

**A STUDY OF ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR TOWARDS EDUCATION INDUSTRY WITH SPECIAL REFERENCE TO
NEXT ART CREATIONS COMPANY AT CHENNAI**

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

GUBERAN.B

Register No.41410106



**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

MAY 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **GUBERAN.B, 41410106** who carried out the project entitled "A STUDY OF ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS EDUCATION INDUSTRY WITH SPECIAL REFERENCE TO NEXT ART CREATIONS COMPANY AT CHENNAI" under my supervision from January 2023 to April 2023.

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DATE : 05.05.2023

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ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, MBA., Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., MBA., Ph.D., Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.M.LAVANYA, MBA.,M.Com.,M.Phil.,Ph.D.**, for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.



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This is to certify that **Mr.B.GUBERAN (41410106)** studying Master of Business Administration in Sathyabama Institute of Science and Technology, Chennai has successfully completed his project work entitled **“A STUDY OF ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS EDUCATION INDUSTRY WITH SPECIAL REFERENCE TO NEXT ART CREATIONS COMPANY AT CHENNAI”** in our concern from **11/01/2023 to 11/04/2023**.

We hereby confirmed that his performance during the project work is excellent. We appreciate his performance and wish him all the best in his future endeavors.

Thanking you,

For Next Art Creations,

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ABSTRACT

This research project prepared for “**SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY**”. Furthermore, this project report contains Five chapters in which this “**A STUDY OF ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS EDUCATION INDUSTRY WITH SPECIAL REFERENCE TO NEXT ART CREATIONS COMPANY AT CHENNAI**”. It throws light on the important variables of study such as Organizational Citizenship Dimensions such as Altruism, Courtesy, Consciousness, Civic virtue and Sportsmanship, Employee influencing personality factors such as Extroversion, Agreeable, Consciousness, Neuroticism and Openness. The study deployed quantitative method of research with questionnaire collected from the targeted people i.e., customers of education industry with a sample of 250 respondents. The study has revealed the impact of demographics of the respondents on personality, employee performance and Organizational Citizenship Behaviour in Next Art Creations private limited at Chennai. Rather, data must be collected and analyzed. The proposed research will help in understanding the concept of Organizational Citizenship Behavior. OCB can boost employee morale. It increases people's levels of work meaningfulness. It is good for employee performance and productivity; in fact, research shows that OCB positively predicts performance. It creates better social interactions between employees. The results of the study point out that OCB by employees could trigger a harmful process by causing more co-worker social loafing. As employees perceive more co-worker social loafing they may tend to decrease their performances and to loaf more, and their commitment to the organization could be eroded. Hence, the present study will help the organizations as well as the employees to understand the different aspects of Organizational Citizenship behavior, and how important it is for employees to really feel a sense of citizenship for the organization they are employed in, and thus contribute in higher productivity of the organization.

Keywords: *Organizational Citizenship, Dimensions, Altruism, Courtesy, Consciousness, Civic virtue, Sportsmanship, Employee performance, Personality factors, Extroversion, Agreeable, Consciousness, Neuroticism and Openness.*

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LIST OF ABBREVIATIONS

Abbreviations/ Acronyms	EXPANSION / MEANING
%	Percentage
&	And
=	Equal to
>	Greater than
<	Lesser than
***	p<0.001
ANOVA	Analysis for Variance
CAGR	Compound Annual Growth Rate
DPIIT	Department for Promotion of Industry and Internal Trade
DAISY	Digitally Accessible Information System
Et.al.,	And others
FN	Financial Year
FDI	Foreign Direct Investment
FOSSE	Free Open-source Software for Education
Govt	Government
H ₀	Null Hypothesis
H ₁	Alternate Hypothesis
HR	Human Resource
ICT	Information and Communication Technology
ML	Machine Learning
MOOC	Massive Open Online Courses
NAC	Next Art Creations
NEP	National Education Policy
NISHTHA	National Initiative for School Heads and Teachers' Holistic Advancement
OCB	Organizational Citizenship Behaviour
p	Significance
US	United States

CHAPTER 1 – INTRODUCTION

1.1. INTRODUCTION:

This research focuses **A STUDY OF ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS EDUCATION INDUSTRY WITH SPECIAL REFERENCE TO NEXT ART CREATIONS COMPANY AT CHENNAI.** In this section the background of the study was explored, problem statement, research questions and objectives, scope of study and significance of the study were discussed. The decision problem faced by management has been translated into our research problem in the form of questions that define the information that is required to make the decision and how this information obtained. The relationship between the alternatives and the criteria is described using attributes, which are the objective and measurable features of alternatives, attributes form the bridge between the alternatives and the criteria.

1.1.2.ORGANIZATIONAL BEHVIOUR:

Organizational behavior (OB) is a term related to the study of individual and group dynamics in an organizational setting, as well as the nature of the organizations themselves. Whenever people interact in organizations, many factors come into play. People with diverse backgrounds and cultural values have to work together effectively and efficiently. OB seeks to emphasize the understanding of behavior in organizations so as to develop competencies in foreseeing how people are likely to behave. This knowledge may then help in controlling those behaviors that are not befitting the objectives of the organizations. OB is a field of study that investigates the impact that

individuals, groups and structure have on behavior within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness. It is a distinct area of expertise with a common body of knowledge. It studies three determinants of behavior in organizations: individual, groups and structure. OB is also an applied field. It applies the knowledge gained about individuals, groups and the effect of structure on behavior towards the end of making organizations work more effectively. OB is concerned with the study of what people do in an organization and how that behavior affects the performance of the organization. Organizational behaviour is defined as, "the study and application of

knowledge about human behaviour related to other elements of an organization such as structure, technology and social systems.

