

A STUDY ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG LECTURERS OF PRIVATE COLLEGES IN BENGALURU.

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Abstract

Organisational citizenship behaviour is voluntary commitment of an individual towards an organisation beyond his or her contractual task. Organisational citizenship behaviour is related to overall effectiveness of an organisation. Organisational citizenship behaviour is developing attitude an employee to own the organisation and work beyond the expectations of an organisation. Dennis organ is generally considered as the father of OCB. Organisational performance and success depends on the employee's skills, knowledge and attitude of employees.

The education system plays major role in the development of the country; educational institutions are called as temples of learning. Teaching for millennial has become challenging tasks for college and university lecturers. College lecturers have tremendous pressure due to various dimensions of their profession like teaching, research and consultancy.

Teaching is a profession which requires high level of commitment, interest and knowledge, until and unless the lecturers don't commit themselves beyond the organisational contract they cannot serve the society through transfer of their knowledge and shape the personality of students. The factors like job design, work environment, job commitment, feedback and recognition, participation in decision making are the key factor for satisfaction of employees.

It is observed that financial motivational factors for lecturers in private colleges are comparatively low , which leads to various difficulties for educational institutions to motivate the lecturers towards higher commitments and retain them. It is very important to understand the factors which lead to satisfaction of lecturers so that it will become easy for educational institutions to motivate them towards research and consultancy.

This paper focuses on understanding the various factors of organisational citizenship behaviour like organisational obedience, organisational loyalty, Organisational participation etc. The objective of the study is to build a model that helps to enhance the level of organisational citizenship behaviour among college lecturers. This study is restricted to private college or university lecturers in bengaluru.

Keywords: *Organisational citizenship behaviour, private colleges, lecturers, organisational obedience*

Introduction of the study

1.1 Introduction

It is widely accepted that organisation can not be successful until and unless employees do not own and show organisational citizenship behaviour. One of the biggest challenges for most of the organisation today is not recruiting competitive individuals but retaining them. The millenials expectations have become challenges for organisation and it is becoming highly difficult for organisations to develop the organisational citizenship behaviour.

1.2 Definition

Organisational citizenship behaviour can be 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)

Later, Organ (1988) added additional dimensions of OCB, this result in five factor model consisting of Conscientiousness, altruism, courtesy, civic virtue and sportsmanship.

1.3 Higher education in India

India's higher education system is the third largest in the world, next to the United States and China (India country summary of Higher education, World Bank). The main governing body at the tertiary level is the University Grants Commission, which enforces its standards, advises the government, and helps coordinate between the centre and the state (India, 2009). Accreditation for higher learning is overseen by 15 autonomous institutions established by the University Grants Commission (UGC). In the last

30 years , higher education in India has witnessed rapid growth, but unplanned expansion of institutes is the biggest reason for downfall of higher education system.

2. Review of Literature

(al S. e., 1983) **Smith et al**, argues that considering OCB is very important for organisation effectiveness and not easily understood through certain dimensions. OCB is directly linked to industrial psychology and it is not pure science. (al P. M., 1990), **Philip M. Podsakoff et al.**, this study focuses on effect of transformational leader behaviour on organisational citizenship behaviour and role played by subordinate's trust and satisfaction in that process. The research was conducted in large petrochemical company, and result indicate that effects of transformational leader behaviours on citizenship behaviour are indirect. (al S. B., 1991) **Scott B MacKenzie.**, investigates the OCB and objective sales productivity on manager's evaluation of sales performance. It is indicated that altruism and civic virtue are the two important dimensions which has significant impact on organisational effectiveness.

(Suh, 2003) **Mahn Hee Yoon and Jaebeom Suh.**, the study shows that trust in manager and employee satisfaction are significantly related to OCB and OCB has positive impact on perception of service quality. (Wilches-Alzate, 2009) **Guillermo Wilches-Alzate** examined the relationship between rewards and recognition, perceived organisational support(POS) and Leader Member Exchange (LMX) and its effect on employees service oriented behaviour. (Cho, 2010) **Jeewon Cho.**, focussed on transformational leadership and its impact on individual , group level employees organisational citizenship behaviour. (Dr.V.Kubendran, 2012), **B.Thiagarajan and Dr.V.Kubendran.**, to identify various factors influence the employees towards OCB. OCB has seven common themes or dimensions: (1) helping behavior, (2) sportsmanship, (3) organizational loyalty, (4) organizational compliance, (5) individual initiative, (6) civic virtue, and (7) self development.

