

## **Organizational Citizenship Behaviour among the Administrative Employees of Private Hospitals in Pondicherry Town**

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### **ABSTRACT**

Organizational Citizenship Behaviour is the act and practice of a person admitting themselves with their own choice of freedom related to an organization or a company that is not part of his or her own contractual task. Organizational citizenship behavior is gradually developing concept relating to the ways and means of people's contribution positively towards their organizational development beyond their prescribed work role and responsibility. For example, half a century ago Barnard (1938) stated that the inclination of individuals sharing mutual assistance to the organization was necessary to constructive achievement of organizational goals. The review of literature throws light on precedents and creating conducive environment for Organizational behavior to facilitate the employer and employees relations and skills to maximize citizenship behavior for mutual development. The present research makes an attempt to explore the Organizational Citizenship Behavior amid the Administrative Employees of Private Hospitals in Pondicherry Town. Samples of 100 employees were chosen randomly for the study. Source of primary data were collected by using a structured interview schedule. All the employees were asked a set of questions in the same fashion and they were intimated the aim of study. Percentage analysis, ANOVA, Independent Sample t-test and correlation analysis were used to analyze the study. The inferences and observations are the result and outcome of the analysis made during the study.

**Key words :** Organizational Citizenship Behavior, Private Hospitals, Employees and Demographic variables

### **INTRODUCTION**

Organizational Citizenship Behavior is an individualistic and voluntary actions by employees that are outside in its nature, exclusively of their legal job description. It is the responsibility of the concerned managers to facilitate their employees to make them contribute to their maximum potentiality for organization keeping the view of the merits and demerits of Organizational Citizenship Behavior. Organizational Citizenship Behavior (OCB) is the proposed build created by Organ during his initial attempt to understand these as-yet-unnamed behaviors as a better representation of performance in the satisfaction-causes-performance controversy (Organ, 1977). This work has promoted to various valid researches testing a variety of predictors of OCB, including job satisfaction, organizational commitment, and perceptions of justice, state or trait personality characteristics, and leadership behaviors.

Leaders are always happy to look for employees with complete dedication and sincerity that promotes Organizational Citizenship Behavior. The best practices of facilitating the OCB in an organization are as follows,

- Setting an example: Leaders should be an exemplary to their employees understanding of their needs and more involved in the events outside their work.
- Encourage the team work: Strengthening the inter-personal relationship which result in the culture of collaboration and co-operation among the workers in an organisation.
- Connecting the qualities of OCB with company goals: Efforts should be made to link the qualities and skills of employees with company's goals which help to reach goals of organisation.
- No over-domination: The workers are required to have the element of freedom and voluntary action in the workplace instead of practising hard rules in the workplace

Specifically, the researchers examined OCB in relation to organizational commitment, job satisfaction, or procedural justice to investigate the employee's contributions to organizational performance. Moreover, the researchers have failed to identify the basic reasons for employees interested in engaging with OCB in an organizational context. There are some ways and means to encourage team work, they are as follows,

- Build trust worthy relationship as mark of good leadership and transparent discussion behind decision.
- Periodical updation of activities towards the goals and the objectives of the company.
- Monitoring and evaluation of performance appraisal of the team towards the goals achievement set for short term period in the process of achieving long term goal.
- Create a culture of collaboration and co-operation by transparency in organisational activities.
- Analysis and reporting of the organisational activities for the developmental activities of its future development.

Even though, previous studies show that OCB is a multidimensional concept, it is necessary to comprehend the perception of OCB very clearly. In the following argument, we shall scrutinize a variety of definitions of OCB followed by its types and advantages described & prescribed by different authors.

## REVIEW OF LITERATURE

**Ken Ichiro, Tanaka (2017)** authenticated in his research on "OCB in contemporary workplaces in Japan" enabled that employees organization citizenship behaviour will have a positive ripple effect on Japanese work places and organizations, and exploited that OCB will be an essential part of contemporary corporate activity. He believes that even "inconsiderate employees" will voluntarily take an interest in OCB if they see some value in the jobs of their work place.

