

A Study of Organizational Citizenship Behavior and Impact on Jobs Satisfaction of Selected Manufacturing Firms in Kolhapur

Ms. Aditi V. Aljapurkar¹ Dr. Sudhir A Patil² Dr. Y L Giri³

¹Assistant professor, Sanjay Ghodawat University, Kolhapur

²Head & Associate Professor, Dattajirao Kadam Arts, Science & Commerce College, Ichalkaranji

³Associate professor, Sanjay Ghodawat University, Kolhapur

ABSTRACT

Organizational value optimization today is by the human resources that contribute throughout their employment contract. There were debates earlier who are the real contributors. But as time lapsed, decision makers in the organizations realized that it's the human resources that bring competencies, skills, attitude and knowledge that add up the value. From personnel management to human resources management to talent management a new perspective that grabs the attention is the citizenship behavior employees portray. Not only as a stakeholder or a shareholder, but today the employees have to be the citizens of the organisation to contribute towards its development and be accountable for it. The following paper is description of the organizational citizenship behavior, its components and its overall impact on the job satisfaction of employees of a manufacturing firm.

Key words: Organizational citizenship behavior, competencies, skills, stakeholders, citizen.

Introduction:

Many organizations attribute their success to their employees. Without hardworking and creative employees, most organizations would not be where they are today. It is quite probable that many of these employees are not merely completing their assigned tasks; they are rising above and beyond their job description to benefit the organization as a whole. This extra-role performance has been termed organizational citizenship behavior (OCB). OCB has been defined as participating in activities or actions that are not formally a part of the job description, but that benefit the organization as a whole (Borman, 2004). The construct of OCB derived from the need to encourage cooperation between organization members in order to help organizations run more smoothly (Borman, 2004). Katz (1964) indicated that behaviors which are helpful and

Cooperative is essential for organizational operations. He identified three different types of behavior that are essential for a successful organization. First, people must be motivated to remain with the organization. Second, the employees must understand and fulfill their role requirements based on their job description. Third, Katz claimed organizations need employees that are willing to do more than is required of them. This last claim marks the beginning of OCB. Bateman and Organ (1983) created the term, organizational citizenship behavior and defined it in their research. Finally, and critically, OCB must 'promote the effective functioning of the organisation' (Organ, 1988, p. 4).

Organizational citizenship behavior (OCB) is referred as set of discretionary workplace behaviors that exceed one's basic job requirements. They are often described as behaviors that go beyond the call of duty. Research of OCB has been extensive since its introduction nearly twenty years back (Bateman & Organ, 1983). The vast majority of OCB research has focused on the effects of OCB on individual and organizational performance. Though OCB is a spontaneous initiative taken by staff, you are able to promote OCB in your workplace through employee motivation, as well as giving them the opportunity to display OCB; that is, creating a workplace environment that not only allows for, but is conducive and supportive of OCB (Organ, Podsakoff & MacKenzie, 2006). Successful organizations have employees who go beyond their formal job responsibilities and freely give of their time and energy to succeed at the assigned job. Such altruism is neither prescribed nor required; yet it contributes to the smooth functioning of the organization.

Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviors. Because of the importance of good citizenship for organizations, understanding the nature and sources of OCB has long been a high priority for organizational scholars (Organ, 1988) and remains so. Organizational citizenship behavior has been defined in the literature as a multi- Jahangir, et al 76 dimensional concept that includes all positive organizationally relevant behaviors of organizational members including traditional

in role behaviors, organizationally pertinent extra-role behaviors, and political behaviors, such as full and responsible organizational participation.

Organizational Citizenship Behaviors (OCBs) are a special type of work behavior that are defined as individual behaviors that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system. These behaviors are rather a matter of personal choice, such that their omissions are not generally understood as punishable. Organizational Citizenship Behaviors are thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization. Organizational citizenship behavior is a relatively new concept in performance analysis, but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. The concept was first introduced in the mid 1980s by Dennis Organ and Concept has got the momentum in recent years.

Objectives of Study:

- To examine the role of organizational culture, job surroundings and employee engagement as determinants of OCB.
- To examine the influence of OCB on employee retention, job satisfaction and absenteeism.

Importance of the Study:

- Organizational citizenship behavior is an emerging concept which focuses on employee's extra role behavior. Therefore, work behavior can be seen in terms of in-role and extra-role behavior.
- This study will help company to identify the potential of the employees.
- The concept of OCB is discretionary in nature. Therefore, this study will highlight on voluntary participation of the employees in daily functioning of the company, this will be easy for assigning the tasks to the employees.
- This study will focus on employee's abilities and their performance in the organization so that it will come to know how does and employee can perform more than his routine task.
- This study will help to know the willingness of employees to engage in extra-role behavior which will be helpful to measure citizenship behavior.

