

IMPACT OF ORGANIZATION CITIZENSHIP BEHAVIOUR ON PERFORMANCE AMONG IT EMPLOYEES IN CHENNAI

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Abstract

In India, IT industries contribution is noteworthy in economic as well as employment opportunities. Increasing number of students focus on IT related studies in order to have better social standards in society. Changing composition of workforce in organizations and its ever rising aspirations has compelled management all over to ponder Organizational Citizenship Behaviour (OCB). Changes in economic policies, globalization of the economies of the world and the duress of facing competition, both in domestic and international markets have been posing a serious challenge to all concomitant of IT sector which includes IT professionals and the management. This, coupled with ever changing technology and increased access to information has necessitated studying organizations with respect to their productivity, efficiency and quality of service rendered. These outcomes transmit to IT professionals' OCB, personality, organizational commitment and their performance. Hence, it is an attempt to understand the OCB and its impact on the performance of employee.

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 behaviour (OCB) which motivates employees intrinsically to perform beyond their prescribed role requirements. OCB gauges organizational performance. Organizational citizenship behaviour (OCB) as defined by Dennis Organ, generally considered as the father of OCB, 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". OCB is an extra role behaviour which facilitates organizational functioning. While there are many researches in this area, studies continue 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 related 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. The present day organizations realize that, to be successful and to remain competitive, it is imperative to depend on information technology (IT) and to use modern management practices. The demand for qualified IT professionals is ascending, highlighting the importance of IT workers to organizations to remain current (Schwalbe, 2010). An organization's IT professionals confront boundary spanning projects and must collaborate with users of organizational units to assure project success (Standing et al., 2006). Due to this boundary spanning nature, IT personnel extra-role work behaviours - known as organizational citizenship behaviours (OCBs) - are recognized as a critical factor for the success of IT units (Byrd and Turner, 2001). However, IT professionals also work in environments with high ambiguity, high demand for change and learning, a high level of job stress (Love and Irani, 2007), and are subject to the vagaries of the business climate in addition to advances in technology (Allen et al., 2008; Chiang et al., 2012). Unfortunately, IT professionals exhibit significantly lower levels of OCBs than do other professionals (Moore and Love, 2005). Hence, understanding how to encourage IT professionals to get involved to benefit their organization is a top concern in reaching strategic goals (Coombs, 2009). OCBs refer to "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, pp.4). Benefits of OCBs in IT departments include stronger knowledge-sharing climates, better relationships with other departments, and a heightened quality of software development and customer service (Lin and Huang, 2010; Teh and Sun, 2012; Yen et al., 2008). It is essential to understand what influences OCB of IT professionals. Hence, this study concentrates on the demographic, personality and commitment level of IT professionals that influences OCB and derives a model that enhances OCB and subsequently the performance.

Objective

To examine the impact of Organizational Citizenship Behavior on Employee performance among IT professionals.

Review of Literature

Van den berg and Feij (2003) OCB, Sawyerr et al. (2009), Yavas, Karatepe and Babakus (2010), Suliman et al. (2010) O'Neill and Allen (2011), Balfour and Wechsler (1996) revealed that organizational commitment influenced organizational productivity and performance to a great extent. He suggested designing incentive to address organizational citizenship behaviour and to manage employee performance. Beh and Rose (2007) identified 7 dimensions of Job performance: (1) effort (2) consistency, (3) time, (4) work, (5) competency, (6) commitment, and (7) excellence. Campbell et al., (1990) identified

eight major dimensions of performance: (1) job-specific task proficiency, (2) non-job-specific task proficiency, (3) written and oral communication tasks, (4) demonstrating effort, (5) maintaining personal discipline, (6) facilitating peer and team performance, (7) supervision and (8) management and administration.

Methodology

The applied research design of the present study is purely descriptive in nature because of the following reasons namely it has its own confined objectives and also predetermined methodology. It is portraying the profile of IT employees, various factors leading to OCB, impact of OCB on the performance of IT employees. The questionnaire has sent to 1030IT employees in Chennai. The response rate on the questionnaire among the IT employees in Chennai is only 81 per cent. Hence, these 834IT employees had been taken as a sample for the present study. The present study is completely based on the primary data. The secondary data collected from the books, journals and magazines were used to write the conceptual framework of the study and also the review of literature. The primary data are collected with the help of structured questionnaire. The questionnaire had been prepared on the basis of the objectives of the study. The questionnaire includes various dimensions of OCB namely altruism, courtesy, conscientiousness, civic virtue and sportsmanship among the IT employees in Chennai.

