An Investigation in Organizational Citizenship Behavior of Managers As Perceived By Senior Officers with Leadership Roles & Responsibilities

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Abstract: The main aim of this study is to determine in what level of the organisational employee hierarchy at Manufacturing Industry display organizational citizenship behaviour (OCB) according to the perceptions of the Organisational Officers with leadership roles & responsibilities. The data of this study, which is descriptive, were collected via the "the scale of OCB" which was developed by Joshi, Bhagat, Mishra and Firoz (1990) and Mishra (1991). 1 Manufacturing Heavy Industry was selected from Industrial belt of Pune District and 219 Officers with leadership roles & responsibilities -164 vice presidents, 55 presidents - selected randomly from one Manufacturing Industry participated in the study. The results of this study reveal that the Managers at Manufacturing Industry highly displayed OCB. According to the Organisational Officers with leadership roles & responsibilities; the Managers mostly display courtesy and then altruism, civil virtue, conscientiousness and sportsmanship behaviour in the given order.

Keywords: Manufacturing education, Organisational administrator, organizational citizenship behaviour.

I. INTRODUCTION

Organizational formal behaviours and behaviours which are not originated from orders and which are informal but beneficial for the organization have been different from each other in the terminology and administration of the organization. The informal behaviours which are displayed by workmen in organizations are specified under various names and the most widespread one is the organizational citizenship behaviour (OCB).

Readings on OCB output by Joshi (2007) reveals that OCB is beneficial in many ways to the organization and to the workman. OCB facilitates the renewal, environmental orientation, resource transfer and savings of the organization. It also improves the quality of service, increases the efficiency and the performance of the organization whereas it reduces the costs. An increase of willingness to participate in decision making, the tendency of collaboration, interdependence, responsibility and satisfaction from work has been observed at workmen who display high level organizational citizenship behaviour. Similarly, OCB increases the ability of attracting and using the workforce of the organization by generating favourable feelings at workmen towards their organizations.

Furthermore, a decrease in intention of quitting, handing over and absenteeism of job has been observed in high level OCB displayed organizations. As the consumer satisfaction increases, this reduces the number of the complaints. OCB, the supporter of organizational learning at Organisational , also increases the success of the students.

OCB, having a lot of advantageous outcomes for the organization, has been considered as a social capital. The high level of OCB displayed by the Managers would contribute positively to the efficiency and the performance of the Organisational. Thus, this study tries to determine the level of OCB displayed by the Managers.

II. REVIEW OF LITERATURE

1) *The Definition and Features of Organizational Citizenship Behaviour*

In this field, the most widely acceptable definition for the OCB concept belongs to Organ (1988,1990). According to him OCB are the behaviours which are not included in the formal organizational rewarding system directly and often ignored as well. However at the same time they are regarded as the voluntarily performed behaviours which contribute to the organization as an entity in order to fulfil its functions in an efficient way.

On the other hand, Sharma (1999) defines OCB as favourable, natural and voluntary, no obligatory behaviours of the workmen of an organization who have open general intentions. All of the definitions indicate the fact that OCB contains favourable behaviours which can be beneficial to the organization, administration, groups and the individuals. The study of the literature in the field shows that these behaviours are studied under two types. The first type of OCB yields active participation and contribution within the organization, whereas the second type of behaviours is seen as all actions refraining from doing harm to the organizational framework (Jayprakash, 1999).

2) *Dimensions of Organizational Citizenship Behaviour*

There hasn't been any reached consensus on the definition of OCB dimensions in the study of literature (Joshi and et al., 2000), and it can be seen that there have been over 30 definitions of OCB in various studies. Organ (1988) has examined the OCB under such topics as: a) Altruism b) Courtesy, c) Conscientiousness, d) Sportsmanship and e) Civil Virtue.

a) *Altruism / Helping behaviours:*

Helping behaviour includes all types of voluntary actions of workmen displayed to help the fellow workmen in performing their work and overcoming problems within the organization (Organ, 1988; 1990; Joshi and et al., 2000). Examples of this attitude include helping beginners in getting used to work, sharing the work burden of fellow workmen, helping others in solving problems, training fellow workmen on utilization of new equipment, helping fellow workmen to works for required deadlines and obtaining the materials and equipment which is needed by fellow workmen(Joshi and et al., 2000). The helping behaviour is not confined only to fellow workmen; it can be displayed also to the customers, venderors and the ones working in procurement (Organ, 1988,1990; Joshi and et al., 2000).

