A STUDY ON DRIVING IN-ROLE PERFORMANCE THROUGH CITIZENSHIP BEHAVIOR, KNOWLEDGE SHARING BEHAVIOR AND ORGANIZATIONAL COMMITMENT IN MULTILINK COMPANY, HOSUR

Dr. M. A. Shakila Banu  
Assistant Professor, Jamal Institute of Management, Jamal Mohamed College (Autonomous), Tiruchirapalli- 620 020

A. Vidhya  
Ph.D Research Scholar, Assistant Professor, AIMAN College of Arts and Science for Women, Tiruchirapalli- 620 021

ABSTRACT

In this competitive era organizations strive to enhance the performance of their firm to grow and attain sustainability. Human resources being the intangible valuable assets of a firm contribute a large share in deciding the fate of their employers. Considering significance of employee’s behavior in firm’s performance, the citizenship behaviors have been gaining considerable importance. This research aims at examining the relationship and citizenship behavior , Knowledge Sharing Behavior and Organizational Commitment on in-role performance among the employees of automotive electronics Company. One hundred and fifty employees have been chosen as respondents to conduct this survey from multilink company. Results of the study indicate significant relationship of extra-role behaviors and task performance .The study concludes by mentioning possible research implications. The findings of this paper demonstrate that there are various set of platforms to encourage people to share their insights, thoughts, which are valuable assets for companies. What draws people to share their knowledge in various organizations would be different, but ultimately matches the company’s core values as well as the look and feel of the other organizational processes.

All organization should focus on supporting the knowledge sharing (KS) between individuals The Knowledge Sharing tools can therefore seen as providing a foundation for knowledge management initiatives .The need for this study arose from the acknowledgement of organizational commitment on employee productivity as the most critical in all organizational analyses, and the determinant often found between goals of the organizational all the needs of employee within it, therefore, necessary to empirically study how the impact of organizational commitment on employee are coping with the challenges of employee productivity. The presence of organizational commitment to employees can be used to gain employees support for organization and in turn maximize the benefits it receive from their employee with greater productivity and individual performance seems to increase in the same proportions. Organizational commitment and employee productivity issue are emerging as the

593

Dr. M. A. Shakila Banu and A. Vidhya, “A Study on Driving in-Role Performance Through Citizenship Behavior, Knowledge Sharing Behavior and Organizational Commitment in Multilink Company, Hosur ”- (ICAM 2016)
most critical workforce management challenges of the past, present and immediate future
driven by, and employee loyalty.

Key words: Human resource, Human resource management, Organizational Behavior,
Organizational Citizenship Behavior

Cite this Article: Dr. M. A. Shakila Banu and A. Vidhya. A Study on Driving in-Role
Performance Through Citizenship Behavior, Knowledge Sharing Behavior and Organizational
Commitment in Multilink Company, Hosur. International Journal of Management, 7(2),
2016, pp. 593-600.
http://www.iaeme.com/IJM/index.asp

INTRODUCTION

HUMAN RESOURCE

Human resources is the set of individuals who make up the workforce of an organization, business
sector, or economy. "Human capital" is sometimes used synonymously with human resources, although
human capital typically refers to a more narrow view (i.e., the knowledge the individuals embody and
can contribute to an organization). Likewise, other terms sometimes used include "manpower”,
"talent”, "labour”, or simply "people”.

HUMAN RESOURCE MANAGEMENT

HRM is the management process of an organization's workforce, or human resources. It is responsible
for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing
organizational leadership and culture and ensuring compliance with employment and labor laws. In
circumstances where employees desire and are legally authorized to hold a collective bargaining
agreement, HR will also serve as the company's primary liaison with the employees' representatives
(usually a trades union).