**Malikeh Beheshtifar and Gholamreza Hesani (2017)** attributed Organizational citizenship behavior: A factor to decrease organizational conflict, which empowers that organizational conflict is a disagreement between or within groups in an organization. Their studies found that organization citizenship behavior is a main one to reduce the conflict, further told that organizational key persons should design a different and suitable action plan to rectify and provide solutions to the problems with adequate innovative training to promote citizenship behavior in an organization.

**Amir Hemmati, Amir Rezapur and Issa Mohammadi (2018)** have closely scrutinized on, An investigation of the relationship between organizational citizenship behaviour and emotional intelligence in employees, Payam Noor University, purposefully reveals that emotional intelligence measures are prevailing among the staff members of the selected university and is having significant relationship with the organizational citizenship behaviour of the staff members with the variation of 28 percent.

**Mohammed Shams Addin and Ali Yaghobi Pour (2018)** in their endeavor sketched on The effects of organizational citizenship behavior (OCB and it predicts many of the organizational factors. Among them, they have studied performance customer personality impact over organization citizenship behavior in a wider assertive and found that both are having significant positive relationship in the organizational practice, and in which the OCB factors influence the level of performance in customer personality.

**Hojops Odoch and Sudi Nangoli (2018)** in their paper, Organizational citizenship behavior and job satisfaction, have closely examined the behavior of the staff members related to organizational citizenship behaviors which influences the factors related to job satisfaction. Further they reveal the employees' support with development of their competencies with inadequate skills, appropriate reward systems and salaries, which improve the organizational citizenship behavior among the employees. The employees' satisfaction has to be raised for the expectation of organizational citizenship behavior among them, by equity in distribution of resources.

## **OBJECTIVES OF THE STUDY**

1. To learn the organizational citizenship behavior among the administrative employees in Private Hospitals, Pondicherry town.
2. To assess the Socio-economic profile of the administrative employees of Private Hospitals, Pondicherry town.
3. To analyze the variations in the level of commitment based on demographic profile of the respondents.
- 4.

## **METHODOLOGY**

Descriptive research design is adopted for the present study. Descriptive study is about fact-finding investigation with sufficient interpretation. It makes an attempt to study on particular aspects and magnitude of the problems in the study area. It is designed to get the descriptive

information from the respondents. The main component of the present study is Administrative Employees who are working in Private Hospitals, Pondicherry town. After a brief survey of private hospitals in Pondicherry Town, four hospitals have been selected through simple random sampling method and from each one of hospital, 25 employees were selected randomly for the study, thus the total number employees selected for the 100. Primary data were collected through structured interview schedule and after collecting the data, they were analyzed by using the statistical tools such as Percentage tools, ANOVA, t-test and correlation.

## ANALYSIS AND DISCUSSIONS

**Table 1**  
**Distribution of the Respondents by Demographic Variables**

	<b>Sub Samples</b>	<b>Frequency</b>	<b>Per cent</b>
<b>Age</b>	Below 30	16	16.0
	31-40	56	56.0
	41-50	25	25.0
	51 and above	3	3.0
	Total	100	100.0
<b>Gender</b>	Male	80	80.0
	Female	20	20.0
	Total	100	100.0
<b>Marital Status</b>	Married	87	87.0
	Unmarried	4	4.0
	Divorce	9	9.0
	Total	100	100.0
<b>No. of Dependents</b>	Below 2	10	10.0
	3-4	64	64.0
	5 and Above	26	26.0
	Total	100	100.0
<b>Educational Qualification</b>	Schooling	14	14.0
	Diploma	43	43.0
	Graduation	29	29.0
	Post Graduation	9	9.0
	Professional	5	5.0
	Total	100	100.0
<b>Designation</b>	Clerical	25	25.0

