THE CAUSAL RELATIONSHIP BETWEEN JOB ATTITUDE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN YASHIMARINE LOGISTICS (P) LTD., AT CHENNAI

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ABSTRACT

Job attitude and organizational citizenship behavior (OCB) is a newly developed term in human resource discipline, which is very important for every company nowadays. It helps to increase the commitment level towards work and the company. With cutting edge competition and high technology in the market, the need of the hour is to increase employee productivity and efficiency through innovation. The Job attitude keeps Job Involvement, Organizational Commitment, Employee Engagement, and Perceived Organizational Support. An OCB keeps Altruism, Conscientiousness, Sportsmanship, and Civic virtue.

Job attitude and OCB is a route to business success. An engaged workplace encourages commitment, attendance, punctuality, helping tendency, behavioral changes, job involvement, employee engagement, energy and productivity from all those involved to help improve business performance. This introduces employee OCB - what it means and how it works. It provides best practice on how you can develop integrity in your business by defining, communicating and embedding values and supportive behaviour.

OCB is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. It is the extent to which employees think, feel, and act
in ways that represent high levels of commitment to their organization. Attitude of employees’ are motivated to contribute 100% of their knowledge, skills, and abilities to help their organization succeed. That is to be OCB. They care deeply about their company, want to contribute to its success, and regularly have peak experiences at work.

Keywords: Work Attitude, Job Satisfaction, Job Involvement, Employee Engagement, Perceive Organizational Support, Organizational Commitment, Citizenship Behaviour.

INTRODUCTION

Organizational Citizenship Behavior

Organizational citizenship behaviors come in a variety of forms such as loyalty, helping others, and organizational compliance (Podsakoff et al., 2000) and organizations benefit employees who are willing to contribute their efforts and abilities to the organizations even though that is not officially required of them. This contribution of organizational citizenship behavior to organizations has received much attention in the business area (Todd, 2003).

Organizational citizenship behavior is employees’ extra efforts which are not officially required by the organization (Organ, 1988) and discretionary acts by employees (Kohan and Mazmanian, 2003). The two major components of OCB are compliance, which indicates employees’ intention to follow the organizational rules, and altruism, which means employees’ voluntary behaviors to help others and to work (Organ and Ryan, 1995; Williams and Anderson, 1991). Organizational citizenship behavior has important effects on the effectiveness, efficiency and profitability of the organizations. OCB can Improve co-worker and managerial productivity, provide superior efficiency in resource use and allocation, reduce managerial expenses, provide better coordination of organizational activities across individuals, groups and functional department, improve organizational attractiveness for high quality new recruits, increase stability in the organization’s performance, enhance organizational capability to adapt effectively to environmental Change (Erturk, et al 2004).

The main purpose of the study was to verify the structural relationships among procedural justice, transformational leadership, complexity of organizational structure, and OCB. Moreover, this study investigated the mediating role of OCB in linking the independent variables (procedural justice, transformational leadership, complexity) and the dependent variable (job satisfaction). To accomplish these study purposes, the author first reviewed the literature on OCB and its outcomes, and then developed the research model and hypotheses. To verify the hypothesized model, this study employed two methods: literature review and empirical analysis.

Benefits of Organizational Citizenship Behavior

Podsakoff et al. (2000) reviews some of the work that has attempted to examine the benefits of organizational citizenship behaviors. In terms of the effect that organizational citizenship behavior has on organizational effectiveness, Podsakoff et al. (2000) discussed the different mechanisms through which an individual OCB’s are believed to affect organizational success. These mechanisms are:

1. Enhancing the productivity of co-workers, by for example helping them learn new skills and best-practice.
2. Enhancing the productivity of higher managerial staff, by for example providing them with useful feedback about a specific work task.
3. Freeing up resources that can be used for more productive functions, by for example being conscientious and demonstrating that time-consuming supervision is not required.
4. Reducing the need to devote scarce resources for purely maintenance functions, by for example reducing group conflict by group helping behaviors and less effort is needed for conflict mediation.
5. Serving as an effective means of coordinating activities between team members and cross work groups, by for example showing courtesy and keeping members of other teams up-to-date.
6. Increasing group cohesiveness and morale, to make the workplace more attractive and making it easier for the organization to attract and retain the best people.
7. Enhancing the stability of organizational performance, by for example group members providing extra effort in case of a failure and maintaining performance levels.
8. Enhancing an organizations ability to adapt to environmental changes, by for example the willingness to learn new skills.

