

**INFLUENCING FACTORS OF CITIZENSHIP BEHAVIOR AT WORK PLACE- A
STUDY ON EMPLOYEES OF SELECT PROFESSIONS**

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Abstract:

One of emerging trends at workplace, with regard to human resources management is to, guard their citizenship behavior.

Organizational Citizenship Behavior (OCB) is a different type of work conduct which are described as conduct of particular citizen and are also benefited to the company and are unrestricted, not precisely or clearly recognized by the proper bonus arrangement.

These behaviors are thought to have a significant impact on the capability and expertise of work teams and its companies, thus contributing to the comprehensive production of the organization.

It is important for each and every firm or institution to identify what factors govern this citizenship behavior of their employees, so that necessary initiatives can be taken to promote OCB, to ensure productivity and congenial relations at workplace. The study aims at identifying the employee perception and factors governing citizenship behavior of employees of select professions. Both primary data and non primary input sources have been used for the study. Descriptive statistics have been for the analysis. An observation disclosed that the both personal and organizational factors influence citizenship behavior.

Key words: *Human resources management, citizenship behavior, discretionary behavior, sufficiency of work.*

INTRODUCTION:

With reference to marketing every company ensures customer delight than just customer satisfaction. In the same way, every personnel manager expects his/ her employees additional performance oriented behavior apart from in role behavior. This additional aspect and its behavior is termed as Organizational citizenship behavior (OCB).



Krishnan and Arora (2008) found that this citizenship behavior increases the organizational capability by serving co-worker, supervisor, and the firm or institution. The present study or observation is focused studying employees perception towards citizenship behavior at workplace and to identify influencing factors for this behavior among the employees of select profession.

REVIEW OF LITERATURE:

As per the Organ (1988a), OCB is the vital and significant element that can help the organization to survive. Therefore, it is essential to accept the various variables that contribute significantly and positively in forming this favorable behavior within the organization (Organ, 1988b).

Organizational justice is defined as the narration and characterization in the enterprise. (Coetzee, 2004). According to the know proof organizational verdict approach not only involves the verdict regarding the result of integrity but also the judgment related to the way the allocation decision was made (Greenberg, 1990b;). Another of distributed justice is verdict of an organization which is mainly concentrated on the confidence of people which they have acquired amount of value in respect to verdict – work related outcome (Giap et al., 2005). in interactional justice, judgment makers analysis for the people who have been damaged by the judgment or verdict which is very important because the persons analyze mindset as indication of verdict within the organization (Greenberg , 1990a).

As per the observation in few countries like USA and Romania indicates the direct relation of citizenship behavior with human resources (Tumipseed & et.al, 2000).

In order to reduce the tension among the people working in an organization OCB has put some light in a positive way to set the ground for uplifting workers actions capability and capacity and in turn bring about human resources productivity (Hall, 2009). According to researchers, an individual's motivation is importantly pointing to male of female's citizenship behavior in an organization (Tang & Ibrahim, 1998).

Research reported in of the effects of external bonus on internal motivation, reported that tangible rewards undermine intrinsic motivation out of free choice. Barbuto et al., (2003) observed a relationship which is not look as positive as expected between instrumental motivation and Organizational Citizenship Behavior work comfort.

Job satisfaction is an antecedent of organizational commitment (Porter et al., 1974). Williams and Hazer (1986) defined working is related with elements of job atmosphere and would develop more quickly than organizational commitment, which would require a worker to make a more



global assessment of his relationship or her rapport to the company. Kinicki et al. (2002) did the meta-analysis and found the confident rapport between job work and organizational commitment obtaining from 152 research papers during the period 1975 -1999. Furthermore, LePine et al. (2002) did the meta-analysis and found the confident relationship between organizational commitment and OCB.

RESEARCH METHODOLOGY:

The essential intension of this paper is to study employee perception towards OCB and to identify the influencing factors for such behavior.

The study uses one and other elementary and supported data sources. Primary data is collected using structured questionnaire, which consists of two parts a) demographic profile b) questions relating to employee perception towards OCB and factors governing OCB. The questions are framed on five point rating scale, which vary from strongly agree to strongly disagree.

