



# Role of Occupational Stress and Perceived Organizational Support in Predicting Organizational Citizenship Behavior

A Study on SMTs and their Supervisors at Raychem RPG, Halol

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## ABSTRACT

The significance of organizations is inescapable to improve any country, and an effective organization is one which could adjust to natural changes during a long haul, make an intentional administration structure, and foster key abilities. With the quickly changing strategic approaches, organizations are confronting expanded and mounting difficulties .Presently organizations are endeavoring to address these uncalculated difficulties which emerge with each progression to pass.

Out of numerous assets human resource is the most important of all. Human asset is the excellent source which empowers an organization to accomplish best out of other accessible assets like physical, monetary and authoritative resources. Making best out of human capital can offer enduring strategic advantage over rivals, which is dream of every business.

However, in spite of talented, instructed and possible labor forces, numerous organizations can't achieve anticipated achievement. Although the various studies try to identify the key factors of organizational success, but employee attitudes and the inclusion of their opinions are most important in today's global and competitive environment. This is the motivation behind why it is so vital to contemplate the psychological environment to all the more likely comprehend the workers' encounter and response.

In this way supervisors should discover the components which influence on employees' mentality towards work. A portion of components can be occupational stress, organizational support and citizenship behavior among many.”

## INTRODUCTION

It is normal for organizations to dynamically allocate the capital to the most attractive and profitable opportunities. This focus still remains today but the organizations preliminary face a major challenge:: Human Capital, it is now the scarcer of two capitals. For the benefit of employers and employees as valuable sources of human capital. The central concern for the organization is effectiveness of the employer and productivity of the employee.

Employers value dedication and loyalty. Committed employees perform better at work, are absent less frequently, and are less likely to quit their job. Employees, meanwhile, also want the organization to value them.

### ❖ **Perceived Organization Support:**

When employees feel their contribution is valued, that the organization cares about their wellbeing and is ready to offer help when needed, this is referred to as “Perceived Organizational Support”.

The main effects of perceived support are:

- i) Increased Commitment
- ii) Increased interest in work.
- iii) Increased Performance.
- iv) Decreased psychological strain.

An employee's “perceived organizational support” is the degree to which they feel valued and cared for by the organization they work for.

## ❖ Occupational Stress:

Stress is defined as the emotional, physical and psychological strain caused by pressure received from the outside world. Stress is something that makes a person uncomfortable and upset his emotional, physical, psychological and mental balance.

A term commonly used in the professional business industry, occupational stress refers to the ongoing or progressing stress an employee experiences due to the responsibilities, conditions, environment or other pressures at workplace.

There are several types of occupational stress depending upon the individual employee, their job role, the company culture and more.

### Major Causes of Occupational Stress:

- i. Strict policies and protocols implemented by the organization
- ii. Lack of support from Human Resource Department
- iii. Personal, Situational or professional issues.
- iv. Poor Time Management

### Occupational Health at work:

When it comes to understanding what work-related stress is, it's critical to first be able to identify the signs of stress in the workplace. The most common symptoms of occupational stress include:

- Lacking motivation to complete basic job requirements.
- Missing deadlines.
- Feelings of inferiority to co-workers
- Increased sleeplessness and irritability

## ❖ Organizational Citizenship Behaviour:

OCB is an evolving concept concerning how and why people contribute positively to their organizations beyond defined work roles; a concept that has rapidly expanded in recent years.

The study of OCB engages fundamental questions analysing the circumstances in which individuals “go the extra mile” in the workplace.

OCB is a term that's used to describe all the positive and constructive employee actions and behaviours that aren't part of their formal job description. It's anything employees do out of their own free will that supports their colleagues and benefits the Organization as a whole.

### **Benefits of OCB:**

- OCB can boost employee morale.
- It increases people's levels of work meaningfulness
- It reduces stress.
- It creates better social interactions between employees

### **History of RPG:**

Founded by Dr. RP Goenka RPG group's lineage dates back to the early 19<sup>th</sup> Century. Mumbai head-quartered RPG enterprises is one of India's largest industrial conglomerates. With over 15 companies in its fold, the group has a strong presence across the core business sectors.

### **Raychem RPG:**

The story of RPG started in 1989 when Raychem Corporation, USA was facing problems with the Indian operations and was scouting for a partner. After several rounds of discussions with companies like Mahindra and Tata, they finally narrowed to RPG as their joint venture partner. This was mainly because they saw the RPG group was growing and had similar value systems. The joint venture was signed on 7<sup>th</sup> February, 1989.

