

Impact of Financial factors on Organizational Citizenship Behaviour and Commitment among Government Employees in Villupuram District

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Abstract- This study is indented to know to what extent the Government employees have committed to their organisation and also to know the voluntarily helping behaviour among employees.

In today's competitive world, high level of commitment among employees towards their organisation is most sought after and same can achieve improvement in productivity. And the financial factor plays an important role in the commitment of employees and in exemplifying dutiful citizenship behaviour in the organisation. Employee's commitment is very important for high productivity and positioning the organisation on sustainable growth path. This study is descriptive in nature. Using convenience sampling method, a sample size of 160 is constituted. The study has been conducted by adopting survey method with the help of questionnaire. The primary data were collected from respondents through structured questionnaire and based on which it was analyzed for the study.

The responses given by the employees were analyzed using different types of statistical tools such as simple correlation analysis, chi-square test, anova and regression.

The Study has found that employees are not committed towards the organization growth and hardly contribute anything to the organization in the absence of financial benefits. Hence, it is suggested to revise their salaries and other financial benefits like perks properly and timely. Conducting the awareness programme about the importance of employees' commitment is highly recommended.

Keywords- Organisational Commitment, Citizenship behaviour, Productivity, Sustainable growth, Perks

I. INTRODUCTION

The world is looking forward for high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and

effectiveness. This could be achieved if we can develop organization citizenship among employees. According to Organ (1988), the definition of organizational citizenship behaviours (OCB) is individual behaviour 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. OCB is a relatively new concept in performance analysis, but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return. The concept was first introduced in the mid-1980s by Dennis Organ. Dyne (1995) proposed the broader construct of "extra-role behaviour" (ERB), defined as "behaviour which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations".

II. DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Altruism

Altruism in simple words means helping or helpfulness (Organ, 1997: 85-97). Altruism means helping other members of the organization in their tasks. For e.g. voluntarily helping new employees, helping co-workers who are overloaded, assisting workers who were absent, and guiding employees to accomplish difficult tasks.

Conscientiousness

Conscientiousness is a discretionary behaviour that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al, 1993, 57: 107-142). If the employee is highly conscientious it implies that he is highly responsible and needs less supervision (Podsakoff and MacKenzie, 1997: 133-151).

Sportsmanship

Sportsmanship is defined as “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining.” (Organ, 1990b, p. 96). It refers to person’s desire not to complain when experiencing the inevitable inconveniences and abuse generated in exercising a professional activity. Podsakoff and MacKenzie (1997) publicized that good sportsmanship would enhance the morale of the employees at the workplace and consequently reduce employee turnover.

Courtesy

Courtesy refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them (Organ, 1990). For e.g. leaving the copier or printer in good condition for other workers’ use is an example of courtesy at work (Organ, Podsakoff, & MacKenzie, 2006)

Civic virtue

Civic virtue refers to the constructive involvement in the political process of the organization and contribution to this process by freely and frankly expressing opinions, attending meetings, discussing with colleagues the issues concerning the organization, and reading organizational communications such as mails for the well being of the organization. Civic virtue is behaviour on the part of an individual that indicates that employee dutifully participates in, is actively involved in, and is concerned about the life of the company (Podsakoff et al, 1990, 1(2): 107-142).

III. NEED FOR THE STUDY

- This study helps to know the effective practices of organization citizenship behaviour in government institutions.
- This study helps to know how organization citizenship behaviours contribute the overall success to the organization
- This study helps to know the prosaic behaviour of employee within an organization.
- This study helps to know extra role behaviour of employee

IV. OBJECTIVES OF THE STUDY

- To ascertain employees’ commitment in the organization and to know which factor highly influence in their behaviour

- To identify the positive contribution of organization citizenship behaviour to overall organizational effectiveness.
- To measure the helping tendency of employees in the organization
- To analyze the employees’ performance related to social and psychological aspects

V. SCOPE OF THE STUDY

- This study helps to the future research for research scholars and to various organizations
- This study ensures that compilation of employees’ helping tendency will eventually be advantageous to the organization.
- This study helps to improve the organizational effectiveness and shows the importance of relationship among employees
- This study helps to know the factors which are helping to the organization growth

Limitation Of The Study

- This study is not applicable to the private sector.
- Respondents are afraid to respond to some questions.
- This study is confined to Villupuram District.

