

AN EXPLORATION INTO EXPERIENCES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG PERSONNEL SALES EMPLOYEES IN MOBILE STORE

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***Abstract:** The purpose of this study is to examine the antecedents of Organizational Citizenship Behavior (OCB) among sales employees in Telecommunication. This study is also investigates the relationship between person-organizational fit, fairness reward system and OCB. The leadership support, fairness reward in allocation, person –organizational fit, job satisfaction as direct predictors of Organization Citizenship Behavior. The study based on survey of 180 sales person in telecommunications in Vellore mobile store. The manager should make sure in new hires perceive what constitution smart performance associated with reward allocation. Sales manager will affects performance of their overall sales organization. The organization should adapt, requiring staff to interact in behavior on the far side their formal verbal description. The social obstacles were additional apt to influences client satisfaction negatively.*

***Keyword:** Person-Organization Fit, OCB, Job Satisfaction, Leadership Support.*

INTRODUCTION

The structure ought to acknowledge the in-role and extra-role behavior. The direct predictors towards structure Citizenship Behaviour is fairness reward allocation and person-organizational work. The particular aspects of job and explaining exactly every part of the sales tasks influences reward outcomes. The sales manager create salespeople awake to OCBs are necessary within the management and analysis of salespeople.

The empirical impermeable of links between OCB and its antecedents is to measures the individual through structure job satisfaction and also the dimensions of OCB among personal sellingcontext. To research the antecedents of OCB with the influencing factors of job satisfaction, organizational commitment, person-organizational fit, leadership support and fairness reward allocation that area unit the direct predictors of OCB. Today, changes in structure environments, their resultant innovations, and suppleness area unit stressed, that essentially incorporate voluntary behaviour from members of a corporation. Consequently, a corporation ought to be capable of shifting its members'

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attitudes and behaviours that act for structure development from egocentric behaviours. With respect to this issue, several researchers have paid attention to structure citizenship behaviour.

OBJECTIVE

- To analysis the organizational citizenship behavior (OCB) among sales people in personal selling.
- To understand the relationship between person-organization fit and OCB.
- To understand the antecedents of person-organization fit, leadership support and fairness reward allocation through job satisfaction.

REVIEW OF LITERATURE

Philip M. Podsakoff *et al.*, (1997), the purpose of the study is to find the mediators of the relationship between OCB and work crew performance. The OCB dimension are altruism, courtesy, sportsmanship, consciousness has effects on performance measurements but the civic virtue has no effects on performance measure. To reduce the need to devote scare resources too purely maintenance functions. To free this resources up for more productive purposes and to enhance co-workers or managerial productivity. The serve as a means of coordinating activities between team members and across work group, enhance the organization's ability to attract and retain the best people by making it a more attractive place to work.

Richard G. Netemeyer *et al.* (1997), the author has discussed sales oriented to OCB. They can also asses self-supervisor and co-worker-rated in OCB. It also represent the logical internal adaptation mechanism in the employee who is engage in OCB go above and beyond the job requirement. The external environment organizational must adapt, requiring employees to engage in behaviour beyond their formal job descriptions. The social obstacles were more apt to influence customers satisfaction negatively and remove those obstacles is an important managerial role. The relationship between buyer and seller are developed based intuitively appealing to such setting which shed no lights on their potential relationship.

Nigel F. Piercy *et al.* (2012), the conventional agenda to be addressed by senior executive in managing sales organizational. Growing pressure on sales organizational to achieve superior customer relationship and focus on higher level of performance with more strategically important customers, sales manager is pivotal and deserves management attention to supporting not simply what managers are expected to do in fulfilling their responsibility. The self-rating of control level and it also useful to examine senior executive and sales person perception of sales manager control activities and capabilities.

Anas Bashir S. Elgharyani *et al.* (2013), the connect trust to organizational citizenship behaviour that made organizational citizenship behavior to be used as a

link or bridge. In this connection with the point previously mentioned it also made an effort to connect trust to organizational commitment through organizational citizenship behavior.