Stephen P Robins defines “Organizational behaviour as a systematic study of the actions and attitudes that people exhibit within organizations”. “Organizational behaviour is a field of study that investigates the impact that individuals, groups and organizational structure have on behaviour within the organization, for the purpose of applying such knowledge towards improving an organizational effectiveness”. The above definition has three main elements; first organizational behaviour is an investigative study of individuals and groups, second, the impact of organizational structure on human behaviour and the third, the application of knowledge to achieve organizational effectiveness. These factors are interactive in nature and the impact of such behaviour is applied to various systems so that the goals are achieved.

1.1.3.ORGANIZATIONAL CITIZENSHIP BEHAVIOUR(OCB):

During the stay of an employee in the organization, there are certain behaviours which are expected from him and are abiding on him by the rules and regulations of the organization. However employees at times exhibit certain behaviours that go beyond the call of the duty. Such behaviour is called Organizational Citizenship Behaviour (OCB). OCB is also known as extra role behaviour. It is the behaviour over and above the normal course of duty and beyond the arena of legislations/rules/regulations. The concept of OCB was initially proposed and studied in the US (Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Smith et al., 1983).

Organizational citizenship behaviour (OCB) refers to behavior that is not formally requested or directly rewarded but can be functional to the operations of an organization (Smith, Organ, & Near, 1983). Organizations cannot survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviours. Because of the importance of good citizenship for organizations, understanding the nature and sources of OCB has long been a high priority for organizational scholars (Organ, 1988) and remains to be area of interest for many scholars. In the opinion of Organ, OCB is vital for the survival of the organization. Several studies have shown that OCB can have a positive impact on organizational success through improvements in productivity, better utilization of resources, group

activity coordination, performance enhancement and stability, employee recruitment and ability to adapt to environmental changes. OCB, also known as “good soldier syndrome” (Organ, 1988) is the behaviour

exhibited by the committed employees in the organization. This type of behaviour includes punctuality, helping others, innovating, volunteering (Organ, 1988), as well as the tendency cannot be demanded by force. Employees cannot be forced to perform or

exhibit OCB. Similarly, the employees do not or cannot expect any kind of formal rewards for exhibiting OCB. However, OCB doesn't go unnoticed. Organ (1997) has noted, the supervisors do regularly take into account and reward OCB exhibited by the subordinates both directly and indirectly (e.g. preferential treatment, performance ratings, promotions, etc). Another important assertion, especially in Organ's (1988) founding work on OCB, is that these behaviours are often internally motivated, arising from within and sustained by an individual's intrinsic need for a sense of achievement, competence, belonging or affiliation. OCB is defined by Organ as “contributions to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, p. 91).

1.1.4.DIMENSIONS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR:

In defining OCB, literatures in the past have identified two main approaches viz. role and extra role behaviour. As discussed earlier, extra role behaviour is that behaviour which goes beyond the specified role requirements and is not recognized by the formal reward system. As rightly said by Castro, Armario, and Ruiz (2004) it is not easy to differentiate between “role” and “extra role” performances as managerial and employee perceptions of their subordinates' performances do not correspond and subject to the satisfaction of the subordinates in the workplace. Several researches point to the fact that there are five basic personality factors which affect most of the variance in personality (e.g. Costa & McCrae, 1992) and these dimensions are known as Big Five dimensions which are classified as conscientiousness, altruism, courtesy, sportsmanship, and civic virtue. According to Organ's (1988) definition, it represents "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization"

Organ (1988) identified five dimensions of OCB: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. These five dimensions cover such organizational behaviours as helping co-workers, following company rules, not complaining, and actively participating in organizational affairs.

- ❖ Altruism in simple words means helping or helpfulness (Organ, 1997: 85-97). Altruism means helping other members of the organization in their tasks. For e.g. voluntarily helping new employees, helping co-workers who are overloaded, assisting workers who were absent, guiding employees to accomplish difficult tasks et al. Smith, Organ, and Near (1983) defined altruism as voluntary behaviours where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances. Altruism refers to a member helping other members of the organization in their work. Podsakoff et al. (2000) has demonstrated that altruism was significantly related to performance evaluations and correspondingly, positive affectivity.
- ❖ Conscientiousness is a discretionary behaviour that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al, 1993, 57: 107-142). Conscientiousness is a prototype of going well beyond minimally required levels of attendance, punctuality, and housekeeping, penchant towards conserving resources, and overall giving an impression of being a responsible citizen of the organization. If the employee is highly conscientious it implies that he is highly responsible and needs less supervision (Podsakoff and MacKenzie, 1997: 133-151). Altruism and conscientiousness are the two major or overarching dimensions of OCB (Borman et al., 2001: 52-66). Conscientiousness is used to indicate that a particular individual is organized, selfdisciplined, accountable and hardworking. Organ (1988) defined it as dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties.
- ❖ Sportsmanship is defined as “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining.” (Organ, 1990b, p. 96). It refers to person’s desire not to complain when experiencing the inevitable

