

# IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE CREATIVITY AMONG THE EMPLOYEES OF INFORMATION TECHNOLOGY SECTOR IN CHENNAI

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## ABSTRACT

The aim of this research paper is to reveal the fact that OCB (organizational citizenship behavior) is a very valuable construct to be studied. The construct of OCB should be in varied contexts in the sector of business. The awareness regarding OCB proves to be beneficial for the line managers, employees, managers of HR and the organization too. When the employees are ready to take up extra efforts apart from the regular contractual work, they tend to exhibit creativity in job. The current study has been done to explore the effect of OCB on the creativity of the employees in the organization. the study is done among the employees of IT sector in Chennai. The sample size of the study is 100 and the respondents are selected through simple random sampling. The data collection tool was a questionnaire and analysis is done through regression. The findings of the study revealed the fact that the OCB have positive relationship with employee creativity which means OCB influence the employee creativity of organic products.

**KEYWORDS:** OCB, Employee Creativity.

## INTRODUCTION

One of the complex fields of study for the researchers and the practitioners is the study on OCB in the work area. Many organizations are framing new strategies to make their employees an integral part of the organization, in order to retrieve the best out of them. In this context, it becomes essential to know the ways in which the employees can be made more committed towards the organization or to make them the organizational citizen. The citizen of the organization does not always seek for the rewards for his/her voluntary efforts, but has got the view that the voluntary efforts put in by them

proves to be beneficial for the progress of the organization (Sun et al, 2007). Hence, such an employee makes extra efforts to improve the functioning of the organization and brings it to the stage of progress (Cardona et al, 2004). Coyle-Shapiro et al (2004) reported that the construct of OCB can prove beneficial to the organization to get success, as all the activities in the business which are essential for getting success may not be able to be expressed in the descriptions of job or may not be anticipated.

The term creativity is termed as the way of ensuring that the organizations are flexible and are capable to handle the ever-changing competition, technological needs and markets in a very successful manner (Woodman et al, 1993). The process of creative work refers to the engagement of an employee in activities and behaviors which are organized towards the development of solutions which might be helpful for varied types of job (Drazin et al, 1999).

The word creativity means the identification of problems, utilizing the guesswork, development of hypothesis, expressing the ideas to other individuals and challenging the work which would be expected from the organizational management (Torrance, 1969). Development of a work atmosphere which motivates the employees to be creative is essential. But this alone cannot be enough condition for the development of creative results (Drazin et al, 1999). The creative atmosphere is the one which motivates the individuals to get into activities on a voluntary basis for the organizational progress (Perry-Smith and Shalley, 2003). The authors had also argued that communication with others and the adoption of the ideas of others will help to improve the creative skill of the employees in the organization (Perry-Smith & Shalley, 2003). The environment of creativity helps the employees to get involved in creative functioning (Gilson et al, 2005). Motivating the employees to make a trial of new things will make an employee to get engaged in processes of creativity.

## **NEED FOR THE STUDY**

The association or the relationship between organizational citizenship behavior and employee creativity is very complex and requires a very deep research investigation. Previous studies had explored that many literatures had investigated much more about the organizational citizenship behavior. But, only a very few studies exist which analyze the correlation of OCB with several constructs. Till now, only a very little amount of evidences are found which examines the relationship between OCB and

creativity. This research study is an attempt to fill this research gap by investigating the relationship of organizational citizenship behavior with creativity of employees.

## OBJECTIVES

The intention with which this study is executed is to observe and analyze the effect of organizational citizenship behavior on the creativity of the employees of Information Technology sector in Chennai.

## REVIEW OF LITERATURE

Chang, Chi-Cheng et al., (2011) had explored that the organizational commitment and the OCB of the employees in the organization affected the impacts of organizational learning. The aim of this study was to investigate the relation between organizational commitment, OCB and the effects of organizational learning. The theoretical background of the study was the P-O fit (person-organization). The authors had distributed questionnaires to 200 persons, for collecting the data needed for the study, in twelve companies. Out of the total of 200, 105 persons filled in and returned the questionnaire. The authors had employed SEM for testing the study hypothesis regarding organizational commitment, OCBs and the effects of organizational learning. The findings of the study showed that organizational commitment and the OCB of the employees influenced the effects of organizational learning in a positive way. It was also found that organizational commitment had a positive influence over the OCBs of the employees.

