

# **A Study on Impact of Organisational Citizenship Behaviour and Work Performance of the Bank Employees in Kanyakumari District**

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**ABSTRACT:** *Organisational citizenship behaviours (OCBs) are individual, discretionary actions by employees that are outside their formal job description. Positive Organisational citizenship behaviours (OCBs) reduce the need for the supervision, improve work place morale and increase performance of the employees in their job. This research paper aimed to identify the concept of organizational citizenship behavior and relation between the organisational citizenship behaviour (OCB) and job performance of various bank employees in kanyakumari district.*

**Key words:** *Organisational citizenship behaviour, Discretionary action, Job performance*

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## **I. INTRODUCTION**

Organizational Citizenship Behavior (OCB) is often performed by the employees to support the interest of the group or organization even though they may not directly lead to individual benefit. Such behavior is helpful to the company, yet it is not considered a part of the core elements of the job (Moorman and Blakely, 1995)<sup>1</sup>. OCB is necessary as a form of productive behavior (Podsakoff and Mackenzie, 1997)<sup>2</sup>. OCB can be an important aspect of an employee's behavior that contributes to overall organizational effectiveness (Spector, 2000). OCB can possess various roles in organizations. One of the most important of them is creation and enhancement of social capital. Social Capital is also a kind of soft indicators that if it is not more important than other forms of capital, is not less important than others (Jahangir, et al., 2004)<sup>3</sup>.

### **Need For The Study**

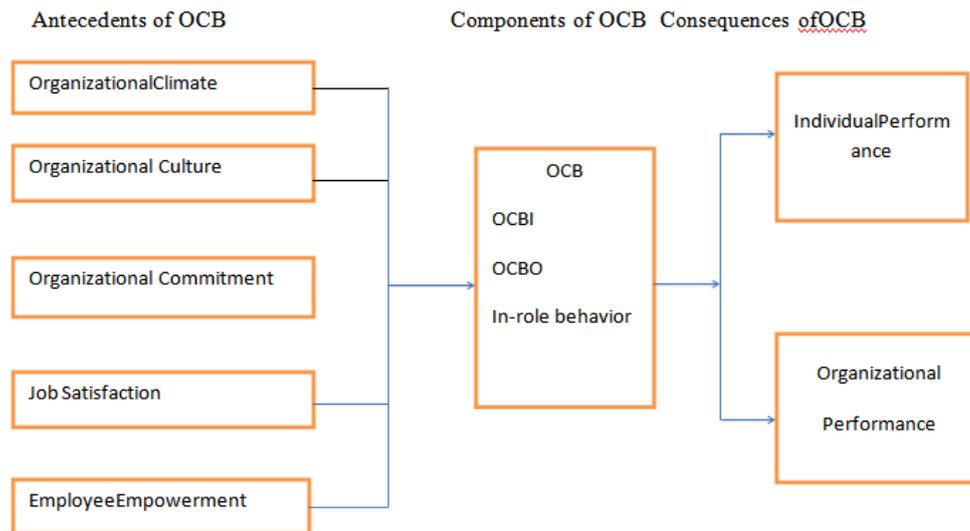
For the last two decades, OCB has been a major construct in the fields of psychology and management. It has received a great deal of attention in the literature (Organ and Ryan, 1995)<sup>4</sup>. OCB is an important factor that can contribute to the survival of an organization. Organ found that employee satisfaction, organizational commitment, organizational climate, organizational culture, organizational motivation, career development and leadership behavior all impact and affect citizen behavior within an organization. Hence, it is essential to study the various determinants and the consequences of the OCB.