The partnership continued till 1999 when Raychem Corporation was acquired by the industrial giant Tyco to form Tyco Electronics Limited (now TE Connectivity), which became the joint venture partner of RPG. The Raychem was kept intact in India because it was already synonymous with quality products by customers worldwide.

Sanjay Lalla was the first President of Raychem RPG. Under his leadership, the company did a 180 degree turn around and made it stable, after the turbulent early years. It won the prestigious RPG best company Award in 1993.

## Literature Review:

**Weiman, C. (1977)** conducted a research “A Study of Occupational Stressors and the Incidence of Disease/ Risk” where it is stated that Occupational stress, can occur when there is a mismatch between the demands of the environment/workplace and an individual’s ability to carry out and complete these demands. Espoused: “Occupational stress is the sum total of factors experienced in relation to work which affect the psychosocial and physiological homeostasis of the worker. The individual factor is termed a stressor and stress is the individual worker’s reaction to stressors.” Job or work, is an important part of life and also one of the major causes of stress. Various organizational related variables have been found to be the reason behind the workplace stress.

**Cooper and Marshall (1978)**, suggested classification of stress in terms of six different stressors. According to them sources of managerial stress can be categorized into six components - intrinsic to job, role in organization, career development, organizational structure and climate, relationship within organization and organizational interface and outside.

Occupational stress is a discrepancy between the demands of one’s job and the ability to respond in an effective manner as said by **Rabin S, Feldman D and Kaplan Z (1999)** in “Stress and intervention strategies in mental health professions”

**Eisenberger et al. (1986)** in “Perceived organizational support” defines “perceived organizational support” as “an employee’s perception that the organization values his or her contribution and cares about the employee’s wellbeing”.

Organizations can support its employees through supervisors and organizational side among which support from organizational side is of much importance as it promote employee’s positive work related outcomes (**Blancero et al., 2009**).

**Halbesleben, J. and Bellairs, T. (2016)** in their study on “What Are the Motives for Employees to Exhibit Citizenship Behavior?” suggest that OCBs are selected by individuals in alignment with personal goals, and with how they see their future work selves. They use the term “equifinality” when a choice of paths can attain one goal, and “multifinality” for a behavior type in which imminent and distant goals can both be served by one behavior.

## Research Methodology:

This study is Descriptive Research in nature. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection. The main purpose of descriptive research is explanation of the set of circumstances as it is present as such.

The present study is descriptive as it includes gathering of information of the state of affairs of

SMTs as it exists in the form of survey research.

### **Sampling Size:**

The selected population is all the SMTs and their supervisors working at Raychem RPG, Halol, Panchmahal District, Gujarat.

50 Samples were collected from Raychem RPG's employees including the supervisors and the self- managed teams.

### **Tools of Data Collection:**

#### **Primary Data:**

Primary data for this study was gathered through survey. An unstructured questionnaire with close ended questions was used as a research instrument. It was circulated among the SMTs and supervisors in the form of questionnaire. The questionnaire was different for SMTs and the supervisors.

The questionnaire for SMTs included set of questions for Occupational Stress and Perceived Organizational Support. The questionnaire for the supervisors had set of questions on Organizational Citizenship Behavior. The respondents were required to circle on a 5 point Likert scale to gather responses from them for both the questionnaires.

