

ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES AT BUTTERFLY GANDHIMATHI APPLIANCES LIMITED

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***Abstract:** Organizational Citizenship Behavior (OCB) had been studied since the late 1970s. Over the past four and half decades, interest in these behaviors had increased substantially. Organizational behavior has been linked to overall organizational effectiveness, thus these types of employee behaviors have important consequences in the workplace. Dennis Organ is the father of OCB. Organ expanded upon Katz's (1964) original work. Organ (1988) defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ's definition of OCB includes three critical aspects that are central to this construct. First, OCBs are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness. The research was undertaken to evaluate the various dimensions of Organizational Citizenship Behavior (OCB) that influence job satisfaction and work commitment of employees at Butterfly Gandhimathi Appliances Limited. The secondary objectives were to identify the relationship between the determinants of OCB and to discover the association between demographic profile of employees and OCB dimensions. Primary data was collected using a structured questionnaire from 130 employees selected through non-random sampling method at Butterfly Gandhimathi Appliances Limited. The data collected were analyzed with the help of statistical tools viz. percentage analysis, Karl Pearson's correlation, regression analysis and chi-square test. It was found from the research that the employees in the organization show higher importance for civic virtue while the importance for altruism, conscientiousness, courtesy and sportsmanship were relatively low. The results of the study clearly depict that employees reveal a positive attitude towards OCB.*

***Key words:** OCB, Job satisfaction, Work commitment, Employees and Demographic profile*

INTRODUCTION

Organizational Citizenship Behavior (OCB) had been studied since the late 1970s. Over the past four and half decades, interest in these behaviors had increased substantially.

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Organizational behavior has been linked to overall organizational effectiveness, thus these types of employee behaviors have important consequences in the workplace. Dennis Organ is the father of OCB. Organ expanded upon Katz's (1964) original work. Organ (1988) defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ's definition of OCB includes three critical aspects that are central to this construct. First, OCBs are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness. Researchers almost more than 65 years have been paying attention in employee's co-operative types of behaviors. These behaviors are characterized as an individual attribute of the employee which enlightened that why some employees behave more considerately than others. Organization citizenship behavior is not specified by any contract or not even expected by an average employee, this behavior is organizationally desirable because this behavior assist resource transformation, adaptability and innovation in order to increase the organization efficiency. Early research regarding the antecedents or determinants of OCB focused on employee attitudes, dispositions, and leader supportiveness. More recently, many variables have been examined in the effort to determine the determinants of OCB. Commonly studied determinants of OCB are job satisfaction, perceptions of organizational justice, organizational commitment, personality characteristics, task characteristics, and leadership behavior. These antecedents have been analyzed at both the overall and individual OCB levels. One of the most intuitive antecedents of OCB is satisfaction. Task characteristics such as feedback, reutilization, and intrinsic satisfaction are found to be significantly related to altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Positive relationships were found between both task feedback and intrinsic satisfaction and OCB, while a negative relationship was found between task reutilization and OCB. Even though task characteristics have been found to predict OCB, some debate exists as to whether this is a direct effect or a relationship mediated by job satisfaction.

BUTTERFLY GANDHIMATHI APPLIANCES LIMITED

The company was promoted by Sri. V. M. Lakshminarayanan and Sri. V. M. Kumerasan. The Company was originally incorporated as a Private Limited Company on 24th February 1986 and was converted into a Public Limited Company on 25th April, 1990. Butterfly Gandhimathi Appliances Limited was started in the year 1986 mainly as a trading concern. The commercial production of LPG stoves and Geysers started in October 1987. This was followed by commercial production of Mixer/ Grinders from October 1989. Presently the Company is engaged in manufacture of LPG stoves, Mixer/ Grinders, Geysers, stainless steel home appliances, vacuum flasks, table top wet grinders, pressure cookers, lunch boxes and cookware sets. Its products also comprise

electric cookers, kitchen sinks, water filters, power hobs, dinner sets and ensemble products. The Butterfly Group, pioneers in stainless steel home appliances started operations four decades ago. The company was the first in India, to introduce stainless steel pressure cookers and vacuum flasks, and acquire the ISO 9002 certification, in the LPG and mixie divisions. From just a handful of basic utensils, Butterfly today, manufactures a comprehensive range of home appliances, kitchen products and cookware of the best quality, the highest functionality and the latest styling. Under the enterprising leadership of late Sri Murugesu Chettiar and his sons, Butterfly is a trusted name not only in India but also in United Kingdom, Canada, Australia, Japan, Middle East and East Asian countries. Butterfly has four state-of-the-art manufacturing units with in-house design and die – making facilities. Butterfly's Research and Development facilities have the latest development tools like spectrum analyzer etc. to keep up its passion for progress at all levels. This passion would constantly give birth to new product ranges. The success of butterfly is attributes to its customer orientation. Serving the customer with the finest quality products and adapting to the changing needs and tastes of customers have been the company's primary motive. Butterfly is all set to conquer wider horizons.