	<b>Sub Samples</b>	<b>Frequency</b>	<b>Per cent</b>
<b>Age</b>	Below 30	16	16.0
	31-40	56	56.0
	41-50	25	25.0
	51 and above	3	3.0
	Office workers	29	29.0
	Others	46	46.0
	Total	100	100.0
<b>Years of Experience</b>	Below 5	15	15.0
	6 - 10	28	28.0
	11 -15	29	29.0
	16 and above	28	28.0
	Total	100	100.0
<b>Monthly Income (Rs.)</b>	Below 10000	24	24.0
	10000-12000	57	57.0
	12000-15000	10	10.0
	15000 and above	9	9.0
	Total	100	100.0

Table 1 exhibits that 56.0 majority of the employees fall in the age group between 31-40 years, 25.0 per cent of the respondents belong to the age group between 41-50 years, 16.0 per cent of the employees come under the category of age below 30 years and only 3.0 per cent of the employees were above 51 years. This indicates that majority of employees belong to the middle age group.

Table registers the gender distribution of the It shows that majority (80.0 per cent) of the employees was male and 20 per cent of the employees were female. The participation of the female work force is comparatively low when compared with male employees .Table reads that majority of the employees were married, 87 per cent of the employees were married but divorced and only 9 per cent of them were unmarried. From this it is clear that majority of employees were married.

Table represents that majority of the employees (64 per cent) had three or four dependents, 26 per cent of the employees had five and above and only 10 per cent of the employees had less than two and less dependents in their family.

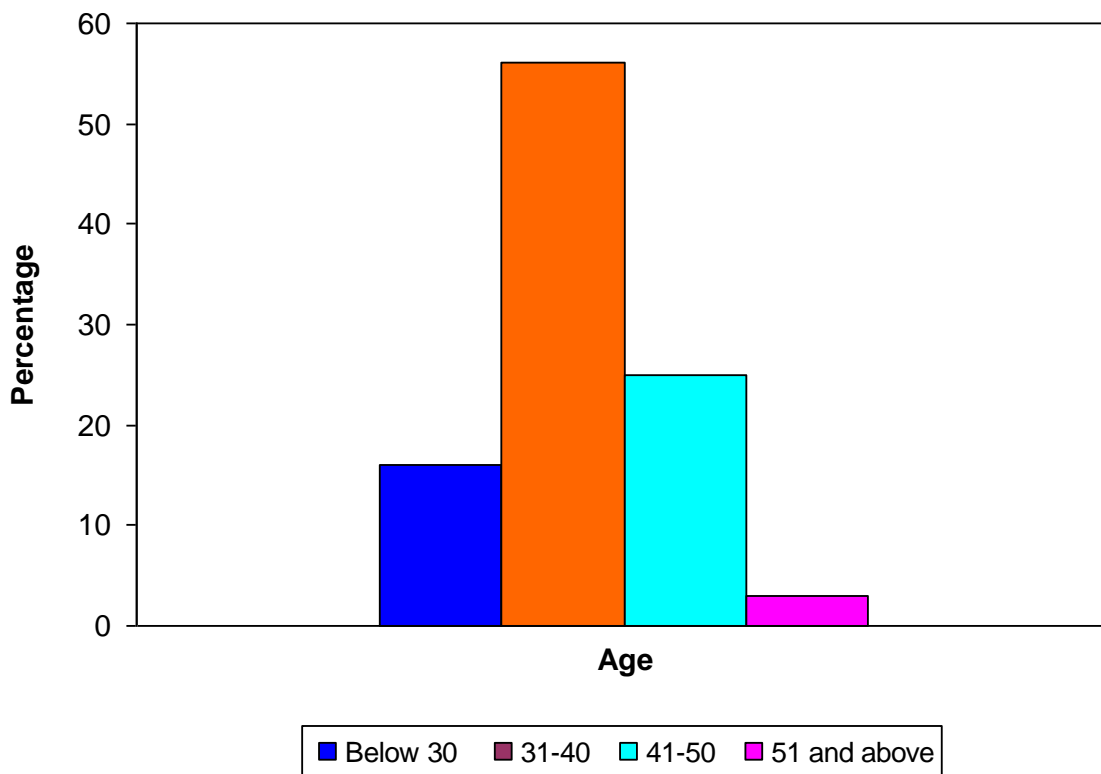
Table portrays that 43 per cent of the employees were diploma holders, 29 per cent of the were graduates, 14 per cent of the employees had completed their school education, 9 per cent of employees were post graduates and only 5 per cent of them were professional degree holders.

