016. This finding shows that there is a relationship between religiosity on the organizational citizenship behaviour of employees. V.Madhusudhan Goud, Dr Sheena, 4<sup>th</sup> 2020. This study found that relationship between internal branding and OCB of frontline employees (FLE) in public sector banks in India. Findings show that by giving internal communication, training and reward. Significantly influence OCB towards individuals and organizations. Zareen Mazunder, Dr Arun Barman, (Aug 2018), The researcher concluded with a significant way towards encouraging OCB to the employees as well as to the or in private sector banks and also to find the relationship

between organizational effectiveness and organizational behaviour in private sector banker. Finally, the researcher concludes that practising OCB is the lowest cost and best way for the bank to reach organizational effectiveness. N V. Karthiga. I (2016) The study was made to explore OCB which was regarded as needed for the success of an organization. The researcher concluded that in the field of citizenship behaviour, the scale is regarded as a reliable instrument which can be of great utility for practising OCB.

Paul Mahajan, 2018, This study is to explore the relationship between organizational justice and job satisfaction of socio-demographic characteristics of employees. A high level of two variances is available between procedural justice and interactional justice.

Mahmud Akbolat, Oguz Isik, Ab Yilmaz, Nesrin Akca, This study is to examine psychological factors influencing OCB and turnover intention among Nigerian employees. He found a negative relationship between turnover intent and OCB.

**Objectives of the Study**

- To Identification of extra-role behaviour willingness as a sign of high OCB
- To find the necessity for hierarchical management to be reduced and high OCB connected to the high-performance level found
- To recognize strong levels of dedication and motivation

**2. Data Methodology**

The researchers administered a questionnaire anchored on a five-point Likert scale. The response categories ranged from “1 – strongly disagree” to “5 – strongly agree” for all the variables. This research paper was based on a Quantitative approach to examine a research problem. Both primary data and secondary was used in this study. The samples were selected in Chennai. The Snowball sampling technique was used in this research. A pre-test of a structured questionnaire was performed on a sample of ten respondents. The research sample consists of 100 respondents. To evaluate research results, descriptive statistics tools such as T-test absolute and relative frequencies were used. Secondary data has been collected from various websites and books. The secondary process of information was focused on digitalization, e-commerce, digital technologies, and social media platform.

**Limitation**

The respondents are limited to 100 due to time constraint Primary data was collected only from the respondent in Chennai city

**Employee Attitude and Behaviour**

To identify the exact perception of the employee attitude and behaviour the researcher adopted a t-test and obtained the result as shown below.

Table 1.1 Employee Attitude and Behaviour

	N	MEAN	S.D	S.E.M	T-test	Sig.	R
1. My company is a great place to work	513	2.1501	1.01881	.04498	-18.894	.000	5
2. I gave my best effort to my job	513	2.7505	1.00784	.04450	-5.607	.000	3
3. I get recognition for my work done	513	2.9181	1.00639	.04443	-1.843	.066	2
4. My manager motivates and cooperates with me to do my best	513	3.0352	.98060	.04334	.811	.418	1
5. Wrong people are getting promoted	513	2.7485	.89983	.03973	-6.330	.000	4

From the above table, the mean values are ranging from 2.1501 to 3.0352, the standard deviation is lying between 1.01881 to .98060, the standard error of the mean is having limitation from .04498 to .04334, and T- values are ranging from -18.894 to .811. It is found that the employees moderately agree that their higher authorities encourage them to do their job as best, whereas the employees strongly disagree their work has not been

recognized for effort given by them as well as the erroneous people are getting further promotions and their organization is the best place to work.

**Employee Engagement**

To identify the exact perception of employee engagement the researcher adopted a t-test and obtained the result as shown below.

Table 1.2- Employee Engagement

	N	MEAN	S.D	S.E.M	T-test	Sig.	R
1. Most of the time I grasp positive results for work done	513	2.7310	.98908	.04367	-6.160	.000	3
2. My work is valued by this organization	513	2.5906	1.17928	.05207	-7.862	.000	5
3. I have received the training to do my job well	513	2.7212	.89174	.03937	-7.080	.000	4
4. The amount of work given to me is a reasonable one.	513	3.5458	.87184	.03849	14.180	.000	1
5. I have sufficient tools and resources to do my job well	513	3.4932	.90811	.04009	12.301	.000	2

From the above table, the mean values are ranging from 2.5906 to 3.5458, the standard deviation is lying between .87184 to 1.17928, the standard error of the mean is having limitation from .05207 to .03849, and T- values are ranging from -7.862 to 14.180. It is found that the employees moderately agree that, the work which they are doing given by their superiors is fair and they are

having adequate tools to do their job. Whereas they strongly disagree with getting constructive results for their work as well as they are getting training from their senior and their activities are measured by their organisation.

**Job Satisfaction**

To identify the exact perception of job satisfaction the researcher adopted a t-test and obtained the result as shown below.

