

A Study on Organization Citizenship Behaviour in Selected Autocomponent Units in Gujarat

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Abstract:

The current study is aimed to find out influence of certain organization and individual specific factors on employee's Organization Citizenship Behaviour (OCB). The research is carried out in organizations or units in an auto-component industry in Gujarat. Data was collected from 122 employees belonging to auto-component organizations or units in Gujarat. The study reveals that Organizational Commitment (OC), Organizational Environment (OE), Organizational Policies and Practices (OPP), Organizational Leadership (OL) are factors to Organizational Citizenship Behaviour (OCB).

Keywords: Organizational Commitment, Organizational Environment, Organizational Policies and Practices, Organizational Leadership are factors to Organizational Citizenship Behaviour.

INTRODUCTION

In today's competitive world survival and sustainable growth of any organization is possible only when its employees behaves as good citizens. The word citizenship reflect that employees not only love their work and workplace, but are willing to go beyond the assigned roles and responsibilities and contribute to the success of the organization by exerting an extra amount of efforts. A citizen is expected to behave in all possible positive manners for organizational benefits or success without expecting any reward.

Organization Citizenship Behaviour (OCB) is considered as a sum total of various individual centric traits. It reflects the individual employee's discretion while working in an organizational context. In Organizational and Industrial Psychology it is considered as a employee's voluntary commitment within an organization which doesn't belong to his/her work contract or terms and conditions of work. OCB relates to those non-rewarded productive activities in which employees are involved over and above the expectations of organization. They are neither

explicitly rewarded for their voluntary involvement nor penalized for their non-contribution. In addition to this the voluntarily contributing employees do not receive any additional training to boost their participation skills or attitude.

Organization Citizenship Behaviour, being a voluntary and individual centric trait is very difficult to observe among organizational employees. Though the organization can ensure and boost the possibility of its presence among its employees by focusing on certain organization specific and employee specific factors. Many practitioners have related OCB to organizational effectiveness hence it is termed to have a most significant consequences in workplace. Literature review also emphasizes that leadership behaviours are termed to be the most significant predictor of OCB.

Wagner & Rush (2000) also revelled through their studies that OCB has an accumulative positive effect on organizational functioning. Dennis Organ (1988) termed as father of OCB stated that an individual's discretionary behaviour, isn't overtly accepted by prescribed reward system within the organization,

although it is found to promote effective functioning of the organization.

In a research conducted by Organ and Ryan (1995) a modest relationship was observed between job satisfaction and OCB. This relationship was found to be stronger than the relationship between job satisfaction and employee's in-role performance. This clearly indicates that OCB is a dominant contributor not only to organizational effectiveness but also to employee satisfaction within the organization.

OCB has generated a substantial amount of consideration in today's research. According to Podsakoff et al (2000) the wide amount of popularity OCB received is due to its direct influence on organizational success. Through his studies he has identified that OCB is responsible to maximise the organizational performance.

Schnake (1991) emphasized on certain pro-social ethical behaviours, which can be directly linked to OCB. viz. helping co-workers in completion of their tasks, a voluntary help given to a new employee to adjust and understand his/her new work settings/culture, voluntarily doing things which are not prescribed in the regular job format. These are few ways through which OCB is demonstrated by the organizational employees. In the words of Moorman (1991), OCBs are non-traditional behaviours which are not usually captured by traditional job-description.

Some of the significant contributions given by various researchers, academicians and practitioners in the field of OCB can be summarised as follows:

Author/ Researcher	Sub-constructs of OCB	Meaning
Smith et al. (1983)	Organizational Compliance	Acceptance and adherence to organizational rules, regulations and procedures, even in the absence of supervision.
Organ (1990)	Altruism	Voluntarily helping colleagues in resolving work-related issues
Organ (1990)	Conscientiousness	Ability to go beyond minimum assigned role
Organ (1990)	Courtesy	Thoughtful and considerate behaviour leading to prevention of problems for others.
Organ (1990)	Sportsmanship	Ability and willingness to tolerate workplace inconveniences without complaining.

Author/ Researcher	Sub-constructs of OCB	Meaning
Graham (1991)	Organizational Loyalty	Commitment to organizational norms even under adverse conditions.
Podsakoff et al. (2000)	Civic Virtue	Active involvement and participation in organizational tasks governance even at great personal cost.
Podsakoff et al. (2000)	Helping Behaviour	Voluntarily helping others to resolve work-related issue.
Podsakoff et al. (2000)	Self Development	Voluntary behaviour displayed to improve employee knowledge, skills and abilities.
Ozturk (2011)	Individual Initiative	Exhibition of voluntary acts of creativity and innovation which are intended to improve organizational performance.

Through literature review it can be concluded that by studying and understanding the concept of OCB and its related factors can help organizational managers to identify or assess the factors that can motivate and satisfy their employees at workplaces.

