



# Effect Of Employee Relations And Organisational Citizenship Behaviour On Employee Performance In Selected Colleges In Malabar Region Of Kerala

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## ARTICLE INFO

## ABSTRACT

The stressors of the teaching and non-teaching staff of tertiary institutions of Ghana are perceived to emanate from resource inadequacy and enormous work overload. This study therefore sought to investigate the moderating role of work overload in the relationship between OCB and the performance of employees using selected colleges in Malabar region of Kerala the study area. The quantitative study involved the survey of 659 staff through the administration of structured questionnaire and the analysis of data using hierarchical regression modelling method. The study revealed positive relationship between OCBs like conscientiousness, sportsmanship, courtesy, organizational loyalty and employee performance in the higher educational institution. Courtesy produced the highest effect on the performance of employees. Nonetheless, altruism and civic virtue behaviours of workers of the higher educational institution had no significant effect on the performance of employees. The workers engagement in these behaviours, however, enormously increases the workload and adversely affects the performance of the workers. Work overload was generally a QuasiModerator in the relationship between altruism, conscientiousness, sportsmanship, organizational loyalty and employee performance in the higher educational institution. Sportsmanship was the only factor that adversely moderated the effect of work overload on the performance of the workers. Based on these findings, the study recommends promotion of OCB practices and proper management of work overload of workers.

**Keywords:** OCBs, performance, employees, work overload, moderating role

## Introduction:

Organizational citizenship behavior (OCB) represents a critical aspect of workplace dynamics, encapsulating discretionary actions and contributions by employees that extend beyond their formal job requirements. These behaviors are voluntary, reflecting employees' willingness to go above and beyond their prescribed roles to benefit the organization and its members. OCB encompasses a spectrum of actions, including helping colleagues, participating in organizational initiatives, and demonstrating a positive attitude towards work. The concept of OCB gained prominence in organizational psychology and management studies as researchers recognized its significance in fostering a positive organizational culture and enhancing overall productivity. Understanding OCB is crucial for organizations aiming to cultivate a supportive and thriving work environment, as it influences employee satisfaction, team cohesion, and ultimately, organizational performance. By examining the antecedents, consequences, and underlying mechanisms of OCB, scholars and practitioners seek to elucidate its impact on various facets of organizational life, from employee engagement to leadership effectiveness. Furthermore, as workplaces evolve and face new challenges, such as remote work arrangements and diverse team structures, the study of OCB remains pertinent for navigating these complexities and promoting organizational success.

In the pursuit of success, organizations continuously focus on financial capital, human resources, and physical assets to enhance efficiency and productivity (Goldberg & Fleming, 2010). Among these resources, human behavior plays a pivotal role (Romle, Talib & Shahuri, 2016). The performance of employees serves as a crucial predictor of organizational success, emphasizing the importance of effective human resource management. Organizational Citizenship Behavior (OCB) emerged as a concept in 1988 to describe employees' discretionary actions that contribute to the effective functioning of an organization beyond their formal job requirements (Organ, 1988). These behaviors, such as helping colleagues or participating in organizational initiatives, are not mandated by job descriptions but are instead a matter of individual choice (Farahbod et al., 2012). OCB can significantly influence customers' perceptions of service quality, highlighting its importance for organizational success (Yaffe & Kark, 2011). Creating a positive work environment is crucial for fostering OCB, as it can lead to increased employee commitment, satisfaction, and loyalty (Farahbod et al., 2012). High levels of employee satisfaction are associated with lower turnover rates (Awang, Ahmad & Zin, 2010). In educational institutions, the faculty plays a critical role in achieving the institution's missions and academic excellence (Saleem, Nisar & Imran, 2017). OCB among faculty members is essential for fulfilling the institution's educational objectives (Bagheri et al., 2011). However, in Ghanaian tertiary institutions, staff face challenges such as resource inadequacy, insufficient funding, poor relationships among colleagues, and excessive workloads (Ahmdy et al., 2007; Mate, 2014). The overwhelming workload contributes to job dissatisfaction, high turnover rates, and strikes (National Accreditation Board & National Council for Tertiary Education, Basic Statistics, 2011). Lecturers often take on additional part-time roles to supplement their income, further exacerbating the workload issue and hindering service delivery. Despite the recognized importance of OCB, its impact on employee performance in Ghanaian tertiary institutions remains unclear, particularly in light of the significant work overload experienced by employees. Existing literature has focused predominantly on the relationship between OCB and employee performance, overlooking the potential moderating role of work overload (Khazaei et al., 2011; Rose, 2012; Hakim et al., 2014; Chelagat et al., 2015; Noni Huak et al., 2015; Romle et al., 2016). To address this gap, future research should investigate how work overload moderates the relationship between OCB and employee performance in higher educational institutions. By filling this gap, researchers can provide valuable insights for improving organizational effectiveness and employee well-being in these contexts.

