



# Vichaara

An International Journal of Management

Volume: 1

March 2014

Number: 2

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**ROLE OF ORGANIZATIONAL CITIZENSHIP  
BEHAVIOUR IN ARCHETYPING THE  
ORGANIZATIONAL CLIMATE**

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**ABSTRACT**

Human resource management has come a long way focusing on how people should be managed. It also focuses on congruence and commitment instead of compliance and control. The scope of human resource management is very vast and wide. It includes all activities starting from manpower planning till employee separation. Though there is technology and other things involved it is the human brain that works behind all the resources. People are indispensable resource to an organization. The concept of organizational citizenship behavior seeks to determine in which ways it influences organizational performance and individual outcomes. OCB is conceptualized as synonymous with the concept of contextual performance, defined as 'performance that supports the social and psychological environment in which task performance takes place' reflecting the flexible nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB. Thus this descriptive study has been designed to understand the relationship between organization citizenship behavior and organization culture of the employees of textile industry in Tirupur with a sample of 180 employees. The data collected has been analyzed using appropriate statistical tools for the purpose of testing the hypothesis.

**Keywords: OCB, Organizational Climate, Workplace Environment.**

## **INTRODUCTION**

Human resource management refers to the overall philosophy about the organization and how people should be managed and is not merely limited to certain specific functions. Human resource management focuses on congruence and commitment instead of compliance and control. In the past, when currency and technology was not in existence, an important resource that worked was “Human”. Since then, till now, nothing is able to succeed or replace significance of “Human” as a resource. It is true that nowadays, we also have other resources existing like machine, money or land. It is also true that we have developed and are capable of developing lots of incredible technology and systems, but the power that a human being has, the power of using the intelligence, none of the above mentioned resources can acquire that. We all know that no machine is made by itself; it is the human brain that invents it. A machine can only get a work done; it cannot help in idea generation. A machine can only work on getting instructions but a human brain also uses logics and brainwave with it. An organizational workforce consists of humans who are indeed indispensable. Organizations cannot work without workforce.

As we all know, every organization performs a diversity of functions and every function requires people to be dynamically present in it. Human resources in organizations are well known as “Employees” who are undeniably the backbone of any organization. It is obvious that when so many employees are working at one place, there has to be a managing body which takes care of its day to day functions. It helps in ensuring that the objectives for which the employees are working is met on time. It also ensures the effective and optimum utilization of the people to attain those set organizational objectives and goals. Retention and motivation of personnel are major human resource concerns today. Many organizations frequently conduct employee satisfaction and organization climate surveys, and are setting up Manpower Allocation Cells (MAC) to assign 'the right project to the right person'. In fact, some are even helping employees with their personal and domestic responsibilities to satisfy and motivate their workforce. In a tight job market, many organizations often experience precipitous and simultaneous demands for the same kinds of professionals. In their quest for manpower, they are cajoling talent around the world. In such a seller's market, companies are striving to understand which organizational, job, and reward factors contribute to attracting the best talent the one having the right blend of technical and person-bound skills. This would mean a knowledge of ‘tools of the trade’ combined with conceptualization and communication skills, capacity for analytical and logical thinking, leadership and team building, creativity and innovation.

## **ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

Organizational citizenship behavior has garnered much academic attention since its conception. It is perceived to be something intangible; OCB is not always formally recognized or rewarded, and concepts like ‘helpfulness’ or ‘friendliness’ are also difficult to quantify. Yet OCB has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness from 18 to 38% across different dimensions of measurement (Podsakoff, MacKenzie

2000; E Human resource art, 2004). Organizational citizenship is a concept that all companies wish to have but very few can actually achieve. It is rooted in individual employees' view of the company and how they associate themselves with it.

## **THE FIVE FACETS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

**Altruisms** consist of discretionary behaviors that have the effect of helping a specific work colleague with an organizationally relevant task or problem.

**Conscientiousness** consists of behaviors that go well beyond the minimum role requirements of the organization. These behaviors indicate that employees accept and adhere to the rules, regulations, and procedures of the organization.

**Civic virtue** is characterized by behaviors that indicate the employee's deep concerns and active interest in the life of the organization. This dimension also encompasses positive involvement in the concerns of the organization.