Matzler and Renzl (2007) studied among the utility sector, the personality traits as predictors of employee satisfaction and employee satisfaction as consequences of affective commitment in an organization. The study revealed that neuroticism is negatively related to employee satisfaction, Conscientiousness has no impact and agreeableness positively influences satisfaction. The study revealed that more than 20% of the variance of employee satisfaction is caused by personality traits.

Erdheim et al. (2006) in their study explored the linkages between personality and Organizational Citizenship Behavior results depicted that Extraversion has influence on affective, continuance and normative commitment. Neuroticism, conscientiousness and openness has significance on continuance commitment. Finally, Agreeableness was significantly related to normative commitment

Van den berg and Feij (2003) investigated the additive, mediating and moderating effects of personality traits (extraversion, neuroticism, achievement motivation and experience seeking) and job characteristics on work behavior. Perceived feedback mediated the relationship between achievement motivation and job performance. Extraversion predicted work self-efficacy and job satisfaction. Work stress mediated the relationship between neuroticism and job satisfaction. Job satisfaction and experience seeking were related to propensity to leave. Autonomy, skill variety and feedback were related to job satisfaction.

Podsakoff (2000) made a survey to analyze the difference between the constructs of OCB and their relation with OCB and concluded that speedy development of research on the OCB has come with some problem questions. Better understanding of OCB and its background need to be developed in order to get benefit of it.

## RESEARCH METHODOLOGY

The present research study is an attempt to explore the relationship of OCB (organizational citizenship behavior) with the employee creativity. The study is done among the employees of IT sector in Chennai. The data needed for the study is collected with the help of questionnaire. The respondents of the study are selected through simple random sampling and the sample size of the study is 100. The analysis of the collected data is done by executing regression.

## ANALYSIS AND INTERPRETATION

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>F</b>	<b>Sig.</b>
.869(a)	.755	.738	44.034	.000(a)

a Predictors: (Constant), OCB

**Coefficients(a)**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.721	.190		3.801	.000
All the teams at our organization work well together.	.198	.039	.351	5.073	.000
My team is effectively managed by Team Leader	.095	.042	.161	2.246	.027
Innovation/new ways of doing things are liked by all team members.	-.104	.043	-.162	-2.386	.019
Fulfills responsibilities specified in his or her job description.	-.045	.038	-.078	-1.173	.244
Fulfill the supervisor's expectations.	.179	.046	.295	3.843	.000
Meet the formal performance requirements of the job.	-.009	.034	-.016	-.260	.795
Engage in activities that will directly affect his or her performance evaluation	.482	.049	.635	9.795	.000

a Dependent Variable: employee creativity

This table offers the multiple correlation ( $r = 0.869$ ), the multiple correlation squared ( $r^2 = 0.755$ ), the adjusted multiple correlation squared ( $\text{adj.}r^2 = 0.738$ ), and the standard error of the estimate. The multiple correlations are the combined correlation of every predictor with the conclusion. The multiple correlations squared denote the degree of variance in the outcome which is reported for by the predictors; here, 75.5% of the variance regarding employee creativity is accounted for by statements of OCB. Hence, the adjusted  $r^2$  is suitable. The table designates that the model's  $r^2$  is significantly dissimilar from zero,  $f = 44.034$ ,  $p < 0.000$ , which explains that there is significant connection among OCB and employee creativity.

**CONCLUSION**

The opportunity to exhibit creative process for the employees in the organization helps them to show the feeling of interest and concern towards the organization. as a result, the employees tend to express more amount of discretionary or voluntary behaviors for the benefit of the organization. in the

same way, when the organization works for the benefit of the employees, the employees also, in turn, work for the benefit of the organization. This voluntary activity, which is far more than the contractual obligation, on the part of the employees is referred to as organizational citizenship behavior (OCB). The OCB of the employees helps the employees to get them engaged in creative processes which would help the organization to reap extra benefits. The OCBs of the employees also help them to carry out their work without complaining about anyone or any work or even about any situation in work environment. The OCB have positive relationship with employee creativity which means OCB influence the employee creativity of IT sector

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