

A Study on Organization Citizenship Behavior With Reference To Devan Packaging Private Limited

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Abstract- Organization Citizenship Behavior(OCB) denotes voluntary behaviors conducted by employees that go beyond their formal job obligations, contributing positively to the organization climate and overall effectiveness. This complex concept includes actions like lending a hand to coworkers, offering to help with extra work, and being diligent and kind at work.

The importance of Organization Citizenship Behavior (OCB) in cultivating a favorable organizational culture, augmenting employee contentment, and eventually influencing organizational performance has been emphasized. Organizational research has placed a strong emphasis on understanding the causes and effects of Organization Citizenship Behavior (OCB), with studies examining elements like job characteristics, organizational justice, and leadership styles that affect the likelihood of employees engaging in Organization Citizenship Behavior (OCB). Moreover, organizational initiatives to support Organization Citizenship Behavior (OCB) via leadership development, incentives, and recognition.

Keywords- leadership development, voluntary behavior, Extra Work

I. INTRODUCTION

Organization citizenship behavior (OCB) was not consistently perceived as “extra-role”, and in fact employees who considered it “in-role” exhibited more of it. Since this would mean that Organization citizenship behavior (OCB) could in some cases be expected by supervisors and co-workers, formal recognition and reward becomes possible.

DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The five most common organizational citizenship behaviors, according to Organ,

1. **ALTRUISM:** Altruism in the workplace occurs when an employee helps or assists another employee without

expecting anything in return. A simple example of altruistic behavior at work is when someone offers their assistance to a co-worker who is swamped by taking over their tasks or volunteering to help clean up the canteen after an internal company event. Altruism in the workplace can boost employee morale, productivity, and effectiveness.

2. **COURTESY:** Courtesy is polite and considerate behavior towards other people, in this case, other employees. Examples of courtesy at work include saying good morning asking a co-worker how their holiday was, how their kids are doing, how a project they're currently working on is going; basically, any question related to a subject someone has previously spoken about that shows people you've listened to what they were saying.
3. **SPORTSMANSHIP:** Put simply, sportsmanship is about an employee's ability to be a good loser. It's about being able to deal with situations that don't go as planned or negative surprises and to not demonstrate negative behavior when that happens. An example of good sportsmanship in the workplace is an employee who is temporarily taking over the tasks of a team member who broke his leg and will be on sick leave for a few weeks. While this considerably increases this employee's workload, she isn't complaining about it to her colleagues because she knows it's a temporary situation and that she's taking one for the team.
4. **CONSCIENTIOUSNESS:** Conscientiousness is defined as behavior that involves a certain level of self-control and discipline and that goes beyond the minimum requirements. In a work setting, this means that employees don't just show up on time and stick to deadlines, but that they, for instance, also plan ahead before they go to work. An example that's related to a remote work set up is having enough self-discipline to get up in the morning and get the work done, even when there is no manager around to give you a nudge. Conscientiousness also means knowing that sometimes

the job simply needs to get done, even though it's after hours.

5. **CIVIC VIRTUE:** Civic virtue is about how well someone represents the organization they work for. It's about how an employee supports their company when they're not in an official capacity. How do they talk about the organization to their friends and family for instance. Civic virtue can also be demonstrated by employees signing up for business events such as fundraisers or running a (semi) marathon for a charity with a team of co-workers. Civic virtue is a type of organizational citizenship behavior that creates a sense of community and camaraderie within the organization

This, in turn, leads to higher job satisfaction and better job performance.

BENEFITS OF ORGANIZATION CITIZENSHIP BEHAVIOR (OCB)

- Organization citizenship behavior (OCB) can boost employee morale
- It increases people's levels of work meaningfulness
- It is good for employee performance and productivity; in fact, research shows that Organization citizenship behavior (OCB) positively predicts performance.
- It creates better social interactions between employees
- It reduces stress.
- It creates a sense of community among employees.
- It is good for your Employer Brand.

II. NEED FOR THE STUDY

Organization citizenship behavior (OCB) is important to study since it makes an organization more successful and productive overall. Organization Citizenship Behavior (OCB) is the term used to describe voluntary actions that go above and beyond the call of duty, like lending a hand to coworkers, taking initiative, and supporting organizational objectives. Gaining an understanding of Organization Citizenship Behavior (OCB) helps enhance organizational culture, productivity, job satisfaction, and teamwork.

