

OCB OF EMPLOYEES IN PUBLIC SECTOR ENTERPRISES WITH REFERENCE TO SALEM STEEL PLANT

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ABSTRACT

Work Place behaviours have been in research for so long years and for past four decades in addition to that the Organisational Citizenship Behaviour also considered a massive one and it is the conversion of organisational effectiveness. It is considered by both the sides, organisational policies and norms play a significant role of an individual's behaviour. The employees in public sector might have the difference with private sector employees. This thought enhances this study to be conducted in Salem Steel Plant. The objective of this descriptive study proceeded with the identification of level of Organisational Citizenship Behaviour, the relationship between the level of Organisational Citizenship Behaviour and the democratic variables and the factors affecting the OCB of the employees. The questionnaire made with four main variables, Altruism, Courtesy, Conscientiousness, Civic virtue and sportsmanship. Four hundred employees were taken for the study through convenient sampling. The findings identified that employees are very often or almost very often according to their situation they are utilizing these variables. Only few democratic variables are positively related to the OCB.

KEYWORDS: Organisational Citizenship Behaviour (OCB), Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship

INTRODUCTION

A human spends most of his time in his life in the work place. Many of his life choices and satisfaction depends on his work nature and organization where he belongs to. In this kind of life, a man should have the behavioral attributes and attitudes to make life interested and easy one. But it is not the single side proposal and organization also should engage him in the same way. It is all about the organizational effectiveness which gives positive consequences in work place. Around four decades back the term coined as Organizational Citizenship Behavior which tends to serve to not the bell ringers but to ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job. Organizational Citizenship Behavior (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company.

ORGANISATION CITIZENSHIP BEHAVIOUR

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. Organizational Citizenship Behavior (OCB) refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. Organizational Citizenship Behavior (OCB) may not always be

directly and formally recognized or rewarded by the company, through salary increments or promotions for example, though of course Organizational Citizenship Behavior (OCB) may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, Organizational Citizenship Behavior (OCB) must 'promote the effective functioning of the organization'. Organizational Citizenship Behavior (OCB) has been shown to have a positive impact on employee performance and wellbeing, and this in turn has noticeable flow-on effects on the organization. The correlations between Organizational Citizenship Behavior (OCB) and job satisfaction is approximately 0.4 (Organ, 1988). There is empirical evidence for the widely-held belief that satisfied workers perform better, but this is correlation, not causal. However, certain types of performance – primarily those related to citizenship behavior – will be affected by job satisfaction.

Think of workers who are cooperative with their superiors and colleagues, willing to make compromises and sacrifices and are 'easier to work with', workers who 'help out with the extra little things' without complaining these behaviors are all encompassed within Organizational Citizenship Behavior (OCB).

The effects on employee performance are threefold. Firstly, workers who engage in Organizational Citizenship Behavior (OCB) tend to receive better performance ratings by their managers. This could be because employees who engage in Organizational Citizenship Behavior (OCB) are simply liked more and perceived more favorably, or it may be due to more work-related reasons such as the manager's belief that Organizational Citizenship Behavior (OCB) plays a significant role in the organization's overall success, or perception of Organizational Citizenship Behavior (OCB) as a form of employee commitment due to its voluntary nature. Regardless of the reason, the second effect is that a better performance rating is linked to gaining rewards – such as pay increments, bonuses, promotions or work-related benefits. Thirdly, because these employees have better performance ratings and receive greater rewards, when the company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made redundant.

DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

The organizational citizenship behavior consists of five dimensions, they are as follows

ALTRUISM

Altruism or selflessness is the principle or practice of concern for the welfare of others. Altruism can be distinguished from feelings of loyalty. Pure altruism consists of sacrificing something for someone other than the self (e.g. sacrificing time, energy or possessions) with no expectation of any compensation or benefits, either direct, or indirect (e.g., receiving recognition for the act of giving).

COURTESY

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

CONSCIENTIOUSNESS

Conscientiousness is the personality trait that is defined as being thorough, careful, or vigilant; it implies a desire to do a task well. Conscientious people are efficient and organized as opposed to easy-going and careless. They exhibit a

tendency to show self-discipline, act dutifully, and aim for achievement; they display planned rather than spontaneous behavior; and they are generally organized and dependable.

CIVICVIRTUE

Civic virtue is characterized by behaviors that indicate an employee's deep concerns and active interest in the life of the organization. Civic virtue represents an employee's feeling of being part of the organizational whole in the same way a citizen feels a part of his or her country. An employee displaying civic virtue behaviors embraces the responsibilities of being a 'citizen' of the organization. Employees exhibiting civic virtue behaviors are responsible members of the organization who actively engage in constructive involvement in the policies and governance Organizational.