Hannes Zacher and Nerina L. Jimmieson (2012), the study reveals that transformational leadership was positively related to OCB and sales productivity. OCB behavior indicator of employees effort, whereas sales productivity, as operationalized by upselling behaviour, is an objective measure of employees efforts. It also consistent with a conceptual model that suggests that transformational leadership is related to two indicators of employee efforts in organizational.

Esmeraldo D. Dimaculangan and Hector M. Aguilung (2012), the author have discussed the connection on U.S.Based scale used to measure sales management issues can be adapted into a Philippine framework. It provides to reduce turnover by developing transformational leadership behaviour among managers and supervisors and enhancing organizational ethical climate. The transformational leadership in comparison with other styles that also consider building positive work relationship with subordinates.

Jo En Yap et al. (2009), the article have discussed certain reward programs, namely individual and group financial incentives motivated sales associates to engage in both in-role and extra-role behaviour simultaneously. Further, compared to formal recognition programs, informal reward programs appeared to be more effective in motivating sales associates to enhance their in-role and extra-role performance. The effects of different forms of financial rewards in various sectors and non-financial rewards such as interesting, challenging work, increased responsibility and performance feedback.

Belen BandeVilela et al. (2008), the article have discussed the mediating role of job satisfaction in the relationship between POF and OCB. When a salesperson feels that there is a strong similarity between values and the values of their organizational, they will experiences higher level of organizational commitment. Which will also have positive effects of OCB. Organizational socialization practices could be used to teach sales managers to find to increases POF among their salespeople. The personal and situational characteristics that mediating POF outcome relationship.POF as a dependent variable to examine with organizational variables so POF improves in a greater of OCB.

GergoryA.Rich (1999), the study suggest that sales managers can enhance the optimism of their existing salespeople through individualized support, which involves a genuine respect for the personal feelings and needs of each individual. there are exciting possibilities for sales researchers who study salesperson optimism as an academic construct. Optimism significantly influence d in-role performance, providing support for the intuitive but seldom empirically demonstrated view that optimistic salespeople are more productive than pessimistic salespeople. The extra role has been engaged with sportsmanship and helping behaviour.

Scott B. MacKenzie *et al.* (1998), the relationship between role ambiguity and organizational commitment and between role conflict and organizational commitment are mediated only partially by in-role performance and job satisfaction. The relationship between organizational commitment and turnover is mediated completely by extra-role performance. Identify others forms of extra-role behaviour and their effects.

RESEARCH METHODOLOGY

This study is descriptive in nature. It describe the organizational citizenship behaviour among the sales person in personnel selling. Population of the study was sales people in mobile stores in Vellore. The sample size was drawn from the sales people in personnel selling employed in mobile store in Vellore out of 200 sample 180 questionnaires were completed in all respect were taken in to final consideration. The sample was drawn from the population through convenience sampling. Since the employees are engaged in personnel selling in mobile stores, the data collection was limited with the available employees. Well –structured questionnaire was used to collect the data. Organizational citizenship behavior, leadership support, fairness reward allocation (Netemeyer *et al.*, 1997) has been used for the collection of primary data from the respondents for the purpose of knowing the OCB. The data analysis was performed using SPSS. The data was analysed and proper interpretations were given for the result.

ANALYSIS AND INTERPRETATION

Table 1
Demographic Profile of the Respondents

| Profile | Labels | Frequency | Percent |
|---------------------------|-------------------|-----------|---------|
| Gender | Male | 128 | 71.1 |
| | Female | 52 | 28.9 |
| | Total | 180 | 100.0 |
| Age | 20-25 | 117 | 65 |
| | 26-30 | 22 | 12.2 |
| | 31-35 | 24 | 13.3 |
| | 36-40 | 14 | 7.8 |
| | 41-45 | 3 | 1.7 |
| | Total | 180 | 100.0 |
| Educational Qualification | Diploma | 51 | 28.3 |
| | Under Graduate | 97 | 53.9 |
| | Post Graduate | 32 | 17.8 |
| | Total | 180 | 100.0 |
| Income | Less than 15000 | 110 | 61.1 |
| | 15001-25000 | 46 | 25.6 |
| | 26001-30000 | 24 | 13.3 |
| | Total | 180 | 100.0 |
| Experience | Less than 2 years | 92 | 51.1 |
| | 2-3 years | 57 | 31.7 |
| | 4-5 years | 30 | 16.7 |
| | More than 5years | 1 | 0.6 |
| | Total | 180 | 100 |

Gender

The most of the respondents are male with 71.1percent. The remaining are female with 28.9percent.

