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Poonam Kumari
Research scholar in
Psychology, LN Mithila
University, Darbhanga,
Bihar, India

Work attitudes and organizational citizenship behaviours

Poonam Kumari

Abstract

Our conduct at work frequently relies upon how we feel about being there. In this way, comprehending how individuals act relies upon understanding their work perspectives. A demeanor alludes to our conclusions, convictions, and sentiments about parts of our condition. We have mentalities toward the food we eat, individuals we associate with, courses we take, and different things. At work, two specific occupation mentalities have the best potential to impact how we act. These are work fulfillment and authoritative responsibility. Occupation fulfillment alludes to the emotions individuals have toward their activity. On the off chance that the quantity of studies directed on work fulfillment is a marker, work fulfillment is likely the most significant activity mentality. Authoritative responsibility is the enthusiastic connection individuals have toward the association they work for. There is a serious extent of cover between work fulfillment and authoritative duty, since things that satisfy us with our activity frequently make us increasingly dedicated to the organization too. Organizations accept that these perspectives merit following since they are regularly connected with significant results, for example, execution, helping other people, truancy, and turnover.

Keywords: work attitudes, organizational citizenship behaviours

Introduction

Work attitude refers to the evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. This often depends on how one feels about being there. Therefore, making sense of how people would behave depends on understanding their work attitudes.

An attitude is a psychological state of mind. It is the way a person thinks about situations, and it ultimately determines a person's behavior. At the workplace, employees can have either a positive or negative attitude about specific work tasks, products or services, co-workers or management, or the company as a whole.

Bad attitudes result in apathy to daily tasks. Employees are easily agitated by minor problems. Tasks are completed at substandard levels. Positive attitudes among employees make workdays more enjoyable. Tasks are performed to a higher standard and without complaint. An example of a positive employee attitude occurs when an employee views a negative customer service call as an opportunity to change the narrative for the customer from a bad experience to a good one.

Work attitude and work behavior are directly related because a good attitude results in positive behaviors and bad attitudes lead to negative behaviors in most cases. An employee who believes in the products of the company is more likely to engage with customers positively. Departments where employees like each other and trust management are more productive and have fewer turnovers.

However, if employees are forced to work extended hours regularly without extra incentives, a negative attitude often develops and permeates throughout the department creating problems with performance and effectiveness.

Although managers cannot change all factors determining negative attitudes in the workplace, nevertheless there are ways to promote positive ones. A good place to start for a manager is to model his own positive attitude to employees. Managers with positive attitudes view problems as opportunities for success, teaching and growth. Team-building exercises develop trust and unity among a department's personnel. Making sure employees have incentives that excite them generates positive attitudes. Incentives might be time off, bonuses, or other rewards for employees who meet goals.

Corresponding Author:
Poonam Kumari
Research scholar in
Psychology, LN Mithila
University, Darbhanga, Bihar,
India

Work attitudes are even more strongly related to organizational citizenship behaviours (behaviours that are not essentially a part of one's job but are valuable to the organization, such as helping new employees or working voluntarily over time). Job attitude and OCB is a route to business success (Sivasakthi and Selvarani, 2015) ^[1]. Satisfied and committed people are absent less frequently and for shorter duration, are likely to stay with a company longer, and demonstrate less aggression at work. 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. OCB is a concept that describes a person's voluntary and selfless commitment and performance within an organization or company that is not part of his or her contractual tasks. OCB occurs when any task that an employee chooses to do, spontaneously and out of his or her own accord, which often lies outside of his or her specified contractual obligations. In other words, it is discretionary. OCB by the Company's may not always be directly and formally recognized or rewarded, through salary increments or promotions. OCB may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, OCB must 'promote the effective functioning of the organization (Organ, 1988, p. 4). Organizations will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism (Podsakoff, Whiting, Podsakoff & Blume, 2009) ^[2]. Throughout the years various researches were carried out on OCB. Starting from Chester Barnard's initial definition of OCB as the willingness of individuals in organizations to cooperate (Barnard, 1938) ^[3] and later on distinguished by Katz (1964) ^[4] as "innovative and spontaneous behaviors" as opposed to the more obligatory role performance. The basis for the differentiation is whether or not the behaviors are found in an individual's job description, known as in-role performance vs. behaviors that support the organization but that are not detailed in an individual's job description; extra-role performance (Harper, 2015). The sheer scope of organizational citizenship is vast. The employee who believes in (or we say 'practices') good organizational citizenship is one who has an eye out for the company's best interest at all times. That can take many different forms, such as: cooperating with others, volunteering for additional tasks, orienting new employees, offering to help others accomplish their work, and voluntarily doing more than the job requires, working overtime without (expectation of) remuneration, or volunteering to organize office-wide

