

Employees 'S Outlook towards Elements Impelling Organization Citizenship Conduct in Banking Sector

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Abstract:

In the increasingly aggressive environment in which organizations function, discretionary behaviour known as Organizational Citizenship Behaviour (OCB) is considered as a highly important influence to the effective function of an organization. Understanding the factors that deteriorates OCB would help the organization to focus more on those factors that enhances OCB. This study would facilitate the organizations to focus on the factors that contribute employees to behave as good citizens by engaging in all sorts of positive behavior. This study is descriptive in nature and strategy adopted is survey. The data is gathered from 674 respondents employed in both public and private banks in Kovai City .The data is analyzed using descriptive analysis. The result of the study demonstrations that Public sector bank personnel's mean value is moderately higher than that of private sector bank personnel.

I. INTRODUCTION

The Banking Sector is witnessing unprecedented growth and diversification in the past two decades and is been confronted with new and challenging environment, categorized by deregulation, globalization, merger of banks, product innovation, technology expansion and extreme competition to meet the increasing needs of their customers. Banks have transformed their traditional functions and are continuously transforming, improving and coming out with innovate services. Meeting customer expectation has become a challenge, employees have to adapt a proactive work behavior to meet the highly individualized nature of customer needs, revealing the vital role of Organizational Citizenship Behavior (Katz, 1964; Katz and Kahn, 1978). The productive, voluntary work behaviour of an employee which is beneficial to the organizations well-being and profitability can be termed as OCB (Organizational Citizenship Behaviour). These behaviours are not restricted to the individual's defined job role and are contributed by the employee as a result of his personal choice in addition to his normal duties. Zolfaghari&Sabran (2009), confirms developing OCB among employees is one of the

strategic stands in the dimensions of human resource management. One of the most intensely studied themes in Organisational behaviour research in modern times is OCB (Podsakoff & Mackenzie, 1994). Yoon and Suh (2003), states that service-oriented employees' behaviours has become more significant for the development of service industry, In the service industry OCB aspect is somewhat ignored. Numerous studies investigate the influence and benefits of OCB's in the manufacturing context (Dalton, D. R., & Cosier, R. A., 2013; Morrison, 1994), however, a few studies explored service-oriented OCB's . Hence, this realization of the research attempts to fill the gap. The main objective of the research is to identify the factors that influence OCB.

OBJECTIVES OF THE STUDY

- To study the opinion of respondents regarding the factors that influences Organizational Citizenship Behaviour, among the bank employees.

LITERATURE REVIEW

Organizational Citizenship Behavior

The productive, voluntary work behaviour of an

employee which is beneficial to the organizations well-being and profitability can be termed as OCB (Organizational Citizenship Behaviour). Organizational Citizenship Behaviour is an individual's conduct at work place, recently emerging as an important human behaviour. An individual or employee voluntarily helps or assists co-workers at work place without expecting any reward for such behaviour is known as OCB.

Job Content:

Job content in the context of the study relates to the perception an employee holds about his job such as the nature of job allocation, option given to him to choose his job, work load aspect, job rotation, opportunities to utilize his own talents, acceptance of his ideas & initiatives by the management and his contribution to the goal of organization.

Organizational Justice: (Distributive Justice, Procedural Justice & Interactional justice)

Organizational justice refers to employee's perception about their organization whether it is fair or unfair towards them. Organizational justice has three dimensions namely, distributive justice, procedural justice, and interactional justice. Traditionally, the notion of distributive justice is built on a general theory of equality, which offers a broad explanation of the motives underlying the actions of individuals.

Distributive justice refers to perceived fairness of outcomes. Perception of fairness about job equity and pay equity by an employee are significantly interrelated with extra role and discretionary behavior of an employee, which are the major characteristics of OCB (Folger, 1997). According to (Lemons & Jones, 2001), procedural justice deals with the perceived fairness or equity of the procedure used in making decisions regarding the distribution of rewards such as promotion. The third dimension of justice is known as Interactional justice which deals with the interpersonal factors (Cropanzano et al., 2007). It refers to way in which one individual treats another, in a work place. Moorman (1991), Greenberg (1990), stated that perception of interactional justice which is

influential in forecasting Organizational Citizenship Behavior.

Formal Mentoring Support

Formal mentoring interactions are those that are shaped through a purposeful harmonizing of mentors and protégés by an organization, whereas the common types are those that develop naturally (David Okurame, 2011). Employees who acquire mentoring support are supposed to feel indebted to give in return a mentor's actions, not essentially straight towards the mentor, but towards the organization all the way through pro-social actions such as OCB (David Okurame, 2011).

Career Growth Prospects:

"Helping your employees develop will eventually facilitate the organization to grow" (Sean Conrad, 2013). Present day employees are more aware in profession than earlier times; they are well educated and are aware of the latest labour rules and service conditions prevailing across the world. They insist more in conditions of individual development and career advancement. Organizations that fall short to meet these basic wants of its employees stand to lose them in the long run.