ORGANIZATIONAL BEHAVIOR

The study of the way people interact within groups. Normally this study is applied in an attempt to
create more efficient business organizations. The central idea of the study of organizational behavior is
that a scientific approach can be applied to the management of workers. Organizational behavior
theories are used for human resource purposes to maximize the output from individual group members.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational Citizenship Behavior was first defined by Dennis Organ in 1998 as “an individual
behavior which is not rewarded by a formal reward system but that, when combined with the same
behavior in a group, results in effectiveness. Organizational Citizenship Behavior is the technical
psychological term for what can be simply defined as the compilation of individual behaviors in a
group setting.

“In the business world, Organizational Citizenship Behavior has been linked to work productivity,
employee effectiveness, and other factors which can impact a business in the short or long term.
Common examples of business organizational citizenship behavior occur when employees are grouped
together, which may occur on a regular basis or a part of a special or temporary. For example,
employees in the marketing department will display organizational citizenship behavior on a regular
basis because of they are co-workers in the same department; employees who are put together for a
temporary work assignment will also display organizational citizenship behavior, albeit on a temporary
basis.

FIVE COMMON TYPES OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Dennis Organ’s major 1988 study on organizational Citizenship Behavior defined the concept into five
common behaviors. Organ’s study suggested that, when these common behaviors are exhibited in a
group setting, it will lead to effectiveness. In the context of business, this means that the five most
common organizational citizenship behaviors will lead to more productivity and more effective work.

Dr. M. A. Shakila Banu and A. Vidhya, “A Study on Driving in-Role Performance Through
Citizenship Behavior, Knowledge Sharing Behavior and Organizational Commitment in Multilink
Company, Hosur” - (ICAM 2016)
KNOWLEDGE SHARING BEHAVIOR

In a growing global economy managing knowledge effectively has become a source of competitive advantage. Companies are adopting integrated approaches to identify, manage, share and capitalize on the know-how, experience and intellectual capital of employees. During the past decade, many companies invested heavily in electronic knowledge management (KM) systems hoping to increase their ability to manage the vast array of knowledge hidden within the many nooks and crannies of organizational life. However, experienced users of electronic KM systems now realize that managing knowledge is a much more complicated process. It’s an open secret that today’s business organizations greatly depend upon maximizing resources, eliminating redundancy and automating process to meet the business goals. Further it’s also clear that Knowledge Sharing (KS) has become as essential part of Knowledge Management (KM).

The effective use of knowledge is a key ingredient in all successful organizations, no matter what business they are doing, what services they may provide. Using knowledge correctly in an organization requires an understanding that the mere availability of simple, disconnected bits of information is not knowledge and can’t adequately address these enterprise imperatives. While KM must focus on supporting the sharing of knowledge between individuals, this can’t be done in isolation. Instead KM projects must recognize the importance of providing effective platforms for this dissemination of knowledge.

ORGANIZATIONAL COMMITMENT

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is relatively on its effectiveness to degree to which achieves its goal. A well managed organization usually sees an average worker as the root source of quality and productivity gains, to capital investment, But to employees as the fundamental sources of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit, of cooperation and sense of sphere of its influence. As organization battle to get the most from their existing employee in an environment characterized by skill shortages such the role of human resource practices in the organization in fostering employee engagement and commitment is paramount, in doing this many organizations is aware of the significant impact both positive and negative that employee have on, organizational performance and productivity.

Many successful organizations are strongly committed to look after their employee needs because they belief that organization that foster employee satisfaction can secure greater employee commitment. Commitment is a belief, which reflects “the strength of a person’s attachment to an organization”. Researchers have suggested that reciprocity is a mechanism underlying commitment and that employees will offer their commitment to the organization in reciprocation for the organization having fulfilled its psychological contract. Organizational commitment has an important place in the study of organizational behavior.

RESEARCH OBJECTIVES

- To know the demographic characteristics of selected employees.
- To find out the reliability position of the data.
- To depict the model fit of the data.
- To predict the association between Citizenship Behavior, Knowledge Sharing Behavior and Organizational Commitment.