## **II. RELATED REVIEWS**

OCB extends beyond the performance indicators required by an organization (Lovell, et al., 1999)<sup>5</sup>. Citizenship behavior immediately benefits specific individuals and thereby organizational effectiveness (Lee and Allen, 2002)<sup>6</sup>. OCB benefits the organization without actions aimed specifically toward any organizational member or members (Williams and Anderson, 1991)<sup>7</sup>. The job satisfaction is one of the important antecedents of OCB (Aronson et al., 2005)<sup>8</sup>. (Othman, 2002)<sup>9</sup> found that job satisfaction, organizational commitment and ethical climate were correlated to OCB. Even though there are so many studies related to OCB, there is no exclusive study on OCB of bank employees and their correlation towards job performance. Hence, the present study has made an attempt to fill up the research gap.

### **Theoretical Framework Of The Study**

The following figure depicts the proposed relationship between antecedents of OCB and consequences of OCB.



### Objectives Of The Study

To measure the various indicators regard to the job performance of bank employees.

To study various behaviors of bank employees is ensuring OCB.

### III. METHODOLOGY

The proposed research design of the study is descriptive in nature. The scope of the study confines to the employees those working various private and public sector banks in Kanyakumari District. The bank employees include the managers and other employees of the various banks in kanyakumari. This study is based on primary and secondary data. Simple random sampling method was adopted for selecting the samples. For the present study the structured questionnaire was used to collect data from the employees of both private and public sector Banks in Kanyakumari District. Totally 150 employees are chosen as sample for the current study, out of which 75 employees from public sector banks and remaining 75 respondents from private sector banks.

### IV. DATA ANALYSIS

The structured questionnaire was used for collecting the data from the respondents. The collected data analyzed with various statistical tools such as KMO and Bartlett test and factor analysis. The analysis made with an idea of find the relationship between organizational citizenship behavior and the performance of bank employees. Questionnaire included organizational citizenship behavior, job performance and employee demographic data.

The dependent variable

Dependent variable is the performance of enterprises. On the basis of Anderson Scales on the performance evaluation twelve questions were formed. These problems include a competent career growth, management expectation, role perception, staff morale, etc. The problem with the dependent variable was measured with Likert five points scale. Where 1 means “strongly disagree”, 2 means “disagree”, 3 means that “neutral”, 4 means “agree”, 5 means “strongly agree”.

First of all, these 12 indicators are measure performance and did the KMO and Bartlett to get the Sphericity test for them, as shown in the Table 1. Where KOM values is 0.712, Bartlett test spherical ( $P < 0.001$ ) was significant and suitable for factor analysis. Factor analysis is approach is using the maximum likelihood methods to extract the factors, while the greatest variance by rotation results is shown in Table 2. The factor analysis results for the performance showed that the twelve indicators have a good response. The five factors that expecting to completion of the task, attaining formal job performance requirements and so on. Because these performance indicators mainly reflect individual performance, the factor is defined as the individual employee performance. Corporate performance and individual employee performance reliability coefficient Cronbach test was 0.936 and 0.902, reliability is high. In addition, in order to facilitate comparison and analysis, using statistical software SPSS first calculated the total score for each individual employee performance (5 indicators) and business performance (Seven indicators), and then unified into five points scale to do the comparison.

**Table 1: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.712	
Bartlett Test of Sphericity	Approx. chi- square	203.002
	Df	66
	Sig.	.000

**Table 2: The Factor Analysis Results of Performance**

	Components	
	Organisational performance	Individual performance
Role perception	0.932	0.142
Staff Morale	0.861	0.174
Bank performance	0.860	0.210
Perceived clarity	0.831	0.354
Bank expectation	0.793	-0.025
Status	0.771	0.202
Career growth	0.735	0.025
Completion of task	0.138	0.873
Commitment towards work	0.125	0.865
Ready to work	0.260	0.858
Formal performance	0.076	0.806
Job instruction	0.098	0.783

Independent variable

Based on the previous research, in this study also choose seven conformed staff dimensions with the aim of identify the organizational citizenship behavior among the bank employees. Including: helping attitude, loyalty towards work, following organizational rules, individual initiative, self-improvement, sustain of resources, maintaining harmony. With the same as dependent variable, the independent variable using five point scale measurements of Likert.

