

# Evaluation of Organizational Citizenship Behavior in relationship with Organisational Commitment - An Analysis in Information Technology Sector.

P.Karthika, Dr.R.Umamaheswari

Research Scholar, Associate Professor &HOD of Management

Department of Management, Sree Saraswathi Thyagaraja College, Pollachi,India.

## ABSTRACT

This paper is an effort to understand and examine the various dimensions of organizational citizenship and its relationship with facet of Organisational Commitment. The sample data are derived from a questionnaire survey of 125 respondents in IT professionals working in Tidel Park, Coimbtore. Factor analysis, correlation and regression technique were used to analyse the study. The results indicate five components were identified in OCB namely (1) altruism, (2) civic virtue (3)sportsmanship (4) courtesy and (5) Conscientiousness. There exist a positive relationship between organizational citizenship behavior and Organisational Commitment

Keywords: Organisational Commitment(OC), Organization Citizenship Behavior(OCB)

## 1. INTRODUCTION

OCB is also known as Extra-role behavior which plays a significant role in the development of the organisation. Organizational citizenship behaviors (OCB) are workplace activities that exceed employee's formal job requirements and contribute to the effective functioning of the organization (Dávila de León, Finkelstein, 2011). Organ (1988) conceptualized OCB into five dimensions, namely, conscientiousness, sportsmanship, courtesy, civic virtue, and altruism. In explanation of these variables conscientiousness is extra-role only in the sense that it involves engaging in task-related behaviors" at a level that is so far beyond minimally required or generally expected levels that it takes on a voluntary flavor. Organ has defined sportsmanship as a willingness to tolerate the inevitable inconveniences and impositions of work without complaining. Courtesy, involves helping others by taking steps to prevent the creation of problems for coworkers. Civic virtue represents a macro-level interest in, or commitment to, the organization as a whole; Altruism defined as helping others with work-related problems (Organ, 1988)..

Organizational research dates back to the 1950s including Becker (1960), Etzioni (1965), Kanter (1968), and Saunders (1956).These studies all suggested that organizational commitment is a large multivariate construct. Although it may elude precise definition, organizational commitment has been shown to be important to improving organizational effectiveness and retention. More recently, organizational commitment has been studied with respect to other concepts such as careers, organizations, norms, identification, morals, work, job involvement, security "side-bets," affect, psychological ownership, and so forth (Pierce & Geyer, 1991; Porter et al., 1974; Powell & Meyer, 2004; Liou & Cheng, 2008; Wagner, 2007). The majority of research in this area has been derived from the perspectives of organizational psychology and sociology and has focused on retention and turnover (Mathieu & Zajac, 1990; Mowday et al., 1979; Price & Mueller, 1981). The focus of this study is on organizational commitment and OCBs exist in the information sector, there is always a need to carry out the most pioneering practices in the organisation to analyses the best practice of Human Resource Activities. Therefore, we aim to examine linkages between various perceptions of employees in Organisational commitment and OCB.

## 2. LITERATURE REVIEW

### 2.1. OCB

Organ (1988) defined organization citizenship behavior (OCB) as the individual's 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 then proceeded to define what he meant by discretionary, as the behavior that is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization. Discretionary behavior being rather a matter of choice, its omission is not necessarily recognized and rewarded by the organization. OCB links performance and job satisfaction in a meaningful way ( Organ, 1988; Moonman , 1991 )(Organ 1988; Moorman 1991). According to Organ (1988), OCBs have a variety of forms , including altruism, courtesy, sportsmanship, civic virtue and conscientiousness. Altruism means that employees help others with organizationally relevant tasks. Courtesy means that they treat others with respect. Sportsmanship implies that employees have a positive attitude and are willing to tolerate less than ideal circumstances without complaining. Civic virtue means that employees responsibly participate in, and are concerned about, the welfare of the company. Conscientiousness is discretionary behavior that goes well beyond minimum role requirement of the organization, such as making phone calls to take care of business from home. Cohen and Vigoda (2000 ) highlighted the importance of OCBs for virtually all forms of organizations and noted that OCBs improve organizational effectiveness through a multitude of ways. William et al (2002) found that organization justice components have strong positive effects on OCB. The

positive contribution of OCB to organizational performance is widely accepted by literature (Podsakoff and MacKenzie, 1994, 1997; Podsakoff et al., 2000). These important contributions to organizational success, it is critical for organizations to understand how and why employees engage in OCBs. Both Katz (1964) as well as Katz and Kahn (1966) discovered the success of the functioning of an organization must be coupled with the constructive and cooperative behaviours that are beyond the traditional job requirements, similar to the discussion which had taken place among Lester et al. (2008). Therefore, three fundamental behavioural types which were crucial to an organization to ensure survivability as well as well-functioning had been highlighted by Katz (1964). According to him, (i) people need to be persuaded to go into and to remain in the organization, (ii) it is a must for them to conduct given role assignments with that of a reliable manner, as well as (iii) activities which were of spontaneous and innovative must be present so that objectives of the organization which go beyond the specification of role can be achieved.