Secondary input is possessed from sources like books, journals, news papers. The sampling procedure adopted for the study or observation is convenient sampling procedure. The well structured questionnaire is dispersed to employees who work in Hyderabad. Sample includes the five prominent professional employees i.e. Doctors, teachers, employees of banks, IT companies and Government. The collected data is then tabulated, and analyzed adopting descriptive data. The present is conducted with select professions. So, the results may not be applied to other sectors and the main limitation is that out of 100 questionnaires distributed only 62 have been considered for the analysis which is completely filled up. Comparison was not possible as the data collected from all of the professions varied, whereas the amount of specimen was equally chosen

RESULTS AND DISCUSSION:

The important objective of the present research is to know Employees perception towards OCB and classify the regulated elements governing OCB. Questions relating to employee perception and factors governing are structured in survey using a scale five different points (1- Strongly Disagree, 2- Disagree, 3- Neutral, 4-Agree and 5- Strongly Agree), a average score of 3 and around indicate a moderate value on the aspect of OCB, while around 5 and 1 indicates a significant and insignificant value to the employees respectively regarding the perception and factors governing OCB.

**Table-1: Mean values for the report pertinent to Employee perception towards OCB**

Employee perception towards Organization Citizenship Behavior (OCB)	Mean Value
Helping new co-workers; helping colleagues in meeting deadlines enhances productivity	4.06
Cooperative behavior in society and unit facilitates cohesiveness, which results in effective use of resources	4.29
By discovering and continuing a friendly, supportive working environment and a sense of relatively faithful employees can be attracted and retained	4.38
Better communication and stronger networks facilitate accurate information transfer and developing capacity and creates social capital	4.46

Four reports pertaining to the employee perception towards OCB were framed in the questionnaire. As per the data collected on five points rating scale, mean values for each statement is calculated. When observed in the table, the minimum mean value for each statement is above 4.0, which indicates that employees agree with the statements given. The highest mean value is noted for the statement which supports communication and stronger networks. They perceive that when friendly and supportive environment is created, employees can be attracted and retained easily. Employees also agree that productivity is ensured by encouraging team cohesiveness as it results in effective use of resources. So, finally it infers that employees have positive perception towards OCB.

Table-2: Factors governing OCB of IT employees and Mean values.

Factors governing OCB of IT employees	Mean Value
Managers' trust and respect	4.14
Dedicative corporate culture	4.22
Involvement of employers	3.67
Flatten organization	3.62
Educational background and work experiences	4.25
Enduring ability towards uncertain environment	3.66
Career value	3.22
Interactional Justice	3.80
Procedure justice	3.82
Tendency of career ability	3.82



Distributive justice	3.91
Character of employers	4.19
Scientific and right performance of evaluation	4.24
Career interests	3.96

In regards to identify influencing factors of Organization Citizenship Behavior, earlier research was used. To measure how these factors influenced OCB of this particular sample of the current research questions were asked on five point rating scale and mean values are calculated. When observed the mean values range from 3.62 to 4.25, which indicates that they agree that all the factors influence their citizenship behavior. When observed no big difference was found between all the factors.

In order analyze the regulatory elements in depth, employees express that their citizenship is often governed by their education background & work experiences. This indicated that employees show additional performance oriented behavior when they have sound knowledge and even when they get good work experience. Even the way their performance gets evaluated, determines their citizenship behavior. Employees agree that Managers trust and respect, Deductive corporate culture and even their own Character has much impact on their citizenship behavior. Even the justice, whatever it might be interactional, procedural or distributive the employees agree that this will govern their additional aspect and behavior. The respondents feel that when organization have flatten structure and when they are involved, there is a possibility to perform as per their requirements.

The study also reveals that the career interests and career abilities of an employee govern their citizenship behavior at workplace.

CONCLUSION:

The current study found that employees irrespective of their profession have positive perception towards OCB. They agree that both the personal factors and Organizational factors govern their Citizenship Behavior at workplace. As it is evident from the literature, how the factors identified benefits organization, and even the present study, the organizations can take necessary initiatives to reap the benefits of citizenship behavior.



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