inconveniences and abuse generated in exercising a professional activity. Sportsmanship refers to avoid complaining unnecessarily about the difficulties faced in the workplace, being positive and tolerant towards problems experienced in the workplace. Sportsmanship is exhibition of willingness to tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest. This helps to conserve organizational energies for accomplishment of task and to a large extent relieves managers of unnecessary load/stress (Organ and Ryan, 1995: 775-802; Organ, 1990: 43-72). Organ (1988) defined sportsmanship as the behaviour of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting. Podsakoff and MacKenzie (1997) publicized that good sportsmanship would enhance the morale of the employees at the workplace and consequently reduce employee turnover.

- ❖ Courtesy refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them (Organ, 1990). Courtesy or gestures are demonstrated in the interest of preventing creations of problems for co-workers (Organ, 1997: 85-97). For e.g. leaving the copier or printer in good condition for other workers' use is an example of courtesy at work (Organ, Podsakoff, & MacKenzie, 2006)

Thus, the present study aims to analyze the influence of Organizational Citizenship Behavior towards Education industry employees with special reference to Next Art Creations private limited. For this report, a small survey is conducted. A self designed survey questionnaire was given to a sample size of 250 employees to seek their views on the OCB dimensions influencing their performance.

WHY?

The problem significant because Organizational citizenship behavior (OCB) is a critical part of any successful organization. OCB can help organizations increase productivity, improve morale, foster cooperation between coworkers, and create a positive working environment, which can lead to higher rates of retention. OCB can boost employee morale. It increases people's levels of work meaningfulness. It is good for employee performance and productivity; in fact, research shows that OCB

positively predicts performance. It creates better social interactions between employees. The results of the study point out that OCB by employees could trigger a harmful process by causing more co-worker social loafing. As employees perceive more co-worker social loafing they may tend to decrease their performances and to loaf more, and their commitment to the organization could be eroded.

WHERE?

Organizational citizenship behavior was first defined by Dennis Organ in 1988 as “an individual behavior which is not rewarded by a formal reward system... but that, when combined with the same behavior in a group, results in effectiveness.” Introduction. Although Katz and Kahn (1966) were the first to observe employees' extra-role behavior in the workplace, it was Bateman and Organ (1983) who coined the term “organizational citizenship behavior” (OCB).

WHEN?

Although it has been introduced in the late 1970s and officially defined in the 1980s, its origins can be traced back to the 1930s. Despite this, OCB is generally regarded as a relatively new construct and has become one of the biggest subjects studied in the literature.

WHAT?

Organ (1988) identified five dimensions of OCB: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. These five dimensions cover such organizational behaviors as helping co-workers, following company rules, not complaining, and actively participating in organizational affairs. Organizational citizenship behaviour (OCBs) are individual, discretionary actions by employees that are outside their formal job description. Managers who are aware of the pros and cons of OCBs can help employees contribute optimally to the organization and avoid burnout.

WHO?

Next Art Creations Company employees perception towards their organizational citizenship behavior.

HOW?

1. Create an environment that actively encourages positive OCB.

2. Motivate your employees by offering non-monetary incentives for workers who behave appropriately.
3. Educate your staff by promoting OCB through training.
4. Pinpoint the cause of underperformance.
5. Encourage communication.
6. Deliver ongoing feedback.
7. Offer new challenges.
8. Focus on learning and job training.
9. Set clear expectations.
10. Create a good workspace.
11. Offer competitive compensation and benefits.

HOW MUCH?

55% of employees stated that their training session achieved its course objective, 48% of Work environment that encourages OCB is crucial, 50% of High pressure deadline will quench OCB behavior. 51% of Overloaded IT professionals do not have time or energy to exhibit OCB. 45% of Employees who think the organization treats them fairly are likely to develop OCB than others. 46% of Manager trust and Fairness trust should be higher to exhibit OCB. 32% of Timely communication is essential to build trust and Skill utilization of employee increases valence of employees. 45% of the respondents given 10 ratings. Hence they are extremely satisfied with morale of the company in order to attain Organizational Citizenship Behavior.

AREA OF MY INDUSTRY:

Sample Size : 250 EMPLOYEES
Population : EMPLOYEES OF NEXT ART CREATIONS
Location : NEXT ART CREATIONS, ADYAR, CHENNAI
Targeted People : Employees
Type of Industry : Education Industry.

Variables of the study : Socio Demographic Details, Employees opinion towards company policies, Organizational Citizenship Dimensions such as Altruism, Courtesy, Consciousness, Civic virtue and Sportsmanship, Employee influencing personality factors such as Extroversion, Agreeable, Consciousness, Neuroticism and Openness, Ways to improve OCB.

The detailed study of my research are given in the following chapters.

1.2. INDUSTRY PROFILE:

Industrial profile are in depth documents that give insight into an industry, where it came & how they faced the problems.

1.2.1. EDUCATION INDUSTRY:

India occupies a significant position in the global education sector. One of the world's largest networks of institutions of higher learning is found in India. With almost 27% of India's population in the age group of 0-14 years, India's education sector provides numerous opportunities for growth.

