

Effectiveness Of Organizational Citizenship Behaviour On The Retention Of Employees: An Analytical Review

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ABSTRACT

For the effective functioning and for gaining competitive advantage for the organization, retention of the employees and the OCB are very important. The current study made a focus on the organizational as well as personal factors that have their impact on the employee retention and the OCB. The study was done among the employees of IT sector in Chennai. For the purpose of data collection, 106 questionnaires were issued and among them 100 were received back. The respondents were selected through simple random sampling and the data was analyzed through regression. The findings of the study show that if the retention of the Information technology companies' employees is highly influenced by the OCB.

KEYWORDS: OCB, retention, employees

INTRODUCTION

OCB (Organisational citizenship behaviour) is the concept which denotes the positive attitude of employees, which arises out of their voluntary preference to take part in the activities of the organization, and such attitudes of employees prove to be beneficial for the company too. It also deals with the behaviour and actions of the employees that are not pre determined by the organization as a part of their work schedule. In short, it can be said that OCB is not necessary for the work of the employees but its presence will benefit the organization as a whole.

Retention

The retention of the employees has proved out to be very important challenge for the employers. They have started giving more significance to the development of strategies for enhancing the employee retention. Researchers have also get into the area of making regarding the concept. The organization and the researchers too are in the process of developing policies and strategies for retaining the effective workforce inside the organization. The strategies of retention help the business to retain the employees.

STATEMENT OF THE PROBLEM

The major issue being discussed in this study is all about the influence of organizational citizenship behaviour on the retention of the employees of the IT sector in Chennai. The absence of dedicated employees will make the organization to lose their place and position in the market. It is the role of the dedicated employees, who perform more than their assigned duties for the benefit of the organization, that the entities achieve a huge success in the business world.

NEED FOR THE STUDY

The Indian economy is growing very fast with one o f the most important pillar for development- information technology. The growth of IT industries depends on its employees and the best strategies that they follow to retain the efficient employees.

OBJECTIVE OF THE STUDY

The purpose of this paper was to explore the relation between the organizational citizenship behaviour and the retention of the employees in the IT sector of Chennai.

REVIEW OF LITERATURE

Paillé, Pascal (2012); the purpose of this paper was to investigate the impact of citizenship behaviour on the relation amidst intention to leave and the organizational commitment of the employees, in an organization. For the purpose of the study, two field surveys with 3 independent samples were employed. The mediation test was performed on the basis of the model utilized by Baron and Kenny (1986) in the first case study; it was found that the relation between employee's commitment and their intention to leave was influenced by citizenship behaviour. In the second study, the same result was showed with the mediation of sportsmanship.

Kumari, Patiraj & Thapliyal, Shivani (2018); the aim of this study was to explore the effect of OCB on the organizational effectiveness of Noida's Jaiprakash Associate Ltd. (Cement Division). The approach used for the study was correlational. The independent variable of the study was OCB and the dependent variable was organizational effectiveness. The sample population of the study was forty employees of the aforesaid concern and the analysis of the data was done by performing regression and correlation. Findings of the study showed that of all the variables of OCB, civic virtue, altruism and sportsmanship had the highest relationship with the organizational effectiveness. In simple words, organizational effectiveness was influenced by the organizational citizenship behaviour of the employees.

RESEARCH METHODOLOGY

The sample population of this study is the employees of information sector in Chennai. For the purpose of this study, 106 questionnaires were issued to the full time employees in the IT sector. The respondents were selected on the basis of simple random sampling. The collected data through questionnaires was analyzed through regression to find

the relation between the variables of the study. OCB Instrument adopted from Podsakoff et al., 1990

ANALYSIS AND INTERPRETATION

Influence of OCB on retention

Model Summary

R	R Square	Adjusted R Square	F	Sig.
.796(a)	.634	.608	24.235	.000(a)

a Predictor: (Constant), OCB

Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.917	.240		7.988	.000
Helps orient new employees even though it is NOT required.	.280	.055	.463	5.083	.000
Helps others who have been absent.	.131	.057	.216	2.285	.024
Helps others who have heavy workloads	.075	.061	.119	1.245	.216
Attendance at work is above the norm	-.035	.065	-.051	-.540	.591
Does NOT take extra breaks.	.082	.056	.133	1.467	.146
Does NOT abuse the rights of others	.183	.062	.278	2.968	.004
Takes steps to try to prevent problems with other workers.	-.219	.045	-.383	-4.887	.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 0.634 through multiple regression, which shows that 63.4% 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 24.235 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 organizations today are working very hard to accomplish the competitive advantage over other organizations. The workers who exhibit a good OCB are the real time soldiers of the organization. These employees are essential for the successful survival of the organizations. If the organizations wish to have a good workforce, they need to understand the practices which would give rise to OCB among the employees. The results of the current study designate that the retention of the Information technology companies' employees is highly influenced by the OCB.

REFERENCE

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