Human Resource Management (HRM) relates to the effective management of employees, but we know remarkably little about how employees, as the subject of HRM, react to its practice.

Grant and Shields

CHAPTER - 1
INTRODUCTION

This chapter consists of introduction to the subject, review of literature, need for the study, objectives of the study, research methodology, scope, limitations and chapterisation.

1.01 Introduction

Employee performance appraisal is one of the most commonly used management tools and it is one of the most widely researched areas in industrial/organizational psychology. People differ in their abilities and their aptitudes. There is always some difference between the quality and quantity of the same work on the same job being done by two different people. Performance Appraisals of Employees are necessary to understand each employee’s abilities, competencies and relative merit and worth for the organization. Performance appraisal rates the employees in terms of their performance. Performance appraisals are widely used in the society. The history of performance appraisal can be dated back to 20th century and then to the second world war when the merit rating was used for the first time. An employer evaluating their employees is a very old concept. Performance appraisals are an indispensable part of performance measurement.
Performance appraisal is necessary to measure the performance of the employees and the organization to check the progress towards the desired goals and aims. The latest mantra being followed by organizations across the world being – "get paid according to what you contribute" – the focus of the organizations is turning to performance management and specifically to individual performance. Performance appraisal helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. If the process of performance appraisals is formal and properly structured, it helps the employees to clearly understand their roles and responsibilities and give direction to the individual’s performance. It helps to align the individual performances with the organizational goals and also review their performance.

1.02. Process of Performance Appraisal

(a) Establishing the Performance Standards

The first step in the process of performance appraisal is the setting up of the standards which will be used to as the base to compare the actual performance of the employees. This step requires setting the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives. The standards set should be clear, easily understandable and in measurable terms. In case the performance of the employee cannot be measured, great care should be taken to describe the standards.

(b) Communicating the Performance Standards

Once set, it is the responsibility of the management to communicate the standards to all the employees of the organization. The employees should be informed and the standards should be clearly explained to them. This will help them to understand their roles and to know what exactly is expected from them. The standards should also be communicated to the
The most difficult part of the performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires careful selection of the appropriate techniques of measurement, taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in an employee work.
(d) Comparing the Actual with Desired Performance

The actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative deviation in the organizational performance. It includes recalling, evaluating and analysis of data related to the employees' performance.

(e) Discussing Results

The result of the appraisal is communicated and discussed with the employees on one-to-one basis. The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. The purpose of the meeting should be to solve the problems faced and motivate the employees to perform better.

(f) Decision Making

The last step of the process is to take decisions which can be taken either to improve the performance of the employees, take the required corrective actions, or the related HR decisions like rewards, promotions, demotions, transfers etc.

1.03 Prerequisites for Effective & Successful Performance Appraisal

The essentials of an effective performance system are as follows:

a) **Documentation** - means continuous noting and documenting the performance. It also helps the evaluators to give a proof and the basis of their ratings.
b) **Standards / Goals** – the standards set should be clear, easy to understand, achievable, motivating, time bound and measurable.

c) **Practical and Simple Format** - The appraisal format should be simple, clear, fair and objective. Long and complicated formats are time consuming, difficult to understand, and do not elicit much useful information.

d) **Evaluation Technique** – An appropriate evaluation technique should be selected; the appraisal system should be performance based and uniform. The criteria for evaluation should be based on observable and measurable characteristics of the behavior of the employee.

e) **Communication** – Communication is an indispensable part of the performance appraisal process. The desired behavior or the expected results should be communicated to the employees as well as the evaluators. Communication also plays an important role in the review or feedback meeting. Open communication system motivates the employees to actively participate in the appraisal process.

f) **Feedback** – The purpose of the feedback should be developmental rather than judgmental. To maintain its utility, timely feedback should be provided to the employees and the manner of giving feedback should be such that it should have a motivating effect on the employees’ future performance.

g) **Personal Bias** – Interpersonal relationships can influence the evaluation and the decisions in the performance appraisal process. Therefore, the evaluators should be trained to carry out the processes of appraisals without personal bias and effectively.
1.04 Challenges of Performance Appraisal

An organization comes across various problems and challenges of performance appraisal in order to make a performance appraisal system effective and successful. The main Performance Appraisal challenges involved in the performance appraisal process are:

(a) Determining the evaluation criteria

Identification of the appraisal criteria is one of the biggest problems faced by the top management. The performance data to be considered for evaluation should be carefully selected. For the purpose of evaluation, the criteria selected should be in quantifiable or measurable.