The number of colleges in India stood at 42,343 in FY20. As of November 25, 2022, the number of universities in India stood at 1,072. India had 38.5 million students enrolled in higher education in 2019-20, with 19.6 million male and 18.9 million female students. In FY20, Gross Enrolment Ratio (GER) in Indian higher education was 27.1%. The education sector in India was estimated to be worth US\$ 117 billion in FY20 and is expected to reach US\$ 225 billion by FY25. The Indian edtech market size is expected to reach US\$ 30 billion by 2031, from US\$ 700-800 million in 2021. The online education sector in India is growing rapidly, with growth of US\$ 2.28 billion expected during 2021-2025, at a CAGR of almost 20%. Higher education institutes in India are focusing on creating online programmes due to the increasing demand from consumers. India's large English-speaking population allows easy delivery of educational products. India was ranked 48th out of 112 countries in the English Proficiency Index 2021. Nine Indian institutes - the Indian Institute of Science (IISc) in Bengaluru and eight Indian Institutes of Technology (IITs) - were among the top 500 universities in the QS World University Rankings 2023. A total of 100 Indian institutions have been qualified for the Times Higher Education World University Rankings 2023, with the Indian Institute of Science in Bengaluru being the highest-ranked.

Edtech startups in India raised US\$ 296 million across 5 deals in October 2022. Amazon has launched its global computer science education initiative in India. The aim of this initiative is to offer one lakh students the opportunity to study computer

science. Amazon India has also launched the second edition of Machine Learning (ML) Summer School, with the aim to provide students the opportunity to learn important ML technologies from Amazon scientists, making them ready for careers in science.

To liberalise the sector, the Government has taken initiatives such as the National Accreditation Regulatory Authority Bill for Higher Educational and the Foreign Educational Institutions Bill. The government schemes of Revitalising Infrastructure and System in Education (RISE) and Education Quality Upgradation and Inclusion Programme (EQUIP) are helping the government tackle the prominent challenges faced by the education sector.

The National Education Policy (NEP), which will be fully implemented over the course of this decade starting from 2021-22, will have a strong focus on high-quality vocational education. Under the National Education Policy 2021, the government will set up regional and national institutes for virology, >15,000 schools, 100 new Sainik schools, and 750 Eklavya model residential schools in tribal areas.

The Central Government has approved the “New India Literacy Programme” for the period FY22-27 to cover all the aspects of adult education to align with the National Education Policy 2020 and Budget Announcements 2022-23.

The National Commission for Women has started a country-wide capacity building and personality development programme for women undergraduate and postgraduate students in an effort to make them more independent and job-ready. The commission will partner with central and state institutions to prepare women students for the job market by providing sessions on personal capacity building, professional career skills, digital literacy and effective use of social media.

STEM-based edtech companies are partnering with Niti Aayog and the government to build a STEM ecosystem by establishing Atal Tinkering Labs (ATL) to spread knowledge about STEM, STEAM, AI, ML, and robotics for K-12 students.

The education sector has seen a host of reforms and improved financial outlays in recent years that could possibly transform the country into a knowledge haven. With human resource increasingly gaining significance in the overall development of the

country, development of the country's education infrastructure is expected to remain the key focus in the current decade. In this scenario, infrastructure investment in the education sector is likely to see a considerable increase.

1.2.2. MARKET CONDITION:

- ❖ The education sector in India was estimated to be worth US\$ 117 billion in FY20 and is expected to reach US\$ 225 billion by FY25.
- ❖ India has over 250 million school-going students, more than any other country. India had 38.5 million students enrolled in higher education in 2019-20, with 19.6 million male and 18.9 million female students.
- ❖ According to UNESCO's 'State of the Education Report for India 2021', the Pupil Teacher Ratio (PTR) at senior secondary schools was 47:1, as against 26:1 of the overall school system.
- ❖ The number of colleges in India stood at 43,796 in FY21. As of November 25, 2022, the number of universities in India stood at 1,072. In 2022-23, there are 8,902 total AICTE approved institutes in India. Out of these 8,902 institutes, there are 3,577 undergraduate, 4,786 postgraduate and 3,957 diploma institutes. The Indian edtech market size is expected to reach US\$ 30 billion by 2031, from US\$ 700-800 million in 2021. According to KPMG, India has also become the second largest market for E-learning after the US.
- ❖ The online education market in India is expected to grow by US\$ 2.28 billion during 2021-2025, growing at a CAGR of almost 20%. The market grew by 19.02% in India in 2021.

INVESTMENTS

- ❖ From April 2000-June 2022, Foreign Direct Investment (FDI) equity inflows stood at US\$ 7.92 billion according to the data released by Department for Promotion of Industry and Internal Trade (DPIIT).
- ❖ The education and training sector in India has witnessed some major investments and developments in the recent past. Some of them are:
- ❖ The Union Budget 2023 set aside Rs. 1.12 lakh crore (US\$ 13.5 billion) for education – the highest ever and an increase of around 8.2% than what was pegged in 2022-23.