Table testifies that 25 per cent of the employees belong to the clerical category, 29 per cent of the employees belong to the officer worker category and 46 per cent of them belong to the others category.

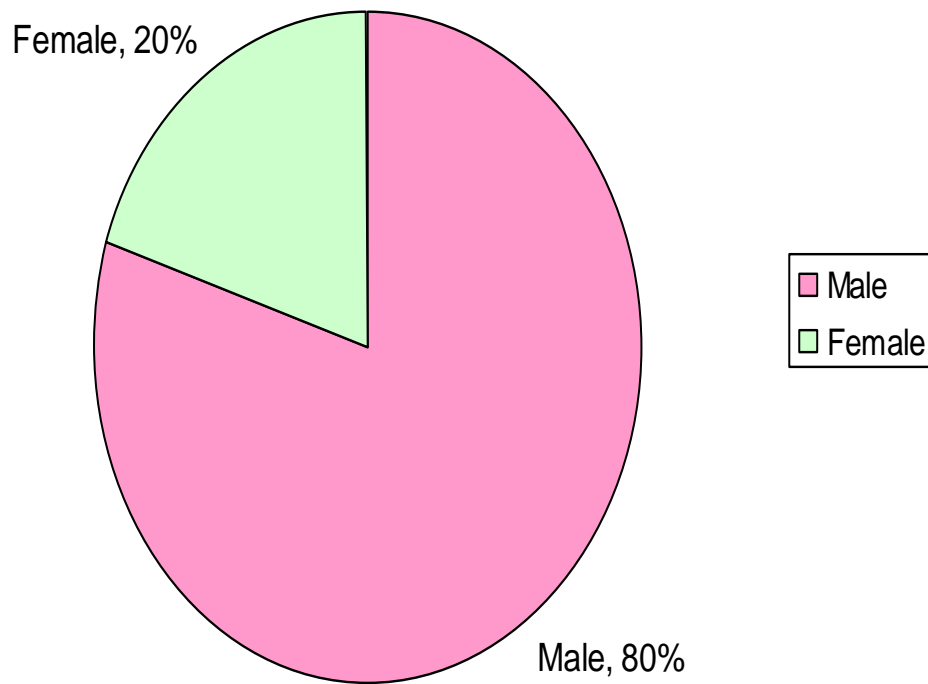
Table evinces that 29 per cent of the employees had work experience between 11-15 years, 28 per cent of them had work experience between 6-10 years, 28 per cent of them had work experience above 16 years and only 15 per cent of them had work experience below 5 years. From this it is clear that majority of the employees were highly experienced.

Table visualizes that 57 per cent of the employees were earning a monthly revenue between Rs.10000-12000, 24 per cent of them were earning an revenue below Rs.10000, 10 per cent were earning an income between Rs.12000-15000 and 9 per cent of the were earning employees an revenue above 15000.