3. Research Methodology

3.1 Significance of the study

Most of the organisations need employees who work beyond their regular job and take initiative to add values to the organisation. The expectation of the companies are not only focussed towards Skills and Knowledge but it is emphasised more on attitude too. Prior research proves that OCB has been necessary for the growth, success and effectiveness of any organisation (Murphy, 2002). In this study the fundamentals of OCB and its effectiveness is examined.

3.2 Statement of the Problems

Every person will join organisations thinking hoping that they are able to fulfil his/her needs and able to grow professionally and personally in their respective organisations. It is difficult to expect OCB in their early stages and periods of their employment in the organisation. Every employee faces certain problem, issues and challenges to adjust themselves in their initial days, but after spending sometime in the organisation they learn to manages the situation and challenges and become comfortable in their workplace. It shows that long stay in the organisation increases the efficiency and experienced people generally exhibit organisational citizenship behaviour (wegge, 2006). But it is very essential to understand the behaviour of employees in the workplace and how to develop the organisational citizenship behaviour among lecturers in colleges and universities. It is challenging task for every employer to understand the dimensions and intensity of organisational citizenship behaviour.

3.3 Objective of the study

Based on previous study and review of literature the below mentioned objectives and hypothesis is developed.

1. To examine the correlation among factors of OCB.
2. To estimate the major factor influencing OCB.
3. To estimate the impact of OCB on organisational effectiveness.

3.4 Hypothesis

A1: Ho : There is no significant relation between courtesy and organisational citizenship behaviour.

H1: There is a significant relation between courtesy and organisational citizenship behaviour.

A2: Ho: There is no significant relation between employee behaviour and employee performance

H1: There is a significant relation between employee behaviour and employee performance.

3.5 Methodology

The data is collected through structured questionnaire among selected colleges and university teaching staff in Bangalore. Around 185 questionnaire was distributed and about 99 responses were received and used for analysis after deletion of non responsive questionnaire.

3.6 Tools for Analysis

The data was classified, organised and analysed using wide range of appropriate statistical tools such as correlation analysis, reliability test using SPSS Software to achieve the objectives of the study.

3.7 Limitations of the study

The respondents were college lecturers and university professors were always busy with their schedule, which was barrier in filling up the questionnaire and conduct the interview. It was found that maximum respondents were not knowing about the concept of OCB. Maximum number of respondents were hesitant to provide their demographic details.

4. Analysis and Interpretation

Table 4.1 Personal profile of the respondents

Personal profile of the respondents	Labels	F	%
Gender	Male	36	36.36
	Female	60	60.6
	Others	3	3.03
	Total	99	100
Age	Less than 25 years	3	3.03
	26-30 years	15	15.15
	31-40 years	60	60.6
	41-50 years	18	18.18
	51 years and Above	3	3.03
	Total	99	100
Qualification	PG	63	63.63
	Mphil	3	3.03
	PhD	30	30.3
	Post Doctoral	3	3.03
	Total	99	100
Income	Less than 30000	21	21.21
	30000-40000	3	3.03
	40000-60000	9	9.09
	60000-75000	24	24.24
	75000 and above	42	42.42
	Total	99	100

F - Frequency, % - Percent

From the above table it clearly shows that most of the respondents are female with 61% followed by male with 37% and only 3% are others.

The table shows the highest number of respondents from the age group of 31 to 40 years with 61% followed by 41 to 50 years, 26-30 years and less than 25 years with 18%, 15% and 3% respectively. It clearly depicts that most of the respondents are adults.

The table shows the highest number of respondents have post graduation as their highest qualification with 63% followed by PhD holders with 30% and Mphil and Post doctoral with 3% each.

The table shows highest number of respondents have income group 75000 and above with 42% , followed by 60000 to 75000, less than 30000, 40000 to 60000 and 30000 to 40000 with 24%, 21%, 9% and 3% respectively.

4.2 Factors of OCB

Table 4.2 List of factors

Si.No	Factors
I. Organisational citizenship behaviour	
1	Conscientiousness
2	Civic Virtue
3	Courtesy
4	Altruism
5	Sportsmanship
II. Organizational Effectiveness	
1	Employees Performance
2	Employees Behaviour

First part of questionnaire consists of socio economic profiles of the respondents and the second part of the questionnaire consists of the variable relating to OCB and third part consists of the variable relating to organisational effectiveness. Such as employees performance and employees behaviour.