**Courtesy** has been defined as discretionary behaviors that aim at preventing work-related conflicts with others. This dimension is a form of helping behavior, and the same time helps to prevent problems from arising. It also includes the word's literal definition of being polite and considerate of others.

**Sportsmanship** is willingness on the part of the employee that signifies the employee's tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion and sportsmanship as an employee's "ability to roll with the punches" even if they do not like or agree with the changes that are occurring within the organization. By reducing the amount of complaints from employees that administrators have to deal with, sportsmanship conserves time and energy.

Organizational citizenship behavior (OCB) has undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core. OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside their specified contractual obligations. Currently, OCB is conceptualized as synonymous with the concept of contextual performance, defined as 'performance that supports the social and psychological environment in which task performance takes place'. While this reflects the flexible nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000; Werner, 1994). The colloquial understanding of OCB as going 'the extra mile' or 'above and beyond' to help others at work is an idea that many are familiar with, and these ideas continue to be a popular way in conceptualizing it. Typical examples of OCB include offering to help a newcomer become familiar

with his/her role and the office, a colleague who may be struggling with deadlines, or volunteering to change shifts.

## **ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN TEXTILE INDUSTRY**

Textile industry is a manufacturing sector where lots of processes are carried out while raw material fibers are converted to finished garment. In textile industry, environment is different as compared to other industry, where more interaction has to happen as around 80% of the manager's time is spent in handling of human resources as problems always exist in every textile oriented unit either in the form of intra department conflict or among workers making it essential for the manager to design a tool to resolve these problems efficiently. This increases the communication, coordination and involvement so that chances of misunderstanding will be reduced. Even in organizations with educated and experienced staff, due to the lack of cooperation on part of the management and the workers, the department is unable to carry out its functions in an effective manner.

## **SIGNIFICANCE OF THE STUDY**

Organizational citizenship behavior is part of willingness of people to exert effort beyond the formal obligations dictated by their positions. It has long been recognized as an essential component of effective organizational performance. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future. Most employee development and training programs fall under the following categories: career development, basic skills, supervisory skills, employees with upgraded skills, working to their full potential and equipped to deal with the changing demands of the workplace, employees with higher morale, career satisfaction, and motivation, increased productivity and responsiveness in meeting departmental objectives. The successful implementation of empowerment of employees requires change in corporate climate. It enables a person to develop personally and professionally. A state of emotional and intellectual involvement that employees have on organization leads to a greater success.

## **STATEMENT OF THE PROBLEM**

The understanding and relationship among the employees, their relationship management would prove crucial as most of these employees are from other states. They are mostly semi-skilled or unskilled. They are new to this region and work. This makes it complicated if a proper, supportive and conducive working environment is not provided. The sense of belongingness and commitment from the part of the employees would motivate them to serve better. An effort has been put in to fix out if altruism, conscientiousness, civic virtue, courtesy and sportsmanship which are the components of organizational citizenship behavior has an influence over the prevailing organizational climate.

## **PURPOSE OF THE STUDY**

- To discern the relationship between dimensions of organizational citizenship behavior and organizational climate.

## **HYPOTHESIS**

H01: There is no relationship between the dimensions of OCB and organization climate

## **REVIEW OF LITERATURE**

**D. W. Organ (1988)** while discussing how organizational citizenship behavior constructs the future years of the organizations, demonstrates that there are strong relationships among most of the dimensions and that the dimensions have equivalent relationships with the predictors (job satisfaction, organizational commitment, fairness, trait conscientiousness, and leader support) most often considered by OCB scholars. Implications of these results are discussed with respect to how the OCB construct should be conceptualized and measured in the future.

**Ben C.H. Kuo (2008)** focused on the relationship between two variables at the same level of analysis: individual social beliefs and individual perceptions of what constitutes OCB. Results indicate that the extent to which each of the OCB dimensions were viewed as in-role versus extra-role varied considerably among participants and that this variation could in part be predicted by social beliefs. The implications of understanding culture's effect on employee work behaviors and attitudes are discussed.