REVIEW OF LITERATURE

Gregory Murphy, James Athanasou, Neville King, (2002) "Job satisfaction and organizational citizenship behaviour: A study of Australian human-service professionals", Journal of Managerial Psychology, Research paper MCB UP Ltd, Vol. 17 Iss: 4, pp.287 - 297 The purpose of this study was to examine the role of organizational citizenship behaviour as a component of job performance. Participants comprised 41 human-service workers, who completed a job satisfaction questionnaire and were rated for their organizational citizenship, as well as being measured on three discretionary organizational participant behaviours. Job satisfaction significantly with organizational citizenship and...
participation behaviours (correlations ranged from +0.40 to +0.67). Findings were consistent with the view that satisfaction may not be reflected in productivity but is evident in discretionary involvement in the workplace. Implications for monitoring and managing a wide range of employee behaviours are outlined. 


This paper aims to present a practitioner overview of the challenges and growing strategic importance of knowledge and knowledge sharing in organizations, considering roles of learning, and in particular networks, together with collaboration in the development of sustainable competitive edge through knowledge management and the activities of knowledge workers. First, the paper sets the scene for the development of the twenty-first century knowledge economies, by providing a brief literature overview incorporating some of the key work of Peter Drucker, Charles Handy, Tom Stewart and others. It also provides insights into the London Knowledge Network and its role in supporting organizations in the pursuit of effective knowledge as sources of sustainable competitive edge at organizational and often regional, national, international and global levels. Overall, it was found that knowledge management has not become the latest management fad but, if properly supported, can be used to benefit customers and workforces alike. Some conclusions are drawn about how organizations are managing the significant change, especially the cultural change, involved in using knowledge as a key driver for future competitiveness. This paper will be of use to any organization wishing to implement knowledge management. 


The purpose of this paper is to show that knowledge sharing can improve the likelihood of success through the adoption of social computing practices. It shows that the involvement of those expected to collaborate or share through the proposed system in the development process, enhances the collaborative relationships and increases the probability of sharing through engagement and empowerment. This paper frame show a known problem in systems development and the greater sensitivity of knowledge management systems may be overcome. It highlights how the collaborative and inclusive nature of social computing practice can serve to bridge the social technical divide through the reduction of barriers and providing alternative bridges. The paper aims to address a topic that has not been systematically studied the organizational citizenship behavior (OCB), performance appraisal and rewards literature. Specifically, this paper seeks to examine the potential effects of rewarding OCBs by explicitly incorporating them in to performance appraisal and reward systems. A review of relevant theory and literature is provided and propositions concerning the possible effects of assessing and rewarding OCBs are offered. The findings show that there are potential advantages and disadvantages off formally incorporating OCBs into performance appraisal systems and that it seems likely that more organizations will move toward formally measuring and rewarding OCBs. While most research indicates that OCBs are associated with positive outcomes, this paper also addresses potential negative consequences of formally evaluating and rewarding OCB.


The purpose of this paper is to show that knowledge sharing is primarily based on a trading process – the business transaction process. Motivators as well as morale hazards for knowledge sharing based on existence needs, biosocial needs and cognitive needs are described. An industry survey followed by interviews discovers arguments supporting the business transaction theory. Results of the interviews are clustered and categorized according to Alderfer's pyramid. Morale hazards hampering knowledge sharing are derived thereof. The comprehensive online survey, combined with personal interviews, supports the business transaction theory. According to this theory, knowledge sharing is based on a

Dr. M. A. Shakila Banu and A. Vidhya, “A Study on Driving in Role Performance Through Citizenship Behavior, Knowledge Sharing Behavior and Organizational Commitment in Multilink Company, Hosur” - (ICAM 2016)
Dr. M. A. Shakila Banu and A. Vidhya, “A Study on Driving in-Role Performance Through Citizenship Behavior, Knowledge Sharing Behavior and Organizational Commitment in Multilink Company, Hosur” - (ICAM 2016)
Dr. M. A. Shakila Banu and A. Vidhya, “A Study on Driving in-Role Performance Through Citizenship Behavior, Knowledge Sharing Behavior and Organizational Commitment in Multilink Company, Hosur” - (ICAM 2016)
FINDINGS