(b) Create a rating instrument

The purpose of the Performance appraisal process is to judge the performance of the employees rather than the employee. The focus of the system should be on the development of the employees of the organization.

(c) Lack of competence

Top management should choose the raters or the evaluators carefully. They should have the required expertise and the knowledge to decide the criteria accurately. They should have the experience and the necessary training to carry out the appraisal process objectively.

(d) Errors in rating and evaluation

Many errors based on the personal bias like stereotyping, halo effect (i.e. one trait influencing the evaluator's rating for all other traits) etc. may creep in the appraisal process. Therefore the rater should exercise objectivity and fairness in evaluating and rating the performance of the employees.
(e) Resistance

The appraisal process may face resistance from the employees and the trade unions for the fear of negative ratings. Therefore, the employees should be communicated and clearly explained the purpose as well the process of appraisal. The standards should be clearly communicated and every employee should be made aware that what exactly is expected from him/her.

1.05 Purpose of Performance Appraisal

- Provide information to assist in the HR decisions like promotions, transfers etc.
- Provide clarity of the expectations and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource functions of the organization such as recruitment, selection, training and development.
- To reduce the grievances of the employees.
- Helps to strengthen the relationship and communication between superior – subordinates and management – employees.

However, the traditional research agenda has done little to improve the usefulness of performance appraisal as a managerial tool.

1.06 Work Behaviours and Performance Appraisal

Recent research has moved away from studies of rater accuracy and psychometric measures to themes of employee reactions towards performance appraisal as indicators of system satisfaction and efficacy. Employee perception of fairness of performance appraisal has been studied as a significant factor in employee acceptance and satisfaction of performance appraisal. One of the trends in performance appraisal is about modeling the
work behaviours, and considerable researches show behavior process is an important factor contributing to the employee's total job performance. The most popular theories describe job performance along two primary dimensions: task performance and contextual performance. Borman and Motowidlo's\textsuperscript{1} taxonomy of contextual performance consists of (a) persisting in task accomplishment with enthusiasm and extra effort; (b) volunteering for extra assignments; (c) helping and cooperating with co-workers; (d) following organizational rules and procedures regardless of how inconvenient they may be; and (e) formally and informally endorsing, supporting, and defending organizational objectives. As can be seen these behaviours may not necessarily be prescribed as part of one's job; as such, they are discretionary and go beyond the specifics of the task at hand, and hence they are referred to as extra-role.

1.07 The Concept of OCB

Employee behaviours such as helping co-workers or leaders, willingness to tolerate inconvenience at workplace, complying with organisation rules and procedures, and active involvement in organisational development are considered critical to the success of an organisation beyond role-prescribed performance.\textsuperscript{2} This aspect of human behaviour is named Organisational Citizenship Behaviour (OCB). Specifically, OCB has been defined as, "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation".\textsuperscript{3} Some examples of OCB include: an employee staying late to help a co-worker finish his or her work assignment or project, a team member spending many hours helping to resolve a conflict between other team members and an employee who is willing to adapt to new company policies, rather than complaining about them.

Organizational Citizenship Behaviours (OCBs) are discretionary behaviours on the part of the worker, which are neither expected nor required, and therefore cannot be formally
rewarded or punished for the presence of or for the absence of such behaviours, by the organization. Schnake (1991) gives three reasons why OCBs are not affected by organizational influences: (a) OCBs are subtle and therefore hard to objectively rate, which makes for difficult inclusion in appraisals; (b) Some forms of OCBs may pull people away from their own work to assist another; and (c) Because OCBs cannot be contractually required (if they were required behaviours, they would be contractual behaviours, not OCBs), the organization cannot punish employees for not performing them. For this reason, OCB is commonly defined in terms of social exchange.

1.08 Dimensions of OCB

Researchers have identified many different “types” of OCB, but these are currently consolidated into five dimensions: (a) Altruism, (b) Courtesy, (c) Conscientiousness, (d) Sportsmanship, and (e) Civic Virtue. Podsakoff, MacKenzie, Moorman, and Fetter also define the following five major dimensions of organizational citizenship behavior:

(a) Altruism: The first dimension is Altruism (also referred to as helpful behaviours, pro-social behaviours, and neighborliness). This dimension is associated with behaviours that either directly or indirectly help another worker with a present work-related problem. It is easy to see the benefits for this dimension of OCB: workers helping each other instead of distracting supervisors from their jobs. Also, the workers may benefit by not showing their supervisor how often they need help, which may come up on their performance appraisal.