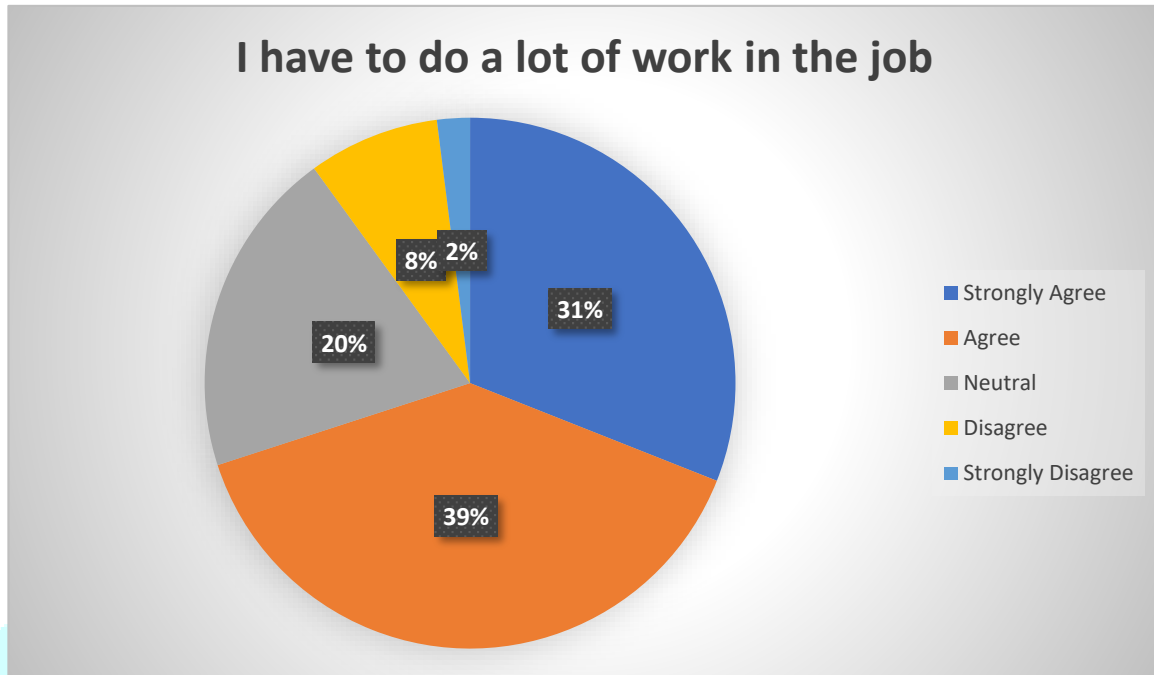
#### **Secondary Data:**

The various sources of secondary data for this study were:

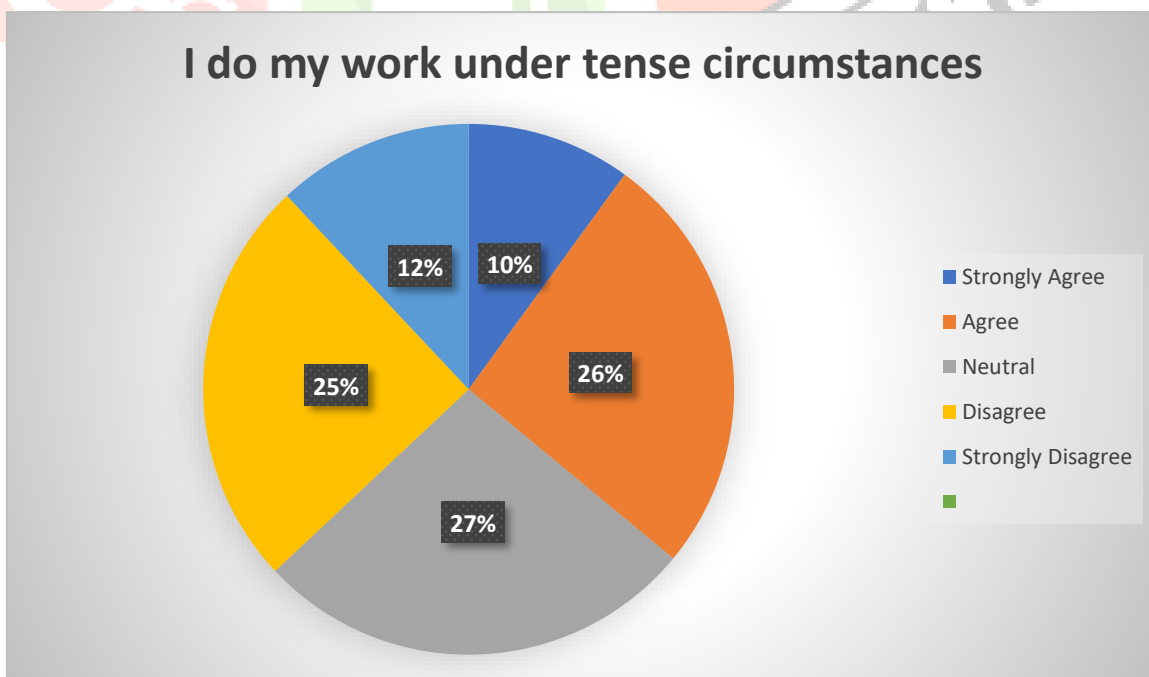
- Company Profile
- National-international Journals
- Published Data
- Survey reports of research agencies
- Websites of related areas