- It is inferred that 91.3% of respondents are at the age group of Less than 30 and 2.0% of respondents are at the age group of Above 41-50.
- From the table 2, it is inferred that 99.3% of respondents are at the gender of male and 0.7% of respondents are at the gender of female.
- From the table 3, it is inferred that 84.6% of respondents are unmarried and 15.4% of respondents are married.
- From the table 4, it is inferred that 75.2% of respondents are non graduates and .7% of respondents are professional.
- From the table 5, it is inferred that 90.6% of respondents have at the experience of 5-10 years and .7% of respondents have at the experience of 23 years & above.
- From the table 6, it is inferred that 83.9% of respondents are in the income group of Rs. 10,000 – 15,000 and 2.0% of respondents are in the income group of Rs. 45,000 and above.
- From the chart it is noted that Organizational Citizenship Behavior toward Attitude towards Knowledge Sharing, Intentions to share Knowledge, Knowledge Sharing Behavior, Enjoyment n helping others and Reputation shows the positive relationship as 0.45, 0.51, 0.10, 0.36 and 0.08.
- From the chart it is noted that Attitude towards Knowledge Sharing, Intentions to share Knowledge, Enjoyment n helping others and Reputation shows the positive relationship as 0.5, 0.26, 0.27, 0.23, 0.01 and 0.21.
- From the chart it is noted that Knowledge Sharing towards Intentions to share Knowledge, Enjoyment helping others and Reputation shows the positive relationship as 0.8, 0.20, 0.22 and 0.15.
- Intentions to share Knowledge towards Enjoyment helping others and Reputation shows the positive relationship as 0.15.

SUGGESTIONS

- In order to enhance the performance of their employees, the organization should give importance to Organizational Citizenship Behavior with focusing on different jobs.
- It is suggested that there are various set of platforms to encourage people to share their insights, thoughts, which are valuable assets for companies. What draws people to share their knowledge in various organizations would be different, but ultimately matches the company’s core values as well as the look and feel of the other organizational processes.
- The organization should take necessary step to increase Organizational Citizenship Behavior and Knowledge sharing Behavior level of employees by giving periodic incentives which will result in increase of Organizational Commitment.
- By implementing policies, work processes, and fair reward systems the organization can send signals to employees that the organization cares about the employee’s well-being and values his/her contributions.

CONCLUSION

- All organization should focus on supporting the knowledge sharing (KS) between individuals. The KS tools can therefore seen as providing a foundation for knowledge management initiatives. Besides this different kind of valuable technologies like weblogs, wikis etc. can be used to support the KM goals.
- The current study highlights the need of enhancing positive work behaviors in employees which will aid in increasing the performance of employees, thus inculcate spirit of growth and healthy competition. This study also provided insights on the existing difference in the two constructs. Extra-role behaviors have often been confused with he in-role behavior related performance of employees. This study indicated on the underlying difference in the two and has been also successful in establishing relationship among the variables.
It is clear that fostering commitment among employees has important implications for any organization. There, highly committed workers make a positive contribution to their organization and effective performance of employees towards the attainment of organizational goals. Thus, organizations which seek to retain their best of employees by building strong organizational commitment.

BIBLIOGRAPHY


WEBSITE

www.Proquest.com

www.ScienceDirect.com

www.EmeraldInsight.com

www.Multilinknet.india

BOOKS

Author(s): Heather K. Spence laschinger, Joan Finnegan, Judith shaming

Author(s): Dina Banerjee, Carolyn C.perrucci

Author(s): chine wen Tsai
Source: advances in culture, tourism and hospitality research volume: 2, 2008.

Author(s): khim ling sim, james A.carey