functions. Mainly any activity which can be classified under the statement 'going the extra mile' or 'above and beyond' to help others at work or the organization itself is an activity of OCB.

OCB provides best practice on how one can develop integrity in his/her business by defining, communicating and embedding values and supportive behaviour. OCB characterizes 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. Thus, Organizational Citizenship Behaviours (OCBs) are those activities that an employee discretionally chooses to do that go beyond the prescribed roles of the organization. Historically, in the year 1938 Barnard (1938) ^[3] described the phenomenon of Willingness of persons to contribute efforts to the cooperative other persons, but he did indirectly hint about Organizational Citizenship Behaviour. It was Smith, Organ and Near (1983) who first coined the term Organizational Citizenship Behaviour and defined it as such a category of workplace behaviors. They described OCBs as the actions of an employee that convey a sense of goodwill, helpfulness, and cooperation and are not required within the formal roles of the job. In this initial study of OCBs in the workplace, Smith et al., (1983) created a 16-item questionnaire and from the results two independent dimensions of OCBs emerged: altruism and generalized compliance. Altruism described extra-role behaviors in which an employee aimed to directly help another employee in a face-to-face situation, such as helping a new member of the organization become oriented. Generalized compliance referred to employee behaviors that were not aimed specifically at another individual, but aided the organization and those involved in it in a more indirect fashion, such as abstaining from undeserved breaks. According to Organ (1988, p. 4) an OCB is individual behavior 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. These behaviors – such as offering assistance to new employees, volunteering to do work that is not required, and attending company functions, for example – are of importance to researchers and employers for their practical implications in the workplace. Organizational citizenship behaviors in the workplace encourage efficiency and effectiveness of employees and increase job performance (Podsakoff, Ahearne and MacKenzie, 1997; Williams and Anderson, 1991).

A work attitude includes following three components

- **Cognitive component:** what the worker thinks about the job and organization? This is the opinion or belief segment of work attitude
- **Affective component:** How the worker feels about the job and organization? This reflects the emotional or feeling component of work attitude.
- **Behavioral or Conative component:** How the worker intends to behave on the job and in the organization?

This refers to an intention to behave in a certain way toward someone or something. It is connected with a wish, intention, or effort to do.

Research Method

Sample: Originally 200 employees from Public sector organizations and government sector, of both sexes aged between 30 to 50 years working were selected as subjects or respondents for this study.

1. Work Attitude Scales- Work attitudes can generally be described as one's evaluations, opinions, and beliefs about certain facets of one's work/ job or about the work/job as a whole. A work attitude includes three components:

- **Cognitive:** The opinion or belief segment of an attitude (what the worker thinks about his/her job?);
- **Affective:** The emotional or feeling component of an attitude (how the worker feels about his/her job?); and
- **Behavioral component:** An intention to behave in a certain way toward someone or something (How the worker intends to behave at the work place?).

Seven types of work attitude scales were used in this study that were available in Standard English language, but translated in Hindi language before using them for data collection their alpha reliability were estimated which were proved to be satisfactory.