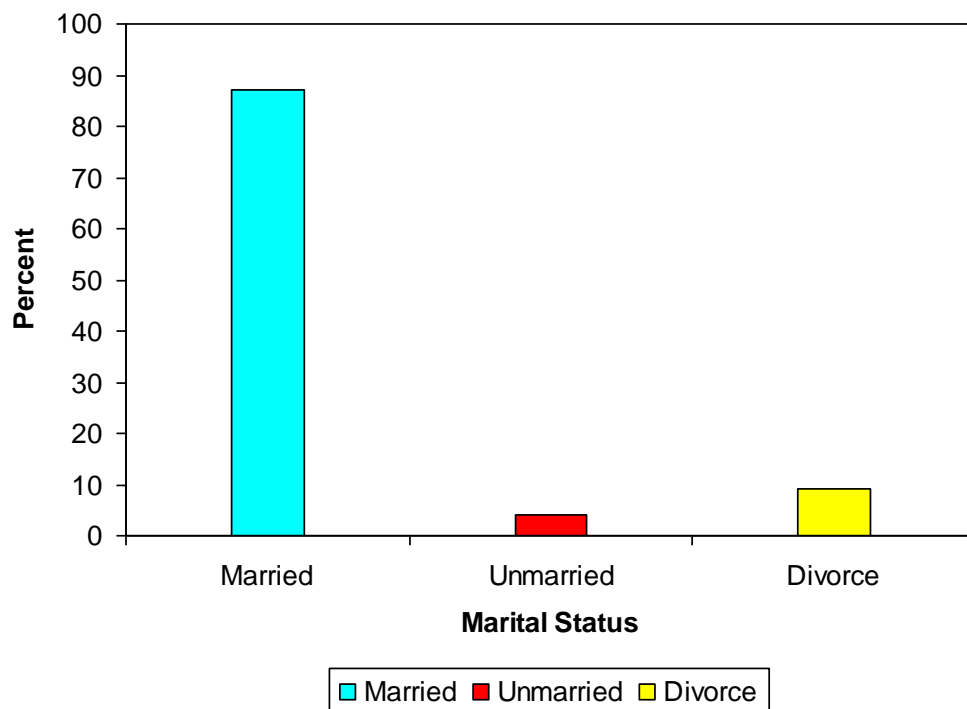
**Distribution of the Respondents by Age**



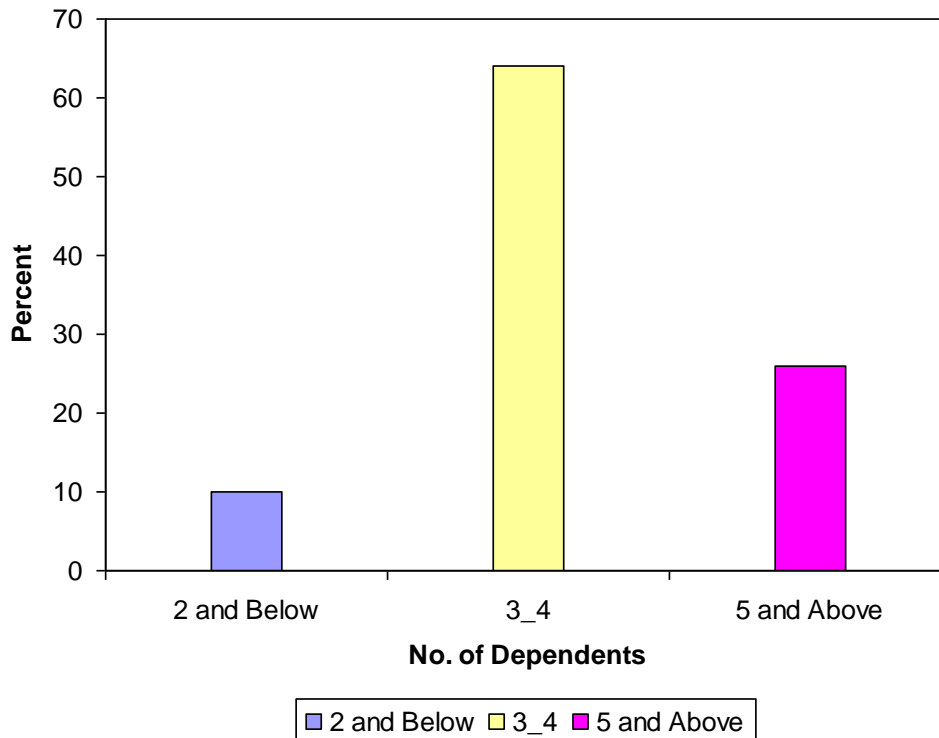
**Distribution of the Respondents by Gender**



**Distribution of the Respondents by Marital Status**



### The division of the Respondents by Number of Dependents



**Table 2**  
**Showing Mean, SD and F/t-ratio of Employees Organizational Citizenship Behaviour on the basis of their Demographic Variables**