**DATA ANALYSIS AND INTERPRETATION:**

**Organizational Stress:**

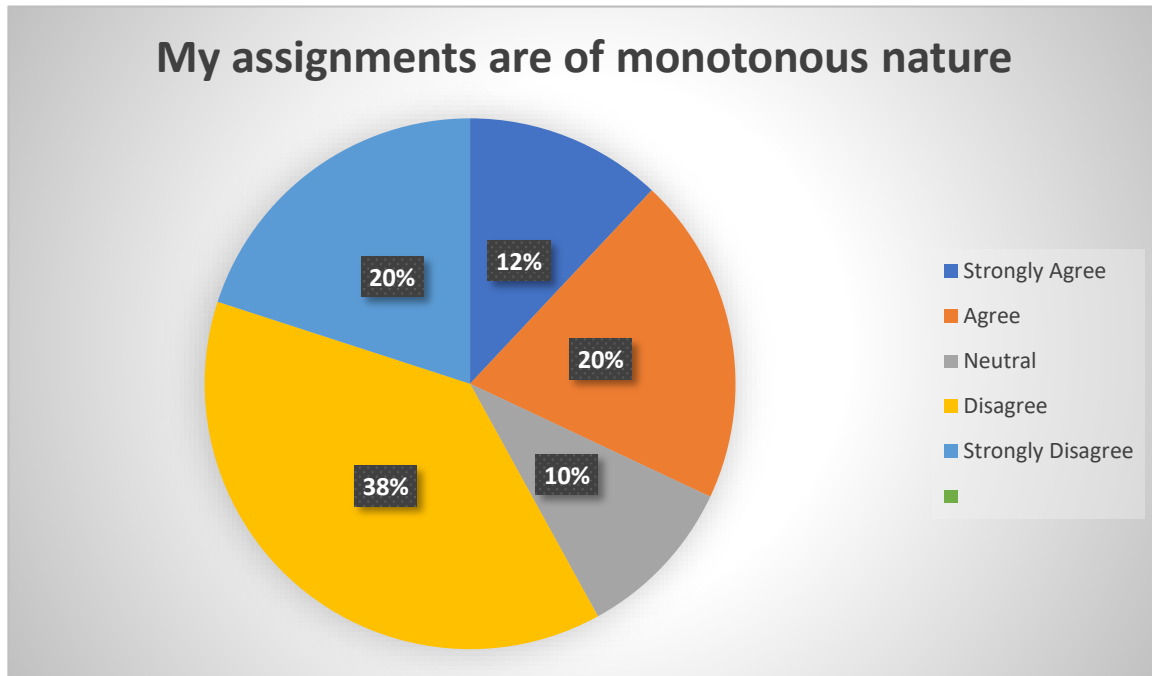


**Interpretation:** From the above chart, it can be seen that 39% (20) of the respondents Agree that they have to do a lot of work in their current job, 31% (16) of them Strongly Agree on the above statement, 20% (10) are Neutral, 8% (4) Disagree and 2% (1) of the respondents Strongly Disagree that they have to do a lot of work in their current job.