OBJECTIVES OF THE STUDY

The research was undertaken to evaluate the various dimensions of Organizational Citizenship Behavior (OCB) that influence job satisfaction and work commitment of employees at Butterfly Gandhimathi Appliances Limited. The secondary objectives were to identify the relationship between the determinants of OCB and to discover the association between demographic profile of employees and OCB dimensions.

RESEARCH REVIEW

Philip M. Podsakoff & Scott B. MacKenzie (1990) in their research titled **Impact of Organizational Citizenship Behavior on Organizational Performance** concluded that despite the widespread interest in the topic of organizational citizenship behaviors (OCBs), little empirical research has tested the fundamental assumption that these forms of behavior improve the effectiveness of work groups or organizations. This article examined the assumption that OCBs improve the effectiveness of work groups or organizations in which they are exhibited. The results of this review indicate that OCBs make important contributions to the variance in organizational effectiveness, although helping behavior tends to have more systematic effects than either sportsmanship or civic virtue. N. T. Feather & Karin. A. Rauter (1993) in their research titled **Occupational and Organizational Psychology** investigated that organizational citizenship behavior OCBs were positively related to perceived job insecurity and negatively related to opportunities to satisfy influence and skill utilization work values for the contract employees, and positively related to organizational commitment, organizational identification and to opportunities to satisfy variety and skill-utilization work values for the permanent employees. Results were discussed in relation to the

different functions that OCBs were assumed to serve for both groups of employees and the possibility of conceptualizing OCBs using a motivational analysis that takes account of expectations and goal structures. David Turnipseed (1996) in his research titled **Organization citizenship behavior: an examination of the influence of the workplace** observed that a recent focus of organization behavior and management theory has been on desirable, yet informal organization behaviors explains that this behavior is called organization citizenship, or the "good soldier syndrome" and, although the definition of organization citizenship is debated, most definitions of being a "good soldier" include pro-social behaviors, helping others, innovating, volunteering and the lack of undesirable behavior, seeks to advance the theory of organizational citizenship by examining the relationship between organization citizenship and the environment in which that citizenship behavior is manifested. Zirgahm Ullah Bhukari (2009) in their research titled **Determinants of Organizational Citizenship Behavior** studied the relationship between OCB with altruism, conscientiousness and civic virtue and observed that longer the period of affiliation, stronger was the citizenship behavior among the employees regarding the organization caring for their employees, high was the rating on OCB scale. The research also capitulates that the citizenship behavior has a very significant effect on the stability of the organization structure. The whole research results, suggests that the organizations' top executives should be thoughtful about the citizenship behavior among the employees, as it not only proves helpful for the processes within, leading the whole organization towards the riches, but also helps to generate a good strengthen image, to the outside world. Future research can be done with a larger sample size to represent the whole industry which may yield some different results. Riiya Ehtiyar, Aylin Aktas Alan, Ece Omuris (2010) in their research titled **The Role of Organizational Citizenship Behavior on University Student's Academic Success** found out that there is a significant relation between the levels of students' organizational citizenship behavior and liking of their school. It is positive to say that a student who likes his school will attend school activities voluntarily, undertakes responsibilities and has a positive interaction in the class or school. The important result of the research is that there is a positive correlation between average grade students and OCB. The research can be further extended to public organizations in order to understand OCB's effects on other variables like commitment, performance, etc. M. Muzamil and Dr. Sharan Kaur (2011) in their research titled: **Organization Citizenship Behaviors, Organizational Structures and Open Innovation** concluded that understanding the relation between OCB, Organizational structure and creation of open innovation is crucial in increasing the rate of successful open innovations. They proposed that practicing OCBs facilitates creation of open innovation, and that an informal organizational structure favors creation of open innovation more than a rigid formal structure. Since not much empirical research has been done into this, it would be worthwhile for future researchers to empirically test the propositions developed in this paper across different industries and sectors. Jihad Mohammed et al. (2011) in their research titled **Job Satisfaction and Organizational Citizenship Behavior** says that intrinsic and extrinsic job satisfactions are important variables in