Organizational Climate:

Organizational Climate reflects an employee's perception of the organization to which he belongs. It is a set of exceptional characteristics and structures that are supposed by the employees concerning their organizations which serves as a motivating energy in influencing their behavior. Therefore, Organizational Climate in a total sense can be defined as the social setting of the organization.

HRM Practices:

Schuler & Jackson (1987) define HRM practices as organizational activities that are aimed at administering the team of human capital and acknowledging those human resources are engaged for the accomplishment of organizational goals.

Delery & Doty (1996) conceptualized HRM practices as a set of internally dependable policies and practices designed and implemented to make certain the organizations human resources contribute to the accomplishment of its business objectives.

Research Methodology:

This research is Descriptive in nature. The data were collected by using questionnaire from the employees who are employed in Public and Private sector banks in Coimbatore City .The collected data is analyzed using percentage analysis and descriptive statics. The study uses the 24 item OCB scale developed by Podsakoff et al., (1990), for the variable Job Content the 9 items job content scale developed Piyali Ghosh et al., (2012) and a few from literature reviews were considered .This study views Organizational Justice in three dimensions namely; Distributive Justice, Procedural Justice and Interactional Justice.The study uses the 29 item measure proposed by Niehoff & Moorman (1993). The 5 item scale proposed by Azman, Michael and Norshima (2011) was used for formal mentoring support, Career Growth prospects adopts 6 items from the scale proposed by Milliman (1992), for Organizational Climate the study adopts the 11 item scale extracted from the research article

by Nazari et al., (2011), HRM Practice adopts 12 item scale proposed by Rhoades and Eisenberger (2002).

Analysis and Discussion:

Initially this section presents the Demographic profile of the respondents. To study the opinion of respondents regarding the factors that influences the Organizational Citizenship Behavior, among the bank employees, Descriptive statistics is performed. Descriptive Statistics is done for the average of the variables. Majority (34%) of the respondents below to the category Assistant manager, this is because of the reason that the banking industry has expandedtheir activities into various areas, providing housing loans , Credit card facilities , insurance, etc., this urged the need for recruiting offers at junior level nominated as Assistant Managers. Likewise, respondents with the designation as Senior Manager (18%) obtains the least percentage. Majority (43%) of the respondents are with 1-5 years of work experience, only recently banking industry has witnessed mass recruitment of employees for the purpose of meeting branch expansion and to meet the requirements of offering new services.

Table: 4.1 Descriptive statistics

Factors	Public Sector		Private Sector	
	Mean	Std. Deviation	Mean	Std. Deviation
Job Content	4.2030	.89483	3.8151	.75880
Distributive Justice (DJ)	4.0653	.87482	3.7965	.75116
Procedural Justice (PJ)	4.0102	.84043	3.8187	.70227
Interactional justice (IJ)	3.8987	.65368	3.8084	.58176
Formal Mentoring	3.4109	.73338	3.4499	.67781
Career Growth Prospects	3.9288	.79019	3.7835	.74726
Organizational Climate	3.6259	.49226	3.6046	.45665
Human Recourse Management Practice	4.0566	.80157	3.7477	.70453
Organizational Citizenship Behaviour	3.9877	.82143	3.7270	.66950

From the Table 1.2 it is inferred that among 9 factors comparing the responses given by public sector banks and private sector bank employees, reveals that among the nine variables Job content (M=4.2030, SD= 0.89483), DJ (M=4.0653, SD= 0.87482), Human Recourse Management Practice (M=4.0566, SD=0.80157) and PJ (M=4.0102, SD=0.84043) have been given more importance by the employees working in public sector banks, while the employees in private sector bank perceive Job content (M=3.8151, SD=0.75880), PJ (M=3.8187, SD=0.70227) and IJ (M=3.8084, SD=0.58176) as important.

CONCLUSION

The present study has thrown light on the variables that effect Organizational Citizenship Behaviour of employees and its influence on customer service and individual advancement in career, particularly in banking sector. It is important that the management gains insight into the factors that influence OCB of employees and provide a work atmosphere which encourages their performance. On the other hand employees must take advantage of such improved work environment and offer better job output, which will have an impact on both organizational and individual betterment. Based on the findings from the study, it concluded that employees in public sector banks has the higher mean score of distributive and procedural justice, Career growth prospects, better organizational climate, HR practices and OCB. This is on account of the availability of structured and well defined wage structure, grievance redressal procedure, codified work rules, very good chances of promotions due to presence of numerous branches and expansion of banking industry. The organizational climate and HR practices are also fair in Public sector banks. All these aspects result in better OCB in Public sector banks. In the case of private sector banks the mean score is higher in the factors of Interactional justice and formal mentoring support. This is due to the reason that most of the private sector banks engage external management consultants for improving inter-personal relations

among all levels of employees. Managerial guidance and support in the form of business promotional activities to achieve targets and advanced training programs are provided in private sector banks. The mean score in other factors are lower in private sector banks is lesser because there does not exist defined HR practices and wage structures. Also absence of grievance redressal system and unfavorable organizational climate such as frequent transfers, downsizing of branches and restructuring contributes to this cause. It will be prudent on the part of bank management to understand these aspects and implement such measures which will contribute to the better OCB of employees and growth of organizations.

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