Organization Citizenship Behaviour
Determinants and Effects

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I. INTRODUCTION

Organization citizenship emerged in early 1980 to desirable how employee behaviour within different organizations social system. Organization al behaviour is dealing with phenomena’s that effect on individual, team and group work in organization among which is motivation. As a result, understanding organization citizenship behaviour (OCB) is increasingly necessary to the maintenance of organization social system and employee’s role within them. The goal of organization is to increase the efficiency and effectiveness using as the most importance production factor, which is human factor.

Organizational culture defines employee’s behaviour, attitude and value. Organization culture creates adequate information that where success, team work, creativity, loyalty, communication and other value are importance is a half way success of the Organization.

Organizational types and structure in flues mutual behaviour among employee it helps in achieving personal goals as well as Organizational goals which results in overall satisfaction.

But indeed, what are the personal traits and Organizational condition that beyond their formal job requirement? Many authors do not agree the general opinion about job requirement. According to them, job requirement are not only the formally written but also include the other non-written requirement. It broadly maps that the dimensions of OCBs that how and why employees make decision regarding discretionary effort and the decision to go “above and beyond”.

II. DEFINITION OF OCB

In 1966 Katz and Kahn noticed that the difference between employees who put more effort than other in doing work. This effort was defined as,” Helping colleges with the work advice, promotion of the Organization.

In 1988, Organ wrote the formation definition that OCB is “individual behaviour that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the Organization”.

In 1994 Morrison updated his definition to redefine OCB as the “contribution to the maintains and enhancement of the social and psychological contact that support task performance”.

Halbesleben and Bellaire integrate their definition from the point of view that the individuals motivation,” people are motivated to select behaviour that future goals with respect to work, which often manifests as OCBs”.

According to Chester behaviour concept is “willingness to cooperate”.

Daniel Katz’s conclude that,” The informal behaviour which are displayed by worker in Organization”.

Bateman and organ says that there are two reasons of behaviour is considered by social exchange theory and the other is the fact that more satisfied people tend to fulfill OCB.

III. OCB- EXTRA ROLE BEHAVIOUR

The way in individuals descried work demanded is crucial for citizenship behaviour. Role expectation can be defined as,” an in individual view on what is necessary for having a successful role performance.

Two main parts of role excitation is attitudes and activity.

Every employee in Organization knows what are the main aspects or activities, to acquire the knowledge and make their role in Organization complete.

It OCB is included in formal role description than OCB cannot be seen as in –role function.

Dierdorff, Rubin and Bacharach conducted a study on 198 full time employees, in a graduate school of business. They stated that combination of work role is task requirement and activity;
where as social context is work relationship and social atmosphere.

Task covers autonomy and ambiguity where social covers interdependence and social support.

Managers provide training course for social supportive environment so the employees can influence to perform tasks the best they can according to OCB. Where individuals can influence and adjust their tasks so the results are better than they engage in doing those tasks in the more motivation and attention, it shows the higher level of OCB. And ambiguity at work has negative effect on OCB because they have unclean role exception individuals have more motives to intact with each other and know how to manage the work tasks together and that those individuals are considered as use in practice OCB. The results of the study didn’t show positive correlation between there two. One side, nature of highly dependent work tasks in not individuals and then have low level of OCB.

A lot of researches were concluded to explore antecedents of OCB and Organizational effectiveness. The problem of employees is to define what the job requirement is, most of them mix in role and extra role behaviour. It OCB in role have positive effects with no big difference between the consequences and organization effectiveness.

IV. MEASUREMENT OF OCB

Studies have developed different constructs within the broader category of OCB. The measurements are based on different cluster of constructs or even include varying numbers of characteristics within the cluster measured.

Podsakoff defined 30 different types of OCB which was arranged into seven different groups by helping behaviour, sportmanship, Organization, loyalty, Organization compliance, individuals with active, civic virtue and self development.

Polat describe in his work as 5 dimensions of OCB that altruism, country, conscientiousness, initiative and loyalty. Survey was based on 5 factor conscientiousness desire to do task well, initiative- taking steps to improve group communication, courtesy-spend your time doing social work, altruism – promotion of organization and loyalty- fair play. It concluded that OCB and its aspect (altruism, conscientiousness, loyalty and initiative) have positive effect on the consumer orientation.

V. POTENTIAL NEGATIVE EFFECT OF OCB

Different OCB behaviour have different consequence on organizational effectiveness. For example, helping other can improve productivity; sport’s man ship can improve term morale, etc. There is a need to expand current knowledge about OCB through investigating task variables and leadership behaviour because in the most of the studies these two elements had high level of correlation with OCB. It is also important to investigate how OCB influence on work performance, is it the connection direct or indirect and is it effect immediate or delayed. When manage evaluate employees performance they engage OCB, but the question is whether all citizenship behavior types have the same impact on organizational effectiveness and do they all worth the same for manager. It is also possible that employees who have good work performance have more free time so they can engage in OCB.

There is a question in the literature how job satisfaction and organizational citizenship behavior related. It is natural that job satisfaction leads to the citizenship behavior. Felling the job satisfaction employees are willing to do their best and in some way, reciprocate to the organizational as a gratitude for providing good job conditions. Teaching is one of the best example of OCB because involves performing citizenship behavior most of the time during work. Job satisfaction represents an appraisal of various facts of the work environment. Organizational commitment is positive emotional response to the positive appraisal of work .It includes education organization, and primary goal of this organization is to work with people, students, to help them to develop their knowledge so it is hard to make a border between job requirements and OCB.

Another important aspect of OCB is the difference between OCB in a organization and OCB related to the customers. The similar example like the one that was previously analyzed and which concerns OCB among teacher. OCB in hotel sector includes as the most important element relationships with customers, customer satisfaction, etc. It is challenge for hotel sector motivate employees to engage in OCB because as this study concluded there is high correlation between job satisfaction and OCB, but it is well know that job in hotel is not always desirable place to work and if employees are not satisfied with their jobs they will simply
avoid citizenship behavior. This is not problem only for hotel sector it is generally problem for service sector considering the customer contact level. It is important to analyze both phenomenons because they can improve knowledge about organization citizenship behavior and to clarify connections with it. It can help to better understand behavior and attitude of employees and to change motivation approaches. If we know what irritates employees and which tasks are undesirably we can make them acceptable for employees and lower the level of burnout ant the final result is high organizational effectiveness. On the other hand, through flow we can analyze what that motivates employees to do their jobs with enthusiasm and commitment and try to motivate others in the same way improving the job satisfaction and personal satisfaction of employees we can improve organizational productivity.

VI. CONCLUSION

Organizational citizenship behaviour describes a wide range of individual action that go beyond assigned tasks, often for the benefit of the organization – and that may be motivated by personal aspiration. This review has discussed the key components of OCB, its measurement, and some of its potentially negative or harmful aspects. The role of the organization in facilitation positive OCB and allowing employees optimum performance without the potential negative effects remains a vital but complex area of study. Customer orientation is described as orientation toward customer needs and it serves to create added value for the consumers, using OCB position effects can be made.

Culture is important aspect of employee’s behavior among other aspect.

OCB relates to all disciplines like economics, marketing, health, psychology, etc. Number of literature investigation correlation between OCB and different disciplines is increasing fast. This is very importance for future development of topic. In future researches physical context could be evaluated from the job satisfaction point of view and its correlation with organizational citizenship behavior. By physical context it can be behavior. Also, the real impact of the OCB on the organizational effectiveness could be evaluated more precise.

REFERENCE