SPORTSMANSHIP

Sportsmanship has been defined as 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.

REVIEW OF LITERATURE

Walz, S.M.; Niehoff, B.P. (2000), made a study on Determinants of Organizational Citizenship Behavior and Its Outcomes among the employees the South Korean industries from a sample of 1,100 employees from Korean National Industrial Complex. The findings showed that procedural justice, transformational leadership and complexity had positive effects on employees in Organizational Citizenship Behavior (OCB). As the study results indicated, procedural justice showed a significant effect on Organizational Citizenship Behavior (OCB).

Chang, Chi-Cheng, Tsai (2011) analyze the organizational citizenship behaviors and Organizational Commitments of Organizational Members Influences the Effect of Organizational Learning. The researcher delivery 200 questionnaires to 12 companies; the final respondent rate is 52.5 %. The result of the study includes that organizational citizenship behavior and organizational commitments influence organizational learning effects positively, and organizational citizenship behaviors can be influenced positively by organizational commitments.

Podsakoff, N.P. Et al (2009) conducted a study on Organizational Citizenship Behavior Factor Structure among Employees in Hotel Industry. This research was undergone among the 557 employees working in some 63 hotels from the Northern Region of Peninsular Malaysia providing self rating of Organizational Citizenship Behavior (OCB). The Objective of the study was to develop the Organizational Citizenship Behavior (OCB) factor structure for the non managers of Hotel employees in Malaysia. This study demonstrated that employee's citizenship behaviors contribute to Organizational Effectiveness.

Nielsen, T.M (2009) the survey was made among the Organizational Citizenship Behavior in Public and Private sector and Its Impact on Job Satisfaction: A Competitive Study in Indian Perspective. The data were collected from 200 employees consisting of managerial and Non-Managerial staff from both the private and public sector.

Maignan, I.; Ferrell, O.C (2001) this survey is made on Job Satisfaction and Organizational Citizenship Behavior: An Empirical Study at Higher Learning Institutions. The Objective is to investigate the effects of two dimensions of job satisfaction, instincts and extrinsic on two types of Organizational Citizenship Behavior. The research was undergone with 20 educational Institutions. The result show that both instincts and extrinsic job satisfaction to achieve the organizational

goals even though they exceed through the formal duties and responsibilities.

Peterson, D.K. (2004) the research was made on the topic of Organizational Citizen Behavior and Their Relationship to Social Capital in Public Organizations of Qom Province, a comprehensive research has not been done about it in public organizations of Islamic Republic of Iran with a reference of 1200 employees.

Bateman & Organ (1983) Organizational citizenship behavior (OCB) is referred to as a set of discretionary workplace behaviors that exceed one's basic job requirements. They are often described as behaviors that go beyond the call of duty. Research on Organizational Citizenship Behavior (OCB) has been extensive since its introduction nearly twenty years ago.

Organ (1988) in the viewpoint of some scholars, Organizational Citizenship Behavior (OCB) is defined as employee's behaviors that go beyond the role requirements, that are not directly or explicitly recognized by the formal reward system, and that facilitate organizational functioning.

Van Dyne et al (1994) Organizational citizenship behavior has been defined in the literature as a multi-dimensional concept that includes all positive organizationally relevant behaviors of organizational members including traditions in role behaviors, organizationally pertinent extra-role behaviors, and political behaviors, such as full and responsible organizational participation.

Jahangir et al (2004), Organ (1988) argued that Organizational Citizenship Behavior (OCB) is held to be vital to the survival of an organization. He elaborated that organizational citizenship behavior can maximize the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization.

Organ (1990) The extent to which employees go the extra mile for their organizations can be captured by organizational citizenship behaviors (OCB) defined as "those organizationally beneficial behaviors and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantees or recompense".

Brammer, S., Et al. (2007) some researchers paid attentions to the factors that can make people perform behaviors, such as Organizational Citizenship Behavior (OCB); for instance, the role of ethics can be a example for this approach. Ethical leaders also create social exchange relationships with their followers, and these subordinates can be expected to reciprocate to this care and fair treatment by engaging in citizenship behaviors.

Lin et al (2008) in viewpoint of Lin et al., the Organizational Citizenship Behavior (OCB) is a form of ethics. Given that citizenship challenges the basis and workings of the basic institutions market, state, and civil society, organizational citizenship behaviors (OCB) become an important moral tenet found in some codes of ethical principles.