Analysis

Multiple regression analysis between OCB dimensions and overall level of performance

The multiple regressions are applied to analyze the different dimensions of OCB dimensions as independent variables against a separate measure of Overall performance as the dependent variable.

Table 1: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1067.46	5.00	213.49	10.53	0.000 ^{b**}
Residual	16780.04	828.00	20.27		
Total	17847.50	833.00			

a. Dependent Variable: Overall performance, b. Predictors: (Constant), Sportsmanship, Altruism, Conscientiousness, Civic Virtue and Courtesy

**Significant at 1 per cent level

The above table shows tests related to the acceptability of model from a statistical perspective. The ANOVA table shows F-Ratio for the regression model which indicates

statistical significance of the Overall regression model. The F-ratio is the result of comparing the amount of explained variance to unexplained variance.

The F-value is the mean square regression divided by the Mean Square Residual, yielding $F=10.53$. The p-value associated with this F value is very small. The significance value of the F-Statistic is less than 0.01. In this table the significance variable is less than 0.01 so that the group of variables OCB dimensions can be used to reliably predict Overall performance (the dependent variable).

Table 2: Summary of the Regression Model

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.245 ^a	0.060	0.054	4.502

a. Predictors: (Constant), Sportsmanship, Altruism, Conscientiousness, Civic Virtue, Courtesy

The above table shows the reports of relationship between the dependent variable (Overall performance) and different dimensions of OCB dimensions as independent variables. Multiple R is the correlation coefficient (at this step) for the simple regression of Sportsmanship (X_1), Altruism (X_2), Conscientiousness (X_3), Civic Virtue (X_4) and Courtesy (X_5) the dependent variable of overall performance (Y). R - R is the square root of R-Squared and is the correlation between the observed and predicted values of the dependent variable. The strength of correlation coefficient is 0.245. There is a strong positive strength of correlation between the observed variable X_1, X_2, X_3, X_4, X_5 and predicted values of the dependent variable (Y). The R-square shows the percentage of variation in one variable that is accounted by another variable. In this case different level of OCB dimensions accounts 6% on overall level of performance. R square (R^2) is the correlation coefficient squared; also it is referred as the coefficient of determination. The adjusted R-square attempts to yield an honest value to estimate the R-squared for the population. The value of the adjusted R - square is 0.054.

Regression Coefficient for Impact of Different Levels of OCB Dimensions on Overall Performance

The above table shows the regression coefficient for independent variables of the IT professionals' performance. These are the values for the regression equation for predicting dependent variable, Different levels of performance (Y) from the independent variable(s) of different levels of OCB dimensions. The t-test examines the question whether the regression coefficient is different from zero to be statically significant or not. In this step, five independent variables are used to calculate the regression equation for the dependent variable. The coefficient table shows result for constant component in the

regression equation. The column labeled significance shows statistical significance of the regression co-efficient for independent variable as measured by t-test.

Table: 3

	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	33.758	1.378		24.504	0.000
Altruism	0.076	0.028	0.122	2.708	0.007**
Courtesy	-0.059	0.037	-0.080	-1.604	0.109
Conscientiousness	-0.066	0.031	-0.080	-2.160	0.031**
Civic Virtue	-0.133	0.028	-0.192	-4.719	0.000**
Sportsmanship	0.012	0.035	0.015	0.349	0.727

**significant at 1 per cent level

*significant at 5 per cent level

The coefficient table shows three predictors in the model of IT professional's performance. The three significant coefficients are Altruism, Conscientiousness and Civic Virtue OCB dimensions. Altruism and Civic Virtue OCB dimensions has the highest standardized coefficient with the lowest significance ($p=0.05$) which means that "Altruism and Civic Virtue OCB dimensions" is the main predictor of different levels of performance. Since the non-significant coefficients exceed 0.05 indicating that Conscientiousness and Sportsmanship OCB dimensions do not contribute much to the model. It also shows that the relative importance of significant predictors is determined by looking at the standardized coefficient.

Conclusion

The study affirms that the majority of the IT professionals (younger generation) takes up greater interest in the company's growth by exhibiting OCB, mainly courtesy, sportsmanship and civic virtue, having extroversion personality and stays committed to the organisation. This consequently, enhances the overall performance of the individual and the organisation.

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