In today's global modest situation, organization wants to have exceptional employees those who do not only work hard but also display good traits, cooperative nature, tendency to work in team to achieve organizational goal. Organizations are encouraging their employees to engage in Organizational citizenship behavior. Statistical analysis revealed five dimensions of OCB as perceived by the managers in the organization. They were Sportsmanship, altruism, Civic virtue, courtesy and conscientiousness. Though the order of the dimensions of OCB varies as compared to Podsakoff, MacKenzie, Moorman, & Fetter (1990), it reflects that Employees do believe in helping others and lending their helping hand to the coworkers. In Indian organization as Organ identified five dimensions OCB as:

1. Altruism, explains comprising of discretionary behaviors for helping people in an organization at appropriate time or problem.
2. Courtesy, encourage consulting with other workers in the organization before acting, giving advance notice, and information.
3. Conscientiousness, defines performing his or her assigned tasks in a manner above what is expected.
4. Civic Virtue, which is the involvement that the employee shows in the political life of the organization.
5. Sportsmanship, which refers to refraining from complaining about trivial matters.

## 2.2. Organisational Commitment

Mowday, Porter, and Steers (1982) defined organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization". Other researchers have defined organizational commitment as the psychological attachment that individuals develop toward an organization (Fiorito et al., 2007; Wright & Kehoe, 2007). More recently, Somunoglu, Erdem, and Erdem (2012) defined organizational commitment as the degree to which an individual embraces the values and goals of an organization. The key notion in each of these definitions is that organizational commitment is a major variable that influences a number of organizational outcomes such as employee job performance and job satisfaction, personnel turnover, and organizational citizenship behaviour. Gelada, Dobson, and Gilbert (2006) indicated that organizational commitment should be of interest to organizations because there is a body of research that links levels or organizational commitment to a number of outcomes for an organization

## 2.3. Organisational commitment and OCB

Previous study carried out by Singh Anita (2013) states that Organizations require employees who are prepared to work beyond their job descriptions. These employees often exert behaviors that go beyond their prescribed job obligations that improve the overall performance of the organization. These are the employees on whom the organization ought to focus retention efforts in order to ensure and sustain successful functioning of the workplace. The objective of this paper is to examine the effect of organizational commitment on organizational citizenship behavior in retail sector. It is observed that normative commitment and continuance commitment have a significant impact on organizational citizenship behavior, whereas affective commitment has no significant impact on organizational citizenship behavior.

## 3. MEASURE AND METHODS

### Objective:

1. To study various dimensions of the OCB Organisational Citizenship Behaviour in IT organisation.
2. To study the relationship between the Organisational commitment and OCB dimension among the IT professionals.

### Methodology:

Sample used for the study is convenient sampling technique. The populations for the study consist of IT professionals working in the Tidel Park in Saravanapatti, Coimbatore. 125 respondents were considered for the study. A questionnaire was framed with the dimensions of OC and OCB, along with the 5 point Likert scale ranging from SA= Strongly Agree, A=Agree, N=Neutral, D= Disagree, SD=Strongly Disagree. In an attempt to measure OCB, scale developed by Podsakoff and MacKenzie (1989) has been used in the study. The scale consists of 15 items and captures the five dimensions of OCB as: Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness

## 4. ANALYSIS & INTERPRETATION

### Demographic Profile

Age	Percentage	Experience	Percentage	Marital Statuas	Percentage
Less than 30	60	0-5 years	70	Married	34
30-40	20	6-10 years	10	Single	66
41-50	12	11-15 years	11		
51 & above	8	More than 15 years	9		

### Analysis using Factor Analysis and Kaiser-Meyer-Oklin :

#### 4.1 Dimensions of OCB

Kaiser-Meyer-Oklin (KMO) signified that each factor had adequate number of items. In the present study, KMO values for OCB (0.89) was satisfactory. In addition, the values of Bartlett test of sphericity indicated significant values ( $p=0.00$ ). Commonalities were inspected to extract factor loading smaller than 0.50. Rotated component matrix was performed in order to identify which items were loaded on which factor. After removing factors loaded on different dimension than the original one and double

loaded factors, the processes were iterated for each scale.