predicting the citizenship behavior using convenience sampling. Therefore, priority should be given to both extrinsic and intrinsic variables that will encourage employees to be more spontaneous and willing to achieve the organizational goals even though they exceed their formal duties and responsibilities. For future research random sampling is recommended to increase the generalization. Ali Noruzy, Karim Shatery and Loghman Hatami Shirkouhi (2011) in their research titled **investigating the relationship between organizational justice and OCB, the mediating role of perceived organizational support** showed that organizational justice directly and significantly influenced OCB. Also, organizational justice indirectly influenced OCB through perceived organizational support. Thus this study suggested that perceived organizational support have mediating role between organizational justice and OCB. C. Vijaya Banu and R. Amudha (2012) in their research titled **A pragmatic Study on Organizational Citizenship Behavior in an Indian Private Leisure travels Organization Using factor Analysis** concluded that leadership style has an impact on OCB. And the organizational citizenship behavior will be exhibited by the employee, because of increasing bondage with the organization over years. It is the effort of the organization to improve OCB because the positive behavior of employee depends upon OCB. Future studies may include the other dimensions of leader of leadership and its impact on OCB. Fahran Mehboob and Niaz A Bhutto (2012) in their research titled **Job Satisfaction as a Predictor of Organizational Citizenship Behavior** concluded that job satisfaction has weak connections in terms of predicting OCB, courtesy and altruism were the only OCB dimensions found in this study that related with job satisfaction. Their results support the findings of Smith et al. (1983) in which he reported a positive correlation between two dimensions of OCB i.e. altruism and compliance with job satisfaction. Organ et al. (1995) also noted a moderate relationship between job satisfaction and altruism and a weak but positive relationship of job satisfaction with courtesy and sportsmanship.

RESEARCH DESIGN

Descriptive research design was used to collect primary data from 130 employees through non-random sampling method using a structured questionnaire at Butterfly Gandhimathi Appliances Limited. The data collected were analyzed with the help of statistical tools viz. percentage analysis, Karl Pearson's correlation, regression analysis and chi-square test.

RESULTS

Most (51%) of the employees agree that they readily help those around and 2% strongly disagree on that they readily help others. Most of the employees (32%) strongly agree that they help orient new people and 9% of the employees disagree on help to orient new people. Most (52%) of the employees agree that they are mindful of their behavior and 3% of the employees disagree on that they are mindful of their behavior. Most (48%) of the employees strongly agree that they try to avoid creating problems and

2% of the employees strongly disagree on that they try to avoid creating problems. 33% of the employees agree that they offered ideas to improve the company and 2% of the employees strongly disagree on that they offered ideas to improve the company. Most (40%) of the employees strongly agree that they expressed loyalty towards the organization and 1% of the employees strongly disagree on that they expressed loyalty. Most (50%) of the employees agree that they take pride in doing their job and 0.8% strongly disagree on that they take pride in their job. Most (30%) of the employees disagree that their efforts are not rewarded and 8% strongly disagree on that their efforts are being rewarded. Most (45%) of the employees agree that they enjoy their job and 5% strongly disagree on that they enjoy their job. Most (42%) of the employees agree that they feel the organization has personal meaning to them and 3% strongly disagree that they feel the organization has personal meaning to them. Most (25%) of the employees agree that jumping to other organization is unethical and 6% strongly agree that jumping to other organization is not unethical. It was concluded that civic virtue contributes more towards job satisfaction and also the courtesy, civic virtue contributes more towards organizational commitment and also conscientiousness. The job satisfaction and organization commitment are related to each other in case of employees OCB. The male and female employees have a difference of opinion and also show difference in willingness to help.

CONCLUSION

The Butterfly Gandhimathi Appliances Limited operates in a well planned and established manner. The study was conducted to analyze and examine the "Organizational Citizenship Behavior Dimensions that affect Job satisfaction and Organizational Commitment of employees at Butterfly Gandhimathi Appliances Limited". It also intends to study the methods through which OCB can be improved among the employees. The employees' citizenship behavior at this organization is at a satisfactory level. Most of the employees show the attitude of high loyalty and also they obey the rules, it shows the organization has a dedicated work force. The employees in the organization show higher importance for civic virtue while the importance for other OCB dimensions such as altruism, conscientiousness, courtesy and sportsmanship is comparatively less. The results of the study clearly depict that the employees show a positive attitude towards OCB.

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