The present study intends to identify the potential s to OCB in auto-organizational context. Majority of OCB researches have focused on identifying the effects of OCB on organizational and individual performance, but the lack of sufficient researches in identifying the s to OCB has lead to the need of this study. Further no such research is carried out in auto-industry settings in Gujarat as of now. This study is significant since presence of certain employee specific factor such as OCB could lead to organizational success.

Research Objectives/Statement(s)

The present research paper aims to study the influence of organization specific factors like Organizational Environment (OE), Organizational Leadership (OL), Organizational Processess and Practices (OPP) on individual specific factor; Organizational Commitment (OC). It will further establish the linkage of Organizational Commitment with Organization Citizenship Behaviour (OCB) of employees.

Criterion Variable (Dependent Variable)

For the present study OCB is considered as a criterion variable, which is assumed to be affected by few other variables.

Predicators (Antecedent Variables)

For the present study Organizational Environment (OE), Organizational Leadership (OL), Organizational Processes and Practices (OPP) and Organizational Commitment (OC) are considered as predictors or antecedent variables, which are assumed to affect the dependent variable by their presence in the organization.

CONCEPTUAL DEFINITIONS

Conceptual definitions of the study are identified through literature review.

Organizational Environment (OE)

Daft (1997) defined organizational environment as the impact of all those elements external to the organization which can significantly affect majority parts of the organization.

Organizational Processes and Practices (OPP)

According to the Business Dictionary, Organizational Processes and Practices depends on the ways or methodologies responsible to transform inputs (tangible or intangible) in the form of goods or services as output.

Organizational Leadership (OL)

According to Business Dictionary, OL consists of leader's ability to guide, inspire, support the employees for achieving the organizational objectives.

Organizational Commitment (OC)

Poryer et al (1974), defined Organizational Commitment as employee's attachment to the organization which signifies his/her intentions to stay long-term with the organization, and a stage of goal congruance where the individual values, objectives match with the organizational values and goals.

Organizational Citizenship Behaviour (OCB)

Basim et al. (2009) defined Organizational Citizenship Behaviour as the discretionary behaviour which is not explicitly or directly recognized by the formal reward system, that contributes in effective organizational functioning.

OPERATIONAL DEFINITIONS

Operational definitions used in the research are framed on the basis of the literature review and the requirement of the study.

Organizational Environment (OE)

It is operationally defined as an outcome of efforts shown by the organizational employees in building, sharing and gaining the knowledge.

Organizational Processes and Practices (OPP)

It is operationally defined as an outcome of

learning from the errors or mistakes and creating a mechanism that avoids their repetition in future.

Organizational Leadership (OL)

It is operationally defined as the organizational leader's or the process owner's ability to support, counsel, listen and guide the employees in all the tasks they do.

Organizational Commitment (OC)

It is operationally defined as an outcome of employees ability to learn, accept and implement new suggestions at workplace.

Organizational Citizenship Behaviour (OCB)

It is operationally defines as employee's voluntary efforts towards learning and implementing the same for organizational betterment.

RESEARCH METHODS

Target Population of Study: Employees belonging to auto-component Industry in Gujarat.

Study Population: In Gujarat, majority of autocomponent manufacturing units are located in Rajkot. Few of them are found in Vadodara and Ahmedabad. For the present study data was collected from employees belonging to two autocomponent manufacturers and supplier units located in Rajkot and Vadodara regions of Gujarat. Respondents of the study belonged to all the three level (top, middle and bottom) of management.

Sampling Method:

Population of the study consisted of many unorganized units which are not part of any association and hence convenience sampling method was identified for the purpose of research, as the research population is unknown. Hence, two accessible autocomponent units involved in manufacturing of similar engineering products were identified for the purpose of data collection. The research questionnaire was given to approximately 200 employees (100 from each selected autocomponent units) belonging to different departments, who were accessible and showed interest in giving responses for research purpose. Out of 200, 121 responses were received, which has no pure representation of Universe. Hence, the Convenience sampling method identified for the purpose of research is justified.

Sample Size: 121 employees belonging to selected auto-component organizations in Gujarat.

Development of Proposition

For the present study following propositions were developed and tested.

Hypothesis-1

H0: There is no significant relationship between Organizational Environment and Organizational Commitment.

H1: There is a significant relationship between Organizational Environment and Organizational Commitment.

Hypothesis-2

H0: There is no significant relationship between Organizational Processes and Practices and Organizational Commitment.

H1: There is a significant relationship between Organizational Processes and Practices and Organizational Commitment.

Hypothesis-3

H0: There is no significant relationship between Organizational Leadership and Organizational Commitment.

H1: There is a significant relationship between Organizational Leadership and Organizational Commitment.

Hypothesis-4

H0: There is no significant relationship between Organizational Commitment and Organizational Citizenship Behaviour.

H1: There is a significant relationship between Organizational Commitment and Organizational Citizenship Behaviour.