Demographic Variables	Sub Samples	N	Mean	Standard Deviation	F/t-ratio	LS
Age	Below 30	16	93.43	5.04	5.581	0.01*
	31-40	56	94.22	3.85		
	41-50	25	92.75	4.03		
	51 and above	3	89.90	2.36		
	Total	100	95.75	4.52		
Gender	Male	80	91.42	4.44	3.541	0.01*
	Female	20	88.11	2.12		
Marital Status	Married	87	95.11	5.24	6.824	0.01*
	Unmarried	4	92.02	3.44		
	Divorce	9	91.66	3.42		
	Total	100	95.75	4.52		



Number of Dependents	Below 2	10	90.42	5.79	7.992	0.01*
	3-4	64	94.07	4.22		
	5 and Above	26	90.42	3.06		
	Total	100	95.75	4.52		
Educational Qualification	Schooling	14	90.09	4.24	6.661	0.01*
	Diploma	43	90.24	3.59		
	Graduation	29	93.09	4.66		
	Post Graduation	9	88.79	3.21		
	Professional	5	92.77	5.24		
	Total	100	95.75	4.52		
Designation	Clerical	25	94.24	5.09	7.925	0.01*
	Office workers	29	90.69	3.62		
	Others	46	95.99	4.54		
	Total	100	95.75	4.52		
Years of Experience	Below 5	15	90.11	6.34	8.881	0.01*
	6 - 10	28	94.92	5.62		
	11 -15	29	89.66	4.11		
	16 and above	28	92.72	3.67		
	Total	100	95.75	4.52		
Monthly Income	Below 10000	24	89.09	3.96	5.943	0.01*
	10000-12000	57	95.09	6.12		
	12000-15000	10	87.22	5.62		
	15000 and above	9	90.65	4.69		
	Total	100	95.75	4.52		

Source : Primary Data \* Significant at 0.01 level

Hy : There is a significant difference between Employees Organizational Citizenship Behavior on account of their Demographic Variables.

Table shows the Mean scores, SD and F-ratio of Employees Organizational Citizenship Behaviour on account of their Age. It is evident from the above table that employees having a young age groups (94.22) show higher Organizational Citizenship Behavior than other age groups. But this difference is statistically proved, as the obtained F-ratio (5.581) is noteworthy at 0.01 level. Hence, the hypothesis that employees with young will have high mean value than other employees is accepted. So it is accomplished that, there is a considerable difference between the employees Organizational Citizenship Behavior on account of their age.

Table shows the Mean scores, SD and t-ratio of Employees Organizational Citizenship Behaviour on account of their Gender. It is evident from the table that employees having male groups (91.42) show higher Organizational Citizenship Behaviour than female groups. But this difference is statistically proved, as the obtained t-ratio (3.541) is noteworthy at 0.01 level. therefore, the hypothesis that male employees will have high mean value than female employees

is accepted. So it is accomplished that, there is a noteworthy difference between the employees Organizational Citizenship Behavior on account their gender.

Table shows the Mean scores, SD and F-ratio of Employees Organizational Citizenship Behavior on account of their Marital Status. It is evident from the table that employees having married groups (95.11) show higher Organizational Citizenship Behavior than other marital status groups. But this difference is statistically proved, as the obtained F-ratio (6.824) is noteworthy at 0.01 level. Hence, the hypothesis that married employees will have high mean value than other employees is accepted. So it is concluded that, there is a noteworthy difference between the employees Organizational Citizenship Behavior on account their marital status.

Table shows the Mean scores, SD and F-ratio of Employees Organizational Citizenship Behavior of on account of their Dependents. It is evident from the table that employees having below 4 members groups (94.07) show higher Organizational Citizenship Behaviour than other dependents groups. But this difference is statistically proved, as the obtained F-ratio (7.992) is noteworthy at 0.01 level. Hence, the hypothesis that below 4 member employees will have high mean value than other employees is accepted. So it is accomplished that, there is a noteworthy difference between the employees Organizational Citizenship Behavior on account of their Number of Dependents.

