

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: MILLENNIAL'S PERSPECTIVE

Snigdha Mishra¹, Anushree Yavagal² & Payal Bagwe³

¹Professor & Head of the Department, Institute for Technology & Management, Navi Mumbai, Maharashtra, India

*^{2,3}Research Scholar, Department of Human Resource Management, Institute for Technology & Management,
Navi Mumbai, Maharashtra, India*

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ABSTRACT

In today's dynamic workplace where creativity and flexibility are critical, tasks are increasingly done in teams and employee's expectations are varied it is very difficult to engage them in "good Citizenship" behaviors such as helping others in their team, volunteering for extra work, avoiding unnecessary conflicts and helping the organization to achieve the goal. All said and done individual's behavior is unique. To understand the appropriate behavior and encouraging it, of course, is a major task of the managers in the organization. This is not only limited to the organization but also applicable everywhere where we have people involved in the process. The current study revolves around how an individual who belongs to Gen Y has a sense of commitment towards the organization. It also talks about what is Gen Y perspective regarding Organizational Citizenship Behaviour. Researchers have undertaken the research wherein they asked questions to the Gen Y students who would be working in the organizations in next 5 years. Through this research, they are trying to understand how can we engage the students in the institute so-called future employees of the organization so that they can go an extra mile to help others.

KEYWORDS: *OCB, Employee Engagement, Commitment, Gen Y, Millennials*

INTRODUCTION

Organisational Citizenship Behaviour (OCB) in an organization means when an employee performs the tasks beyond his/her duties & responsibilities. The employee does the work beyond his Key Result Areas (KRA) without expecting anything in return from the organization in form of rewards, rather he does this out of commitment towards the organisation. An employee normally has Organizational Citizenship Behaviour when he feels highly committed towards organization. This commitment comes when he involves himself more towards the achievement of the goals of the organization and also helps others to contribute to the organizational performance. This characteristic of the individual gets reflected by out of the way performance of the task, which is a major quality with the people and it gets noticed in the organization as they are the assets for the organizations. All said and done this rare quality is not the common quality which is seen in most of the people. In fact, very few of the population must be having this quality which helps the organization to have some competitive advantage in the competitive rat race. But the question is whether it is there only with Gen X or is present in present generation as well, as now maximum companies are having both the generations working as their employees. In most of the researchers, we have found out the characteristics of Gen X and Gen Y. Gen X qualities are more stable, loyal, dedicated and committed, whereas Gen Y is not. So, the obvious inquisitiveness is to

understand the presence of this OCB in this Y generation. For this research purpose everywhere, Gen Y is being represented as Millennials.

Millennials are normally referred as people from the Generation Y i.e. people born in the year 1982 – 2000. The 60% of this generation is right now working in the organizations and rest 40% is pursuing their education who will be the future of the organization in coming years. This is the generation which born with the birth of technology due to which it is easy for them to get acquainted with technological changes. This is the generation who came up with the term called “Work – Life Balance”. This work–life -Balance which gives equal importance to both work and life. So, employees cannot become loyal to the company every time. At the same time, this is the generation which gives importance to the phrase “Change is the only Constant”. They accept changes positively. They easily accept the cultural difference. Generation Y is characterized by “Multitasking or Multitasker” they believe in doing many things at a time and that too efficiently. It is really important for them to do work which interests them and which they want to do. The feeling of free-time and relaxation is inevitable for them, they have wide-spread and diverse desires; they usually make decisions or act accordingly to reach these goals. Money and success are basic motivational tools for them in their work, which come to the front opposite family values. Their experience determines their decisions and actions. So, it is very much essential to understand and identify this OCB behavior even if the expectations are varied and desires are more and opportunities are many. With these complexities the person who has the OCB behavior whether it is inherited one or learned one or situation based is very interesting to find out.

