

Organizational Citizenship Behavior: A Comparative Study of Assistant Engineers and Junior Engineers of HTPS

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Abstract

Now days, Organizational citizenship behavior (OCB) has become a most attention catching construct and its increasing need has been highlighted by behavioral scientists in the field of organizational behavior. However OCB is witnessed to play a vital role in influencing the functioning and growth of an organization. The aim of the present study was to examine the difference of overall organizational citizenship behavior and its dimensions among the two level of engineers viz; assistant and junior engineers. The participants of this study consisted of N=100 comprising n=50 assistant engineers and n=50 junior engineers. A self developed scale of Organizational citizenship behavior was used to collect the data. Results revealed that assistant and junior engineers were not found significantly different on OCB and on its various dimensions as well. The finding of the study has been rationally discussed along with their implications.

Keywords: Organizational Citizenship Behavior; Feeling of Togetherness; Pro-organizational activities and employee-centered organization.

Introduction

According to Asa and Santhosh (2017). Organizations are physical locations composed of people and their relationships. In recent years, the concept of Organizational citizenship behavior (OCB) has been studied widely and become a major topic of research in the field of management and organizational behavior. In 1938 Barnard initially addressed the requirement for behavior that go away from properly delineated roles, primarily through his notion "willingness to cooperate". Almost after 2½ decades in 1966, Katz and Kahn mentioned that workers in effective organization, reveal "innovative and voluntary behavior; performance beyond the need for deeds of organizational purpose" (p337) [1,2].

After Barnard, in 1988 the term OCB was coined by Organ. Organizational citizenship behavior may be described as "individual behavior that is discretionary, not directly related or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ et al., 2006, p.3). By discretionary, it is meant that the OCB is not something enforced but the organizational conditions and employment contract give rise to the sense of attachment and belongingness leading to the sense of development of OCB which is of personal choice and omission of such behaviour is not generally punishable [3,4].

Bolino, Turnley, and Bloodgood (2002) viewed organizational citizenship behavior as the voluntary

behaviour of an employee to enhance their formal job requirement in order to help other employees of the organization to achieve their individual as well as organizational goal and to take real consideration in the activities and goal of workplace. Appelbaum, Bartolomucci, Beaumier, Boulanger, Corrigan, Dore and Serroni,(2004) described organizational citizenship behavior that it is discretionary and beyond the an employee's formal job requirement, on the other hand promoting the effective functioning of the organization [4-6].

After analyzing the all above definitions we may say that organizational citizenship behavior is kinds of employees behavior that is goes beyond the duty of an individual and can affect the well-being of both employees as well as organization in the both direction positive and negative.

Literature

In 2015 Haybatollahi and Ayim, they tried to investigate that citizenship behavior from a cross-national perspective: between the workers of Ghanaian industrial and their Finnish counterparts [7]. They found that the differences between the two samples were statistically significant. Contrary to expectations, Finnish workers were more active in citizenship behaviors than their Ghanaian counterparts. Job satisfaction emerged as one of the healthy predictor OCB, regression was also conducted to assess the impact of job satisfaction on citizenship behaviors between the two nations. Once again satisfaction was confirmed as a robust predictor of organizational citizenship behaviors. Agarwal (2016) [8], conducted a study on Public and Private Sector Bank employees, and tried to compare the level of OCB between the employees of private & public sector bank. In this paper eight hypotheses were formulated on the basis of eight variable that can broadly described the organizational citizenship behavior. By using the z test these eight hypotheses were tasted between private sector & public sector. One hypothesis was also formulated to test the difference between the OCB level of private sector & public sector bank. Findings revealed that there is significance difference between the private sector & public sector banks. Only one hypothesis Out of 8 hypotheses are accepted and rest 7 hypotheses are rejected. The hypothesis that was formulated to compares the OCB between private & public sector employees is also rejected.

Asa and Santhosh, (2017), they conducted a study and the objective of the study was to know and investigate

OCB exhibited by executive and non-executive employees of public sector organizations in the state of Kerala. Findings revealed that there is insignificant difference in the level of OCB exhibited by executive and non-executive employees [1].

Objective

To study the difference of organizational citizenship behavior as well as its dimensions among Assistant Engineers and Junior Engineers.

Hypothesis

Assistant Engineers will not significantly differ on Organizational Citizenship Behavior and on its dimensions with Junior Engineers.