Table shows the Mean scores, SD and F-ratio of Employees Organizational Citizenship Behaviour on account of their Educational Qualification. It is evident from the table that employees having graduate groups (93.09) show higher Organizational Citizenship Behaviour than other education qualification groups. But this difference is statistically proved, as the obtained F-ratio (6.661) is significant at 0.01 level. Hence, the hypothesis that graduates employees will have high mean value than other employees is accepted. So it is accomplished that, there is a noteworthy difference between the employees Organizational Citizenship Behavior on account of their educational qualification.

Table shows the Mean scores, SD and F-ratio of Employees Organizational Citizenship Behaviour on the basis of their Designation. It is evident from the table that employees having others staff groups (95.99) show higher Organizational Citizenship Behaviour than other designation groups. But this difference is statistically proved, as the obtained F-ratio (7.925) is noteworthy at 0.01 level. Hence, the hypothesis that other staff employees will have high mean value than other employees is accepted. So it is concluded that, there is a noteworthy difference between the employees Organizational Citizenship Behavior on the account of their Designation.

Table shows the Mean scores, SD and F-ratio of Employees Organizational Citizenship Behaviour on the basis of their Years of Experience. It is evident from the table that employees having below 10 years groups (94.92) show higher Organizational Citizenship Behaviour than other experience groups. But this difference is statistically proved, as the obtained F-ratio (8.881) is significant at 0.01 level. Hence, the hypothesis that below 10 years experience will have high mean value than other experience employees is accepted. So it is concluded that, there is a

significant difference between the employees Organizational Citizenship Behaviour on account of their Years of Experience.

Table shows the Mean scores, SD and F-ratio of Employees Organizational Citizenship Behaviour on account of their Monthly Income. It is evident from the table that employees having below 12000 monthly income groups (95.09) show higher Organizational Citizenship Behaviour than other monthly income groups. But this difference is statistically proved, as the obtained F-ratio (5.943) is noteworthy at 0.01 level. Hence, the hypothesis that below 12000 monthly incomes will have high mean value than other monthly income employees is accepted. So it is accomplished that, there is noteworthy difference between the employees Organizational Citizenship Behaviour on account of their monthly income.

**Table 3**  
**Showing correlation between Employees Organizational Citizenship Behaviour**  
**on the basis of their demographic variables**

<b>Demographic Variables</b>	<b>Employees Organizational Citizenship Behaviour</b>
Age	0.416**
Gender	0.297**
Marital Status	0.584**
Number of Dependents	0.345**
Educational Qualification	0.262**
Designation	0.303**
Years of Experience	0.468**
Monthly Income	0.594**

\*\* Significant at the 0.01 level

The above table shows significant association between Employees Organizational Citizenship Behaviour on the account of their demographic variables. Result shows that there is a positive and noteworthy association between Employees Organizational Citizenship Behaviour on account of their demographic variables.

## CONCLUSION

The management has to be flexible among the employees to achieve their own goals to their best by directing their efforts towards the success of the enterprisers, the concept of integration and self control demands that the needs of the individual and that of the organization should be recognized. The organization should establish quality centres with motivational factors at different places within the organization catering to all the departments. The organization

should vitalize various committees that are constituted for the appraisal of job activities and they should focus on job enrichment activities to ensure organisational justice at all the levels.

The management is required in every form of group activities and should converge over the employees welfare measures which would gradually increase the group efficiency and transparency in communication of task. The organization has to distinctly imply certain measures on empowerment practices that encourages employees to increase the skills and knowledge that will permit them to over come obstacles in life or occupational surroundings and ultimately develop co-operation within themselves for sustainable work extraction.

Top level management should invest human resource expansion, constant research and development, which struggle for quality in administration and other long-standing objectives to make sure a headship status for organization.

The present research aims to find out the Organizational Citizenship Behaviour among the Administrative Employees in Private Hospitals, Pondicherry town. The researcher framed objectives and hypotheses on the basis of the above context. The research was carried out randomly with 100 samples Structured interview schedules were used to collect the relevant data. After collecting the data they were analyzed using statistical tools such as Percentage tools, ANOVA, t-test and correlation. The result concluded that majority of the administrative employees possess high level organizational commitment.

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