b) *Courtesy :*

Courtesy attitude covers up all behaviours for helping others in avoiding problems to occur. Examples of this attitude include trying to prevent other people from suffering as a result of a certain event, informing fellow workmen on work schedule about the points which must be taken into consideration in advance (Organ, 1988,1990; Joshi and et al., 2000).

c) *Conscientiousness:*

This attitude, defined as upholding high level work awareness, includes voluntary behaviour that goes beyond the lowest expected role definition and performance of workmen more than expected lowest level. The examples often sited are low absenteeism levels, regular working at the workplace, being on time, using time outs without any cheating, being careful with deadlines and obeying rules (Organ, 1988). Another example may be working overtime for trying to finish a project without demanding overtime payment (Suvarna, Doshi and Maheshwar, 1993).

d) Sportsmanship:

Sportsmanship is defined as refraining from actions which may lead to unfavourable tension at the workplace and maintaining synergistic atmosphere within the organization against any adverse incidents(Organ, 1988, 1990; Joshi and et al., 2000).The examples of this attitude include to refrain from exaggerating problems when they exist refraining from complaining about the work, not to blame somebody at the workplace, to be able to tolerate organizational problems, to behave such to avoid any tension or quarrel with fellow workmen during the times of crisis and to be always respectful in his/her relations with fellow workmen(Organ, 1988, 1990; Joshi and et al., 2000). Sportsmanship also covers to defend the prestige of the organization against those who are not in the organization (Naganath, Brijesh, Mahajani and Vyomkesh, 1997).

e) Civil Virtue:

Civil virtue in this context means high level interest in and high level loyalty to the organization. Effective participation of workmen in the meetings, to show interest in policies of the organization, to make contributions and deliver opinions for the strategies of the organization, to cope with the changes in organizational framework, to observe the environment for avoiding any hazard to the organization, to report any unusual incidence in the workplace, to be ready against any risk are some of the examples of this behaviour (Organ, 1988).

III. RESEARCH METHODOLOGY

a) Design of the Research:

The research is conducted in terms of descriptive scan model in which the perceptions of Organisational Officers with leadership roles & responsibilities about the Managers were measured.

b) Participants:

For this research 219 Officers with leadership roles & responsibilities in total, the breakdown of which as 55 presidents (25%) and 164 vice presidents (75%) participated in this research, randomly chosen from 1 Manufacturing Heavy Industry from industrial belt of Pune district region of Maharashta. Furthermore, 35 of them were female (16%) and 184 were male (84%).

c) Measures:

The level of organizational citizenship behaviour of Managers as to the perceptions of Organisational Officers with leadership roles & responsibilities was measured by "OCB scale" developed by Joshi and Bhagat (1989) and based on the five dimensions of OCB by Organ(1988) and improved further by Joshi, Bhagat, Mishra and Firoz(1990) and again by Mishra(1991). Alpha reliability coefficient of the scale for all dimensions (overall) has been found as 0.91. Reliability coefficients of individual dimensions are as follows: altruism 0.78, courtesy 0.78, sportsmanship 0.83, conscientiousness 0.83 and civil virtue 0.84. The factor analysis reveals that the dimensions of the adapted scale are consistent with the dimensions of the original scale.

d) Analysis of the Data:

In analysis of the research data, arithmetic averages were compared and t test, ANOVA, LSD techniques were used to determine the intergroup differentiation. For the interpretation of the arithmetic averages the interval of 1.00- 1.79 was specified as "quite low", the interval of 1.80-2.59 as "low", the interval of 2.60-3.39 as "medium", the interval of 3.40-4.19 as "high" and the interval 4.20-5.00 as "quite high".

IV. DATA ANALYSIS AND INTERPRETATION

According to the Organisational Officers with leadership roles & responsibilities , the Managers (X=3.67) display "high" level of OCB. Again according to the Organisational Officers with leadership roles & responsibilities , the Managers display

"high" level OCB at all dimensions. The research shows that the highest level displayed is in courtesy (X=3.76) and altruism (X=3.72), civil virtue (X=3.68), conscientiousness (X=3.65) and the sportsmanship (X=3.55) follows in order.