- ❖ In November 2022, the Indira Gandhi National Open University (IGNOU) launched an online MA programme in Sustainability Science.
- ❖ Under the revised curriculum as per the provisions of the National Education Policy (NEP) 2020, students of BA-LLB (five-year integrated law course) of Allahabad University (AU) will be taught about disaster management.
- ❖ A total of 100 Indian institutions have been qualified for the Times Higher Education World University Rankings 2023, up from 63 in 2020.
- ❖ As per the QS World University Rankings 2023, India is home to 41 out of almost 1,500 top global institutions in the world, with the Indian Institute of Science in Bengaluru being the highest-ranked institution in the country at rank 155.
- ❖ In October 2022, Byju's raised US\$ 250 million from its existing investors, including Qatar Investment Authority (QIA).
- ❖ In September 2022, UnfoldU Group, India's leading online education player, announced plans to enter the space of Metaverse education.
- ❖ In August 2022, Edtech startup Sunstone, which offers higher education programmes, raised US\$ 35 million in funding, with participation from Alteria Capital and West Bridge Capital.
- ❖ In August 2022, Bharti AXA Life announced a partnership with Great Learning, a leading global edtech company, to curate and develop a Post Graduate Program in life insurance sales.
- ❖ Nine Indian institutes - the Indian Institute of Science (IISc) in Bengaluru and eight Indian Institutes of Technology (IITs) - were among the top 500 universities in the QS World University Rankings 2023.
- ❖ Indian edtech startups have received total investment of US\$ 3.94 billion across 155 deals in FY22.
- ❖ In June 2022, Pfizer India and the Americares India Foundation launched the OPEN AMR – an online education platform for nurses to learn anti-microbial resistance.
- ❖ In June 2022, edtech platform PhysicsWallah became India's 101st unicorn by raising US\$ 100 million in a Series-A funding round from WestBridge Capital and GSV Ventures, valuing the company at US\$ 1.1 billion.
- ❖ In June 2022, edtech unicorn UpGrad raised US\$ 225 million in a funding round that included Lupa Systems LLC and US testing and assessment provider Educational Testing Service, valuing the company at US\$ 2.25 billion.

- ❖ In June 2022, Amazon India launched the second edition of Machine Learning (ML) Summer School, with the aim to provide students the opportunity to learn important ML technologies from Amazon scientists, making them ready for careers in science.
- ❖ India has 89 universities in Times Higher Education Emerging Economies University Rankings 2022, behind Russia with 100 and China with 97.
- ❖ In February 2022, the AICTE - backed by AWS Academy and EduSkills - launched a two-month virtual internship program in AI for 5,000 students. The course duration is two months and the students will receive a certificate and a digital badge upon completion.
- ❖ In February 2022, education-focused fintech firm Propelld raised US\$ 35 million from in a series-B funding round from WestBridge Capital, Stellaris Venture Partners, India Quotient and others.
- ❖ In February 2022, the Tech Mahindra Foundation, the company's CSR arm, partnered with Amazon Internet Services Private Limited (AISPL) to help underemployed or unemployed people get started in cloud computing. The AWS re/Start programme is a 12-week in-person skills-based training programme that covers foundational AWS Cloud abilities, as well as practical job skills like interviewing and resume writing to assist individuals prepare for entry-level cloud positions.
- ❖ In October 2021, Teachmint was valued at US\$ 500 million after a US\$ 78 million funding round.
- ❖ In October 2021, Byju's raised Rs. 2,200 crore (US\$ 300 million) to increase the company's valuation from US\$ 16.4 billion in 2020 to US\$ 18 billion in 2021.

GOVERNMENT INITIATIVES

Some of the other major initiatives taken by the Government are:

- ❖ In Union Budget 2023, it was announced that District Institutes of Education and Training to be developed as vibrant institutes of excellence for teachers' training.
- ❖ In Union Budget 2023, it was announced that a National Digital Library for Children and Adolescents to be set-up for facilitating the availability of quality books across geographies, languages, genres and levels, and device-agnostic accessibility.
- ❖ 100% FDI under automatic route is allowed in the Indian education sector.

- ❖ In November 2022, Minister of Education and Skill Development & Entrepreneurship, Mr. Dharmendra Pradhan, suggested constituting a joint working group between India and Zimbabwe on education, skill development and capacity building.
- ❖ To liberalise the sector, the Government has taken initiatives such as the National Accreditation Regulatory Authority Bill for Higher Educational and the Foreign Educational Institutions Bill.
- ❖ In July 2022, Prime Minister Mr. Narendra Modi inaugurated a three-day Akhil Bharatiya Shiksha Samagam at Varanasi to discuss how the implementation of the National Education Policy 2020 can be taken further across the country with various stakeholders.
- ❖ As part of a comprehensive initiative known as PM eVIDYA, the Department of School Education and the Ministry of Education were recognised by UNESCO for their use of information and communication technology (ICT) during the COVID-19 pandemic.
- ❖ The Department of School Education and Literacy (DoSE&L), Ministry of Education, has planned to solicit opinions from various stakeholders through an online public consultation survey. This will be helpful in gathering very useful and important inputs for the formulation of the National Curriculum Framework.
- ❖ The government schemes of Revitalising Infrastructure and System in Education (RISE) and Education Quality Upgradation and Inclusion Programme (EQUIP) are helping the government tackle the prominent challenges faced by the education sector.
- ❖ As per the Union Budget 2022-23, allocation towards the Samagra Shiksha Scheme has increased by around 20.3%, from Rs. 31,050.16 crore (US\$ 4.16 billion) in FY22 to Rs. 37,383.36 crore (US\$ 5.01 billion) in FY23.
- ❖ In February 2022, the Central Government approved the “New India Literacy Programme” for the period FY22-27 to cover all the aspects of adult education to align with the National Education Policy 2020 and Budget Announcements 2022-23.
- ❖ In February 2022, the Ministry of Education approved the scheme of Rashtriya Uchchatar Shiksha Abhiyan (RUSA) to continue till 2026.
- ❖ The National Education Policy (NEP) 2020 emphasis on early childhood care and education. The 10+2 structure of school curricula is to be replaced by a 5+3+3+4

curricular structure corresponding to ages 3-8, 8-11, 11-14, and 14-18 year, respectively.

