

# Impact of Organizational Citizenship Behaviour on Managerial Factor at Lakshmi Machine Works, Coimbatore: An Empirical Analysis

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## ABSTRACT

In today's dynamic environment, Organizational Citizenship Behaviour is an important factor that contributes to the survival of Organization. Determining how Organizational Citizenship Behaviour indirectly to an organization's social system and this behavior provides the necessary flexibility to work through many unforeseen contingencies, and it helps employees in an organization to cope with stressful conditions through independence. This study intends to analyze the managerial factor influence the behaviour of the employees towards the organization.

**Keywords:** Behaviour, Organizational Citizenship, Managerial factor, independence, Organization

suggested that managerial level behaviour is related to performance appraisal ratings and reward distribution allocations among employees. As identified by Prof.B.K.Punia(2013), states that OCB promises to emerge as a significant and novel management paradigm having multifarious outcomes and implications in individual context of employee's vis-a-vis organizational functioning.

## Objectives

1. To ascertain the Citizenship behaviour of employees.
2. To analyze the effect of Managerial factors (Transformational Leadership and Transactional Leadership) on employees Citizenship Behaviour.

## I. INTRODUCTION

Organizational Citizenship Behaviour is defined as "Managerial factor that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. As observed by Saeed Ramezani(2015), that effective factors on OCB, components with higher and more direct influence are identified.

As reviewed by Sukhada Tambe(2014)

## II. METHODOLOGY

A total of 250 employees were selected through Stratified Random Sampling from Engineering Industries, Coimbatore.

## Analysis

The data was collected and analyzed using Kruskal Wallis H Test, Analysis of Variance (ANOVA) and Multiple Regression Analysis.

## Kruskal Wallis H Test

**Table 1: Relationship between Age and Transformational Leadership**

|                             | Chi-Square | Df | Asymp.Sig. |
|-----------------------------|------------|----|------------|
| Transformational leadership | 6.663      | 3  | .083       |

At 5 per cent Significant Level

It is clearly observed from the above table that the calculated value is 6.663. But the table value for the degree of freedom – 3 at 5 per cent significant

level is 7.815. As the calculated value is lesser than the table value the Null Hypothesis is accepted.

**Table 2: Relationship between Age and Transactional Leadership**

|                          | Chi-Square | Df | Asymp.Sig. |
|--------------------------|------------|----|------------|
| Transactional Leadership | 13.251     | 3  | .004       |

At 5 per cent Significant Level

It is clearly observed from the above table that the calculated value is 13.251. But the table value for the degree of freedom – 3 at 5 per cent

significant level is 7.815. As the calculated value is greater than the table value the Null Hypothesis is rejected.

**Analysis of Variance**

**Table 3: Relationship between Age and Managerial factor**

|                          |                | Sum of Squares | Df  | Mean square | F    | Sig. |
|--------------------------|----------------|----------------|-----|-------------|------|------|
| <b>Managerial factor</b> | Between Groups | 142.054        | 4   | 35.514      | .708 | .587 |
|                          | Within Groups  | 12288.302      | 245 | 50.156      |      |      |
|                          | Total          | 12430.356      | 249 |             |      |      |

At 5 per cent Significant Level

It is clearly understood from the above table that the Calculated F-value is 0.708. But the table value for the degree of freedom – 4 at 5 per

cent significant level is 2.37. As the calculated value is lesser than the table value so the Null hypothesis is accepted.

**Multiple Regression Analysis**

**Table 4: Significant effect between Managerial factors and Organizational Citizenship Behaviour**

| <b>Model Summary</b>   |      |          |                   |                            |                   |          |     |     |              |                 |
|--|------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|--------------|-----------------|
| Model  | R    | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |              | Durbin – Watson |
|  |      |          |                   |                            | R Square change   | F Change | Df1 | Df2 | Sig.F change |                 |
| 1  | .143 | .020     | .013              | 4.55585                    | .020              | 2.582    | 2   | 247 | .078         | 1.982           |
| a. Predictors: (constant), Transactional, Transformational   |      |          |                   |                            |                   |          |     |     |              |                 |
| b. Dependent variable : Organizational Citizenship Behaviour |      |          |                   |                            |                   |          |     |     |              |                 |

The above table clearly shows the overall predictability of the regression model and it is clearly understood that the independent variables

Transformational and Transactional leadership has 20 per cent variability in the dependent variable Organizational Citizenship Behaviour.

| <b>ANOVA</b> |            |                |    |             |       |      |
|--------------|------------|----------------|----|-------------|-------|------|
| Model        |            | Sum of Squares | Df | Mean Square | F     | Sig. |
|              | Regression | 107.180        | 2  | 53.590      | 2.582 | .078 |

|   |          |          |     |        |  |  |
|---|----------|----------|-----|--------|--|--|
| 1 | Residual | 5126.664 | 247 | 20.756 |  |  |
|   | Total    | 5233.844 | 249 |        |  |  |

At 5 per cent significant level

It is clearly observed from the above table is that the calculated F-value is 2.582 where the table value for the degree of freedom -3 at 5 per cent

significant level is 2.99. As the calculated value is lesser than the table value, the Null hypothesis is accepted.

| Coefficients |                  |                             |           |                          |        |      |
|--------------|------------------|-----------------------------|-----------|--------------------------|--------|------|
| Model        |                  | Un standardized Coefficient |           | Standardized Coefficient | T      | Sig. |
|              |                  | B                           | Std.Error | Beta                     |        |      |
| 1            | Constant         | 45.336                      | 1.544     |                          | 29.371 | .000 |
|              | Transformational | .237                        | .111      | .185                     | 2.131  | .034 |
|              | Transactional    | -.108                       | .121      | -.077                    | -.890  | .034 |

a. Dependent variable: Organizational Citizenship Behaviour

It is clearly observed from the above table that the effect of individual factors on Organizational citizenship Behaviour. The results reveals that p.value of the independent variables Transformational Leadership (.000) is lesser than the 5 per cent significant level. So, the hypothesis is rejected. Hence, Transformational Leadership have a significant direct effect on employee's organizational citizenship behaviour. The independent variables Transformational leadership leads 18.5 per cent and Transactional Leadership leads -.077 per cent changes on the employee's Organizational Citizenship behaviour.

The p.value of Transactional Leadership .374 is greater than the 5 per cent significant level. So, the Transactional Leadership doesn't have a significant direct effect on the organizational citizenship behaviour when it is compared with the other independent variables. But, it has an indirect effect on employee's organizational citizenship behaviour through Transformational leadership to a certain extent.

### III. CONCLUSION

From the result it is clear that the Managerial factor(Transformational Leadership and Transactional Leadership) has an effect on Organizational Citizenship Behaviour.

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