Age

The above table shows that majority (65%) of the respondents are belonging to the age group of 20-25 years. 12.2percent of them are belonging to the age group of 26-30 years, 13.3percent of them are belonging to 31-35 years. The remaining 7.8 percent and 1.7percent of them belonging to 36-40 years and 41-45 years respectively. Age group of 20-25 years are employed more in the personal selling since they are new to the market they can work more enthusiasm.

Educational Qualification

More number of the respondents are having the educational qualification of undergraduate with 53.9percent. One fourth of the respondents is diploma with 28.3 percent. 17.8 percent of the respondents are coming under postgraduate. More number of undergraduate are employed in personal selling because they don't want to put in danger of their status.

Income

Majority (61.1%) of the respondent are in the income group of less than Rs. 15000. The next highest numbers of the respondents are in the income group between Rs. 15000 to Rs. 25000 with 25.6 percent. 13.3percent of the respondents are earning an income between Rs. 26000 to Rs. 30000. More number of the respondent are new to the market there are getting salary of less than.

Experience

More number (51.1%) of the respondents are having experience of less than 2years. More than one fourth of the respondent (31.7%) are having the experience between 2 years to 3 years. 16.7percent of the respondents are having the experience between 4 years to 5 years. Only 0.6percent5 years respectively. Since more number of the respondents are in the age group of 20 years to 25 years so their experience also less than 2 years.

The variable which shows positive correlation at the 1% level are sportsmanship-civic virtue (0.616), sportsmanship – conscientiousness (0.374), sportsmanship – altruism (0.529), sportsmanship – courtesy (0.534). civic virtue – conscientiousness (0.528), civic virtue – altruism (0.477), civic virtue – courtesy (0.492). Conscientiousness – altruism (0.477), conscientiousness – courtesy (0.438). Altruism – courtesy (0.537). The organizational citizenship behaviour dimensions has positive correlation.

Table 2
Correlation between Organizational Citizenship Behaviour's Dimensions

H0: There is no significant relationship between Organizational Citizenship Behaviour Dimensions.

| | | <i>Sportsmanship</i> | <i>Civic virtue</i> | <i>Conscientiousness</i> | <i>Altruism</i> | <i>Courtesy</i> |
|--------------------------|----------------------------|----------------------|---------------------|--------------------------|-----------------|-----------------|
| <i>Sportsmanship</i> | <i>Pearson Correlation</i> | 1 | | | | |
| | <i>Sig. (2-tailed)</i> | | | | | |
| | <i>N</i> | 180 | | | | |
| <i>Civic virtue</i> | <i>Pearson Correlation</i> | .616** | 1 | | | |
| | <i>Sig. (2-tailed)</i> | .000 | | | | |
| | <i>N</i> | 180 | 180 | | | |
| <i>conscientiousness</i> | <i>Pearson Correlation</i> | .374** | .528** | 1 | | |
| | <i>Sig. (2-tailed)</i> | .000 | .000 | | | |
| | <i>N</i> | 180 | 180 | 180 | | |
| <i>Altruism</i> | <i>Pearson Correlation</i> | .529** | .477** | .477** | 1 | |
| | <i>Sig. (2-tailed)</i> | .000 | .000 | .000 | | |
| | <i>N</i> | 180 | 180 | 180 | 180 | |
| <i>Courtesy</i> | <i>Pearson Correlation</i> | .534** | .492** | .438** | .537** | 1 |
| | <i>Sig. (2-tailed)</i> | .000 | .000 | .000 | .000 | |
| | <i>N</i> | 180 | 180 | 180 | 180 | 180 |

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

Table 3
Correlation between Job satisfaction and Organizational Citizenship Behaviour

H0: There is no significant relationship between correlation between job satisfaction and organizational citizenship behaviour.