2. Organizational Commitment Attitude Scale:

Organizational commitment refers to the nature of attachments formed by individuals to their employing organizations. It is the Feeling of psychological attachment or bonding with the organization, and willingness to exert effort. Organizational commitment is defined in terms of the relative intensity of an employee's Involvement in, and identification with, a specific organization. Mathieu and Zajac (1990) state that this definition reflects multiple dimensions since it includes the concept of identification and incorporates the desire to remain with the organization and work toward organizational goals. Three factors of attitudes and behaviors lend salience to the characterization of organizational commitment. They are (1) acceptance of and a belief in the values and goals of the organization; (2) desire to maintain organizational membership; and (3) a willingness to contribute to the organization. This definition of organizational commitment denotes an active relationship exchange between the employee and the organization and involves attitudes and behaviors as manifestations of the actual concept of organizational commitment. Observed behaviors of the committed employee will be congruent with the definition constituents (Mowday, Porter & Steers, 1979) [5].

Result

The statistical findings and their logical interpretations concerning the objectives and the hypotheses formulated for this study to evaluate the effects of some work attitudes on Organizational Citizenship Behaviour (OCB) which is supposed to be the heart and soul of an organization, exhibited in the form of discretionary, extra-role, and without any desire and without anticipating of any positive reward or avoiding punishment, like "Good Samaritan Behaviour", but to benefit the employee (s) and/or to the organization.

In order to test this hypothesis the Mean and SD scores of employee's organizational citizenship behavior (OCB) were

compared to their Work attitude scores through t-ratio statistics. Obtained results are presented in Table-1 below.

Table 4: Comparison of Mean and SD Scores of Organizational Citizenship Behavior of Employees having High and Low Work Attitude Scores

Job Engagement	N	Mean OCB	SD	SE	t-ratio	df	p-value
High JE	100	71.69	8.22	.72	12.08	198	<.01
Low JE	100	60.09	6.26	.63			

It is obvious from the Figures contained in Table- 4.07 that employees experiencing high Job Engagement had exhibited higher Mean OCB ($M=71.69\pm 8.22$) compared to those of experiencing Low Job Involvement ($M=60.09\pm 6.26$) as the observed difference was significant ($t= 12.08$; $df=198$; $p<.01$) below 1% of error level. Thus the hypothesis formulated in this context was supported by the statistical facts.

In order to test this hypothesis the Mean and SD scores of employee's organizational citizenship behavior (OCB) were compared to their Organizational Commitment scores through t-ratio statistics. Obtained results are presented in Table-2 below.

Table 2: Comparison of Mean and SD Scores of Organizational Citizenship Behavior of Employee's having High or Low Organizational Commitment Scores

Organizational Commitment	N	Mean OCB	SD	SE	t-ratio	df	p-value
High OC	100	67.63	7.51	.75	8.31	198	<.01
Low OC	100	59.07	6.97	.70			

Figures contained in Table 2 make it clear that employees experiencing high Organizational Commitment had exhibited higher Mean OCB score ($M=67.63\pm 7.51$) compared to those of low organizational committed group ($M=59.07\pm 6.97$) and the Mean difference between the two groups were found to be significant ($t=8.31$; $df=198$; $p<.01$) beyond 99% level of confidence. Thus the hypothesis formulated in this context was supported by the statistical fact.

Conclusion

The study of work attitudes and Organizational Citizenship Behaviour. These two variables are very crucial and beneficial for the healthy functioning of the organization. Work attitudes involve cognitive, emotional, and behavioural characteristics of individuals that determine the thinking, emotional, and behavioural pattern of the employees at the work place. Positive work attitudes fetch instantaneous and long term benefits to the employees and to the organization. Such attitudes are one of the sources of job satisfaction, improved productivity and staying longer in the organization, whereas negative work attitudes invite harmful consequences to both of them fetching dissatisfaction, monotony, organizational conflict and job turnover.

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