III. OBJECTIVE OF THE STUDY

- To know about the Organization citizenship behavior (OCB) amongst employees at Devan Packaging Private Limited.
- To analyze the variance between voluntarily helping others and age groups.

- To evaluate the relationship between voluntary commitment to help others and tenure.

4. SCOPE OF THE STUDY

The concept of the organization citizenship behavior is a very important factor which contributes to the existence of an organization. It is an activity in the organization that the employee chooses to do spontaneously and which often lies beyond the contractual obligations, and it is a voluntary behavior exhibited by the employee which are not included in the day-to-day tasks of an employee. This study helps to know about the Organization citizenship behavior (OCB) dimensions such as Altruism, Courtesy, Conscientiousness, Civic Virtue, and Sportsmanship for better productivity. This study also helps to find the relationship between Organization citizenship behavior (OCB) and work related outcomes in the areas of performance, job satisfaction etc. in the organization.

V. LITERATURE REVIEW

Allen, Enrush (2022) they both suggest that employee who has OCB quality that is voluntarily helping others other than his assigned tasks he can gain good relation with the supervisor by his positive behavior and also his emotions. There will not be conflicts between employee and his supervisor. And also it increase in the job performance. they say that at some point of time OCB acts as a major motivation where employees use OCB for their advancement and their personal chance to attract others in the organization. Best example is when employee use OCB at the time of getting better promotions. OCB acts as a tool to be promoted.

Mitali Das Mohapatra, Ipseeta Satapathy, et. al., (2021) The study of entitled with "Impact of dimensions of organization citizenship behavior on job satisfaction in information technology sector". Organization citizenship behavior has gained a lot of importance as they promote efficiency in organization functioning. Organization citizenship behavior at work place for every organization and implementation of these extra role behavior helps to improve the organization growth. The importance of OCB and its impact on job satisfaction has gained much eminence in IT sector however there are some dimensions of OCB which needs to be studied in depth in order to measure their influence on OCB. The five dimensions of OCB, other factors like employee sustainability, sharing of knowledge, administrative behavior and voice behavior are also being considered important as these categories inculcate among the employees a psychological attachments and feeling of belongingness and loyalty for the organization.

Nishad Nawaz and Anjali Mary Gomes, (2021) The study entitled with “Organizational Citizenship behavior and team performance: a multiple level study in Indian higher education institutions”. Organizational citizenship behavior (OCB) as the categorical department of a team member can be considered as team process element that has a significant influence on the team performance. The organizational citizenship behavior facilitates the team performance by the impact in the context in which the target is taken into consideration to perform better.

Findings clearly indicate that team performance influenced OCB via negative emotions, resource depletion, team member receptivity, team performance and organizational citizenship behavior. The study also reveals that negative emotions, resource depletion, team member receptivity has highly positive impact on team performance in their organizational citizenship behavior (OCB).

Dennis Organ(2020) seminal work for understanding organizational citizenship behavior (OCB) as voluntary actions that extend beyond formal job requirements. He identified OCB as comprising altruistic behaviors that benefit the organization and its members, such as helping colleagues or participating in organizational activities. Organ proposed five dimensions of OCB: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue, providing a comprehensive framework for studying discretionary behaviors in the workplace. His research highlighted the importance of recognizing and fostering these behaviors for enhancing organizational effectiveness and promoting a positive work culture.

Author Daniel Katz (2019) Suggests that people working in the organization, how and till what extent they get involved and get committed to achieve organization goals. If the organization need to survive for long term then it should perform its functions effectively. It is not possible by each individual but individual with different behavior needs different motivations required according to that behavior which helps the organization to develop spontaneously and by innovating its strategies.

Nishad Nawaz and Anjali Mary Gomes, (2021) The study entitled with “Organizational Citizenship behavior and team performance: a multiple level study in Indian higher education institutions”. Organizational citizenship behavior (OCB) as the categorical department of a team member can be considered as team process element that has a significant influence on the team performance. The organizational citizenship behavior facilitates the team performance by the impact in the context

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VI. RESEARCH METHODOLOGY

Research Methodology

It is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In this study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

Research Design

Research design is defined as the, “arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

Population Size

All items in any field of enquiry constitute a universe or population. The population or universe can be finite or infinite. The population size in Devan Packaging private limited is 250.

Sample size

It refers to the number of elements of population to be sampled. Total sample size for this research study is 200.