TABLE 1

The studies of OCB in Manufacturing Organisation of India and the Arithmetic Averages thereof

The Scale (Degree of)	Altruism $\bar{x}$	Level	Courtesy $\bar{x}$	Level	Sportsmanship $\bar{x}$	Level	Conscientiousness $\bar{x}$	Level	Civil Virtue $\bar{x}$	Level	OCB (Mean) $\bar{x}$	Level
5	3,72	H	3,76	H	3,55	H	3,65	H	3,68	H	3,67	H
5	3,91	H	--	--	3,94	H	4,06	H	3,78	H	3,92	H
5	3,55	H	--	--	3,55	H	3,92	H	3,50	L	3,63	H
5	4,10			H	4,14	H	4,27	VH	3,92	H	4,10	H

L: Low   M: Mid   H: High   VH: Very High

Table 1 reveals that, the results of this study are in correlation with the evidence of other studies. The different studies conducted in the field of education in India reveals the fact that the Managers display high level of OCB in general (Table I). On the other hand, the arithmetic averages are significantly different when the study based on the perceptions of Managers themselves conducted by Joshi (2007) is compared with this study based on perceptions of Organisational Officers with leadership roles & responsibilities about the Managers. The Managers consider that their OCB levels are higher than those observed by Organisational Officers with leadership roles & responsibilities.

No meaningful and significant difference in the perceptions of Organisational Officers with leadership roles & responsibilities has been detected about the OCB levels of Managers by the comparisons of sex, the ranking in administration(between presidents and vice presidents), and differentiation of the workplace as standard Manufacturing Organisational against professional-technical Manufacturing Organisational .

The differentiation in the ages of the Officers with leadership roles & responsibilities revealed a meaningful difference in the perception of OCB displayed by the Managers (F=2.650, p<0.05). The young Officers with leadership roles & responsibilities (3,54) when compared with medium age (3,73) and older (3,72) Officers with leadership roles & responsibilities state that the Managers display lower OCB levels. Among the OCB dimensions, only the perception of "civil virtue" of Managers has revealed a meaningful difference when the ages of participant Officers with leadership roles & responsibilities are taken into account (F=3.632, p<0.05). Younger participants (3, 48) compared to medium age (3, 75) and older (3, 77) participants indicate that the Managers display the "civil virtue" dimension at lower levels.

The seniority of the participant Officers with leadership roles & responsibilities has also revealed a meaningful difference in the perception of OCB displayed by the Managers (F=3.908, p<0.05). Participants having lower seniority, when compared with others, think that the Managers display lower OCB levels. At the dimension level, the seniority of the participants has created a meaningful difference in "conscientiousness" and "civil virtue" dimensions. The participants with low seniority compared to participants having higher seniority, express that the Managers display low level OCB when conscientiousness and civil virtue is considered.

The reason behind the low level OCB perception by younger and less senior participants can be the fact that they might have much higher expectations from the Managers. The working hours of participants has not displayed a meaningful difference in perception of the OCB levels displayed by the Managers (F=1.536, p>0.05). On the other hand, this has created a meaningful

difference as far as "altruism-helping behaviour" is concerned (F=.3.205, p<0.05). The participant groups who work longer hours think that the Managers display low level "altruism-helping behaviour". The reason can be that participants who work longer work hours at Industry might have a greater opportunity in making observations on the behaviours of Managers regarding "altruism-helping behaviour".

V. DISCUSSION AND CONCLUSION

This study reveals as a conclusion that the Managers display "high level" OCB in general and at the dimensional levels. When this conclusion is evaluated considering the organization and the individuals, it will be reflected very positively to the Organisational and the classrooms. However, if this effect can be upgraded to the "quite high level" of the OCB scale, this advantageous result will be much more fruitful. Thus, the efficient new ways to improve the OCB level should be sought. It is clear that this will require further commitment from the Organisational Officers with leadership roles & responsibilities.

When we were scanning the literature of the field to conduct this study, we have determined that OCB is influenced by too many variables (Joshi 2007). The increase in the adverse feelings about the work done, emotional exhaustion and doubtfulness tends to reduce the OCB levels of the workmen. On the contrary, as the factors like having pleasant feelings about the workplace, support, equality, job satisfaction, loyalty to the organization, organizational confidence, fairness in the organization, organizational identity, organizational substitution, perception of satisfactory wage, good feelings about the work, interest in the organization, the feeling of social responsibility and motivation increases, this tends to increase the display levels of OCB. Furthermore, there are still other factors which can affect OCB display level of Managers such as the perception of ethical behaviour, ethical environment, to be self-governed at work, character image of Officers with leadership roles & responsibilities , officers with leadership roles & responsibilities, interchange of officers with leadership roles & responsibilities. As the officers with leadership roles & responsibilities and the interchangeability of officers with leadership roles & responsibilities features are improved, this will have a favourable impact on OCB levels displayed. The Organisational Officers with leadership roles & responsibilities ought to be aware of these variables that might have significant impacts on the OCB levels of the Managers. In addition, they can take necessary measures in order to improve the OCB levels of the Managers by managing and controlling such factors.

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