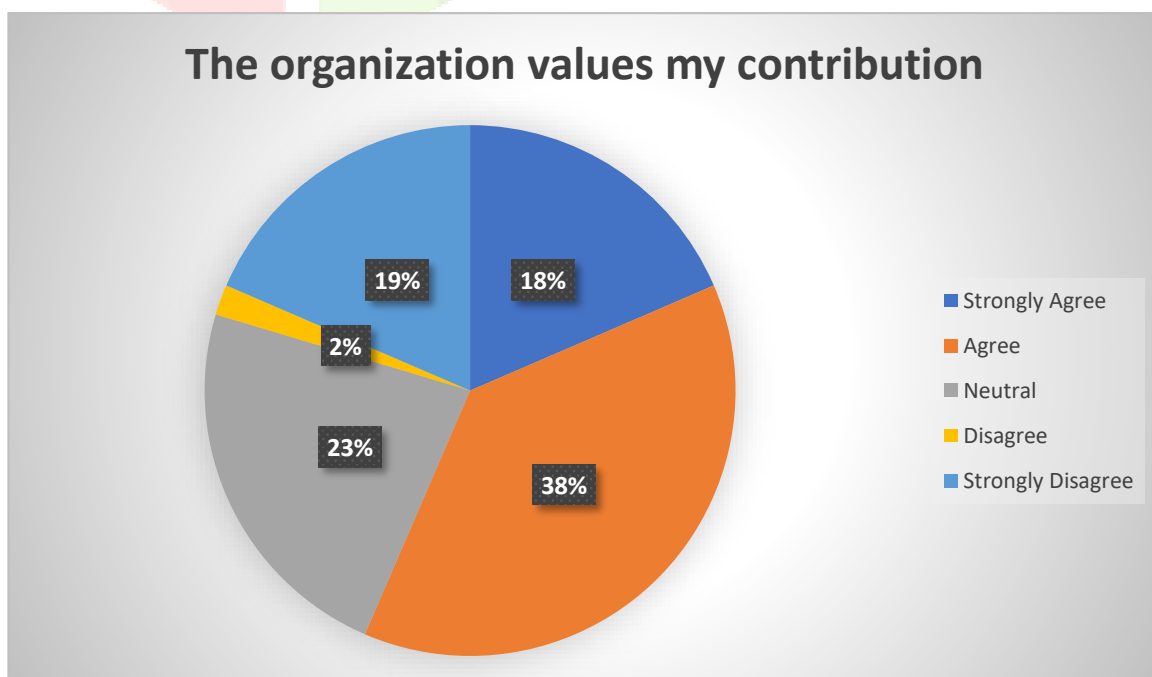
**Interpretation :** From the above chart, it can be seen that 27% (14) respondents are Neutral towards the statement that they do their work under tense circumstances, 26% Agree to the statement, 25% Disagree, 12 % Strongly Disagree and 10% Strongly Agree to the above

statement.



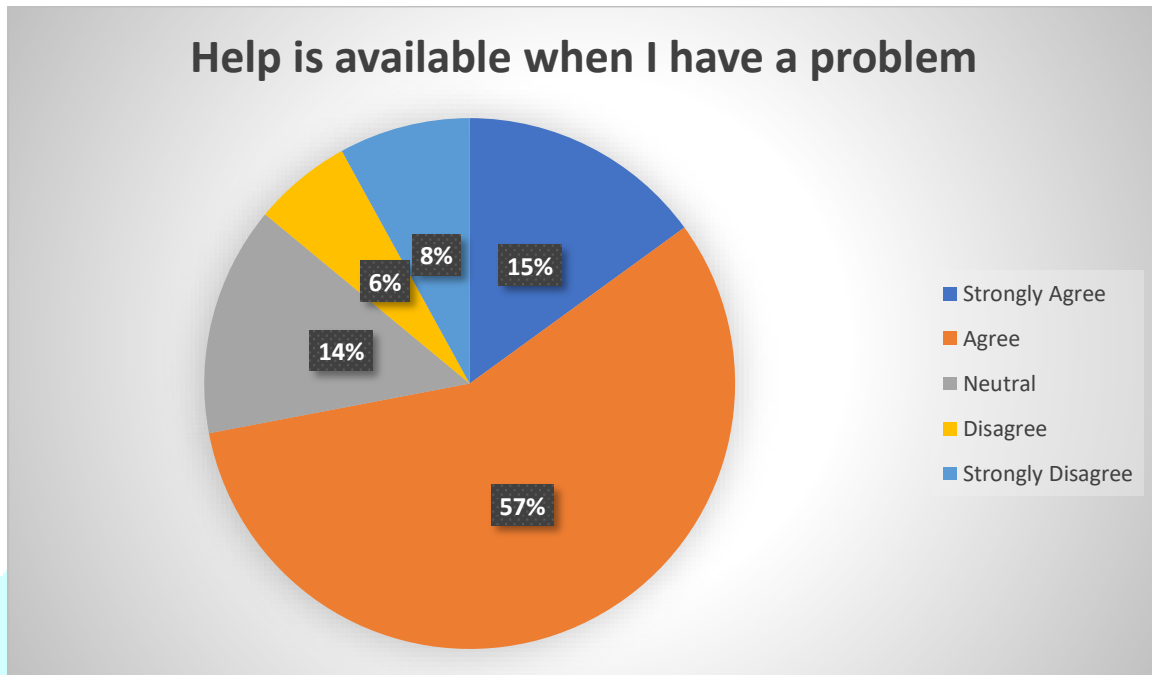
**Interpretation :** From the above chart, it can be seen that 38%(19) of the respondents Disagree to the statement that the assignments are of monotonous nature, 20%(10) of the respondents Strongly Disagree, other 20%(10) Agree that they are of monotonous nature.12%(6) Strongly Agree and 10%(5) are Neutral towards the above statement.