OCB is an effective way of using human capital to determine organizational performance where people provide organizations an important source of sustainable competitive advantage. The importance for organizations is that people carry out extra activities that are not formally written down. But because the tasks are not formally written down there is a certain overlap between tasks of employees, which the employees should be willing to carry out (Katz and Kahn, 1964). Katz et al. (1964) also explained that organizations cannot anticipate with exact accuracy to all those activities essential for reaching objectives.

Dimensions of Organizational Citizenship Behavior

Altruism: Altruism behavior that is directly and intentionally aimed at helping a specific person in face-to-face situations.

Conscientiousness: Conscientiousness is a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources, and related matters of Individual internal maintenance.

Sportsmanship: Sportsmanship is a citizen like posture of tolerating the inevitable inconveniences and impositions of work without whining and grievances.

Civic Virtue: It is responsible, constructive involvement in the political process of the organization, including not just expressing opinions but reading one’s mail, attending meetings, and keeping abreast.

JOB ATTITUDE

A job attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job(Judge et al. 2012). Overall job attitude can be conceptualized in
two ways. Either as affective job satisfaction that constitutes a general or global subjective feeling about a job (Thompson et al. 2012), or as a composite of objective cognitive assessments of specific job facets, such as pay, conditions, opportunities and other aspects of a particular job (Harrison et al. 2006). Employees evaluate their advancement opportunities by observing their job, their occupation, and their employer.

Research demonstrates that interrelationships and complexities underlie what would seem to be the simply defined term job attitudes. The long history of research into job attitudes suggests there is no commonly agreed upon definition (Judge et al. 2012). There are both cognitive and affective aspects, which need not be in correspondence with each other (Schleicher et al. 2004). Job attitude should also not be confused with the broader term attitude, because attitude is defined as a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor, whereas job attitude is a particular instance as an entity (Judge et al. 2012). In the definition above, the term "job" involves one's current position, one's work or one's occupation, and one's employer as its entity. However, one's attitude towards his/her work does not necessarily have to be equal with one's attitudes towards his/her employer, and these two factors often diverge.

Job attitudes and job performance are perhaps the two most central and enduring sets of constructs in individual-level organizational research. Yet, a longstanding debate persists about the nature and the strength of relationships between these fundamental predictors and criteria (Austin & Villanova, 1992). An elemental question remains: How important are job attitudes for predicting and understanding job performance in particular, and work role-directed behaviors in general?

**Dimension of Job Attitude**

**Job Involvement:** Identifying with one's job and actively participating in it, and considering performance important to self-worth (Steers et al. 1991).

**Organizational Commitment:** Identifying with a particular organization and its goals, and wishing to maintain membership in the organization (Steers et al. 1991).

**Perceived Organizational Support (POS):** The degree to which employees feel the organization cares about their well-being (Steers et al. 1991).

**Employee Engagement:** An individual's involvement with, satisfaction with, and enthusiasm for the organization (Steers et al. 1991).

