

Does the organizational citizenship behavior impact on job performance of marketing officers in finance companies in Anuradhapura District?

A.K. Anjala*

*Department of Business Management, Rajarata University of Sri Lanka,
Mihintale, Sri Lanka.*

K.M.J.E. Kumarasekara

University of Kalaniya, Sri Lanka.

**Corresponding author: krish2anj@gmail.com*

Introduction

The concept Organizational Citizenship Behavior (OCB) was developed by Organ at early 1980 and defined it as an “individuals' behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization (Organ , 1988). According to Organ (1988) there are five specific categories of discretionary behavior that comes under OCB namely, Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue. When analyzing the literature it can be highlighted that there is a growing number of studies that focused on the consequences of OCB on employee turnover, performance evaluation, knowledge sharing, productivity and profitability (Chen et al., 2005; Lin, 2008; Vilela et al., 2008; Sun et al., 2007). Apart from that some researchers have demonstrated the relationship between OCB and individual job performance (Bachrach et al., 2006; MacKenzie et al., 1991; Wang et al., 2005). But, the researches in OCB are still in the stage of developing and there are few comprehensive studies of OCB in marketing and retail context.

As financial services industry plays a vital intermediary role in every country this study is mainly intended to examine the employees' performance in the light of OCB. Therefore, this empirical investigation aims to address does OCB impact to increase employee performance and which dimensions of OCB have greater impact on employee performance. Tis study is mainly designed to identify the relevant OCB that affect to enhance the employee performance and identify appropriate strategies to enhance the preferred behaviors.

Methodology

The study conceptualized the five dimensions of OCB in relation to employees' performance and Figure 1 depicts the propose relationship between the variables. The study was a quantitative study in nature that is mainly based on explanatory

research design to identify the extent and nature of cause-and-effect relationships (Zikmund, 2012). Employee performance was identified as the dependant variable and five dimensions of OCB was the independent variables. The research setting was identified as different locations in Anuradhapura District namely, Kekirawa, Galnewa and Anuradhapura. The unit of analysis is the individual marketing officers in selected finance companies. As the sample, 80 marketing officers of selected financial companies in Anuradhapura district were selected by using simple random sampling method. The study collected primary data by using a self completion questionnaire and it consists of two sections. First section was devoted to collect the demographic information of respondents such as age, gender, marital status, education and experience. Second section was devoted to assess the employees OCB and task performances by employing Likert-type quaetions. The study used descriptive statistics, correlation and regression analysis in the data analysis using Statistical Package for Social Sciences (SPSS) 20.0 version.

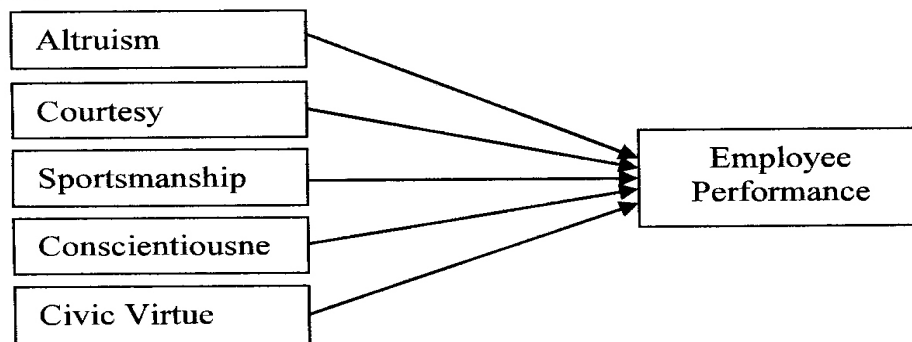


Figure 1 Conceptual framework

Results and discussion

The result of correlation analysis is presented in Table 1. Findings revealed that only sportsmanship, altruism, civic virtue and courtesy have positive and significant relationship with employee performance while conscientiousness does not show any significant relationship.

Table 1 Results of correlation Analysis

	A	B	C	D	E
A. Sportsmanship	-				
B. Altruism	.448**	-			
C. Courtesy	.721**	.392**	-		
D. Conscientiousness	.828**	.646**	.631**	-	
E. Civic Virtue	-.020	-.055	.204	.046	-
F. Employee performance	.857**	.627**	.748**	.846**	.144

** Correlation is significant at 0.01.

According to the multiple regression result presented by Table 2, all the predictors of the model (altruism, Courtesy, Sportsmanship, Conscientiousness and Civic Virtue) explained 84.9 percent variation in employee performance. F value, 89.683, with $p < 0.01$ indicates that the model was fit to predict employee performance using sportsmanship, altruism, courtesy, conscientiousness and civic virtue. Regression coefficients for all the dimensions of OCB, sportsmanship, altruism, courtesy, civic virtue and conscientiousness, were significant at 0.05 level. Thus, it can be concluded that all of these variables have a positive effect on employee performance.

Table 2 Results of regression analysis

Adj. R square = 0.849		F value = 89.683		Sig. F = 0.000	
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.335	.306		-4.357	.000
Sportsmanship	.674	.131	.477	5.128	.000
Altruism	.213	.055	.231	3.884	.000
Courtesy	.188	.075	.168	2.511	.014
Civic Virtue	.202	.101	.190	2.005	.049
Conscientiousness	.079	.030	.123	2.615	.011

a. *Dependent Variable: Employee Performance*

Conclusion and recommendations

The study is mainly intended to identify the Organizational Citizenship Behavior that affect to employee performance. According to the results it can be concluded that all the dimensions of Organizational Citizenship Behavior namely sportsmanship, altruism, civic virtue, conscientiousness and courtesy have significant effect on job performance of employees in Financial Companies in Anuradhapura District. Among them, sportsmanship is the most important factor of Organizational Citizenship Behavior that significantly supports to increase the employee performance. Sportsmanship increases the amount of time spent on organizational endeavors; participants decrease time spent on whining, complaining and carping. These behaviors are significantly important to enhance the employee performance that may affect to organizational performance. Second important Organizational Citizenship Behavior is the Altruism. It enables employees to go beyond the job requirements resulting to accomplishment of difficult task. Also, through altruism, employees are able to share their knowledge and expertise with other employees as well as support those with problems at work. Further, altruism makes it possible for employees to help out other teammate in case they experience work-related problems as well as assisting new employees in the organization. Thus in order to increase the impact

of Organizational Citizenship Behavior the management should organize training and development activities, collaborative events and welfare activities to strengthen the cohesiveness, collaboration and team work among employees to enhance the preferred behaviors that may result to strengthen the organizational performance, growth and survival. Moreover future studies need to be focused on identifying the effects of Organizational Citizenship Behavior on stress management and conflict management among the employees.

Keywords: *Altruism, civic virtue, conscientiousness, courtesy, employee performance, sportsmanship.*

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