A STUDY ON THE IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION

Akila. A

Dr.M.Beulah Viji Christiana B.E ,M.B.A, Phd,

ABSTRACT

The need of the study is to analyse the OCB influences both performance outcomes and job satisfaction levels among employees, companies ca develop targeted strategies to foster a positive work environment and enhance organizational success. It also inform management practices, leadership approaches, and Hr policies aimed at promoting and rewarding OCB within the workplace. The objective of the study is to analyse the impact of organizational citizenship behavior on employee performance and job satisfaction with reference to Oracle Consulting Solution Center, Bengaluru. The sample of the study is 160. Research design adopted for the study is Descriptive research design and convenience sampling method has been used. Questionnaire has been used as a primary data. Simple percentage analysis, chi-square analysis and correlation analysis, weighted average, T-test statistical tools, have been applied to reach the findings of the study. It is found that there is some significant relationship between working experience of the respondents and leadership style. The scope of the study is to analyse the different leadership styles on employees perception and practice of organizational citizenship behaviour. It also evaluates the role of employee motivation in fostering organizational citizenship behavior on employee performance for the company.

1.INTRODUCTION

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Organizational citizenship behaviours (OCBs) are individual, discretionary actions by employees that are outside their formal job description. Managers who are aware of the pros and cons of OCBs can help employees contribute optimally to the organization and avoid burnout.

Organisational citizenship behaviour (OCB) is an evolving concept concerning how and why people contribute positively to their organisations beyond defined work roles.

Organizational citizenship behavior (OCB) is not essential to the job, yet it can provide benefits for coworkers and the company as a whole through better efficiency. It is separate from task performance since organizational citizenship behavior is not essential to the task at hand. In fact, as important as these behaviors are, they aren't included in a formal job description. Individuals who engage in this behavior do all they can to help their work environment run smoothly.

- Employees who feel organizational citizenship will "go the extra mile" out of personal motivation – identifying these motivations can lead to increased performance and job satisfaction

- Expecting or formalising this behaviour can lead to job creep or an unhealthy work/life balance; but letting it go unrecognised may diminish motivation

- Positive OCBs reduce the need for supervision, improve workplace morale and result in cost saving suggestions — all of which free up managerial time

- Individuals are forward-thinking in the behaviours they exhibit, and tend to select those behaviours that they hope will be part of their future role

- Employees who are willing and happy to go beyond formal job requirements will help organizations cope with change and unpredictable circumstances

An example of organizational citizenship behavior is when an employee helps with assignments that do not immediately benefit them but help further the company's goals. This type of behavior is often seen in employees who are dedicated to the success of the organization and are willing to go above and beyond what is expected of them.

For instance,

a customer service representative who always goes the extra mile to ensure her clients are happy with their purchases.

Organizational citizenship is an employee's willingness to go above and beyond in the workplace. Employees perform positive actions that benefit their coworkers and the business even though they are not included in the basic job description. Organizational citizenship is demonstrated largely by several behaviors in the workplace. It can go a long way towards improving social and psychological environment in the workplace. Employees who exhibit the five key behaviors of organizational citizenship are extremely valuable to the workplace. They motivate their team members and can enhance job performance.

Definitions

Organizational citizenship behavior (OCB), or 'The Good Soldier Syndrome', is generally considered to be any behavior that is not formally required, but that contributes to the efficient and effective functioning of the organization.

Organizational citizenship behavior is also referred to as a worker "going above and beyond," or "giving their all." They look at their job as more than just a paycheck and strive to do all they can to make their work environment run smoothly; even if it has a minimal connection to their current duties. Usually, these behaviors are seen as positive by managers and business leaders, and the importance and impact of these behaviors should be noted.

Importance of Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is a critical part of any successful organization. OCB can help organizations increase productivity, improve morale, foster cooperation between coworkers, and create a positive working environment, which can lead to higher rates of retention. It can also lead to improved customer service and higher customer satisfaction ratings.

Organizational citizenship behavior is important for several reasons. First, it contributes to the overall effectiveness of the organization. Good citizens are those who go above and beyond what is expected of them and take it upon themselves to make sure that work is done properly.Companies want their employees to act as good corporate citizens because this can lead to increased productivity and profitability for the organization. When employees are good corporate citizens, companies can be sure their employees are looking out for their best interests. Additionally, good citizenship can improve morale and create a positive work environment.