Descriptive and Inferential Statistics

Descriptive statistics are used to understand the basic features of the research data. Basic descriptive statistics for the variables under study are summarized in the following table:

Table I Descriptive Statistics of Variables under study

Variable	OE	OL	OPP	OC	OCB
Mean	4.261	3.501	4.191	4.280	4.241
SD	0.320	0.270	0.290	0.300	0.311
Median	4.331	4.331	4.161	4.331	4.330
Skewness	-0.043	0.342	0.000	0.112	-0.200
Kurtosis	-0.077	0.095	1.026	-0.373	1.349
Cronbach Alpha	0.620	0.616	0.638	0.673	0.646

Table I indicates the basic descriptive statistics for the data collected on antecedent and dependent variables of the study. Reliability statistics for the entire tool showed Cronbach Alpha equal to 0.879, which

indicates that the research tool is highly reliable and can be used for collecting the research data.

Table II : Inter-correlation Coefficients among Antecedent and Dependent Variables

	OE	OL	OPP	OC	OCB
OE	1	0.775**	0.306**	0.918**	0.616**
OL	0.775**	1	0.324**	0.786**	0.787**
OPP	0.306**	0.324**	1	0.331**	0.168
OC	0.918**	0.786**	0.331**	1	0.704**
OCB	0.616**	0.787**	0.168	0.704**	1

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

Table-II indicates that there exists a co-relationship among the antecedent and dependent variables of the study which is significant at 0.01 level of significance.

Table III: Chi Square test

	Chi Square Value	Sig.	Interpretation
OE & OC	332.954	0.000	Null Hypothesis Rejected
OPP & OC	126.561	0.000	
OL & OC	662.729	0.000	
OC & OCB	613.077	0.000	

As shown in Table-III, the p-value is less than 0.05, hence the entire null hypothesis framed to identify the relationship between dependent and antecedent variables are rejected. It indicates that there exist significant relationships among the antecedent variables used in study (viz. OE, OL, OPP, and OC) and the dependent variable OCB.

Table IV: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.823 ^a	0.678	0.667	0.181

a. Predictors: (Constant), OC, OPP, OL, OE

$R^2 = 0.67$; taken as a set, the predictors OE, OL, OPP, OC account for 67% of variance in OCB, which is a considerable amount of variance.

Table V: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.063	4	2.016	61.04	0.000 ^b
Residual	3.830	116	0.033		
Total	11.893	120			

a. Dependent Variable: Organizational Citizenship Behaviour

b. Predictors: (Constant), OC, OPP, OL, OE

Table VI: Coefficients^a

Model		Unstd. Coeffi.		Stand. Coeffi.		Sig.
		B	Std. Error	Beta	t	
1	(Const.)	0.671	0.302		2.226	0.028
	OE	-0.418	0.133	-0.426	-3.136	0.002
	OL	0.780	0.099	0.691	7.861	0.000
	OPP	-0.129	0.060	-0.122	-2.169	0.033
	OC	0.609	0.144	0.592	4.247	0.000

a. Dependent Variable: Organizational Citizenship Behaviour

From the statistical analysis it can be interpreted that the The overall regression model was significant .

Hypotheses Testing

As for all antecedent variables the p-value is less than 0.05, a significant multiple co-relationship among antecedent variables can be predicted.

As the p-values for antecedent variables are less than 0.05, the group of antecedent variables (OE, OL, OPP, OC) shows a statistically significant relationship with the dependent variable (OCB), or that the group of antecedent variables does reliably predict the dependent variable. In other words since $p < 0.05$ all the research hypotheses are rejected.

The coefficient for Organizational Environment (-3.136) is significantly different from 0 because its p-value is 0.002, which is smaller than 0.05.

The coefficient for Organizational Leadership (7.861) is significantly different from 0 because its p-value is 0.000, which smaller than 0.05.

The coefficient for Organizational Processes & Practices (-2.169) is statistically significant because its p-value is 0.033, which is less than 0.05.

The coefficient for Organizational Commitment (4.247) is significantly different from 0 because its p-value is 0.000, which smaller than 0.05.

RESULTS

Statistical data analysis has rejected the entire hypotheses framework under study and has revealed a substantial amount of facts which can be summarized as follows:

There exists a significant relationship between;

- Organizational Environment and Organizational Commitment
- Organizational Processes and Practices and Organizational Commitment
- Organizational Leadership and Organizational Commitment.
- Organizational Commitment and Organizational Citizenship Behaviour.

DISCUSSION

The result obtained through chi square test (Table-III) indicates that there is a significant relationship between Organizational Environment (OE), Organizational Processes and Practices (OPP), Organizational Leadership (OL) and Organizational Commitment (OC). In addition a significant relationship between Organizational Commitment (OC) and Organizational Citizenship Behaviour (OCB) is also established.

Thus, it is observed that Organizational Environment, Organizational Processes and Practices, Organizational Leadership is the direct contributors of Organizational Commitment which further contributes to Organizational Citizenship Behaviour.

CONCLUSION

Through the present study it is found that in order to be successful, an organization should focus on achieving the employee commitment which is influenced by working environment, processes and practices and employee work-related issues. This can ultimately enable employees to display organization citizenship behavior which in long run is a key to gain organizational success.

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