**REVIEW OF LITERATURE**

Organizations want and need employees who will do those things that aren’t in any job description. And the evidence indicates that those organizations that have such employees outperform those that don’t. As a result, some human subject studies are concerned with organizational citizenship behavior as a dependent variable. Organizational citizenship behavior (OCB) means individual behaviors that are beneficial to the organization but not directly recognized by the formal reward system. Though there are research studies that provide the domain of OCB and its effects on the organizational performance but they have varied viewpoints and are inadequate.
The present paper is an effort towards this direction. The main objective of the paper is to build grounding for analyzing the impact of OCB on various organizational performance measures through various propositions based on antecedents and consequences of organizational citizenship behavior. The authors have described the antecedents of OCB from comprehensive perspective, which include role clarity, leadership, organizational commitment, organizational justice and individual traits. The impact of these antecedents is correlated with five organizational performance parameters namely reduced turnover, reduced absenteeism, employee satisfaction and loyalty, consumer satisfaction and consumer loyalty. The paper also stressed on the need to assess the influence of age, gender and experience on OCB, which have been the main lacunae in the existing literature on OCB. Moreover, the present paper proposed an endeavor to incorporate three dimensions viz: age, gender and experience to assess their influence on OCB.

Ahmad et al. (2010): variable of job satisfaction is measured from the level of satisfaction of employees working in the company and the absence of the desire of the employees to leave the company. There were a complex relation between job satisfaction and performance. In the Researchers were emphasized on their relationship and they were studied seriously at the notion that a happy worker is a productive worker. At that time it showed a weak and somehow a negative relationship between them, but there were proved that there was a correlation between job performance and job satisfaction.

Bateman & Organ (1983): Organizational citizenship behavior (OCB) is referred to as a set of discretionary workplace behaviors that exceed basic job requirements. They are often described as behaviors that go beyond the call of duty. Research on OCB has been extensive since its introduction nearly twenty years ago.

Brown & Leigh (1996): Job Attitudes: The three most commonly considered job attitudes (i.e., job satisfaction, job involvement, and organizational commitment) were included in the current study. One’s job satisfaction, job involvement and (affective) organizational commitment are all likely to be higher as a result of perceiving more support and opportunities for reward from one’s organization, as indicated by past research. As discussed earlier, and as observed in studies, perceptions of support from the organization or perceptions of opportunities for reward related to employees’ more positive job attitudes. Also, all three job attitudes were included because of this study’s goal of addressing limitations in previous research, which has at times failed to include them all. Each attitude is discussed below, along with its

Carpeter et al. (2009): Attitude towards works are the feelings we have toward different aspects of the work environment. According to him, there are some element which influencing the attitude towards works, namely personality, person - environment fit, job characteristics, psychological contract, organizational justice, work relationship, and stress. Arguments that support attitude towards works cause performance usually refer to the functions of attitudes as guidelines and facilitators of behavior or refer to the functions of attitude s as the energizing and facilitative effects of positive affect (as one component of satisfaction) the workplace; or refer to the functions of attitudes as the motivational effects of the personal importance or identification with the job or organization.
Drory (1993): A change in job attitudes may be regarded as the immediate reaction to OP, potentially signaling more negative responses by employees in the long run. Therefore, the second part of our model examined the relationship between perception of organizational politics, job attitudes, behavioral intentions, and job performance. It is widely accepted in organizational behavior theory that job attitudes may lead to behavioral intentions and, with the passage of time, to actual behaviors.

Kanungo, R. N. (1982): Job Involvement. Job involvement is defined as the extent to which one identifies psychologically with one’s work. Theoretically, individuals who are more involved in their jobs should exert more effort. As discussed earlier, Brown and Leigh found that job involvement was positively related to job performance through effort. Therefore, the hypothesized model contained this relationship:

Meyer and Allen (1997): Organizational commitment is defined as the emotional bond or attachment between staff and their firm. He defined organizational commitment as the relative strength of an individual’s identity within a particular organization. They describe organizational commitment as “the relative strength of an individual’s identification with and involvement in a particular organization. That can be characterized by three elements: (i) a strong belief in and acceptance of the organization’s goals and values, (ii) a willingness to exert considerable effort on behalf of the organization, and (iii) a strong desire to maintain membership in the organization.