VI. REVIEW OF LITERATURE

Organ,(1997) Over the years, the topic of Organizational Citizenship Behaviour (OCB) has generated a considerable amount of scholarly attention. OCB has been defined as individual behaviour that promotes the goals of the organization by contributing to its social and psychological environment.

Rotundo and Sackett, (2002). It has been studied in a variety of domain and disciplines like human resources management, marketing, economics etc. This widespread interest in OCB primarily stems from the fact and it contribute positive to the organization and OCB leads to improved organizational effectiveness in the long term.

Katz and Kahn (1966) defined supra-role behaviours that improve the effectiveness of the organization. In the words

of Katz and Kahn (1966) OCB, "includes any gestures that lubricate the social machinery of the organization and do not directly adhere to the usual notion of task performance". Katz and Kahn (1966) coined the term "citizenship" to represent the workers that displayed these extra-role behaviours. Managers and executives value employees who display "citizenship behaviour". It is critical to clearly differentiate between in-role and extra-role behaviours at work. In role behaviour is the formal role and responsibility of the employee whereas extra role behaviour is the "innovative and spontaneous behaviour". Extra-role behaviours include the roles and behaviours that improve the overall organizational effectiveness and goodwill Smith et al (1983) and Bateman and Organ (1983) conducted the first research on the antecedents of OCB and found job satisfaction to be the most reliable predictor. Though after two decades, job satisfaction is the leading predictor of OCB (Organ, 1997) but job satisfaction itself is a challenging and problematic construct to be measured precisely

More recently, Podsakoff et al. (2009) found that OCBs have a positive relationship with performance ratings and reward allocations. Podsakoff, Whiting, Podsakoff, and Mishra (2010) examined the effects of job candidates' tendency to exhibit OCBs on selection decisions made in the context of a job interview.

Rigopoulos (1965) defined Organizational Citizenship Behaviour (OCB) is the main variable of interest in which the variance is attempted to be explained by different dimensions of organizational climate. It is assumed that more conducive the organizational climate, greater the probability that employees will exhibit citizenship behaviour to a greater extent. Main dimensions of the organizational climate included in this study are workplace relationships, leadership characteristics, organization system, role characteristics and job characteristics that matters a lot

VII. RESEARCH METHODOLOGY

Research methodology is the systematic study of the methods, principles, procedures and rules applied within a discipline

RESEARCH TYPE

The study should be determined by the descriptive research

Meaning of Descriptive Research

Descriptive research is used to describe characteristics of a population or phenomenon being studied. It does not

answer questions about how/when/why the characteristics occurred. Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

VIII. RESEARCH DESIGN

A detailed outline of how an investigation will take place. A research design will typically include how data is to be collected, what instruments will be employed, how the instruments will be used and the intended means for analyzing data collected.

Decisions pertaining to what, where, when, how much, and by what means with regards to a study make up a research design. A *research design means* the arrangement of conditions for collection and analysis of data in a fashion which aspires to combine relevance to the research purpose. As such the design consists of an overview of what the researcher will do from writing the hypothesis and its operational significance to the final analysis of data.

Sample design

Sample size : 160
Sampling methods : convenience sampling

Calculation of Sample size:

(Cochran.W.G, 1963)Developed the below formula for calculating the sample size for large population.

$$n_0 = z^2 pq / e^2 \text{ (D.Israel, 1992)}$$

Where n_0 is the sample size
 Z^2 is the desired confidence level
 e is desired level of precision
 p is the estimated proportion of the distribution
 $q=1-p$

Using the above formula the sample size at 5% level of precision is 160.