| | | <i>Job Satisfaction</i> | <i>OCB</i> |
|-------------------------|----------------------------|-------------------------|------------|
| <i>Job Satisfaction</i> | <i>Pearson Correlation</i> | 1 | .491** |
| | <i>Sig. (2-tailed)</i> | | .000 |
| | <i>N</i> | 180 | 180 |
| <i>OCB</i> | <i>Pearson Correlation</i> | .491** | 1 |
| | <i>Sig. (2-tailed)</i> | .000 | |
| | <i>N</i> | 180 | 180 |

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

There variable which shows positive correlation at the 1% level are job satisfaction and organizational citizenship behaviour (0.491). So, the job satisfaction increases and OCB also increases in personal selling context.

There variable which shows positive correlation at the 1% level are job satisfaction-person-organization fit (.416), job satisfaction- leadership support (.288), job satisfaction – fairness reward allocation (.334), job satisfaction- OCB (.491). The person-organizational fit- leadership support (.385), person-organizational fit – fairness reward allocation (.639), person-organizational fit – OCB (.517). The leadership support-fairness reward allocation (.467), leadership support- OCB (.394). The fairness reward allocation – OCB (.377). The result reveals that as the potential antecedent and job satisfaction increases OCB also increases.

Table 4
Correlation between Job Satisfaction, Potential Antecedents and OCB.

H0: There is no significant relationship between Job Satisfaction, Potential Antecedents and OCB

| | | <i>Job satisfaction</i> | <i>Person-organization fit</i> | <i>Leadership support</i> | <i>Fairness reward allocation</i> | <i>OCB</i> |
|----------------------------|---------------------|-------------------------|--------------------------------|---------------------------|-----------------------------------|------------|
| Job satisfaction | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 180 | | | | |
| Person-organization fit | Pearson Correlation | .416** | 1 | | | |
| | Sig. (2-tailed) | .000 | | | | |
| | N | 180 | 180 | | | |
| leadership support | Pearson Correlation | .288** | .385** | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | | | |
| | N | 180 | 180 | 180 | | |
| Fairness reward allocation | Pearson Correlation | .334** | .639** | .467** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | |
| | N | 180 | 180 | 180 | 180 | |
| OCB | Pearson Correlation | .491** | .517** | .394** | .377** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 180 | 180 | 180 | 180 | 180 |

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

FINDINGS

- Most of the respondents (71.1%) are male salespeople in personal selling.
- Most of the respondent are belongs to the age group of 20 years to 25 years.
- More number of the respondents are having under graduate qualifications in the personal selling.
- Most of the respondents are having the experience of less than 2 years in personal selling
- The most of the respondents are in the income group of less than Rs.15000.
- There is a positive correlation between organizational citizenship behaviour dimension increases among personal selling.
- There is a positive correlation between job satisfaction and OCB. It can be inferred that when the job satisfaction increases the OCB increases.
- There is positive correlation between Potential antecedents, job satisfaction and OCB, as the person-organization fit, leadership support and fairness reward allocation increases simultaneously job satisfaction and OCB also increases.

RECOMMENDATION

The study recommends to increases job performance by increasing individual performance through giving incentives for the target achieved. To reduce the attrition

in store the salesperson has to increase task performance and counterproductive work behaviour. The salesperson has to be developed with selling skills and they have to be updated with current technology.

CONCLUSION

The structure ought to acknowledge the in-role and extra-role behavior. The direct predictors towards structure Citizenship Behaviour is fairness reward allocation and person-organizational work. The precise aspects of job and explaining exactly every part of the sales tasks influences reward outcomes. The sales manager build salespeople conscious of OCBs square measure vital within the management and analysis of salespeople. The study helps to will increase the extent person-organizational work and leadership support among sales executives. The work satisfaction may mediate the results of others variables on OCBs solely bound commerce scenario.

FUTURE RESEARCH

The study can even more tested with job performance, job involvement and with different predictors. The study can even done with different sectors of salespersons perspective. As a predictors of OCBs, job satisfaction may well be even additional necessary in trendy sales organizations than is presently recognised.

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