SUMMARY

The company "Salem Steel Limited" was registered on October 25, 1972. It was a Government of India undertaking and subsidiary of SAIL. It posted its productivity with the vision of 'To be a respected world Class Corporation and the leader in Indian steel business in quality, productivity, profitability and customer satisfaction'. The Plant has around 1344 employees on its pay roll and most of them are with good educational and training background. In the main production department alone considered for the research. The study concise with main production based

employees. It was counted those 780 employees. Almost the fifty percentage employees were taken for the study with simple random sampling. The data collected through the structured questionnaire. Since all the employees are educated and trained they were interested to see the research questionnaire and made their entry. Only the limitation was they could not make good time in between their work.

Objectives of the Study

- To find out the level of Organizational Citizenship Behavior (OCB) of employees in Steel Authority of India Ltd (SAIL) at Salem.
- To understand the factors contributing to the Organizational Citizenship Behavior (OCB).
- To know the relationship between Democratic variables and Organizational Citizenship Behavior variables in Steel Authority of India Ltd (SAIL).
- To analyze the Influencing variables on Organizational Citizenship Behavior (OCB) in Steel Authority of India Ltd (SAIL).

ANALYSIS AND INTERPRETATION

SAIL has the history of around 43 years and the respondents in the production are mostly in the age of 41 to 50 yrs. It seems that experienced employees are handling production. Regarding educational qualification the basic education was ITI or any other technical qualification related to machinery handling. More than one third employees are experienced more than a decade. Their salary scale was decent.

The factors of OCB were taken as Altruism, Conscientiousness, Civic virtue, Courtesy, and Sportsmanship. These were measured with the structured questionnaire and the level of OCB identified with five point scale. All the features are measured with weighed mean and identified with maximum scale with around 3.5 to 4 points. Which implies their OCB level is invariably high. (Table 1)

Correlation Analysis examines the relationship between the taken democratic variables (Age group of employees, Educational Qualification of Employees, Experience in designation of employees) and OCB factors (Altruism, Conscientiousness, Civic virtue, Courtesy and Sportsmanship). From the analysis it was identified that democratic variables are significantly associated with OCB factors. (Table 2,3 and 4)

Regression Analysis explains the influencing variable. The democratic variables (Age group of employees, Educational Qualification of Employees, Experience in designation of employees, Department of the employees, Salary of the employees) and OCB factors (Altruism, Conscientiousness, Civic virtue, Courtesy and Sportsmanship) were taken and it was identified that more than age group of employees, Qualification and Salary of the employees, the work experience, the department which they belongs to and designation are augmenting the Organizational Citizenship Behaviour. (Table 5)

CONCLUSIONS

In other words, although Organizational Citizenship Behaviour (OCB) in itself is the “voluntary performance of work that is not allocated to any particular person,” situation in which employees do not know what their jobs are because them considerable stress that ultimately hinders Organizational Citizenship Behavior’s manifestation (Chang, Chi-Cheng, Tsai (2011)); The study analysed the factors in a public limited company towards OCB. The outcome shows that existing

Organisational Citizenship Behaviour (OCB) is effective and the organization is fully responsible for enhancing the positive citizenship behaviour with employees.

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Table 1: Weighed Average of OCB

S. No	Factors	Score	Scale
1.	Altruism	3.2	Almost very often
2.	Conscientiousness	4.41	Very often

3.	Civic virtue	4.01	Very often
4.	Courtesy	4.02	Very often
5.	Sportsmanship	4.1	Very often

H₀: There is no association between Age and Altruism, Conscientiousness, Civic Virtue, Courtesy and Sportsmanship.

H₁: There is an association between Age and Altruism, Conscientiousness, Civic Virtue, Courtesy and Sportsmanship.

Table 2: Relationship between Age and OCB Variables

		Age	Altruism	Conscientiousness	Civic Virtue	Courtesy	Sportsmanship
Age	Pearson Correlation	1	-.179	-.055	-.136	-.077	-.088
	Sig. (2-tailed)		.076	.583	.177	.444	.385
	N	100	100	100	100	100	100
Altruism	Pearson Correlation	-.179	1	.389**	.623**	.668**	.465**
	Sig. (2-tailed)	.076		.000	.000	.000	.000
	N	100	100	100	100	100	100
Conscientiousness	Pearson Correlation	-.055	.389**	1	.474**	.485**	.465**
	Sig. (2-tailed)	.583	.000		.000	.000	.000
	N	100	100	100	100	100	100
Civic virtue	Pearson Correlation	-.136	.623**	.474**	1	.591**	.521**
	Sig. (2-tailed)	.177	.000	.000		.000	.000
	N	100	100	100	100	100	100
Courtesy	Pearson Correlation	-.077	.668**	.485**	.591**	1	.659**
	Sig. (2-tailed)	.444	.000	.000	.000		.000
	N	100	100	100	100	100	100
Sportsmanship	Pearson Correlation	-.088	.465**	.465**	.521**	.659**	1
	Sig. (2-tailed)	.385	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

H₀: There is no association between Qualification and Altruism, Conscientiousness, Civic Virtue, Courtesy and Sportsmanship.