**Perceived Organizational Support:**



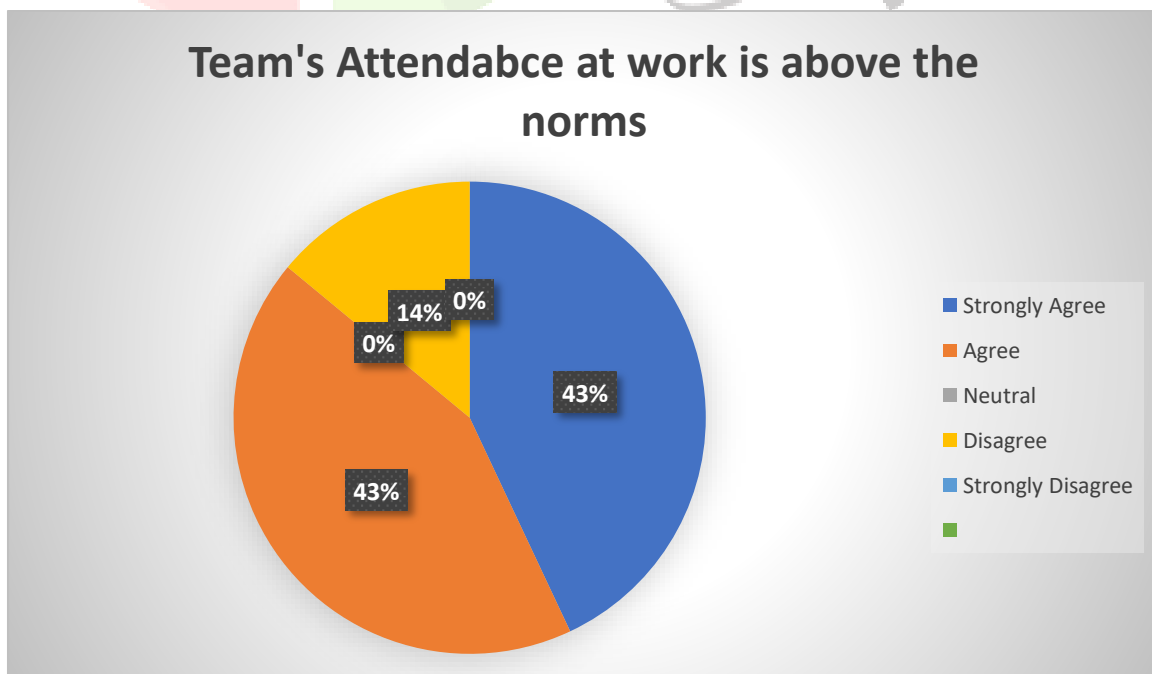


**Interpretation:** From the above chart it can be seen that 31(61%) respondents agree and strongly agree that the organization values their contribution to its wellb eing while 13(25%) respondents where Neutral. 6(12%) respondent’s disagreed and only 1(2%) respondent strongly disagreed to the statement