(b) Courtesy: The second OCB dimension, which is closely related to altruism, but distinctly different, is Courtesy. It refers to helpful behaviours that prevent a work related problem from occurring or help to lessen the severity of a foreseen
problem. Behaviours such as advance notices, reminders, and consultation fall under this dimension.

(c) **Conscientiousness:** The third dimension of OCB is Conscientiousness, which includes such behaviours as being punctual; maintaining a better-than-average attendance record (i.e., coming to work when you’re sick or during severe weather conditions); and following an organization’s rules, regulations, and procedures.

(d) **Sportsmanship:** The fourth dimension of OCB is Sportsmanship; this is the only dimension that identifies a lack of behaviours. Organ described it as tolerating less-than-desirable situations without complaining or “making federal cases out of small potatoes”. This dimension might just be a supervisor’s most favourite: a lack of petty grievances.

(e) **Civic Virtue:** In the same work, Organ defined the fifth dimension, Civic Virtue, as the “responsible participation in the political life of the organization”. An example of such behaviours is staying up-to-date with important issues of the organization.

Organ makes the note that the five dimensions of OCB may not all be present when one is found. “The people whom we think of as most conscientious are not always the most altruistic, and vice versa; and the conditions that evoke altruism from us are not always the conditions that inspire us to conscientiousness”.

1.09 **Anti-Citizenship Behaviours**

Opposite of OCB is the realm of Anti-Citizenship Behaviours (ACB). These behaviours, according to Ball et al., “detract from the work-related output of an individual”. Behaviours included in ACB are defiance, resistance to authority, avoidance or escape from assigned work, aggression, and revenge. Burrhus F. Skinner, the behaviorist, showed that
punishment on rodents would produce comparable results. Ball and associates site this reason for superiors often being “advised that punishment only be used as a last resort”12.

1.10 Benefits of OCB

Individually, OCBs are frivolous, but in aggregate, they benefit both the organization and its employees in numerous ways. To the organization go the benefits of having a group of employees who are dedicated to the company. According to Chen et al.13, the mere presence of OCB (specifically altruism, conscientiousness, and sportsmanship) indicated a lower turnover rate. These dedicated workers will stay with the company longer, produce more products of higher quality, and help the company succeed in many other ways. Logically we can assume that prevalent OCB will foster a better work environment within the organization. This environment, in turn, should elicit greater employee dedication, which yields greater productivity, and lowers turnover.

Allen and Rush pointed out that performance of OCB may produce an effective response and hence enhance a managers’ liking for a subordinate.14 However, it is not known whether an employee’s persistent performance of OCB causes a greater affective response by management or whether an employee who is already liked by management is noticed engaging in OCB more often than other employees.

1.11 Review of Literature

Campbell’s model was one of the earlier models of job performance. One of the more popular theories describes job performance along two primary dimensions: task performance and contextual performance. This theory was originally proposed by Borman and Motowidlo. This model differs from Campbell’s in that it focuses on the organizational consequences of behaviours, rather than the content domain. Task performance is generally described as the "effectiveness with which job incumbents perform activities that contribute to the
organization's technical core". Contextual performance is a conceptual distillation of previous models of organizational citizenship behaviours and pro-social behaviours which can be described as a set of processes which "maintain the broader organizational, social, and psychological environment in which the technical core must function". Both contextual performance and task performance are made up of habits, skills, and knowledge. Habits are aspects of behavior that are learned over time. Skills refer to the ability to make judgments and handle information that is either centered on the technical aspects of the job (i.e., task performance) or on the people/organizational aspects of the job (i.e., contextual performance). Skills can also be described as the degree of facility in applying different types of job knowledge. Job knowledge is the knowledge of facts and procedures that apply to either task or contextual aspects of a job.