Scope of the Study:

- **Analytical:**
 1. To analyze the factors of OCB:
 - A. Altruism
 - B. Courtesy
 - C. Sportsmanship
 - D. Conscientiousness
 - E. Civic Virtue
 2. Two factors of organizational culture- 1.Uncertainty avoidance 2. Power distance, as these 2 factors are highly suitable for the study in the organization.
 3. Employee retention
 4. Job satisfaction
 5. Employee absenteeism
 6. Work- family conflict
- **Role overload**

- **Statistical:**

Descriptive data analysis for collected data regarding employee's behavior in the organization and its impact on ultimate result in achieving organizational goals.

Research Methodology:

Descriptive Research Design: As the research analysis is done in the descriptive format, descriptive research design is applied.

Data Collection Method:

- **Primary Data:** The primary data is collected with the help of questionnaire, personal interview.

- **Secondary Data:** The secondary data is collected with the help of company website, brochure and information provided by HR department of the company.

Sample Design:

Sample is calculated by using the formula of online sample size calculator: www.surveysystem.com

Confidence Level: 95%

Confidence Interval: 5

Population: 120

Sample size 'n'= 92

Sample Calculation Formula:
$$\frac{N}{1+N(e)^2}$$

Sample Design: Probability sample design is used because the sample size is calculated by using scientific formula of sample calculation.

Sampling Method: Simple Random Sampling is used as there was an equal chance for every employee to be selected as a sample.

Steps in Sample Design:

Type of universe: Finite Population 'N'= 120

1. **Sample Size:** 92
2. **Parameters of Interests:** Factors of OCB, Job Satisfaction, Employee Absenteeism and Retention, Factors of Organizational Culture, Work-family Conflict and Role Overload

Limitations:

Due to the field work, most of the sales team members are not available in office premises. Therefore, less number of sales persons is involved in the process of data collection.

The research included analysis of demographic factors and factors of OCB as mentioned in the analytical scope. The OCB levels were determined by the following norm scoring

Calculation of OCB Level:

Factor	Altruism	Courtesy	Conscientiousness	Civic Virtue	Sportsmanship
Low Level 0 to 1	-	-	-	-	-
Moderate Level 1-2	1.934	1.923	1.576	1.663	1.782
High Level 2-3	-	-	-	-	-

Table 1.0 OCB Levels

Interpretation:

Mean level of factors of OCB lies between 1-2.

Combined mean value of all the factors of OCB is = 1.776

Therefore, OCB is at moderate level

Findings & Suggestions:

Findings:

From the data analysis, following findings is drawn. These are as follows:

1. Employees are not enough authorized to take decisions on their own.
2. It is observed that, due to the lack of skills, employees are unable to take precautions to avoid emergency.
3. Employees are not that much capable to take risk on their own.
4. Welfare facilities are less in the company.

5. Attractive reward system is not designed in the company.
6. Job satisfaction level of the employees is not up to the mark.
7. Employees are not getting enough time to give for their personal and family life.

Suggestions

1. Delegation of authority should be liberalized and instead of centralization of power, there should be decentralization of authorities. Because if the employees are given authorities then they will become more responsible, because authority always comes with a responsibility.
2. Employees must be risk taker so that they can face any situation in the company. For that, business games like real time case studies from well- established companies, decision-making situational games, guests lectures should be arranged so that it will boost employee's confidence and courage.
3. Considering the location of the company, it is away from the main city and from any travelling sources. So, company should provide travelling facilities to the employees, so that they can work for long time when it is required. As well, facilities like, rest room, changing room, lunch (occasionally) should be provided to the employees to make them free while working.
4. In order to increase the job satisfaction level of employees, weekly meetings, inter-departmental discussions should be arranged so that employees will get to present their ideas and if company would implement such ideas then employees will really feel that their efforts are taken into consideration as well as compensation, company atmosphere should be encouraging.
5. Work life is maintained in company itself, but to keep balance in employees family life also, company can take initiative from their side by arranging 'Family Day' for employees and their family in which employees can enjoy one day along with their family for which funny games, entertainment, rewards ceremony can be arranged.
6. Regular employee feedback regarding their overall working, queries, family life etc should be taken. It will help to know more about employees and to solve their problems.

Conclusion

Organizational Citizenship Behavior (OCB) is a contemporary concept in human resource development. It will be helpful to know employees citizenship level with their organization. This concept will highlight important aspects in the organization such as job satisfaction, employee absenteeism and retention,

organizational culture, job surroundings etc. With the help of these parameters, OCB is measured in the company. And, if above findings and suggestion would be seriously followed by the company, then the citizenship behavior will also improve yearly.

OCB calculated in the company is at moderate level. It can be maintained and improved in the organization by implementing OCB as an annual practice.

References

1. Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. USA: D.C. Heath and Company.
2. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). Organizational citizenship behavior: Its nature, antecedents, and consequences. USA: Sage Publications, Inc

Books

1. **C. R. Kothari** (2009) "Research Methodology: Methods & Techniques". (Second Revised Edition), New Age International Publishers, New Delhi
2. Field, A. P. (2009). Discovering statistics using SPSS. London, England : SAGE
3. Organ, D. W. (1988). Organizational Citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington Books.