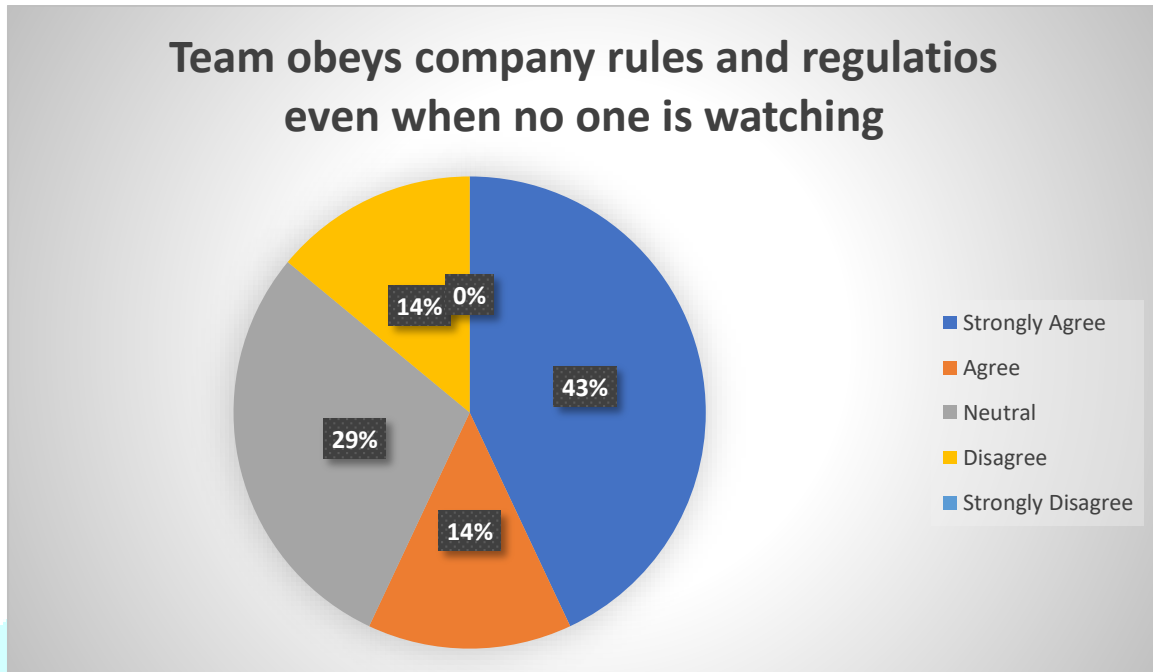


**Interpretation:** From the above chart it can be seen that 8(15%) and 29(57%) respondents strongly agree and agree to the statement that help is available from the organization when they have a problem while 7(14%) remained neutral. And 3(6%) respondents didn’t agree to the statement.

**Organizational Citizenship Behavior:**



**Interpretation:** From the above chart it can be seen that 3(43%) respondents strongly agree and agree to the statement that team's attendance at work is above norms while only 1(14%) respondent disagreed.



**Interpretation:** From the above chart it can be seen that 3(43%) and 1(14%) respondents strongly agree and agree respectively that the team obeys company rules and regulations even when no one is watching while 2(29%) were neutral. 1(14%) disagreed with the statement.

### Findings of the Study:

- Stress isn't always bad. A little bit of stress can help one stay focused, energetic, and able to meet new challenges in the workplace. It's what keeps employees on their toes during a presentation or alert to prevent accidents or costly mistakes. **But in today's hectic world, the workplace too often seems like an emotional roller coaster**
- Excelling at a job is difficult to do when you're uncertain of your role and responsibilities.
- **Being able to deal with pressure in the workplace is a highly sought-after skill.**
- Employee recognition has long been a cornerstone of effective management
- Employees need motivation and appreciation.
- Employees are entitled to breaks and should be taking them. They need breaks to stay energized and engaged, so they can return to work fresh.

**Conclusion:**

- SMTs in the organization had to have ownership of the tasks to be performed as opposed to the supervisors being solely responsible for the end result. The management decisions not just thrive on the opinions of the people sitting in the upper management but also the responsiveness of the SMTs. Hence, nurturing and fostering their behaviors becomes crucial for the organization to sustain as a whole.
- The findings of the study also show that most of the SMTs feel that the organization values their contribution to its well-being. Also, it has been agreed upon that at times extra efforts given by the SMTs were failed to be appreciated by the organization although their opinions, goals and values have always been of utmost priority.
- The responses taken from the supervisors of SMTs helped in analyzing the organizational citizenship behavior displayed by the SMTs. It was seen that SMTs have been very proactive in keeping themselves abreast of the company guidelines and rules and changes implemented in the organization.
- The supervisors have also agreed that the SMTs presently working are a bunch of hardworking employees who with team spirit fully try to avoid creating problems for each other.

**Recommendations:**

- Organizations should provide intense training programs
- Organizations as a whole should emphasize on group effort and performance rather than individual performance.
- Set achievable goals and reward proportionately.
- Support supervisors so they will foster POS in their subordinates.
- Promote strong social networks
- Encourage Teamwork

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