With this backdrop, the researchers tried to find out whether this Organizational Citizenship Behaviour(OCB) as a rare quality is present only with Gen X or it is also there in Gen Y or millennials. The present study is based on few objectives which help us to understand various perspectives of Gen Y and how it works with them as a whole.

Need for the Study

As said above the 40% of the individuals of Gen Y are still in their education, researchers wanted to understand their views on OCB, their attitude towards their Institute and to know what impacts those Individuals in their Commitment level, as these students will be the future employees of the organization so that they will be carrying this attitude with them to the organization.

Objectives

- To know the views of Millennials on Organizational Citizenship Behavior.
- To understand the Factors that impact the commitment of millennials
- To understand the impact of motivational level of millennials in Organizational Citizenship Behavior.

LITERATURE REVIEW

OCB can be understood as desirable and discretionary behavior that is related to organizational commitment. According to Little and Little (2006) (13) OCB is an outcome of job satisfaction and organizational commitment. Moreover, OCB can also be understood as one of the facets of engagement, rather than being engaged.

When a person is satisfied with the Job/work which is been carried out by him and when he feels he is recognized for the same, he tends to go out of the way for the organization which brings in high commitment and Job Satisfaction.

Organizational commitment is one of the important factors to create organizational citizenship behavior. Williams (2003) (14). Organizational commitment is when the person involves himself with the organization and does the work and he identifies himself as part of the organizational goal.

An employee when is given an equal opportunity to grow and is appreciated by their superiors he/she tends to feel recognized and engaged towards the organization.

OCB is the clear behavior of employees towards formal job which endorses the effective functioning of the organization (Robbins 1996) (20).

Thus, it can be inferred from the above that employee engagement is purely based on the psychological aspect of an individual and thereby an engaged employee stays committed to the organization. Moreover, they are passionate about their job and organization which ultimately results in organizational citizenship behavior.

OCB is found in every generation, but in Gen Y the 60% is working in the organization whereas 40% is pursuing their education. In this Research the researchers have taken the 40% of the students as to understand their Commitment towards the Institute with the expectation that this behavior is the generalized one and can be reflected when similar situations and circumstances will be provided to them in the organization at a later part of their career.

S V Nathan (2011) (18) states that Generation Y has always had access to a plethora of lifestyle choices, which have shaped their preferences, attitudes, and choices. Today's environment has encouraged them to focus on higher order needs instead of stability and security.

For the Millennials, it is said that they tend to get what they dream of which shapes their attitude and perception.

Millennials have high expectations for themselves and prefer to work in teams, rather than as individuals. This generation does not hesitate to disagree with an idea or does not respect any senior by the virtue of just being one. The above fact makes it very clear that this generation needs renewed focus and attention (Ernst & Young) 2010(19).

METHODOLOGY

The researchers have used both primary and secondary source of data collection for the research. Primary data in form of the survey was collected for the research and as well the secondary data is being gathered through various journals, articles and magazines, etc

For primary data, students which cover mostly 40% of the millennials have been taken as the population and convenience sampling was used for gathering data. The researchers could collect 92 samples for the survey from various places and from different institutes but only 71 were useful for the research purpose as others were discarded because of errors in data.

Analysis & Interpretation

Out of the total data collected from the respondents, those who are students or those who have just passed out from various colleges 65.7% are females and 34.3% are males. Maximum females are there in the sample as it was expected that female nature is to help others and be committed towards the work they do. When the question was asked regarding love for the institute out of total 71, 40 respondents (56.4%) are in the agree or strongly agree with category. Whereas still 31 are in the mixed that is neutral and strongly disagree and disagree category. 25 are in the neutral category which shows that they don't want to open up, probably certain factors are restricting them to think positive about the institute.