STATISTICAL TOOLS

- Percentage Analysis
- Chi square analysis
- ANOVA
- Correlation
- Regression

PERCENTAGEANALYSISMETHOD

Percentage method refers to a specific kind which is used in making comparison between two or more series of data

Percentages are based on descriptive relationship. It compares the relative items since the percentage reduces everything to a common base and thereby allows meaning comparison.

CHISQUAREANALYSIS

It is a statistical method to test whether two or more variables are independent or homogenous. The chi square test for homogeneity examines whether two populations have the same proportion of observation with some common characteristics.

ANALYSIS OF VARIANCE (ANOVA)

Analysis of variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors. The systematic factors have a statistical influence on the given data set, while the random factors do not. Analysts use the ANOVA test to determine the influence that independent variables have on the dependent variable in a regression study.

CORRELATION

Correlation is an analysis of the co-relation between two or more variables.

The degree to which the two variables are interrelated is measured by a coefficient which is called the coefficient of correlation.

REGRESSIONof

Regression is a statistical method used in finance, investing, and other disciplines that attempts to determine the strength and character of the relationship between one dependent variable (usually denoted by Y) and a series of other variables (known as independent variables).

VII. LIMITATION OF THE STUDY

- The study totally depends on respondent’s view which may be possibility for bias.
- Some of the respondents hesitated to give their opinion.
- The study totally depends on one organization that cannot be generalized.

VIII. DATA ANALYSIS AND INTERPERTATION

PERCENTAGE ANALYSIS

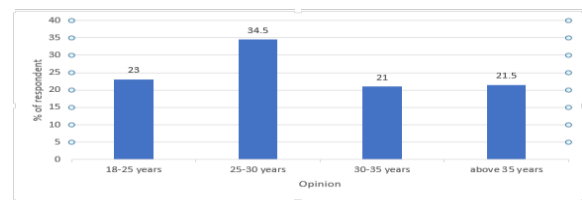
(a)Table showing age of the respondents

S.NO	Opinion	No of respondents	Percentage of respondents (%)
1	18-25years	46	23
2	25-30years	69	34.5
3	30-35years	42	21
4	Above35 years	43	21.5
Total		200	100

Interpretation

From the above table it is observed that, 34.5% of the respondents are in the age group of 25-30 years, 23% of the respondents are in the age group of 18-25years, 21.5% of the respondents are in the age group of above 35years, 21% of the respondents are in the age group of 30-35 years in the organisation.

Chart showing age of the respondents



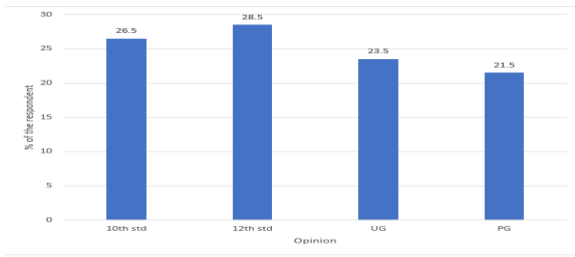
(b)Table showing qualification of the respondents

S. No	Opinion	No of respondents	Percentage of respondents (%)
1	10 th std	53	26.5
2	12 th std	57	28.5
3	UG	47	23.5
4	PG	43	21.5
Total		200	100

Interpretation

From the above table it is observed that, 28.5% of the respondents are in the group of 12th std, 26.5% of the respondents are in the group of 10th std, 23.5% of the respondents are in the group of UG, 21.5% of the respondents are in the group of PG in the organization.

Chart showing qualification of the respondents

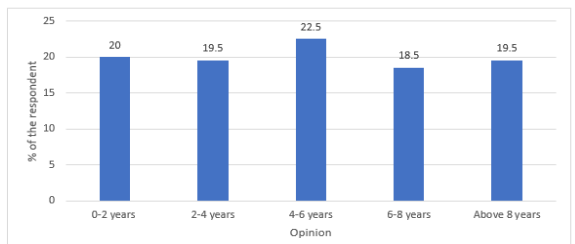


(c) Table showing Experience of the respondents

S. No	Opinion	No of respondents	Percentage of respondents (%)
1	0-2 years	40	20
2	2-4 years	39	19.5
3	4-6 years	45	22.5
4	6-8 years	37	18.5
5	Above 8 years	39	19.5
Total		200	100

Interpretation

From the above table it is observed that, 22.5% of the respondents are in the group of 4-6 years, 20% of the respondents are in the group of 0-2 years, 19.5% of the respondents are in the group of 2-4 years, 19.5% of the respondents are in the group of above 8 years, 18.5% of the respondents are in the group of 6-8 years in the organization.