Second, employees who engage in OCB tend to be more satisfied with their jobs. They also have a sense of pride in their work and are more likely to gain career advancement opportunities. Finally, companies benefit from having good citizens because they are seen as being more responsible and reliable. Additionally, good citizens are more likely to stay with the company for a longer period of time. A final reason that organizational citizenship behavior is important is that it sets the tone for how employees interact with each other and with customers. Good citizens treat others with respect and courtesy. They are also more likely to go above and beyond to meet customer needs. When employees act as good citizens, it creates a positive image for the company and helps to build customer loyalty.

2. NEED OF THE STUDY

Understanding the impact of organizational citizenship behavior (OCB) on employee performance and job satisfaction is imperative for companies striving to optimize their workforce effectiveness and employee well-being. This study holds significant relevance for organizations, especially within the context of Oracle Consulting Solution Center, Bengaluru, as it provides actionable insights into the drivers of employee engagement and productivity. By comprehensively examining how OCB influences both performance outcomes and job satisfaction levels among employees, companies can develop targeted strategies to foster a positive work environment and enhance organizational success. Insights gleaned from this study can inform management practices, leadership approaches, and HR policies aimed at promoting and rewarding OCB within the workplace. Ultimately, by understanding the nuances of OCB and its impact on employee performance and job satisfaction, companies can cultivate a culture of mutual support, collaboration, and job fulfillment, thereby driving long-term organizational success and competitiveness.

3. OBJECTIVES OF THE STUDY

Primary objective

➢ To study the impact of organizational citizenship behavior on employee performance and job satisfaction with reference to Oracle Consulting Solution Center, Bengaluru

Secondary objectives

➢ To investigate the impact of different leadership styles on organizational citizenship behaviour of employees

➢ To assess the role of employee motivation in fostering organizational citizenship behaviour

➢ To explore the impact of organizational citizenship behavior (OCB) on Employee Performance

➢ To investigate the impact of organizational citizenship behavior (OCB) on employees' overall job satisfaction

4.REVIEW OF LITERATURE

Azalia Rahma Zalzela (2023), PT. Singosari 23 is a company engaged in the food and beverage sector that has carried the concept of the current generation in Bandar Lampung since August 20\20.This company has an organizational culture that adheres to a sense of kinship, where employees are accustomed to working together collaboratively so that they are involved in the company and an organizational existence is formed. The research method used is quantitative, with data collection methods using questionnaires distributed to all employees of PT. Singosari 23 as many as 154 people. The scale of measurement in this study uses a Likert scale. The analysis used is a simple linear regression test using IBM SPSS version 26. The results of this study indicate that the first hypothesis is supported, namely, organizational citizenship behavior affects employee performance, while the second hypothesis is not supported, namely work-life balance does not affect employee performance. Suggestions for the company PT. Singosari 23 is that employees should have more tolerance towards the company, and employees can separate personal and office matters and increase their loyalty to the company.

Bhupendra Jung Shahi, Rewan Kumar Dahal, Bhanu Bhakta Sharma (2022), This study is an endeavour to investigate the way of association and influence of perceived job characteristics on organizational citizenship behaviours (OCBs). Cross-sectional survey data were obtained from 221 employees involved in varying natures of jobs in the Nepalese Banking and Insurance industry. Correlation analysis revealed the positive association of perceived job characteristics with organisational citizenship behaviours. Similarly, the regression analysis suggested that perceived overall job characteristics positively and significantly predicted organisational citizenship behaviours OCB-I, OCB-O, and overall OCB). The study found that the job design considerations for flourishing citizenship behaviours from the context of the Nepalese banking and insurance sectors.

Nguyen Le-Hoang Long, Nguyen Thi-Thu Huong, Ho Viet–Anh (2022), The purpose of this study is to examine the mechanism underpinning the relationship between perceived supervisor support, perceived organisational support, and service-oriented organisational citizenship behaviour. The data was collected from 250 flight attendants working in airline companies, and structural equation model modelling using M-plus 7.0 was employed to test the hypotheses.

This research provides evidence for the association between psychological empowerment, affective commitment, and service-oriented organisational citizenship behaviour. Additionally, perceived organisational support, psychological empowerment, and affective commitment were found to mediate the relationship between employees' perceptions of the support from their supervisor and their service-oriented citizenship behaviour. As a result, research regarding out-of-role behaviours of employees is limited, especially in the aviation sector.