- ❖ The Cabinet accepted the continuance of the Samagra Shiksha School Education Scheme in 2021 from April 1, 2021-March 31, 2026.
- ❖ In October 2021, the NSDC launched the largest 'Impact Bond' in India with a US\$ 14.4 million fund, to help 50,000 youngsters in the country acquire skills necessary for employment.
- ❖ In September 2021, NISHTHA 3.0 Foundational Literacy and Numeracy (FtN) was released for teachers and school administrators of pre-primary to class V in an online fashion on the DIKSHA platform.

1.2.3.MARKET DEVELOPMENT:

Digital Education Initiatives and their Purposes

Key initiatives taken by the Indian government to boost digital education activities are as follows:

- **National Digital Educational Architecture (NDEAR)**

In the Union Budget 2021-22, the Indian government established the National Digital Educational Architecture (NDEAR) to strengthen digital infrastructure and support activities related to education planning. The NDEAR aims to offer distinct education ecosystem architecture for advancement of digital infrastructure in the country and guarantee autonomy of stakeholders, especially states and UTs.

- **PM eVIDYA Programme**

The government introduced the PM eVIDYA programme in May 2020 to make e-learning more accessible for Indian students and teachers and promote & strengthen digital education in India. The programme aims to converge all activities related to online/digital education and is expected to benefit ~25 crore school students.

The programme will also encompass designing unique e-content for hearing and visually impaired students and offering radio/podcasts and QR-coded digital textbooks to school students (Classes 1 to 12) on the DIKSHA portal.

Under this, top 100 universities were permitted to begin online courses, provide better learning prospects to 3.7 crore higher education students and enhance e-learning by relaxing regulatory framework for distance/open/online education.

- **DIKSHA**

In September 2017, the government introduced DIKSHA (Digital Infrastructure for Knowledge Sharing), a national portal for school education, to offer school curriculum-based engaging learning materials to students, teachers, and parents. The portal supports >18 Indian languages and has been implemented by 35 states/UTs.

- **SWAYAM**

In 2017, the government launched Study Webs of Active Learning for Young Aspiring Minds (SWAYAM) to offer an integrated platform for online courses at affordable costs to all citizens, especially the underprivileged section in the country. The portal hosts Massive Open Online Courses (MOOCs) to offer quality education on various subjects for students (from Class 9-12 to Under Graduates and Post Graduates).

- **SWAYAM PRABHA**

In 2017, SWAYAM PRABHA, a group of 34 DTH (Direct-to-Home) channels dedicated to broadcasting educational programmes 24x7, was introduced.

The channels broadcast new content for a minimum of four hours every day, and this is repeated five times in the same day for students to select a convenient slot.

- **ePathshala Portal**

In 2015, the government launched the ePathshala portal to build a resource store for educational videos, audios, flipbooks, etc. Resources on the portal are available in Indian languages such as Hindi, English and Urdu and can be accessed via smartphones, laptops, desktops and tablets.

- **NISHTHA**

In FY21, the National Initiative for School Heads and Teachers' Holistic Advancement (NISHTHA) - Phase II was launched at the secondary level to tailor modules for online education. As per the Union Budget 2021-22, ~5.6 million teachers will be trained under the NISHTHA training programme in FY22.

- **OLabs**

To offer students lab learning experience via the internet, the government introduced OLabs in November 2014 for those who do not have access to physical labs.

- **Virtual Labs**

The Government of India introduced a pilot virtual lab in 2009 and the main one in 2010 to enable undergraduate and post-graduate students (pursuing science and engineering courses) remotely access the labs and enhance their study experience.

The virtual labs offer students a Learning Management System and various study aides such as video lectures, web resources, self-evaluation and animated demonstrations.

Along with these, other digital initiatives taken by the government include Shiksha Vani for widespread use of radio, the Central Board of Secondary Education's (CBSE) podcast, sign language content on the National Institute of Open Schooling (NIOS) website/YouTube and Digitally Accessible Information System (DAISY) for accessing special e-content for hearing and visually impaired learners, and Free Open-source Software for Education (FOSSEE).

Advantages

For strengthening digital education in India, the govt. eased regulations on online education and finally allowed universities and colleges to extend >20% of a degree online from 2020 onwards. This initiative has enabled Indian institutes to further improve their portfolio of higher education internationally.

Many EdTech businesses (e.g., upGrad, Virohan, BYJU's, etc.) have also gained traction in the recent years and are determined to deliver unparalleled learning management resources, such as blended learning, 3D and DIY kits, and AI-based innovative and engaging learning. According to a report published by RedSeer and Omidyar Network India, the EdTech market in India is expected to reach ~US\$ 3.5 billion by 2022, due to higher uptake of EdTech offerings among students.