STATISTICAL TOOLS USED

1. Chi-square
2. Correlation
- 3.

➤ Correlation :

The correlation is widely used to find the relationship between two variables i.e. X and Y, if the quantities vary in such

a way that change in one variable correspondent to change in the other variables then the variable X and Y are correlated. If increases in one variable causes a proportionate increases in the other variables then the variable are said to be positively correlated. It increase in one variable causes a proportionate decreases in the other variables then the variable are said to be negatively correlate.

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

➤ **Chi-square**

A test that uses the chi-square statistic to test the fit between a theoretical frequency distribution and a frequency distribution of observed data for which observation may fall into one of several classes. It can be calculated in the following way.

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = Observed frequency
 E = Expected frequency
 Σ = Summation
 X² = Chi Square value

IX. ANALYSIS FOR GENDER AND COMPLETING THE ASSIGNMENT ON TIME (USING CHI-SQUARE)

Null hypothesis

There is no association between gender and completing the assignment on time

Alternate hypothesis

There is association between gender and completing the assignment on time

Gender of the respondent * Completing the assignments on time
 Cross-tabulation

		Completing the assignments on time					Total
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
Gender of the respondent	male	10	55	14	19	3	101
	female	6	22	23	6	2	59
Total		16	77	37	25	5	160

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.249 ^a	4	.007
Likelihood Ratio	13.983	4	.007
Linear-by-Linear Association	.304	1	.581
N of Valid Cases	160		

Chi square = 0.007, Level of significance=0.05, H0 is accepted, H1 is rejected

INFERENCE

From the analysis it is inferred that there is no Association between gender and completing the assignments on time.

ANALYSIS BETWEEN HELP COWORKER IN TROUBLE ANDHELPING OTHER WITHOUT EXPECTING REWARD AND COMPENSATION (USING CORRELATIONS)

Correlation between help co-worker and help without expecting reward and compensation.

ANALYSIS BETWEEN SUPPORT THE ORGANIZATION AND SPEAKING POSITIVELY TO FRIENDS (USING CORRELATION)

Correlate between supporting and speaking positively

Correlations

		Support the organization in outside	Speaking positively about organization to friends and family
Support the organization in outside	Pearson Correlation	1	.238**
	Sig. (2-tailed)		.002
	N	160	160
Speaking positively about organization to friends and family	Pearson Correlation	.238**	1
	Sig. (2-tailed)	.002	
	N	160	160

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

FINDINGS

- The study has found that cordial relationship does not exist in the government organization
- It is known from the study that employees are not satisfied with salary and it makes them hostile towards management/employer.
- It is found that employees never come voluntarily to do extra works for the organization
- It is found that employees are not interested to suggest any valuable ideas to their higher officials and to colleagues to improve the work and work environment.
- It is known from the study that the experienced employees never come forward to mentoring the newly recruited employees
- The study has found some employees resort to some act of indiscipline and make the working environment very poor

Findings based on Chi-Square:

- From the analysis it is inferred that there is no Association between gender and completing the assignments on time

Findings based on Correlation:

- It's inferred that there is a negative correlation between helping co-worker and helping without expecting reward and compensation.

SUGGESTIONS

- For effective functioning of organization every department has to complete their work on time.
- Organization has to know about the importance of relationship among employees. They have to realize that they will attain benefit if they have the good relationship.
- The government should provide the salary according to their work load and should revise it periodically and also improve the some employee welfare measures for the growth of the organization.
- For the betterment of organization, higher officials have to encourage the employees who are voluntarily doing the extra works.
- The employees are to be instructed to follow the altruism, civic virtue, conscientiousness, courtesy and sportsmanship, as it will increase the commitment in the organization.

X. CONCLUSION

Organizational citizenship behaviour is a very essential for effective functioning of the organization and its growth. But some effective work is needed on the part of internal mechanism by which organization citizenship behaviour facilitate organizational performance and effectiveness.

Thus, it is concluded that organization citizenship behaviour along with employees' commitment is very important for government organization. Financial factors is playing vital role, if they attain any small financial benefits means their organization citizenship behaviour will change.

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