4.3 Reliability Test

Table 4.3 Reliability coefficient using Cronbach's Alpha

Dimensions	Cronbach's Alpha
Consentiousness	.733
Civic Virtue	.675
Courtesy	.790
Altruism	.675
Sportsmanship	.727
Organisational citizenship Behaviour	0.767
Enhances employee performance	0.725
Enhances employee Behaviour	0.802
Organisational effectiveness	0.846

The data collected is subjected to reliability test using Cronbach's Alpha. The alpha values for the various dimensions are shown in table no. 4.2. From the table it can be observed that reliability coefficients for the variable chosen are more than 0.65 on an average, which is acceptable value. So the items constituting each variable under study have fair internal consistency.

4.4 Correlation Analysis

One of the most widely used statistics is the coefficient of correlation 'r' which measures the degree of association between the two values of related variables given in the data set. It takes values from + 1 to - 1. If two sets or Please purchase PDF Split-Merge on www.verypdf.com to remove this watermark. 73 data have r = +1, they are said to be perfectly correlated positively, if r = -1 they are said to be perfectly correlated negatively; and if r = 0 they are uncorrelated. The coefficient of correlation 'r' is given by the formula

$$r = \frac{\sum XY - n\bar{X}\bar{Y}}{\sqrt{\sum X^2 - n\bar{X}^2} \sqrt{\sum Y^2 - n\bar{Y}^2}}$$

Table 4.4 Association between dimensions of organisational citizenship behaviour and employees performance and employees behaviour

Variables		Conscientiousness	Civic Virtue	Courtesy	Sportsmanship	Altruism	Employees Performance	Employees Behaviour
Conscientiousness	Pearson Correlation	1	.238*	.329**	.810**	.238*	.574**	.448**
	Sig. (2-tailed)		.018	.001	.000	.018	.000	.000
	N	99	99	99	99	99	99	99
Civic Virtue	Pearson Correlation	.238*	1	.237*	.274**	1.000**	.268**	.344**
	Sig. (2-tailed)	.018		.018	.006	0.000	.007	.000
	N	99	99	99	99	99	99	99
Courtesy	Pearson Correlation	.329**	.237*	1	.298**	.237*	.434**	.285**
	Sig. (2-tailed)	.001	.018		.003	.018	.000	.004
	N	99	99	99	99	99	99	99
Sportsmanship	Pearson Correlation	.910**	.274**	.298**	1	.274**	.556**	.449**
	Sig. (2-tailed)	.000	.006	.003		.006	.000	.000
	N	99	99	99	99	99	99	99
Altruism	Pearson Correlation	.238*	1.000*	.237*	.274**	1	.268**	.344**
	Sig. (2-tailed)	.018	0.000	.018	.006		.007	.000
	N	99	99	99	99	99	99	99
Employees Performance	Pearson Correlation	.574**	.268**	.434**	.556**	.268**	1	.733**
	Sig. (2-tailed)	.000	.007	.000	.000	.007		.000
	N	99	99	99	99	99	99	99
Employees Behaviour	Pearson Correlation	.448**	.344**	.285**	.449**	.344**	.733**	1
	Sig. (2-tailed)	.000	.000	.004	.000	.000	.000	
	N	99	99	99	99	99	99	99

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The above table depicts that organisational effectiveness.

all the variables of organisational citizenship behaviour is highly correlated with It clearly depicts that conscientiousness is highly correlated with employees' performance.

Sportsmanship is highly relevant with employees' performance. It clearly shows that supporting other employees in the workplace and maintaining the discipline in the work will improve the employees' performance.

For employee behaviour highest correlation is sportsmanship. It shows that going beyond our work and job related activities are very relevant and impacts employees behaviour.

Hypothesis 1: The above data shows that there is positive correlation between courtesy and organisational citizenship behaviour. So the null hypothesis is rejected and alternative hypothesis is accepted.

Hypothesis 2: The above data shows that there is significant relation between employee performance and employee behaviour. So the null hypothesis is rejected and alternative hypothesis is accepted.