(d) Table showing Heavy work load voluntarily of the respondents

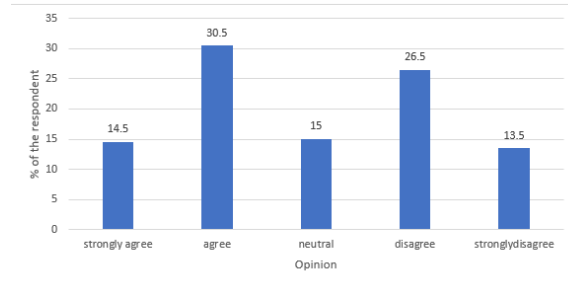
S.NO	Opinion	No of respondents	Percentage of respondents (%)
1	Strongly agree	29	14.5
2	Agree	61	30.5
3	Neutral	30	15
4	Disagree	53	26.5
5	Strongly disagree	27	13.5
Total		200	100

Interpretation

From the above table it is observed that, 30.5% of the respondents are agree with heavy work load voluntarily, 26.5% of the respondents are in the group of Disagree, 15% of

the respondents are in the group of Neutral. 14.5% of the respondents are in the group of strongly agree, 13.5% of the respondents are in the group of strongly Disagree with the heavy workload voluntarily in the organization.

Chart showing Heavy work load voluntarily of the respondents



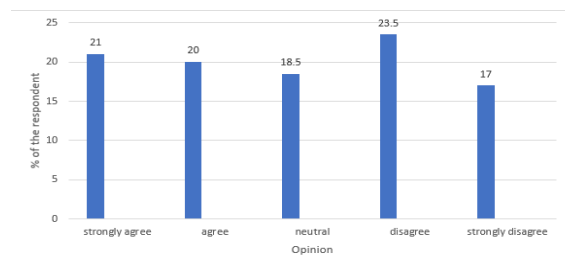
(e) Table showing extra work assignment of the respondents

S.NO	Opinion	No of respondents	Percentage of respondents (%)
1	Strongly agree	42	21
2	Agree	40	20
3	Neutral	37	18.5
4	Disagree	47	23.5
5	Strongly disagree	34	17
Total		200	100

Interpretation

From the above table it is observed that, 23.5% of the respondents are disagree with extra work assignment, 21% of the respondents are in the group of strongly agree, 20% of the respondents are in the group of agree, 18.5% of the respondents are in the group of neutral, 17% of the respondents are in the group of strongly disagree with the extra work assignment in the organization.

Chart showing extra work assignment of the respondents



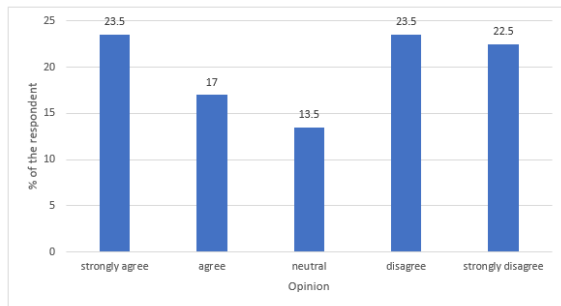
(f) Table showing voluntarily help in personal matter of the respondent

S.NO	Opinion	No of respondent	Percentage of respondents (%)
1	Strongly agree	47	23.5
2	Agree	34	17
3	Neutral	27	13.5
4	Disagree	47	23.5
5	Strongly disagree	45	22.5
Total		200	100

Interpretation

From the above table it is observed that, 23.5% of the respondents are Strongly agree to voluntarily help the co-workers in personal matter, 23.5% of the respondents are in the group of disagree, 22.5% of the respondents are in the group of strongly disagree, 17% of the respondent are in the group of agree, 13.5% of the respondents are in the group of neutral to voluntarily help the co-workers in personal matter in the organization.