Porter and Smith (1970): Organizational commitment. This variable was measured by the most commonly used instrument, namely, the Organizational Commitment Questionnaire (OCQ) introduced by. We used a shortened nine-item version that reflects the definition of commitment suggested by Porter, Steers. This dentition reflects the three dimensions of commitment: (1) desire to retain membership in the organization; (2) belief in and acceptance of the values and goals of the organization; and (3) willingness to exert effort on behalf of the organization. Sample items for this measure include (1) “I am proud to tell others that I am part of this organization.” (2) “I really care about the fate of this organization.” and (3) “I would accept almost any type of job assignment in order to keep working for the organization.”

Organ (1988): In the viewpoint of some scholars, OCB is defined as employee’s behaviors that go beyond the role requirements, that are not directly or explicitly recognized by the formal reward system, and that facilitate organizational functioning.

Organ (1988): He argued that OCB is held to be vital to the survival of an organization. Organ further elaborated that organizational citizenship behavior can maximize the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization.

Organ (1990): The extent to which employees go the extra mile for their organizations can be captured by organizational citizenship behaviors (OCBs) defined as, those organizationally beneficial behaviors and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantees or recompense.
Seashore et al. (1983): Job Satisfaction. Job satisfaction is most often conceptualized as a positive emotional state relating to one’s job. As discussed above, job satisfaction was significantly related to OCBs not include effort in their model. It included effort in their model, and showed that effort mediated the relationship between job involvement and in-role performance. It is individuals who are more satisfied with their jobs should exert more effort and perform at a higher level than individuals with lower job satisfaction. This also corresponds with goal setting theory, where individuals who have higher job satisfaction as a result of success at past performance have higher motivation (and consequently exert more effort to perform well than individuals who do not have it).

Tai et al. (1998): observed that Organizational Commitment and Job satisfaction are highly correlated. There are two opinions that related to the relationship between organizational commitment and job satisfaction. The first opinion, job satisfaction is a significant predictor of organizational commitment and the second opinion, organizational commitment is a significant predictor of job satisfaction. There was some of the researcher that supported the first opinion. According to, job satisfaction is a significant predictor of organizational commitment. In line revealed that many studies use different facets of satisfaction to predict employee attributes such as performance, organizational commitment, and service quality.

Van Dyne et al., (1994): Organizational citizenship behavior has been defined in the literature as a multi-dimensional concept that includes all positive organizationally relevant behaviors of organizational members including traditions in role behaviors, organizationally pertinent extra-role behaviors, and political behaviors, such as full and responsible organizational participation.

RESEARCH METHODOLOGY

Scope of the Study

- This study finding helps in providing solution to the various problem/dimensions which are identified by the researcher.
- This study help to understand the employee’s attitude, behavior employees needs and wants from the organization.
- This study helps the necessary information to organization for further improvement of attitude level and behavior of the employees.

Objectives of the Study

- To find out the job attitude towards employees.
- To find out the organization citizenship behavior (OCB) of employee in an organization.
- To find out the relationship between job attitude and OCB.
- To analyse the relationship between commitment of employee and Conscientiousness behavior of employees.
- To find out whether increase in job attitude has an impact on OCB.
Hypothesis of the Study

- The relationship between the experiences of the employee and their Altruism behavior of employees.
- The relationship between the experiences of the employee and their Conscientiousness behavior of employees.
- The relationship between the experiences and their employee Sportsmanship behavior of employees.
- The relationship between the experiences and their employee Civic Virtue of the employees.
- The relationship between the age of the employee and their Job involvement of the employee.
- The relationship between the age of the employee and their organizational commitment of the employee.
- The relationship between the age and their Perceived Organizational Support of the employee.
- The relationship between the age and their employee engagement level.

Limitations of the study

- The study is strictly for internal use of organization
- Inadequacy of the updated secondary data was another serious limitation.