I love my Institute

71 responses

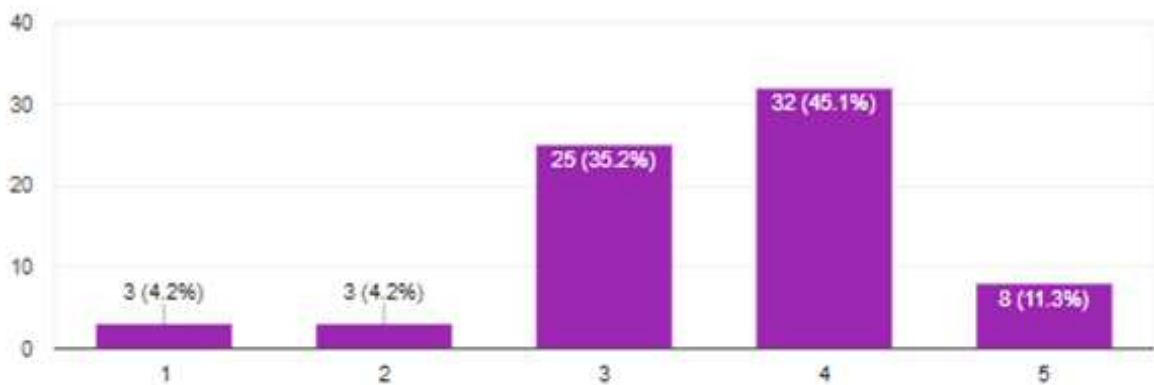


Figure 1

Through this question, Researchers tried to understand that whether students like their Institute or not which is the main factor of OCB. This shows that maximum millennials do love their Institute.

I feel Honored to be part of this Institute

71 responses

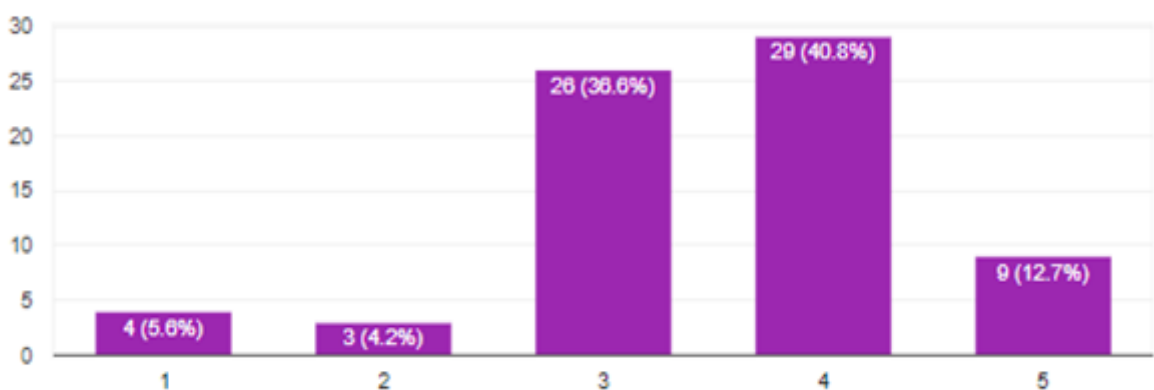


Figure 2

Through this question, Researchers tried to understand whether students are honoured to be part of their Institute. Whether they feel that their institute is important for them. According to the responses 46.4% of the respondents have given positive response whereas 36.6% of the response was neutral on this part. This shows that there are Millennials who are honoured to be part of their respective Institute. Whereas 26 (36.6%) respondents are still in the neutral category who were also neutral in the 1st question that is whether they love their institute or not.