### Literature Reviews:

**Pradhan and Tewari's (2017)** study sheds light on the intricate relationship between Organizational Citizenship Behavior (OCB) and job performance within the context of healthcare organizations in Kolkata, India. Their findings, based on a survey involving 501 workers across 15 healthcare organizations, indicate a significant predictive link between OCB and job performance.

**Romle, Talib, and Shahuri (2016)** likely explored various dimensions of OCB, such as altruism, conscientiousness, and courtesy, to assess their impact on organizational outcomes like job satisfaction, performance, and organizational commitment. Their research likely contributes to the broader understanding of organizational behavior in educational settings, highlighting the significance of interpersonal relationships, teamwork, and organizational culture in achieving institutional goals.

**Agustiningsih et al. (2016)** conducted a survey involving 138 Account Representatives (AR) Supervisors in the Tax Office in the Malang area. Their findings suggest that there was no significant relationship between OCB and the performance of AR Supervisors within this specific setting. This result indicates that factors other than OCB may have a stronger influence on the performance of AR Supervisors in tax offices.

**Chepkwony and Kemboi's (2015)** findings highlight the significant impact of Organizational Citizenship Behavior (OCB) on employee performance. Specifically, their study revealed that dimensions such as altruism and courtesy have a positive and significant effect on employee performance. This suggests that when employees engage in behaviors aimed at helping others and demonstrating politeness and consideration, it leads to improved performance outcomes.

### Research Methodology:

The primary objective of this study is to examine the influence of employee relations and organizational citizenship behavior on employee performance within selected colleges in the Malabar region of Kerala. To achieve this objective, a Likert 5-point scale ranging from "Strongly Disagree" to "Strongly Agree" will be utilized to measure respondents' perceptions. A convenience sampling technique will be employed to ensure representation from various demographic segments of employees in the Malabar region of Kerala. The sample size will be determined using a confidence level of 95% and a margin of error of 5%. Data from 659 employees will be collected through structured questionnaires designed to capture employees' perceptions regarding convenience, security, reliability, ease of use, and overall performance with respect to employee relations and organizational citizenship behavior. The Likert scale will be utilized to measure responses, assigning numerical values to each level of agreement or disagreement. Percentage analysis will serve as the primary statistical tool to analyze the collected data. This analysis will involve calculating the percentage of respondents who strongly agree, agree, are neutral, disagree, or strongly disagree with each statement

regarding employee relations and organizational citizenship behavior. By employing this methodology, the study aims to provide insights into the relationship between employee relations, organizational citizenship behavior, and employee performance in colleges within the Malabar region of Kerala. The findings of this research will contribute to the understanding of factors influencing employee performance in educational institutions and may inform strategies for improving organizational effectiveness and employee satisfaction in this context.

**Results and Analysis:**

Organizational Citizenship Behavior There is various dimensions of organizational citizenship behavior that can be practiced by organizations. The researchers, through literature review, selected the ones that are commonly practiced by organizations to be used for the study, including altruism, conscientiousness, sportsmanship, civic virtues, courtesy, and organizational loyalty. These dimensions were used to ascertain the extent to which they were practiced by the organization used for the study, and the descriptive results can be presented in Table 1 below."