Subsequent research has focused on identifying the factor structure of contextual performance. Coleman and Borman\(^1\) examined many different models of contextual performance, and describe contextual performance as consisting of three latent factors: interpersonal citizenship performance, organizational citizenship performance, and job-task conscientiousness. Interpersonal citizenship includes those behaviours which benefit individuals within the organization (e.g., coworkers) such as co-operation, participation, interpersonal facilitation, and related behaviours. Organizational citizenship behaviours benefit the organization, and include behaviours such as following rules, supporting organizational objectives, and favourably representing the organization to outsiders. Job-task conscientiousness is defined as those behaviours which benefit the task or job, and include volunteering, taking on extra responsibilities, and persisting on task with enthusiasm. In this view, broad measures of overall contextual performance would therefore be intrinsically linked to those capabilities, propensities, and behaviours which affect an individual's ability to function socially within the organization by communicating, supporting, and cooperating with
other organizational members.

To date, there has been some research suggesting the concepts of task and contextual performance are truly distinct entities which each have an impact on global job performance ratings. Researchers have supported the differentiation between aspects of task and contextual performance, finding different patterns of relationships and interactions for these two constructs. Motowidlo and Van Scotter\textsuperscript{16} found that task and contextual performance each contributed independently to global job performance ratings. Johnson\textsuperscript{17} found that the three contextual performance behaviours described by Coleman and Borman each contribute to supervisor ratings independently of task performance. He also found contextual behaviours to be at least as important as job-specific and non-job-specific task proficiency, and that jobs differ in the relative importance of task and contextual performance behaviours.

Schmitt and Chan in Motowidlo categorized employee job performance into ‘will-do’ and ‘can-do’. The former refers to individuals’ knowledge, skills, abilities and other characteristics (KSAOs) required in performing certain job and the latter denotes the motivation level that individuals may have in performing their work. On the same ground, Motowidlo and Van Scotter pointed out that performance construct should consist of task performance and contextual performance. Both constructs are influenced by different factors, for instance job-related experience determines task performance while individual’s personality type determines contextual performance. In a parallel fashion, Cardy and Dobbins in Williams\textsuperscript{18} conceptualized performance as work outcomes that relates closely to task performance, such as the quantity and quality of work done, and job relevant behaviours that consist of behavioural aspects useful in achieving task performance. In other words, job relevant behaviours provide support in performing task-related matters. Therefore, job performance is best measured in terms of task performance and organizational citizenship.
behavior and it is more comprehensive to be conceptualized as job relevant behaviours needed to enhance performance-related matters.

The biggest challenge for employers in managing human resources is to get their employees work beyond what is stated in their job descriptions voluntarily. According to Organ\textsuperscript{19} maximizing efforts from employees is important in sustaining competitive advantage. Maximizing effort may in turn require innovation. Promoting innovation demands for organizational citizenship behavior (OCB) to be exhibited by all employees in the organization. Organ and Podsakoff\textsuperscript{20} introduced organizational citizenship behavior, which is also known as the contextual performance or extra-role performance, as a prominent contributing factor to organizational effectiveness. It has been defined by Organ\textsuperscript{21} as “an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization”. By discretionary, we mean that the behavior is not an enforceable requirement of the role or job description that is the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that the omission is not generally understood as punishable.

Begum (2005)\textsuperscript{22} argues that organizational citizenship behavior (OCB) is referred as set of discretionary workplace behaviours that exceed one’s basic job requirements. They are often described as behaviours that go beyond the call of duty. Other examples of OCB are willingness to take steps to prevent problems with other employees, and obeying organization rules, regulations and procedures even when no one is watching. According to Begum research of OCB has been extensive since its introduction nearly twenty years ago.

Kedah Hassan Ali and Perlis Shaiful Annuar Khalid\textsuperscript{23}, have investigated the relationship between organisational citizenship behaviour (OCB) and two forms of withdrawal behaviours, that is, turnover intentions and absenteeism among hotel employees.
The sample of the study consisted of 218 supervisor-subordinate dyads from 30 star-rated hotels in Pulau Pinang. OCB was measured based on five dimensions: altruism, courtesy, sportsmanship, conscientiousness and civic virtue. Turnover intention was measured using a three-item scale and absenteeism was measured using a self-report measure. Supervisors provided ratings on employee OCB. Employees provided self-ratings of turnover intention and absenteeism. Factor analysis on the OCB items yielded four dimensions, labelled as helping behaviour, sportsmanship, conscientiousness and civic virtue. The findings indicate that helping behaviour, sportsmanship and civic virtue significantly influenced employee turnover intentions. The results also indicate that only conscientiousness significantly influenced absenteeism. Implication, limitations and lines of future research are discussed in their article.