#### Factor analysis for organizational citizenship behavior

Component	Initial Eigen value			Extraction sum of square loading		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.096	27.307	27.307	4.096	27.307	27.307
2	2.741	18.273	45.580	2.741	18.273	45.580
3	1.746	11.642	57.222	1.746	11.642	57.222
4	1.522	10.144	67.366	1.522	10.144	67.366
5	1.346	8.970	76.336	1.346	8.970	76.336
6	.919	6.128	82.464			
7	.806	5.374	87.838			
8	.590	3.935	91.773			
9	.415	2.766	94.540			
10	.333	2.222	96.761			
11	.190	1.268	98.029			
12	.146	.975	99.004			
13	.079	.524	99.528			
14	.055	.367	99.895			
15	.016	.105	100.000			

Following tables indicate the factor loadings, KMO and Chi-Square and Cronbach's alpha values and variance explained for each component and show which items are included in each of the subscales. The five components identified for OCB as follows: (1) altruism, (2) civic virtue (3) sportsmanship and (4) courtesy (5) Conscientiousness. The cumulative percentage of variance is 76.336.

#### Analysis using Regression and Correlation:

##### 4.2 Relationship between OC of the respondents and OCB

Hypothesis 1: There is a significance relationship between OC of the respondents and OCB

Regression analysis is a statistical process for estimating the relationship among the dependent and independent variable

Model	R	R Square	Adjusted R Square	Standard Error of Estimation	F	Sig
1	.154	.044	.021	1.197	9.202	0.003

In the following OCB is taken as dependent variable and OC as independent variable Square in the model is .044 which implies that 44% of variability in the dependent variable i.e OCB is predicted by OC.

##### 4.2(a) OC and Civic Virtue of OCB-Correlation Analysis

Hypothesis 2: There is a significance association between OC and Civic Virtue of OCB

Correlation analysis is a method used to find association between the variables. In this study the correlation analysis is carried between OC and Civic Virtue of OCB to find their existing relationship.

Variable	OCB
OC	
Pearson Correlation	0.386
Sig.(2-tailed)	0.000

It is inferred from the table that there exist a positive correlation between OC and Civic Virtue of OCB

## 5. CONCLUSION

The research indicates the five various dimension of OCB. It exist a strong relationship between Organisational Commitment and Organisational Citizenship Behavior. Organizational citizenship behavior (OCB) and Organisational Commitment (OC) aims to protect the organization against destructive and undesirable behaviors which prevent the organization's healthy operations, improves incumbents' skills and abilities and increases performance and productivity of organization by effective coordination.

## REFERENCES

- Almar, M.W. (2005).Equity sensitivity and negotiation behaviors: A look at Mexican exporters. Academy of Management Journal. Vol. 4, No 3, 1-16.
- Bateman, T.S. and Organ, D.W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee 'citizenship'. Academy of Management Journal. Vol. 26, 587-595.
- Blau, P.M. (1964).Exchange and Power in Social Life. New York: John Wiley & Sons.
- Bolino, M.C. (1999). Citizenship and impression management: Good soldiers or good actors? Academy of Management Review. Vol. 24, 82-98.
- Bolino, M. C. Turnley, W. H. and Bloodgood, J. M. (2002). Citizenship behavior and thecreation of social capital in organisations. Academy of Management Review. Vol. 27, 505-522.
- Bolino, M.C. Turnley, W.H. and Niehoff, B.P. (2004). The other side of the story: Reexamining prevailing assumptions about organisational citizenship behavior. Human Resource Management Review. Vol. 14, 229-246.

- Bolino, M.C. and Turnley, W.H. (2005). The personal costs of citizenship behavior: The relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*. Vol. 90, 740-748.
- Bolino, M.C. Turnley, W.H. Gilstrap, J.B. and Suazo, M.M. (2010). Citizenship under pressure: What's a good soldier to do? *Journal of Organisational Behavior*. Vol. 31, 835-855
- Bolino, M.C. Valcea, S. and Harvey, J. (2010). Employee, manage thyself: The potentially-negative implications of expecting employees to behave proactively. *Journal of Occupational and Organisational Psychology*. Vol. 83, 325-345.