4.5 Analysis of variance to understand the significant difference between OCB and Gender

Table 4.5 Analysis of variance to understand the significant difference between OCB Qualification, Gender and Age

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Qualification	Between Groups	90.182	30	3.006	34.069	.000
	Within Groups	6.000	68	.088		
	Total	96.182	98			
Gender	Between Groups	30.136	30	1.005	45.539	.000
	Within Groups	1.500	68	.022		
	Total	31.636	98			
Age	Between Groups	58.136	30	1.938	17.570	.000
	Within Groups	7.500	68	.110		
	Total	65.636	98			

The above data clearly shows that Organisational citizenship behaviour is more significant and important for female compare to other gender. The research previous research shows that females are relatively more stable in the organisation compared to other gender. Females look for more job security compared to other gender. The above data shows that there is significant difference among gender, age and qualification.

5. Findings, Suggestions and Conclusion

5.1 Introduction

This chapter focuses on identifying the results through the primary and secondary which was collected through questionnaire, interview and through literature review of various scholars. Suggestions are drawn through the data analysed through statistical tools. Some of the suggestions may be subjective based on the researchers opinion.

5.2 Findings

- The most of the respondents are female with 60 percent followed by male and others with 37 and 3 percent respectively.
- The most of the respondents are belonging to the age group of 31 to 40 years with 61% followed by 41 to 50 years, 26 to 30 years, 51 years and above and less than 25 years with 18 percent, 15 percent, 3 percent and 3 percent respectively.
- Regarding educational qualification, most of the respondents are with qualification of post graduation with 63 percent followed by Doctorates, MPhil and Post doctoral with 30 percent, 3 percent and 3 percent respectively.
- The most of the respondents are in the income group Rs 75000 and above with 42 percent, 60000 to 75000 with 24 percent, less than 30000 with 21 percent, 40000 to 60000 with 9 percent and 30000 to 40000 with 3 percent.
- Based on hypothesis test it clearly shows that there is a significant relationship between OCB and employee performance.
- Based on hypothesis test it clearly shows that there is a significant relationship between OCB and employees behaviour.
- Based on analysis it clearly shows that there is a significant relationship between courtesy and OCB.

- Through Cronbach's alpha test, there is a fair internal consistency among various variables of OCB.

5.3 Suggestions

The findings of the study have implications for both organisation and employees. Employees positive relationship with superiors have positively related to organisational citizenship behaviour. It benefits the superiors as well as employees to build strong positive relationship. It is highly recommended to empathise the employees and building the positive relationship creates healthy working relationship.

Employees showing courtesy and altruistic behaviour to help their co-worker with their work related problem will have positive impact on organisational citizenship behaviour. It clearly shows that employees who shows courtesy and altruistic behaviour goes beyond their comfort zone and help others without any expectations in return. These behaviours always develop good relationship among employees and improves overall organisational effectiveness.

Most of the employees agree that they are not highly satisfied with the reward system. Team based reward must be used to satisfy the employees. The colleges need to provide various financial and non financial motivational factors to satisfy the employees.

As we are all aware that the lecturers are educated and knowledgeable. Lecturing is very creative job and it requires high level of knowledge, skill and passion. It is recommended to provide more autonomy and personal freedom to decide their own objectives and teaching methodology.

5.4 Conclusion

Based on research and data, it can be interpreted that employees behaviours like conscientiousness, altruism, sportsmanship, courtesy and civic virtue are very important for the organisational effectiveness. Employees behaviour has very important impact on organisational effectiveness. Organisational citizenship behaviour makes the employees to own the organisation and makes the employees more loyal towards the organisation and reduces the labour turnover.

The research provides clear insight towards understanding the importance of employee's behaviour and its impact on organisational effectiveness. Organisational citizenship behaviour of employees has strong impact on organisational effectiveness. Employees behaviour and employees performance are dependent on organisational citizenship behaviour.

Education industry has high percentage of highly educated employees compared to any other industry in India, but it is unfortunate that the employees working in education industry especially in colleges lack motivation and freedom in their workplace due to various regulations from institute or regulatory bodies. It is very important to motivate the teaching staffs financially and non financially for achieving organisational objectives.

In conclusion, this study has contributed to the literature of organisational citizenship behaviour by examining various factors of OCB and its impact on organisational effectiveness. Human resource management professional has to realise the importance of OCB and take suitable measures to improve it for the betterment of organisational growth.

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