Further, increasing digital education in India is also helping the government to improve accessibility in rural areas and impart quality education to students in small towns and villages. Further, this also provides an opportunity to private players to venture in the Indian digital education sector. For example, in January 2021, Esper collaborated with 'Teach for India' and 'ITeach Schools' to assist in e-learning programmes for rural kids.

Rising adoption of digital education in India is also attracting global key players to offer online courses to students and extend opportunities to learn new skills. For example, in January 2021, Amazon India launched 'Amazon Academy', an online platform enabling engineering aspirants to prepare for competitive examinations such as the Joint Entrance Examination (JEE). Further, Amazon India launched Machine Learning Summer School in June 2021 to help Indian students learn new skills.

FUTURE:

In 2030, it is estimated that India's higher education will:

- Combine training methods that involve online learning and games, and it is expected to grow by 38% in the next 2-4 years.
- Adopt transformative and innovative approaches in higher education.
- Have an augmented Gross Enrolment Ratio (GER) of 50%.
- Reduce state-wise, gender-based and social disparity in GER to 5%.
- Emerge as the single largest provider of global talent with one in four graduates in the world being a product of the Indian higher education system.
- Be among the top five countries in the world in terms of research output with an annual R&D spend of US\$ 140 billion.
- Have more than 20 universities among the global top 200 universities.

Various government initiatives are being adopted to boost the growth of the distance education market, besides focusing on new education techniques such as E-learning and M-learning.

Going forward, the government will focus on getting students industry-ready by evaluating their competencies and helping them get aligned with industry-based skills. To achieve this, the government is promoting Indian institutes and colleges to shift from traditional operations to digital modes. In line with this, several educational establishments such as Amity University, Christ University, AIMA (All India Management Association), IIMs (Indian Institute of Management), Ashoka University and ISB (Indian School of Business) have now transferred their examination procedures online.

The government is also focusing on research and innovation to identify sectors that can further support and strengthen digital education initiatives in India.

In July 2021, the government stated that space technology (such as satellite communication) is being used for digital education in India. At present, under the Tele-education Programme, 19 states and A&N Islands have been leveraging satellite communication for beaming educational content in the digital form. Indian institutes such as Bhaskaracharya National Institute for Space Applications and Geo-

informatics (BISAG-N) is leveraging satellite communication for beaming 51 educational channels.

Institutes such as the Indian Institute of Remote Sensing is also leveraging digital platforms to train beneficiaries (such as working professionals, UGs/PGs, doctorate students, academicians, school students and school teachers) on space technology and its applications. In 2020-21, these programmes have benefitted ~2.42 lakh members. These initiatives are expected to open the door to more opportunities in space-based applications and digital education.

1.2.4. LABOUR FORCE

The complex division of labor is followed in EDUCATION industry with different workers in various departments.

1.2.5. EXAMPLES OF INDUSTRY:

- HubSpot Academy.
- Udemy Business.
- LinkedIn Learning.
- Udacity.
- Corporate Finance Institute.
- Pluralsight Skills.
- Coursera.
- Infosec Skills
- Corporate Training
- Besant Technologies
- Informatica Training
- Edufic digital
- IT training company
- IIM Skills
- Great Learning
- Vedantu, BYJU Academy.

1.3. COMPANY PROFILE:

Next Art Creations Enhance your skills with best Online courses. Here in Next Art Creations we believe with theoretical knowledge ,practical knowledge also plays an equally important role , theory teaches us what to do , where as practical teaches us how to do Our organisation focuses on different career opportunities that are growing in this dynamic environment ,we not only encourage you here to learn a skill and get the best job , but also to learn multiple career/ skills / Networking and ready yourself to start a business or become a freelance.

TABLE.1.1.TABLE INDICATING THE COMPANY DETAILS

CIN	U80902DL2022PTC408636
COMPANY NAME	NEXT ART CREATIONS COMPANY
COMPANY STATUS	ACTIVE
HEADQUARTERS	BANGALORE
BRANCH	CHENNAI
REGISTRATION ADDRESS	B6, MOLAR BAND EXTENSION, BANGALORE,KARNATAKA
COMPANY CATEGORY	COMPANY LIMITED BY SHARES
COMPANY SUB CATEGORY	NON – GOVT COMPANY
CLASS OF COMPANY	PUBLIC
DATE OF INCORPORATION	2012
ACTIVITIES	IT COURSES, MARKETING, TECHNOLOGY, HEALTH
AUTHORIZED CAPITAL	40,000,000
PAID UP CAPITAL	1,00,000
INDUSTRY	EDUCATION INDUSTRY
TYPE	UNLISTED COMPANY
BRANCH OFFICE	No. 10, Indira Nagar, Adyar, Chennai – 600 020.Tamilnadu,South India
FOUNDER	Neel Dutt Sharma and Bhavishya Bhardwaj.
CONTACT	9381021277, 8124637597
WEBSITE	https://www.nextartcreations.com/
SPECIALITIES	HRMS, SALES BUILDING, MARKETING, SOCIAL MEDIA MARKETING, HR MANAGEMENT, RECRUITMENT, LEAD GENERATION, and HEAD HUNTING



Fig.1.1. Figure shows Company Logo

SLOGAN - A Step Towards Your Career

1.3.2.HUMAN RESOURCE DEPARTMENT:

There are various facilities provided for the employers such as Employee Motivation schemes, Monthly Performance Incentives, Suggestion scheme, Higher Education scheme for employees. Apart from the annual get-together with employee families, employee's children are also provide financial support for their education. The highly motivated employees participate in lot of continuous improvement activities on an ongoing basis, thereby resulting in improvement of processes and lot of value engineering.