Chart showing voluntarily help in personal matter of the respondent



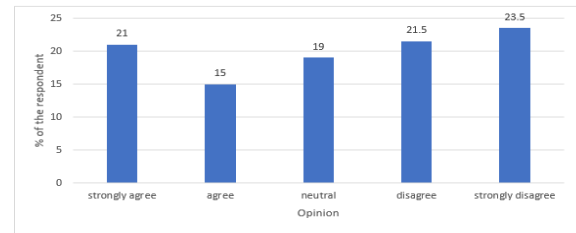
(g)Table voluntarily try to solve other problems of the respondents

S.NO	Opinion	No of respondents	Percentage of respondent (%)
1	Strongly agree	42	21
2	Agree	30	15
3	Neutral	38	19
4	Disagree	43	21.5
5	Strongly disagree	47	23.5
Total		200	100

Interpretation

From the above table it is observed that, 23.5% of the respondents are Strongly disagree with try to solve others problem voluntarily, 21.5% of the respondents are in the group of disagree, 21% of the respondents are in the group of strongly agree, 19% of the respondent are in the group of neutral, 15% of the respondents are in the group of agree with the try to solve others problem voluntarily in the organization.

Chart voluntarily try to solve other problems of the respondents



CHI-SQUARE TEST

Showing age of the respondent and then willingness to do extra assignment.

Null Hypothesis: There is no association between the age of the respondent and then willingness to do extra assignment.

Alternative Hypothesis: There is association between the age of the respondent and then willingness to do extra assignment.

Test statistic:

$$\chi^2_c = \frac{\sum (O_i - E_i)^2}{E_i}$$

Table showing age of the respondent and then willingness to do extra assignment

Age of the respondent	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
18-25	10	15	5	10	6	46
25-30	9	12	23	16	9	69
30-35	11	8	6	9	8	42
Above35	12	5	3	12	11	43
Total	42	40	37	47	34	200

Particular	Value	df	Asymp.Sig.(2 Sided)	Table value
Pearson chi-square	2.583	1	.091	3.841

Result:

Pearson chi-square value of above table is 2.583 at level of significant value is greater than 0.05, hence null hypothesis accepted. There is no relationship between age and then willingness to do extra assignment.

CORRELATION

Showing correlation analysis

Null hypothesis: There is no relationship between help in personal matter and try to solve other problems.

Alternative hypothesis: There is a relationship between help in personal matter and try to solve other problems.

Test statistic:

Karl Pearson’s correlation coefficients=

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}}$$

Table showing the help in personal matter and try to solve other problems.

		Help in personal matter	Try to solve other problems
Help on personal matter	Pearson Correlation	1	.067
	N	200	200
Try to solve other problems	Pearson Correlation	.067	1
	N	200	200

Correlation(r) =0.67

Result:

Since, correlation point (0.67) is lies between positive values of 1. So the table shows that positive correlation between help in personal matter and try to solve other problems.

IX. FINDINGS

- It is found that 34.5% of the employee are aged 25 to 30 years in the organization.
- It is found that 28.5% of the employee are 12th std in the organization.
- It is found that 22.5% of the employee are 4 to 6 years of work experience in the organization.
- It is found that 30.5% of the employee agree to voluntarily help in heavy work in the organization.
- It is found that 25% of the employee agreed to help less capable co-workers in the organization.

- It is found that 27.5% of the employee disagreed that their voluntarily help co-workers to learn new skills in the organization.
- It is found that 23.5% of the employee disagreed to do extra work assignment voluntarily in the organization.
- It is found that 24.5% of the employee disagree to help around them voluntarily in the organization.
- There is no relationship between age and then willingness to do extra assignment.
- There is relationship between help in personal matter and try to solve other problems.

X. SUGGESTIONS

- Organization shall foster a work environment that values and encourage prosocial behaviour. Emphasize teamwork, collaboration, and mutual support among employees.
- They may conduct some training programs that educate employees about the concept of Organization Citizenship Behavior(OCB) and its significance. Offer workshops on interpersonal skills, teamwork, and conflict resolution to enhance employee ability to engage in Organization Citizenship Behavior(OCB).
- They shall also establish feedback mechanisms where employees can provide input on Organization Citizenship Behavior(OCB)-related initiative and suggest ways to improve the organizational culture.
- They might reward employees who consistently demonstrate Organization Citizenship Behavior (OCB). Recognition shall be in the form of praise, awards or opportunities for career advancement.

XI. CONCLUSION

Organization Citizenship Behavior(OCB) among Employees in Devan packaging Private Limited, chennai and organization should give adequate importance to organization citizenship behavior because it is accepted as indispensable condition for increased organizational performance and effectiveness. Five dimension of organization citizenship behavior factors like employee sustainability, sharing of knowledge, administrative behavior and voice behavior are also considering important as these categories inculcate among employees’ loyalty for the organization. Priority should also be given both intrinsic and extrinsic variables that will encourage employees to be more spontaneous and willing to achieve the organization goals.

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