Table: 5.1

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Various dimensions of employee engagement</th>
<th>Experience</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>&lt; 2 years (n:20)</td>
<td>2 - 6 years (n:28)</td>
</tr>
<tr>
<td>1</td>
<td><strong>ALTRUISM</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>High level</td>
<td>16</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Low level</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td><strong>CONSCIENTIOUSNESS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>High level</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Low level</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>3</td>
<td><strong>SPORTSMANSHIP</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>High level</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Low level</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td><strong>CIVIC VIRTUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>High level</td>
<td>7</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Low level</td>
<td>21</td>
<td>3</td>
</tr>
</tbody>
</table>

H1: The relationship between the experiences of the employee and their Altruism behavior of employees.
H1: The relationship between the experiences of the employee and their Conscientiousness behavior of employees.
H1: The relationship between the experiences and their employee Sportsmanship behavior of employees.
H1: The relationship between the experiences and their employee Civic Virtue of the employees.

**FINDINGS**

The above table (01) shows that there is a significant association between the experiences of the respondents with regard to various factors of OCB. Hence, the calculated value greater than table value. So the null hypothesis accepted and the research hypothesis rejected.

**TABLE: 5.2**

Association between the age of the respondents with regard to various factors of job attitude (chi-square test)

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Various dimensions of employee engagement</th>
<th>Age</th>
<th>Statistical inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Below 10(n:45)</td>
<td>31-40(n:21)</td>
</tr>
<tr>
<td>1</td>
<td>JOB INVOLVEMENT</td>
<td>High level</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low level</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>P&gt;0.05</td>
</tr>
<tr>
<td>2</td>
<td>ORGANIZATIONAL COMMITMENT</td>
<td>High level</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low level</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>P&lt;0.05</td>
</tr>
<tr>
<td>3</td>
<td>PERCEIVED ORGANIZATIONAL SUPPORT</td>
<td>High level</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low level</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>P&gt;0.05</td>
</tr>
<tr>
<td>4</td>
<td>EMPLOYEE ENGAGEMENT</td>
<td>High level</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low level</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>P&gt;0.05</td>
</tr>
</tbody>
</table>

H1: The relationship between the age of the employee and their Job involvement of the employee.
H1: The relationship between the age of the employee and their organizational commitment of the employee.
H1: The relationship between the age and their Perceived Organizational Support of the employee.
H1: The relationship between the age and their employee engagement level.
Findings

The above table (01) shows that there is a significant association between the experiences of the respondents with regard to various factors of Job attitude. Hence, the calculated value greater than table value. So the null hypothesis accepted and the research hypothesis rejected.

<table>
<thead>
<tr>
<th>TABLE 5.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIGNIFICANT RELATIONSHIP BETWEEN JOB ATTITUDE AND THEIR EMPLOYEES’ ORGANIZATION CITIZENSHIP BEHAVIOR (CORRELATIONS)</td>
</tr>
<tr>
<td>Job attitude</td>
</tr>
<tr>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>Organizational citizenship behavior</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>N</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

FINDINGS

The above table there is Significant relationship between Job attitude and their employees organization Citizenship Behavior (.001>0.05). Hence, the calculated value less than table value. So the research hypothesis accepted and the null hypothesis rejected.

SUGGESTIONS

1. The management can think of restricting the elements salary level.
2. The element attendance system can be restructured.
3. The upward communication can be enhanced.
4. The methodology of training can be modified.
5. Job rotation can be minimized.
6. The study related to the customer satisfaction is enhanced.
7. The organization climate can be enhanced.
8. The reward system can be modified.

CONCLUSION

An OCB emphasizes the importance of employee communication on the success of the business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company’s competitive position. Therefore employee job attitude should be a continuous process of learning, improvement, measurement and action.

The entire study reveals that the company currently doing well. In order to improvise the current, the organization should take care in the following area:

1. Organization climate
2. Reward system
3. Minimizing the job rotation
4. Enhancing the upward communication
5. Training methods
6. Attendance system
7. Employee package

We would hence conclude that raising, job attitude, citizenship behavior and maintaining employee engagement, commitment lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

REFERENCE