Judith W. Tansky (1993) in his study investigated the relationship between perceptions of overall fairness, organizational citizenship behavior, employee attitudes, and the quality of the supervisory-subordinate relationship based on the justice and organizational citizenship literature. Results show that employees do form perceptions of overall fairness and that these perceptions influence job satisfaction and organizational commitment. Relationships are found between altruism and perceptions of overall fairness, job satisfaction and categories of organizational citizenship behavior, and the quality of the supervisory-subordinate relationship and perception of overall fairness and organizational citizenship behavior. Practical implications and issues for future research were discussed.

Ball et al. (1994) studied the effects of perceived unjust punishment on OCB. They used 89 supervisor-subordinate dyads, with only one supervisor to a subordinate. There was a requirement that the pair had experienced at least one instance of undesired behavior with punishment, preferably within the previous six months. If there was more than one instance of punishment, they were both asked to consider only one. Ball et al. found that when the
subordinate had high POJ (i.e., control over punishment procedures and imposed punishment), they tended to engage in OCB. What’s more, Ball and associates found that the subjects avoided ACB.

Madhu and Venkat R. Krishnan (2005)\textsuperscript{26} in their study entitled “Impact of Transformational Leadership and Karma-Yoga on Organizational Citizenship Behavior” looked at the effect of transformational leadership and leader’s Karma-Yoga on Organizational Citizenship Behavior (OCB) of followers. Using the experimental design, transformational leadership and leader’s Karma-Yoga were manipulated and OCB of followers was measured. The sample consisted of 86 managers of a large manufacturing organization and 28 fulltime MBA students with prior work experience in eastern India. Five dimensions of OCB—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue—of participants were peer evaluated through a questionnaire. Results indicate that transformational leadership enhances altruism and conscientiousness and reduces civic virtue. Moderate support was found for negative impact on sportsmanship but no support was found for impact on courtesy. The combined effect of transformational leadership and Karma-Yoga on altruism, conscientiousness, and courtesy is positive, and on sportsmanship and civic virtue is negative.

Kartik Bhavsar (2006)\textsuperscript{27} in his study entitled “Investigating the Effect of Employment Type and Performance Type on Performance Ratings.” examined performance appraisal differences for two types of contingent employees and noncontingent employees in terms of task performance and contextual performance. The design of the study was 3 within (Employment Type: Noncontingent, Hopeful Contingent, Temporary Contingent) x 2 within (Performance Type: Task, Contextual). Participants ($N = 250$) read three brief scenarios, each describing one of the three types of employees. In one section, they rated the importance of the performance facets. In the following section, participants rated the employee’s overall
performance as well as performance on the two performance facets. Results indicated that task performance was rated as more important across all participants. Overall, expectations were the highest for Hopeful Contingents, followed by Noncontingents and Temporary Contingents. Implications and directions for future research have been discussed.

Stephen B. Schepman, and Michael A. Zarate (2008)\textsuperscript{28} in their study explored the relationship between Burnout, Negative Affectivity, and Organizational Citizenship Behavior (OCB) for social service workers at two agencies serving homeless populations. Thirty two subjects completed surveys. Significant correlations between major variables and subscales were found.

Johanim Johari and Khulida Kirana Yahya (2009)\textsuperscript{29} in their article entitled “Linking Organizational Structure, Job Characteristics, and Job Performance Constructs: A Proposed Framework”, said that a growing emphasis has been given on employees’ job performance as a source of competitive advantage to promote responsiveness in enhancing overall organizational effectiveness. Although performance depends very much on personality traits, other external factors, also known as system factors or opportunities to perform, have a significant amount of influence on employees’ task and contextual performance. Constraints to perform, such as bureaucratic structure and ineffective job design, will influence individual task and contextual performance negatively. Such circumstance inadvertently hinders high organizational performance. This paper proposes that organizational structure, namely formalization and centralization, have direct effects on employee task performance and organizational citizenship behavior (OCB). Also, their article posits that job characteristics, namely skill variety, task identity, task significance, autonomy, and feedback, exert influence on employee task performance and OCB. To examine the applicability of the proposed framework, they have identified seven main propositions and analyzed.
Noormala Amir Ishak and Syed Shah Alam (2009) in their article entitled, “The Effects of Leader-Member Exchange on Organizational Justice and Organizational Citizenship Behavior: Empirical Study” said that on numerous occasions it has been suggested that organizational justice plays a significant role in determining organizational citizenship behavior. In this study, they examined the relationships of organizational justice, organizational citizenship behavior and leader-member exchange among non-supervisory employees and supervisors in the banking organizations in Malaysia. Leader–member exchange as a mediator in the relationship was also examined. Results indicated that interactional justice contributed to the performance of altruism and consideration through leader–member exchange. They have also mentioned that these results are consistent with the social exchange theory. Procedural justice and distributive justice did not contribute to subordinates performing organizational citizenship behavior. Implications of the results were discussed.