H₁: There is an association between Qualification and Altruism, Conscientiousness, Civic Virtue, Courtesy and Sportsmanship.

Table 3: Relationship between Qualification and OCB Variables

		Qualification	Altruism	Conscientiousness	Civic Virtue	Courtesy	Sportsmanship
Qualification	Pearson Correlation	1	.045	.090	.078	.011	.022
	Sig. (2-tailed)		.659	.374	.439	.911	.827
	N	100	100	100	100	100	100
Altruism	Pearson Correlation	.045	1	.389**	.623**	.668**	.465**
	Sig. (2-tailed)	.659		.000	.000	.000	.000
	N	100	100	100	100	100	100
Conscientiousness	Pearson Correlation	.090	.389**	1	.474**	.485**	.465**
	Sig. (2-tailed)	.374	.000		.000	.000	.000
	N	100	100	100	100	100	100
Civic virtue	Pearson Correlation	.078	.623**	.474**	1	.591**	.521**
	Sig. (2-tailed)	.439	.000	.000		.000	.000
	N	100	100	100	100	100	100
Courtesy	Pearson Correlation	.011	.668**	.485**	.591**	1	.659**
	Sig. (2-tailed)	.911	.000	.000	.000		.000
	N	100	100	100	100	100	100
Sportsmanship	Pearson Correlation	.022	.465**	.465**	.521**	.659**	1
	Sig. (2-tailed)	.827	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

H₀: There is no association between Designation and Altruism, Conscientiousness, Civic Virtue, Courtesy and Sportsmanship.

H₁: There is an association between Designation and Altruism, Conscientiousness, Civic Virtue, Courtesy and Sportsmanship.

Table 4: Relationships between Designation and OCB Variables

Correlations							
		Experience	Altruism	Conscientiousness	Civic Virtue	Courtesy	Sportsmanship
Experience	Pearson Correlation	1	-.167	-.148	-.137	-.144	-.138
	Sig. (2-tailed)		.097	.142	.174	.153	.171
	N	100	100	100	100	100	100
Altruism	Pearson Correlation	-.167	1	.389**	.623**	.668**	.465**
	Sig. (2-tailed)	.097		.000	.000	.000	.000

	N	100	100	100	100	100	100
Conscientiousness	Pearson Correlation	-.148	.389**	1	.474**	.485**	.465**
	Sig. (2-tailed)	.142	.000		.000	.000	.000
	N	100	100	100	100	100	100
Civic virtue	Pearson Correlation	-.137	.623**	.474**	1	.591**	.521**
	Sig. (2-tailed)	.174	.000	.000		.000	.000
	N	100	100	100	100	100	100
Courtesy	Pearson Correlation	-.144	.668**	.485**	.591**	1	.659**
	Sig. (2-tailed)	.153	.000	.000	.000		.000
	N	100	100	100	100	100	100
Sportsmanship	Pearson Correlation	-.138	.465**	.465**	.521**	.659**	1
	Sig. (2-tailed)	.171	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

H₀: The independent variables Age, Qualification, Department, Designation, Experience and Salary are do not affecting Organization Citizenship Behaviour of the respondents.

H₁: The independent variables Age, Qualification, Department, Designation, Experience and Salary are affecting Organization Citizenship Behaviour of the respondents.

Table 5: Regression Analysis

Model	R	R Square
1	.106 ^a	.011

a. Predictors: (Constant), Salary, Department, Qualification, Designation, Experience, Age

Table 6

Anova ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.466	6	.078	.162	.986 ^b
	Residual	41.119	86	.478		
	Total	41.585	92			

a. Dependent Variable: OCB

b. Predictors: (Constant), Salary, Department, Qualification, Designation, Experience, Age

Table 7

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.338	.413		5.666	.000
	Age	-.075	.140	-.101	-.539	.591
	Qualification	-.031	.054	-.069	-.581	.563
	Experience	.058	.129	.080	.448	.655
	Department	.018	.080	.026	.221	.825
	Designation	.026	.090	.038	.287	.775
	Salary	-.003	.101	-.004	-.028	.978

a. Dependent Variable: OCB

OCB = Age+ Qualification+ Department+ Designation+ Experience+ Salary

= -0.539-0.581+0.448+0.221+0.287-0.028