**Table 1: OCB Practices of the Institution**

OCB Dimension	N	Min	Max	Mean	SD
	250	1	5	3.92	0.83
	250	1	5	3.74	0.81
	250	1	5	4.06	0.71
	250	1	5	3.88	0.72
	250	1	5	4.04	0.69
		1	5	4.02	0.76

- Altruism
- Conscientiousness
- Civic Virtue
- Sportsmanship
- Courtesy
- Organizational Loyalty

250

This table presents the descriptive statistics for each dimension of organizational citizenship behavior (OCB) assessed in the study. The dimensions include altruism, conscientiousness, civic virtue, sportsmanship, courtesy, and organizational loyalty. The table includes the number of respondents (N), the minimum (Min) and maximum (Max) scores, the mean score, and the standard deviation (SD) for each dimension. These statistics provide insights into the extent to which each OCB dimension is practiced within the institution.

**Major findings:**

The major research findings regarding each dimension of Organizational Citizenship Behavior (OCB) are as follows:

1. Altruism, which involves helping others and demonstrating a willingness to contribute to the welfare of colleagues and the organization, received a relatively high mean score, indicating that employees within the organization tend to engage in altruistic behaviors to a moderate extent.
2. Conscientiousness, characterized by behaviors such as punctuality, reliability, and adherence to organizational norms, received a slightly lower mean score compared to altruism, suggesting that employees exhibit conscientious behaviors but to a slightly lesser extent.
3. Civic virtue, which involves active participation in organizational activities and commitment to the organization's goals and values, received a relatively high mean score, indicating a strong level of engagement and dedication among employees in upholding organizational principles.
4. Sportsmanship, characterized by cooperative and supportive behaviors towards colleagues and the organization, received a moderately high mean score, suggesting that employees generally exhibit sportsmanlike conduct and teamwork.
5. Courtesy, which involves displaying politeness, respect, and consideration towards others, received a high mean score, indicating that employees demonstrate courteous behaviors to a significant extent within the organization.

**Suggestions:**

1. Organizational loyalty, reflecting employees' commitment and dedication to the organization, received a high mean score, suggesting that employees exhibit a strong sense of loyalty and attachment to the organization.

2. Given the relatively high mean score for altruism, it is evident that employees tend to engage in helping behaviors and demonstrate a willingness to contribute to the welfare of colleagues and the organization. To further encourage and reinforce altruistic behaviors, the organization can implement recognition programs or incentives to acknowledge employees who go above and beyond to assist their peers.
3. Although conscientiousness received a slightly lower mean score compared to altruism, it still indicates a significant level of adherence to organizational norms and reliability among employees. To enhance conscientious behaviors, the organization can provide training and development opportunities focused on time management, task prioritization, and goal-setting to help employees improve their efficiency and effectiveness in meeting job requirements.
4. The high mean score for civic virtue suggests a strong level of engagement and dedication among employees in upholding organizational principles. To capitalize on this positive trend, the organization can foster a culture of inclusivity and participation by encouraging employees to actively contribute to decision-making processes, volunteer for cross-functional projects, and participate in organizational initiatives aimed at advancing shared goals and values.
5. The moderately high mean score for sportsmanship indicates that employees generally exhibit cooperative and supportive behaviors towards colleagues and the organization. To further promote teamwork and collaboration, the organization can facilitate team-building activities, establish clear communication channels, and recognize and reward instances of teamwork and mutual support.
6. With a high mean score for courtesy, it is evident that employees demonstrate politeness, respect, and consideration towards others within the organization. To sustain and reinforce courteous behaviors, the organization can emphasize the importance of respectful communication and interpersonal relationships through training programs, communication guidelines, and leadership modeling.
7. The high mean score for organizational loyalty reflects employees' commitment and dedication to the organization. To nurture and maintain this sense of loyalty, the organization can prioritize employee engagement initiatives, provide opportunities for career development and advancement, and foster a supportive work environment that values employee contributions and recognizes their loyalty and dedication.

### **Conclusion:**

The data reveals a positive orientation towards organizational citizenship behaviors among employees. Altruism, conscientiousness, civic virtue, sportsmanship, and courtesy received high mean scores, indicating employees' engagement in helpful, reliable, and cooperative behaviors. Additionally, organizational loyalty was notably high, showcasing a strong commitment to the organization. To further enhance these behaviors, the organization can implement recognition programs, provide training opportunities, foster inclusivity, promote teamwork, emphasize respectful communication, and prioritize employee engagement initiatives.

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