I enjoy helping my friends to get their task completed

71 responses

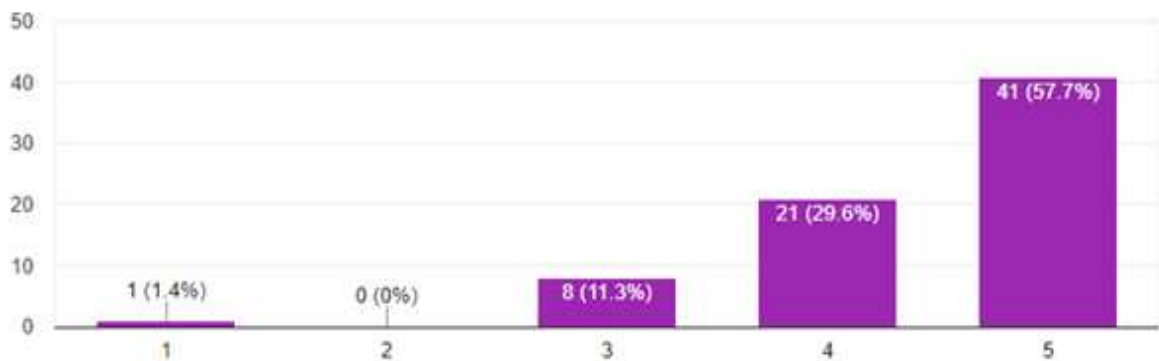


Figure 3

Through this question, Researchers tried to understand Helping nature of a student which will help him to have OCB in the organization in future. According to the responses, 57.7% of the responses Strongly Agreed to this. This means 87.3% of respondents are helpful towards their friends. Statement and only 1.4% have Strongly Disagreed. This showed that more 50% of the Millennials sample have the Nature of helping others which is definitely going to help them in the organization in future.

I am more of a Team Player rather than an Individual Contributor

71 responses

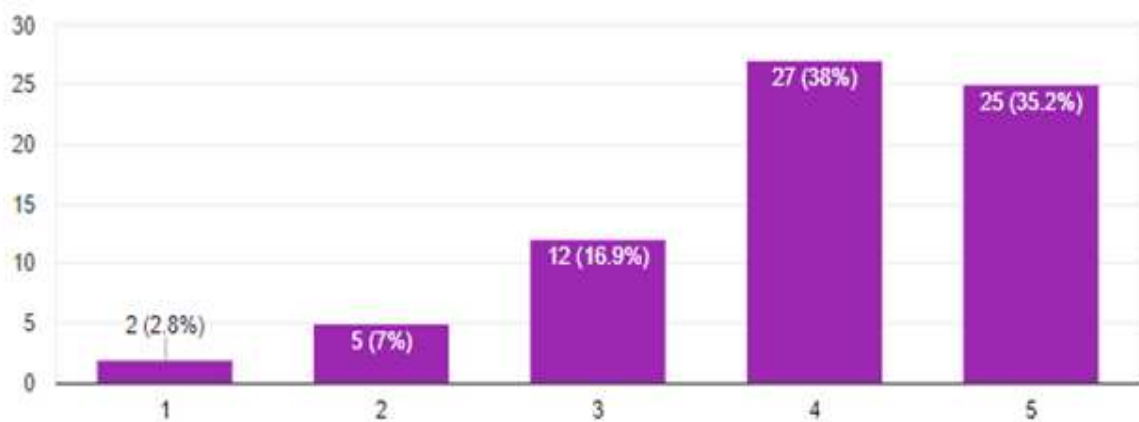


Figure 4

Through this statement or question, Researchers tried to understand whether the Millennials are more of a team player or individual player they wanted to know how good a student can be in the organization and how well they can perform in organizations. We can understand that 38% students Agree that they are good at working in as Team whereas the 35.2% said that they Strongly Agree. This says that maximum number of Millennials are Team Player. No doubt this is a great quality of Millennials as they want to work in a, understanding the members of the team and get along well with all helps them to be associated with them and work for them also. Gradually this gets converted to the helpful nature of the human being if similar environment and situation will be provided to the Millennials.

To the question, whether they give solutions to the problems of the team members rather than neglecting it 61 out of 71 respondents (86%) are in the positive side. This shows that Millennials have more concern for their team members. They want to give solutions to the problems of their team members.