**Table 3: The Correlation between the Various Behaviors**

	1	2	3	4	5	6	7
Maintaining harmony	1.000						
Following bank rules	.206	1.000					
Take initiative	.0154	.186	1.0000				
Sustain of resources	.107	.060	-.074	1.000			
Loyalty towards bank	-.354	-.141	-.106	.111	1.000		
Helping attitude	-.371	-.232	-.292	-.018	.108	1.000	
Self-improvement	.003	-.214	-.059	-.175	-.469	-.427	1.000

## V. DISCUSSION ON ANALYSIS

Regression analysis of personal performance and each factor (table 4) Regression analysis with SPSS, the results showed that these organizational citizenship behavior explained 63% of individual performance ( $adj.R^2 = 0.63$   $F = 6.593$ ,  $p < 0.01$ ), it is a better explanation of organizational citizenship behavior influence to individual performance. Loyalty towards bank, following organization rules, individual initiative, and maintaining harmony explored significant influence to individual performance. It shows that many factors can affect individual performance. The improving of employees in various organizational behavior is likely to increase their personal performance. Additional, helping attitude, sustain of resources are have less influence to individual performance. The probably reason may be helpful actions as a kind of behavior to help others, which use own resources to help others. The behavior of sustain resources advocate employee to save resources to reduce costs. However, in real life can find employee possesses organization resources to improve themselves performance in the organisation. Conversely, if employee saves resources also means employees giving up part the chance to create performance for themselves.

**Table 4:** Regression Analysis of Personal Performance and Each Factor

	The non-standardized Coefficient		Standard Coefficient	T	Sig.
	B	Standard error			
(Constant)	1.451	.495		2.931	.010
Helping attitude	-.130	.089	-.289	-1.466	.162
Loyalty towards work	-.066	.101	-.120	-.650	.052
Following bank rules	.366	.091	.361	2.558	.021
Initiative taken	.198	.077	.361	2.558	.021
Self-improvement	-.065	.103	-.136	-.635	.534
Sustain of resources	-.111	.073	-.202	-1.514	.149
Maintaining harmony	.420	.086	.807	4.889	.000

$R^2 = 0.743$  adj.  $R^2 = 0.630$   $F = -6.593$   $P = 0.001$

Regression analysis of organisational performance and each factor (table 5)

Regression analysis with SPSS, the results showed that helping attitude, loyalty towards work, following bank rules, individual initiative taken, self-improvement, sustain of resources, maintaining harmony has significant influence to organisational performance. This research results is similar with predecessors. These organizational citizenship behaviors explained 61% of enterprise performance. Among these behaviours, helping attitude ( $\beta = 0.395$ ,  $P < 0.01$ ) has importance influence to organisation. It may be an employee get helps when he is being trouble can generate strong sense of belonging. They see themselves as part of the organization; they will be more effort for themselves and enterprise to create higher performance organization.

**Table 5:** Regression Analysis of organisational Performance and Each Factor

	The non-standardized Coefficient		Standard Coefficient	T	Sig.
	B	Standard error			
(Constant)	.204	.836		.245	.010
Helping attitude	.543	.150	.395	3.616	.002
Loyalty towards work	.132	.170	.096	.773	.045
Following bank rules	.252	.153	.183	1.650	.011
Initiative taken	.126	.131	.092	.968	.034
Self-improvement	.148	.174	.107	.853	.040
Sustain of resources	.096	.123	.070	.779	.044
Maintaining harmony	.078	.145	.057	.535	.060

$R^2 = 0.729$  adj.  $R^2 = 0.610$   $F = -6.149$   $P = 0.001$

## VI. CONCLUSION

During the present study, the relationship between organizational citizenship behavior and the performances of bank employees have been studied. It is very clear that the bank employees are very much interested in improving their performance within the premises of the bank and no doubt in that one of the main ideology is with the help of organisational citizenship behavior. Thus we can conclude that organizational citizenship behavior has become a theory for the enhancement of employee performance.

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