Table 1.3- Job Satisfaction

	N	MEAN	S.D	S.E.M	T-test	Sig.	R
1. My current work situation is not a major source of frustration in my life.	513	3.5263	.89910	.03970	13.259	.000	1
2. I'm pleased with my work	513	2.9123	1.03366	.04564	-1.922	.055	3
3. My work in these practices has met expectations.	513	3.0487	1.03057	.04550	1.071	.285	2
4. There is good communication from the manager to employees in the company	513	2.9123	.89383	.03946	-2.223	.027	3
5. Overall, I'm satisfied with my current place.	513	2.8012	.86345	.03812	-5.216	.000	5

From the above table, the mean values are ranging from 2.8012 to 3.5263, the standard deviation is lying between .86345 to .89910, the standard error of the mean is having limitation from .03812 to .03970, and T- values are ranging from -5.216 to 13.259. It is found that the employees moderately agree that their working place is not a major origin place for annoyance in life and that practising their work has met their expectation. The employees strongly disagree with being pleased with

their work as well as communication between the manager to the employee are good and they are satisfied with their current working place.

**Employee Commitment**

To identify the exact perception of employee commitment the researcher adopted a t-test and obtained the result as shown below.

Table 1.4- Employee Commitment

	N	MEAN	S.D	S.E.M	T-test	Sig.	R
1. I feel very little loyalty to this organization.	513	3.0682	.97689	.04313	-1.582	.114	4
2. I'm proud to tell others that I'm part of this organization	513	3.8577	.70241	.03803	27.657	.000	1
3. I talk up the organization to my friends as a great organization to work for	513	2.9844	.86136	.03583	-.410	.682	5
4. I would take very little chance in my present circumstance to cause me to leave	513	3.7212	.81146	.03798	20.131	.000	2
5. I would accept almost any type of job assignment to keep working for this organization	513	3.6355	.86018	.03798	16.733	.000	3

From the above table, the mean values are ranging from 2.9844 to 3.8577, the standard deviation is lying between .86136 to 3.8577, the standard error of the mean is having limitation from .03583 to .03803, T- values are ranging from -.410 to 27.657. It is found that the employees moderately agree that they are very glad to tell about their organization to others and they will take little chance to leave the job whereas they are ready to do

any type of job assigned to them and also they are little delegation to their organisation. The employees strongly disagree that they are freely discussing their organisation with their friends.

**Emotional Exhaustion**

To identify the exact perception of employee emotional exhaustion the researcher adopted a t-test and obtained the result as shown below.

Table 1.5- Emotional Exhaustion

<b>I. Emotional Exhaustion</b>	N	MEAN	S.D	S.E.M	T-test	Sig.	R
1. I feel used up at the end of the workday	513	3.7856	.90184	.03982	19.730	.000	2
2. I feel fatigued when I get up in the morning and have to face another day on the job.	513	3.7953	.88995	.03929	20.241	.000	1
3. Working with people all day is a strain for me.	513	3.5770	.93876	.04145	13.921	.000	3
4. I'm frustrated by my job.	513	3.5614	.98852	.04364	12.863	.000	4
5. I feel very emotionally drained from my work	513	3.4347	.85703	.03784	11.486	.000	5

From the above table, the mean values are ranging from 3.4347 to 3.7953, the standard deviation is lying between .85703 to 3.7953, the standard error of the mean is having limitation from .03784 to .03929, T- values are ranging from .11486 to 20.241. It is found that the employees moderately agree they feel very tired from doing the same job day by day as well as they feel fully fed up at end of the day and they feel burdens and frustrated as well as emotional in their work.

**Findings**

This Current research is to find out organizational citizenship behaviour in manufacturing sectors with five important attributes of employees. So far single study is conducted in the field of organizational behaviour. The study was conducted in small and medium enterprises in the manufacturing sector. The data was collected from 513 respondents. As a result, the researcher found that the employees strongly agree that they are getting motivated and cooperative with their managers and that

the work given by the managers are reasonable, as well as the employee, said that their current work situation has not been frustrating in their life. The employees feel proud of their organization and they are emotional exhaustion to do their job regularly.

### 3. Conclusion

Since OCB is recognized as a necessary prerequisite for improved organizational performance and effectiveness, managers should place sufficient emphasis on it. OCB has had numerous beneficial effects on the company, including raising employee satisfaction levels, retaining, etc. However, it's also important to keep in mind this construct's darker side, which could result in less productive and efficient organizations. In this post, a few OCB good and negative aspects have been emphasized to help practitioners understand how to apply OCB in an organization. Organizations can use the factors of OCB like HR policies, job embeddedness, and employee engagement as tactics to support OCB. The research paper will also assist the research on OCB and its associated outcome variables. This will make it easier to comprehend employees' auxiliary behaviour when conducting organizational analysis. This study concluded that employees strongly agree that they are getting motivation and cooperation from their manager, they feel the work given to them is adequate and they strongly agree that their work situation is not a major source of frustration as well as they feel very proud to tell about their company to their friends but they feel exhausted for another workday ahead.

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