
A STUDY ON LINKAGE BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND EMPLOYEE PERFORMANCE IN IT INDUSTRY

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Introduction

A high performance organization evolves by persistence, by treasuring employees' efficiency, merits and providing them high job satisfaction. An organization which aims at success prefers employees who can perform over and beyond specified job scope. This behaviour is coined as Organizational citizenship behaviours (OCB) which motivates employees intrinsically to perform beyond their prescribed role requirements. OCB gauges organizational performance. Organizational citizenship behaviour (OCBs) is defined by Dennis Organ, generally considered as the father of OCB, as "individual behaviour 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". OCB is an extra role behaviour which eases organizational functioning.

While there were many researches carried out in this area, argument continues with the operationalization or definition of OCB. The reason may be that OCB research is yet to define the construct while studies were carried out to understand the OCB and relating factors. Nevertheless, employees do not look for rewards and even Managers cannot insist their subordinates to execute OCB. However, as observed by Organ, Managers do consider the accomplishments of their subordinates and recognize them in the form of promotion or better ratings in performance appraisals.

Review of Literature

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 organisation. 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. Ones et al. (2007) in their study revealed that conscientiousness is the single best predictor of overall job performance and general task performance across all occupational groups-sales, managerial, skilled, professional, semi-skilled, customer services and essential services. Furnham and Fudge (2008) studied the relationship between personality factors and sales performance among 66 sales consultants from a sports organization. The study revealed that Conscientiousness and Openness influence sales performance while Agreeableness does not influence sales performance. Extraversion and Neuroticism had no significant relationship to sales performance. Clarke and Robertson (2008) studied personality in work accidents. The study reported that, except for openness, the personality traits were

strongly associated with accidents, in particular those with high levels of openness and neuroticism and those with low levels of agreeableness and conscientiousness. Also with the exception of agreeableness, the variability in the correlations was quite high. Singh (2009) studied among the IT employees working in northern India, the influence of personality traits on leadership effectiveness. The findings revealed that openness to experience emerged as the best predictor of leadership effectiveness followed by conscientiousness, extraversion and agreeableness. Overall, the findings suggest that personality traits influence leadership effectiveness.

Objectives of the study

1. To examine the impact of OCB on employee performance.

Methodology

The study is basically an empirical one based on data gathered from the employees of IT industry in Chennai. A sample of 662 employees has been chosen for the purpose of the study. The primary data was gathered using the questionnaire method administered by a prefixed schedule in person with each respondent. For this study, the researcher used a well-structured questionnaire to collect the data from the respondents. The questionnaire related to improvement needed on OCB. The researcher used Factor analysis to identify the factors of OCB. IBM SPSS 21 version was used for statistical purpose.

Factor Analysis for Improvement Needed on OCB

Factor analysis technique has been applied to find the underlying Component factors that exist in the 32 variables relating to the improvement needed on OCB.

KMO and Bartlett's Test

Table 1

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.838
Bartlett's Test of Sphericity	Approx. Chi-Square	8427.102
	Df	486
	Sig.	0.000**

** Significant at 1 per cent level

In the present study, Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) and Bartlett's test of Sphericity were applied to verify the adequacy or appropriateness of data for factor analysis. In this study, the value of KMO for overall matrix was found to be excellent (0.838) and Bartlett's test of Sphericity was highly significant ($p < 0.01$). Bartlett's Sphericity test was effective, as the chi-square value draws significance at five per cent level. The results thus indicated that the sample taken was appropriate to proceed with a factor analysis procedure. Besides the Bartlett's Test of Sphericity and the KMO Measure of sampling Adequacy, Community values of all variables were also observed.

Communalities

Communalities show the amount of data extracted from each item of improvement needed on civic virtue.

Table 2

Communalities	Extraction
The training course is relevant to my work	0.715
The training session achieved its course objective	0.645
I am willing to put great deal of efforts in training, than what is required	0.661
Venue for training is comfortable	0.571
The course materials provided are relevant to the subject	0.562
The course materials can be used in day to day reference	0.556
Training gives me great confidence in my work	0.568
I am able to add value to my work after attending the training	0.638
I get involved in knowledge sharing sessions which help me to get more knowledge at work and company	0.588
IT professional commitment to the organization vs. commitment to the profession should be analyzed	0.440
Work environment that encourages OCB is crucial	0.448
This will help IT professionals to clear ambiguities, be resourceful and assimilate and learn as they go.	0.576
High pressure deadline will quench OCB behavior	0.555
Burnout in IT professional is highly restricting OCB	0.583
Overloaded IT professionals do not have time or energy to exhibit OCB	0.570
work environment must be managed in ways that kindle perceptions of trust and fairness	0.505
Management should open up social exchange and not restrict only to economic exchange.	0.581
Employees who think the organization treats them fairly are likely to develop OCB than others.	0.480
Management gains the confidence in distributional justice.	0.415
Interactional justice captures the perceived fairness of how company policies are applied and carried out	0.478
The enactment of policies and procedures should be fairly done	0.638
The management should restrict placing unrealistic and arbitrary goals	0.483
Trust between workgroup and peers should be cordial to better output	0.380
Manager trust and Fairness trust should be higher to exhibit OCB	0.605
The employee will hesitate to go out of the way to prove a problem	0.572
Employer Manager communication should be open and clear	0.558
Manager trust enhances the room for open discussing and improves OCB	0.608
Managers should have healthy interactions with staffs to have constructive solutions that benefit both employee and the organization	0.580
Managers should listen and give confidence that practices and decisions are perceived as fair	0.484
Managers must consistently work that build trust and confidence	0.460
Timely communication is essential to build trust	0.563
Skill utilization of employee increases valence of employees	0.561

Conclusion

IT companies in Chennai have majority of the staff who fit into younger generation in the age group of 20 to 30 yrs and are Male overshadowed. While the companies possess a male dominated staff increasingly, results show sportsmanship behaviour pops out which expands to enhanced productive time. Tolerance level of younger generation in IT companies is observed to be high which reduces the friction with the team members. It also reduces the time and energy of administrator in resolving petty grievances. The initiative by the management to fetch in added projects receives acknowledgement from the majority of the employees without resentment which enhances the growth of the organisation. When the employees get extensive pay, sportsmanship and Civic Virtue OCB prevail and this is a positive feature. It is concluded that the dimensions of OCB contribute to employee performance. This proven model can be used to improve the OCB and increase the employee performance and the growth of IT Industry and the country.

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