I try to give solutions to the problems of my team member rather than neglecting it

71 responses

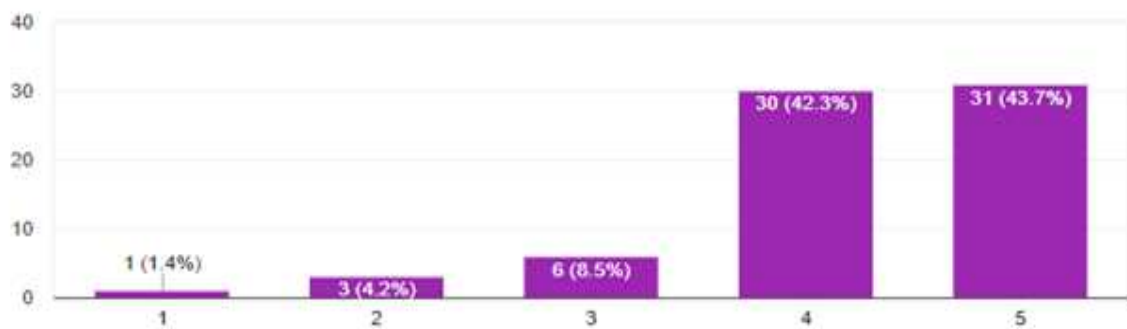


Figure 5

This show that Millennials are having an attitude of and helping their teammates with their problem. In this survey where even more than 50% like to help their teammates.

In a situation where my institute needs me to work on my Holidays I would like to do it

71 responses

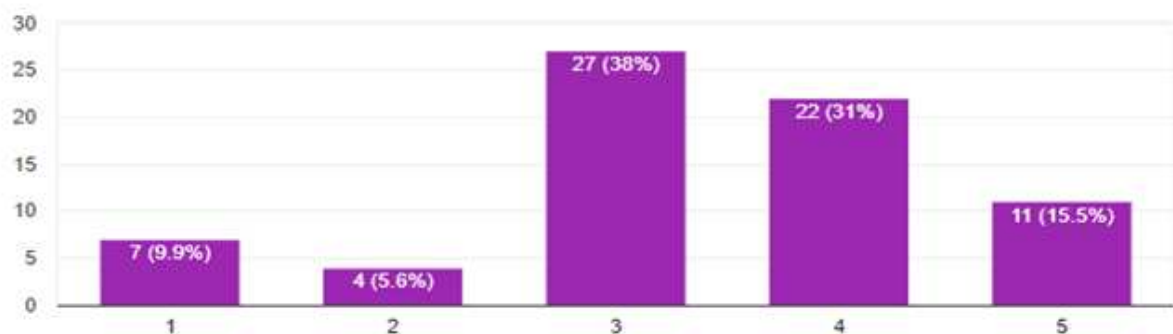


Figure 6

Through this Statement, researchers tried to understand how committed they are with their institute and they have the sense of commitment toward the anything they are attached with. In this responses areas 38% are neutral & 46% Agreed with the statement. In Literature Review above we have mentioned about the worklife balance which Millenials have and that is also depicted in the responses where there is 38% of response 46% which also shows that Millenials are Workholic.