May-Chiun Lo and T. Ramayah (2009) in their study tried to validate the dimensionality of the organizational citizenship behavior (OCB) measure developed by Organ (1988), who posited a five dimension instrument. Data were gathered through a survey using a structured questionnaire to employees working in 10 large manufacturing companies in Malaysia. A total of 113 questionnaires were returned over a period of 10-week. A series of tests such as factor analysis, correlation, and reliability analysis was conducted to confirm that the instrument is valid (content, construct, convergent, discriminant and nomological) as well as reliable. Implications regarding the value of conducting validity and reliability test for practitioners and researchers are discussed.

Akhilendra K. Singh and A. P. Singh (2009) conducted a study on 188 front level managers to examine the role of personality in organizational citizenship behaviour. Along with demographical data schedule Indian adaptation of NEO Five-Factor Inventory and
Organizational Citizenship Behaviour Scale were used for data collection. Obtained data were analysed by using Pearson r and hierarchal regression analyses. The results of coefficient of correlation indicate that Conscientiousness and extraversion dimensions of personality were found to be significantly positively correlated with all the five dimensions of OCB. Agreeableness dimension of personality was significantly positively correlated with all the five dimensions of OCB except civic virtue. Neuroticism dimension of personality was significantly negatively correlated with sportsmanship, courtesy and altruism dimensions of OCB. The results of hierarchal regression analysis support the results of correlational analysis.

1.12 The Research Question

The researcher seeks to understand the organizational citizenship behavior or contextual performance or extra-role performance of the employees as it is a prominent contributing factor to organizational effectiveness. It is a factor to be reckoned at the time of performance appraisal, one of the human resource management practices. For the purpose the researcher selected the employees of Nandi Group of Industries, Nandyal, and investigated into different dimensions of organization citizenship behavior (OCB).

1.13 Objectives of the Study

The basic objective of the present research work is to study organizational citizenship behavior or contextual performance or extra-role performance of the employees in an industrial unit. The specific objectives of the study are as follows:

1. To study the level of altruism dimension of organization citizenship behavior (OCB) among the selected employees.

2. To examine the conscientiousness facet of organization citizenship behavior (OCB) among the selected employees.
3. To analyze the sportsmanship dimension of organization citizenship behavior (OCB) among the selected employees.

4. To calculate the level of courtesy to know the organization citizenship behavior (OCB) among the selected employees.

5. To observe the civic virtue dimension of organization citizenship behavior (OCB) among the selected employees.

1.14 Hypotheses

The study is based on the assumption that Organisation Citizenship Behaviour is low among the employees of the Organisation. For to be in detail hypotheses are:

(a) Altruism is low among the employees

(b) Conscientiousness is low among the employees

(c) Sportsmanship is low among the employees

(d) Courtesy is low among the employees

(e) Civic Virtue is low among the employees

(f) Total OCB is low among the employees

(g) OCB and ratings on different dimensions of vary internally one the basis of age, gender, education and experience.

1.15 Research Methodology

This part explains where, when and with whom the research was carried out, and then details the research methods used. As briefly outlined earlier the fieldwork was carried out at Nandi Group of Industries, Nandyal. Following Creswell and Plano Clark’s definitions of key terms in the research process, the term ‘methodology’ is used to refer to the philosophical
assumptions which have framed my approach to the research process. The term ‘design’ is used to describe the process through which philosophical frameworks and assumptions were linked to specific data collection methods. Ethnography, action learning, grounded theory and case study approaches, for example, require different research designs. In this chapter, the term ‘methods’ refers to the specific techniques of data collection and analysis employed.

(a) The Sample

The present study is mainly based on the survey of the 500 employees working in Nandi Group of Companies, Nandyal. The place and companies were purposefully selected owing to the allegiance to nativity and place of livelihood of the researcher. However the employees were selected across the departments and the companies on random basis. The primary data are attitudinal in nature and were collected through a structured schedule. The schedule was designed keeping in view the objectives of the research and was pre-tested by means of a pilot study. However, the secondary data have also been collected and used wherever necessary. The relevant secondary data were gathered or compiled from the reports, records and websites of the companies. The data so collected have been processed and analyzed by using SPSS, a statistical package.