Methods

Participants

Participants of the study consisted of N=100 that comprises of n=50Assistant Engineers & n=50Junior Engineers. The participants were selected through purposive sampling technique, from HTPS Kasimpur, Aligarh district Utter Pradesh India. HTPS is a government-owned electric power station located in Kasimpur district Aligarh UP India. It is also known as public sector organization in which various designations of engineers (Chief Engineer, Superintendent Engineers, Executive Engineers, Assistant Engineers and Junior Engineers) found in the workers. HTPS has the capacity of 650MW electric production and, its operational units are 250MW, 250MW, 100MW and 50MW. Which Also provides employment to the people.

Measure

Organizational citizenship behavior scale was developed by authors viz., Khan, Zaheer and Ansari in 2018 [9]. It contains 15 items comprising three dimensions viz., feeling of togetherness, pro-organizational activities and employee-centered-organizations. Respondents were required to give response on five point scale which vary from 1-5 (1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree). The scale is purely indigenous in nature keeping in view socio-cultural milieu however, higher score is indicative of high level of OCB and low score indicates low level of OCB. Construct validity of the scale is found quite good (57.932) and scales internal

consistency is also found high viz., $\alpha=.851$, hence the scale is witnessed to be standardized one.

Procedure

The respondents were approached individually and before administering the scale good rapport was established. After that they were asked to read instructions carefully given on the cover page of the scale and to give their response to each statement of the scale. And respondents were told that their responses will be kept confidential as well as will be used for research

Results and Discussion

Variables	Groups	N	Mean	SD	t-value	p-value
Organizational Citizenship Behavior	A.E.	50	57.14	9.076	.081	.936
	J.E.	50	57.00	8.268		
Feeling of togetherness	A.E.	50	21.62	2.381	.571	.569
	J.E.	50	21.64	2.520		
Pro-organizational activities	A.E.	50	17.96	4.37	.121	.904
	J.E.	50	18.06	3.84		
Employees-centered organization	A.E.	50	17.56	4.011	.050	.960
	J.E.	50	17.76	3.923		

Table 1: Showing significance of difference between assistant and junior engineers on OCB and on its three dimensions, i.e., feeling of togetherness, pro-organizational activities and employee-centered-organizations.

Table of results shows that there is no significance of difference between assistant and junior engineers on organizational citizenship behavior as a whole and on its various dimensions as mean scores given in the table for comparing groups are almost similar resulting eliciting no difference. Hence, t-values for organizational citizenship behavior ($t=0.81$) and for its various dimensions viz; feeling of togetherness ($t=0.571$), pro-organizational activities ($t=0.121$) and employee-centered-organization ($t=0.05$) are statistically found insignificant far beyond .05 level of significance. It is imperative to mention that mean scores of overall organizational citizenship behavior and of its various dimensions are found to be leaning towards higher side which is indicative that the employees of thermal power plant have higher organizational citizenship behavior specially as a result of greater feeling of togetherness, pro-organizational activities and feeling of high employee-centered-organizational policies and behavior irrespective of difference in hierarchical and age.

In view of the pattern of the results with regards to organizational citizenship behavior, it is important to mention that employees of such organization where organizational citizenship behavior is significantly high

purpose only. It was done to induce confidence and to develop good rapport with the respondents for getting real responses. Finally, paying special thanks to them the data were collected from them.

Statistical Analysis

Independent sample t-test was administered to examine the significance of difference of OCB and its three dimensions between the two groups viz., assistant and junior Engineers.

carries the clear meaning that employees must be having high job satisfaction, high commitment with work and the organization as well as high job involvement, which are embedded in the broader concept of organizational citizenship behavior. It is worth mentioning question here that in an organization where organizational citizenship behavior of employees are quite high then why production of such an organization is not adequate and satisfactory? The reason may lie in the fact other than human resources. Sometimes people like to work provided they have been given opportunity to work, e.g.; there must be maintenance of machines which lacks in the HTPS. In this regard, it is to mention that in HTPS only four units are functional out of seven and because of this reason there is a lot of load-shading in the supply of electricity.

Conclusion

In view of the findings, it is concluded that the differences in hierarchy of engineers failed to elicit difference in their OCB. It clearly reveals to the fact that poor efficiency of the work organization is sometimes the result of organizational poor maintenance, keeping the

OCB of the two levels of engineers constant. However, organization overall maintenance and management are necessary for effective and adequate organizational performance.

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