**Chia-Ping Yu (2010)** examined OCB in online gaming communities in which various behaviors can contribute to the community (the team) or to individuals (team members). The aim was to gain insight into ways of creating an environment that facilitated voluntary sharing of knowledge. The findings suggested that effective leader–member exchange relationships, the attractiveness of the group to individuals, and affection similarity were important in establishing a virtual environment within which voluntary contributions could be promoted effectively. In addition, the study suggested that better quality leader–member exchange relationships and positive affection toward the virtual team enhanced OCB.

**Anwar Rasheed (2013)** emphasizes the importance of OCB which is equally helpful for organizations and employees. Predictors of OCB are the factors that fluctuates the level of employees' performance in an organization. Their study along with various empirical studies has exposed a positive relationship between OCB and its predictors. Consistent with our theoretical framework, this research strongly indicates the influence of particular predictors of OCB. Organizations can benefit from this study by knowing the significance of the predictors of OCB, and

how they impact certain behavior which is valuable for both managers and employees of every organization.

## RESEARCH METHODOLOGY

It was decided that a descriptive study using primary data would be appropriate to investigate the objectives and the hypotheses. For the purpose of studying the objectives and testing the hypotheses, a questionnaire was used as an instrument to collect the data. The data collected from the pilot study was subjected to reliability test using cronbach alpha. It was found that the reliability coefficients for the variables chosen for this study are more than 0.80.

### Sampling Frame and Sampling Design

The population considered for the study is the employees of textile units of Tirupur. The sample size is 180 using snowball sampling method. The statistical tools used for analysis include mean, standard deviation and multiple regression to study the influence of OCB on organizational climate.

## ANALYSIS & INTERPRETATION

H<sub>0</sub><sub>1</sub>: There is no relationship between OCB and organization climate

**Table: 1 Regression analysis showing the relationship between the dimensions of OCB and Organization Climate**

Variables	Standardized Beta Coefficients	t Value	significance	F Value
Altruism	.505	7.807	.000	60.951
Conscientiousness	.485	7.404	.000	54.814
Civic virtue	-.024	-.315	.753	.099
Courtesy	.371	5.325	.000	28.353
Sportive sense	.133	1.791	.075	3.207

a. Dependent Variable: OC

**Table: 2 Descriptive statistics of OCB and Organization Climate**

Variables of OC	Variables of OCB	Mean	S.D
Altruism	Tendency to help others	3.60	1.065
	Willingness to help with recruitment	3.73	1.082
	Willingness to assist new colleagues'	3.64	1.327
Conscientiousness	Taking extra breaks	3.64	1.040
	Attendance norm	3.81	1.045
	Obeying rules	3.58	1.191

Civic Virtue	Attending training	3.09	1.098
	Participating company meetings	3.88	.987
Courtesy	Avoidance of hurting others	2.43	1.316
	Performing only required tasks	3.58	1.113
	Consulting their superior	3.64	1.112
Sportsmanship	Skills when hiring job	3.66	1.064
	Tolerance with the nature of team member	3.75	.985
	Willingness to do the additional work	3.28	1.078

The regression analysis (Table 1) shows the relationship between the variables of organizational citizenship behavior and organizational climate at 5% significance level. The t-values in the coefficients table indicate the variable's statistical significance. In general, a t-value of 2 or higher indicates statistical significance. The statistical significance is found to be in the directions hypothesized except for prediction by 'civic virtue'. Hence it can be concluded that there is a relationship between the variables of OCB and OC. The descriptive statistics (Table 2) also confirms the findings of regression analysis. The mean score of all the dimensions of OCB are in acceptance with the regression analysis results.

## CONCLUSION

The study was conducted with a sample size of 180 employees using snowball sampling. The data collected was coded and analyzed using regression analysis and descriptive statistics. From the inferences of the analysis it is understood that there is relationship between altruism, conscientiousness, courtesy, sportsmanship and organizational climate. It is also understood from the study that there is no significant contribution of 'civic virtue' to organizational climate exist among the employees of textile industry. The study also reveals that there is no proper involvement in the job development programs. The employee also has to be motivated to attend developmental programs organized for them by the management or by the associations that would help them to know more about their work related behavior.

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