I attend meetings which are not not mandatory but are important

71 responses

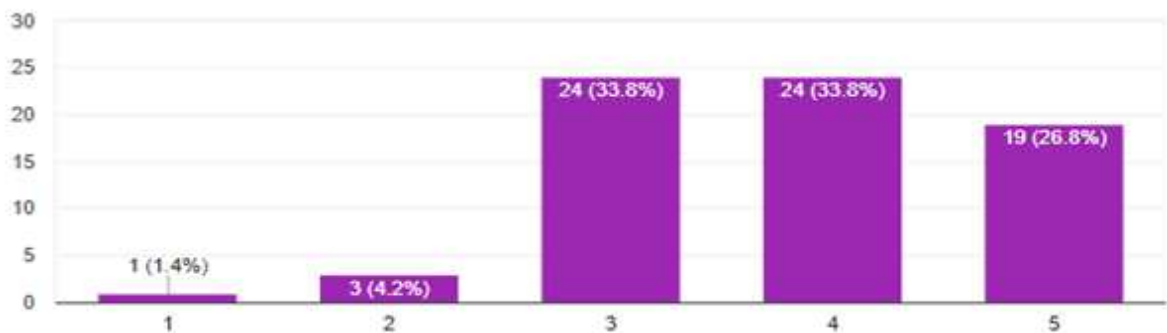


Figure 7

Through this question, researchers are trying to understand the level of commitment towards an organization. How an individual can go out of the way and even work on holidays for its organization or Institute. In this survey, we could see that maximum number of responses are neutral or they Agree to the statement as in both the cases 33.8% is the response of total response. This depicts that a maximum number of Millenials are committed toward the organization or either it depends on the situation.

I feel happy when i get Praise from others

71 responses

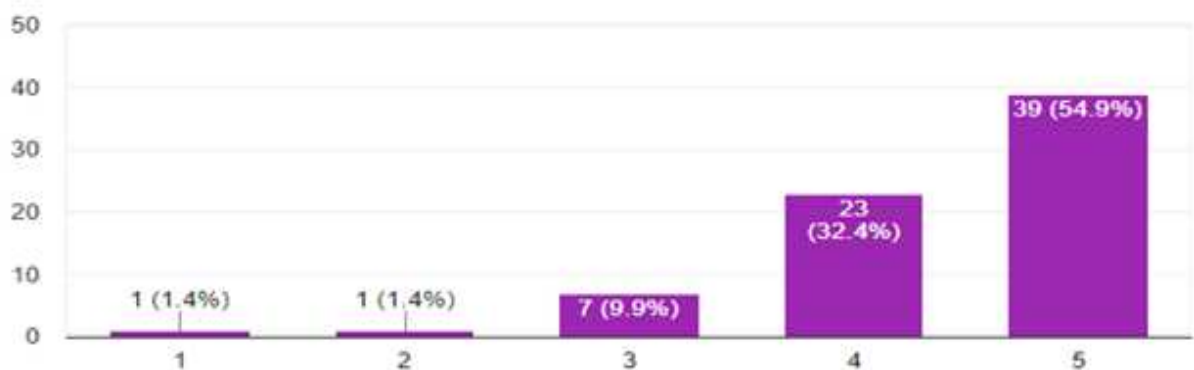


Figure 8

Through this statement, researchers wanted to understand the how does appreciation or recongnisation affects the Student and this their engagement factor in the institute. In this 54.9% of response have Strongly Agreed to the satatement which depicts that more than 50% Millenials are said to be engaged when they praised by others. Let the person be from any generation everyone likes to be loved/liked by others.

CONCLUSIONS

As the study is restricted to some sample millennials and to understand their perception towards Organisational Citizenship Behaviour, this has given researchers an idea to understand and generalize it to the whole population to a little extent. From the study, it was found out that Gen Y basically need immediate gratification for any work they do. They not only understand the importance of work but at the same time, they believe in work-life balance. Recent studies suggest that employees want jobs that give them flexibility in their work schedules so that they can better manage work/life conflicts. Of course, liking the place where people are in makes lots of impact in the OCB. Mostly maximum researches have been conducted by taking the employees in the organization to understand the relationship between Organisational Citizenship Behaviour and organizational commitment and involvement, but very few researchers have been conducted by taking students. So, this gives an idea to what extent Organisational Citizenship Behaviour works with students as millennials in academic institutes.

Future Scope of Further Research

- The study could be taken from taking into consideration of all the factors of individuals such as psychological, physical, social which act as the motivators to work in the organization showing OCB.
- In future, the further study could be taken to the next generation that is Gen Z. In future, Gen Z would be the upcoming generation to work in organization.
- To understand whether Personality of the individual or culture/ environment plays role in organizational Citizenship behavior.

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