The responses were elicited from the selected employees and the schedule was filled by the researcher personally. The employees were informed that participation in the study was optional and confidentiality was guaranteed. Of the 500 schedules, 487 usable ones were selected for further processing.

(b) Survey Instrument

This study uses the five dimensions of OCB proposed by Organ, as researchers have acknowledged those dimensions as the most widely used in organizational related studies. Twenty four items were used to determine the level of organization citizenship behaviours
among employees based on five dimensions. Likert five point scale was used to measure the OCB elements, which used the anchors of 5 (Strongly Agree) to 1 (Strongly Disagree) for positive statements and 1 (Strongly Agree) to 5 (Strongly Disagree) in case of negative statements.

(c) Data Collection

Data were collected personally by the researcher through a structured schedule from 487 employees. Besides that more than a dozen interviews and discussions were held with the Chairman, Managing Director and others. The information so obtained was used to supplement the data collected through the structured schedule.

Before starting the survey, the aims and objectives of the proposed research were explained to the Chairman and Managing Director of the Nandi Group of Industries, Nandyal. The respondents were fully assured of the fact that their responses would be kept strictly confidential and would be utilized only for research purpose. Respondents' identity was not disclosed. Respondents were interviewed as per their convenience. Precautions were taken to maintain rapport.

(d) Data Analysis

The data collected through the schedule from the selected employees of Nandi Group of Companies have been processed and presented in the form of tables and diagrams. The statistics used for data analysis include Percentages, Weighed Average Scores, LINEST, and Coefficients of Correlation by using MS Excel and SPSS. Weighted Average Score (WAS) is calculated by dividing total of the products by total of the frequencies. Products are calculated by multiplying frequencies by the weights concerned. LINEST returns statistics that describe a linear trend matching known data points, by fitting a straight line using the
least squares method. Coefficient of Correlation returns the correlation coefficient between two data sets.

1.16. Scope and Limitations

This research was conducted only on 487 employees of Nandi Group of Companies only. There is an ample room for research in this field but the lack of resources poses a serious limitation. Also it is believed that the sample size is not enough to represent the whole industry and there is a slight possibility that the future research in the same industry may yield a bit different results.

It was found during the survey that maximum employees do not know the concept of OCB, the researcher made honest efforts to make every respondent understand the schedule so that the research is productive, but it is felt that the researcher should translate the schedule into Telugu so as to make the selected employees to understand easily understand the schedule.

Finally, the future researchers are advised to include aspects like Tenure, Salary, Job Satisfaction (JS) and Organizational Commitment (OC) in their studies, as it was experienced that they may have an impact on the determination of OCB among the workforce of an establishment.

1.17 Organization of the Thesis

The thesis has been divided into eight chapters. They are:

Chapter-1 consists of introduction, need for the study, statement of the problem, review of the literature, objectives, hypotheses, methodology, limitations and chapterisation.

Chapter-2: Profiles of Nandyal town (where most of the Nandi Group of Companies are located), the Nandi Group of Companies and the respondents are given in this chapter.
These profiles form a backdrop for discussion in the subsequent chapters.

**Chapter-3:** In the third chapter responses of the respondents to the statements on altruism, first dimension of Organisational Citizenship Behaviour, are analysed by age, gender, education and experience.

**Chapter-4:** In the fourth chapter responses of the respondents to the statements on conscientiousness, second dimension of Organisational Citizenship Behaviour, are analysed by age, gender, education and experience.

**Chapter-5:** In the fifth chapter responses of the respondents to the statements on sportsmanship, third dimension of Organisational Citizenship Behaviour, are analysed by age, gender, education and experience.

**Chapter-6:** In the sixth chapter responses of the respondents to the statements on courtesy, fourth dimension of Organisational Citizenship Behaviour, are analysed by age, gender, education and experience.

**Chapter-7:** In the seventh chapter responses of the respondents to the statements on civic virtue, fifth dimension of Organisational Citizenship Behaviour, are analysed by age, gender, education and experience. Correlation between different dimensions, dimension-wise and overall OCB-wise weighted average scores also have been examined in this chapter.

**Chapter-8:** Summary, conclusions and suggestions are given in the last chapter.

**References:**


