

EFFECTIVENESS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON REGARDING RETENTION: A STUDY OF EMPLOYEES OF INFORMATION TECHNOLOGY SECTORS

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ABSTRACT

OCB (Organization citizenship behavior) can subsist in individuals, groups and even at the organizational level. The purpose of this study was to investigate the influence of OCB on the organizational effectiveness of the IT sector of Chennai. A cross sectional study was undertaken in this study. For this purpose, OCB was taken as the independent variable and the retention of employees was considered as the dependent variable. The sample size was 100 and the data analysis was done using regression. The respondents were selected by employing simple random sampling. The findings of the analysis show that it was also reported that OCB was seen to predict retention. Findings show that the retention of the Information technology companies' employees is highly influenced by the OCB.

KEYWORDS: Organization citizenship behavior, employee retention

INTRODUCTION

In the psychology of industrial and organizational context, OCB (organizational citizenship behaviour) is the voluntary commitment of an individual in the organization and which is not the part of his/her work. It is the voluntary involvement of the employees to participate in the actions that are not part of their work description. The awareness regarding the benefits and losses of OCB can assist the employees to make an effective contribution towards the organization and also it enhances the retention of employees.

OCB had been defined as the behaviour of persons which are of voluntary nature and are not related with the formal system of rewards. It also enhances the effectiveness and efficiency of the organizational functioning. OCB is not a part of the employee's job description. This denotes the terms of an employee's contract of job with the entity. This means that OCB is inclusive of personal selection of getting involved in any action.

Organizational citizenship behavior (OCB) refers to the behaviors of employee that promote effectiveness in organizational duties. OCB accomplishes this effectiveness by providing a positive psychological and social environment during which assignment work can flourish. OCB is very important to employees insofar since it enhances social connections that influence employee retention. Organizational citizenship behavior deals with the actions and behaviors that aren't required by employee. They're not critical to the job, but benefit the team and encourage even greater organizational duties and efficiency. Employee Retention is an organization's ability to retain its employees. It also can be called as a process, during which the resources are motivated and encouraged to remain in a corporation for an extended period of your time for the sustainability of the organization.

STATEMENT OF THE PROBLEM

OCB (Organizational citizenship behavior) is an important aspect of Strategic HRM. The efficiency and productivity of the organizations are influenced by this OCB. Developing the OCB amidst the employees of the IT sector will help to exist in this competitive world and also to retain the employees and hence reducing the rates of turnover and absenteeism by the creation and maintenance of a supportive and friendly work atmosphere in the workplace.

NEED FOR THE STUDY

The current study along with its findings will prove to be useful for the practitioners of HR who take care of all the problems of HR in the IT sector, like recruiting efficient employees, their retention, turnover and absenteeism

OBJECTIVE OF THE STUDY

The purpose of this study was to investigate the impact of OCB and also the retention of the employees of the IT sector.

REVIEW OF LITERATURE

Paillé, Pascal and Raineri, Nicolas and Valeau, Patrick (2015); the main aim of this paper was to investigate the relation between OCB, intention for a job search, leaving intention and profession. The study was conducted on a sample of 327 social workers. The results showed that intention to leave the

employer was described by helping, civic virtue and sportsmanship, intention to leave the profession was described only by civic virtue and sportsmanship.

Phang, Tang and Kadar Khan, Sofiah. (2016); the aim of this paper is to look at the influence of psychological empowerment, transformational leadership and job satisfaction on organization citizenship behavior (OCB) among teachers in International schools. Printed questionnaires were used as a search instrument within the research methodology by distributing 350 questionnaires and 177 were returned. The info collected was analyzed by using SAS Enterprise Guide so as to compute results like reliability analysis, frequency analysis, Pearson coefficient of correlation analysis and Multi rectilinear regression analysis. The results indicated a positive significance relationship between the independent variables and OCB. The results were supported by previous studies and a number of other recommendations are discussed on how the chosen variables can enhance citizenship behavior among teachers in international schools.

RESEARCH METHODOLOGY

Research Methodology is the way to analytically resolve the research problem. For this study the researcher had used descriptive research. Primary data was used in this study and was collected with the help of a questionnaire from the employees regarding critical factors. Regression analysis was employed to analyze the data. OCB instrument was adopted from Podsakoff et al., (1990)

ANALYSIS AND INTERPRETATION

Influence of OCB on retention

Model Summary

R	R Square	Adjusted R Square	F	Sig.
.886(a)	.785	.771	53.798	.000(a)

a Predictor: (Constant), OCB

Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.940	.153		6.125	.000
Helps orient new employees even though it is NOT required.	.133	.035	.250	3.756	.000
Helps others who have been absent.	.226	.034	.403	6.555	.000
Helps others who have heavy workloads	-.128	.041	-.216	-3.121	.002
Attendance at work is above the norm	.018	.039	.034	.475	.636
Does NOT take extra breaks.	.127	.040	.223	3.152	.002
Does NOT abuse the rights of others	.021	.030	.041	.710	.479
Takes steps to try to prevent problems with other workers.	.340	.042	.491	8.016	.000

a Dependent Variable: retention

Findings show that every statement of OCB was significant. The table also revealed a positive coefficient, which means that among all the statements, two statements was not influence on the retention of employees of information technology companies in Chennai. There was a relation found between the dependent variable and the OCB. The analysis done through regression exhibits that among five factors two factors was not influence over the retention. The coefficient value, R^2 , was found to be 0.785 through multiple regression, which shows that 78.5% of the independent variables had an influence on the retention of the information technology company employees. In order to examine whether the value of coefficient (R^2) is significant or not, ANOVA was executed. The F value so got was 53.798 which means $p < 0.000$. This finding shows that there was a significant relation between the dependent and the independent variable. It was also reported that OCB was seen to predict retention. Findings show that the retention of the Information technology companies' employees is highly influenced by the OCB.

CONCLUSION

The increasing needs of the organizations to maintain its effective workforce in the face of intense competition, the findings of the study suggests few variables are important to influence the decision of employees to either leave or remain in the organization. Those variables include recognition/reward for better performance, training and development, job security and a competitive salary package. The significance of other variables should not also be ignored while creating a policy for retention. It was also reported that OCB was seen to predict retention. Findings show that the retention of the Information technology companies' employees is highly influenced by the OCB.

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