Reetika Chaudhary, Dr Swati Sisodia (2022), This review paper aims to improve our understanding of the relationship between transformational leadership style and Employee involvement with mediating effect of culture and OCB by doing a systematic literature review. 34 articles were selected for examination following careful screening through databases like Google Scholar, EBSCO Host, and J Gate. Key terms and empirical studies were inclusion criteria, and using a research publication from the year 2000 as the exclusion criteria. The researchers have also noted the study's constraints and potential future research areas. The findings emphasised the need for additional research into how all of these variables interact in aviation and other industries.

5. RESEARCH METHODOLOGY:

RESEARCH DESIGN:

A research design is the plan or framework used to conduct a research study. It involves outlining the overall approach and methods that will be used to collect and analyze data in order to answer research questions or test hypotheses. A well-designed research study should have a clear and well-defined research question, a detailed plan for collecting data, and a method for analyzing and interpreting the results. A well- thought-out research design addresses all these features.

DESCRIPTIVE RESEARCH DESIGN:

The Descriptive Research Design is concerned with describing the Characteristics of particular individual or group. Also taking into account the fact that the subject of the study is purely qualitative and quantitative in nature, the design is generally concerns with specific prediction of concerns group or situation. In the present study, an extensive use of both primary and secondary data was made.

SAMPLE SIZE:

Sample size of 162 employees has been taken through Convenient sampling technique.

TEST OF NORMALITY

A normality test determines whether a sample data has been drawn from a normally distributed population. It is generally performed to verify whether the data involved in the research have a normal distribution. Many statistical procedures such as correlation, regression, t-tests, and ANOVA, namely parametric tests, are based on the normal distribution of data.

NON-PARAMETRIC TOOLS:

i. **CHI-SQUARE ANALYSIS**

Null hypothesis (Ho):

There is no significant relationship between working experience of the respondents and leadership style.

Alternative hypothesis (H1):

There is some significant relationship between working experience of the respondents and leadership style.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
WORKING EXPERIENCE OF THE RESPONDENTS * LEADERSHIP STYLE	160	100.0%	0	.0%	160	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	292.314[a]	76	.000
Likelihood Ratio	246.780	76	.000
Linear-by-Linear Association	50.810	1	.000
N of Valid Cases	160		

a. 94 cells (94.0%) have expected count less than 5. The minimum expected count is .08.

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.000; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.08.Thus alternative hypothesis is accepted and it is found that there is some significant relationship between working experience of the respondents and leadership style.

ii. CORRELATION ANALYSIS

Correlations

		AGE OF THE RESPONDENTS	EMPLOYEE MOTIVATION
AGE OF THE RESPONDENTS	Pearson Correlation	1	.037
	Sig. (2-tailed)		.646
	N	160	160
EMPLOYEE MOTIVATION	Pearson Correlation	.037	1
	Sig. (2-tailed)	.646	
	N	160	160

INTERPRETATION:

The Above table indicates that out of 160 respondents, co-efficient of correlation between the age of the respondents and employee motivation is 0.037. It is below 1. So there is positive relationship between the age of the respondents and employee motivation.

6. SUGGESTIONS

➢ To promote employee voluntarism, the company should cultivate a culture of cooperation and teamwork.

➢ Giving employees the chance to work on initiatives that go outside of their normal purview will encourage commitment and a sense of ownership.
Promote a proactive attitude when it comes to accepting new tasks that are in line with company goals.

➢ Put into practice programmes and policies that foster an inclusive and happy work environment.
Acknowledge and honour staff members who exemplify loyalty and promote the company well.

7. CONCLUSION

This study's result emphasises how important organisational citizenship behaviour (OCB) is in influencing workers' productivity and job happiness in a company. The conclusion drawn from an analysis of the many OCB dimensions and how they affect various aspects of employee conduct and attitudes is that cultivating an environment that supports and incentivizes these kinds of behaviours is essential for the success of the organisation. Higher job satisfaction and performance are demonstrated by workers who actively contribute to a positive work environment, show loyalty, and voluntarily engage in behaviours beyond the scope of their job descriptions. Furthermore, it is impossible to overestimate the importance of strong leadership in supporting OCB, since attitudes and actions of employees are greatly influenced by managers who offer possibilities for development, clear direction, and acknowledgment. The study also highlights how important it is to match personal beliefs with organisational goals in order to increase employee loyalty and motivation. All things considered, it is clear that companies that value and foster OCB will reap the rewards in the form of increased worker productivity and engagement, as well as overall organisational success.