A. HRM OF ADAM TECHNOLOGIES PRIVATE LIMITED

Organization Culture, Recruitment and Selection, Training and Development, Performance Appraisal Management, Reward and Compensation, Employee Empowerment and Participation, Environmental Performance and Organizational Commitment are followed in this company.

B. COMPANY CULTURE:

- Respect: We value each other, our guests, our business partners our stakeholders and our environment.

- **Honesty:** We are genuine and open in our communication and business practices.
- **Commitment to Quality:** We deliver services and products that exceed our guests' expectations.
- **Creativity:** We listen, encourage and support different approaches as we continually strive to improve.
- **Growth:** We invest in personal and professional development.
- **Teamwork:** We work together towards a shared goal

C. RECRUITMENT AND SELECTION:

- i. IDENTIFY VACANCY & EVALUATE NEED
- ii. DEVELOP POSITION DESCRIPTION
- iii. DEVELOP RECRUITMENT PLAN
- iv. SELECT SEARCH COMMITTEE.
- v. POST POSITION & IMPLEMENT RECRUITMENT PLAN
- vi. REVIEW APPLICATION & DEVELOP SHORT LIST
- vii. CONDUCT INTERVIEW

1. IDENTIFY VACANCY & EVALUATE NEED:

Recruitments provide opportunities to departments to align staff skill sets to initiatives and goals, and departments and individuals growth. Proper planning and evaluation of the need will lead to hiring the right person for the role and team.

2. DEVELOP POSITION DESCRIPTION:

A position description is the core of the successful recruitment process. It is used to develop interview questions, interview evaluations and reference check questions. A well-written position description:

- Provide a first impression of the campus to the candidate
- Clearly articulates responsibilities and qualifications to attract the best suited candidates.
- Provides an opportunity to clearly articulate the value proposition for the role
- Improves retention as turnover is highest with newly hired employees.
- Employees tend to be dissatisfied when they are performing duties they were not originally hired to perform.

3. DEVELOP RECRUITMENT PLAN:

Each position requires a documented recruitment plan which is approved by the organizational unit. A carefully structured recruitment plan maps out the

strategy for attracting and hiring the best qualified candidate and helps to ensure an applicant pool which include women and underrepresented groups including veterans and individuals with disabilities.

4. SELECT SEARCH COMMITTEE:

To ensure applicants selected for interview and final consideration are evaluated by more than one individual to minimize the potential for personal bias, a selected committee is formed. The hiring manager will identify members who will have the direct and indirect interaction with the applicant in the course of their job. Each hiring manager should make an effort to appoint a search committee that represents a diverse cross section of the staff. A member of the committee will be appointed as the Affirmative Action and Compliance Liaison who will monitor the affirmative action aspects of the search committee. Under – represented groups and women are to have equal opportunity to serve on search committee and special efforts should be made to encourage participation. Departments that lack diversity in their own staff should consider appointed staff outside the departments to search committee or develop other alternative to broaden the perspective of the committee.

5. POST POSITION AND IMPLEMENT RECRUITMENT PLAN:

Once the position description has been completed, the position can then be posted to the UCR career site via the ATS. Every effort should be made to ensure the accuracy of the job description and posting text. It may not be possible to change elements of a position once posted, because it may impact the applicant pool.

6. REVIEW APPLICANTS AND DEVELOP SHORT LIST:

Once the position has been posted, candidate will apply via UCR's job board. Candidates will complete an electronic applicant for each position (resume and cover letter are optional). Candidate will be considered –Applicants or – Expressions of interest.

7. CONDUCT INTERVIEW:

The interview is the single most important step in the selection process. It is the opportunity for the employer and prospective employee to learn more about each other and validate information provided by both. By following these interviewing guidelines, you will ensure you have conducted a thorough interview process and have all necessary data to properly evaluate skills and abilities.

D. HUMAN RESOURCE POLICIES:

- Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce.

- HR policies can also be very effective at supporting and building the desired organizational culture.
- HR policies have many benefits which can accrue in several areas such as: Communication with employees, communication with manager and supervisors, time savings.
- HR should make sure that they address the following basic human resource issues when putting together their personnel policies.
- Equal employment opportunity policies.
- Employee classification.
- Workdays, paydays, and pay advances
- Overtime compensation.
- Meal periods and break period.
- Payroll deduction.
- Vacation policies.
- Holidays.
- Sick days and personal leave.
- Performance evaluations and salary increases.

E. FACILITIES FOR EMPLOYEES:

- ❖ Medical insurance is a fundamental benefit to offer employees and a company should be able to offer a range of plans.
- ❖ Life insurance ,it is a life cover offer a range of alternatives, ranging from 1 years annual salary to 2,3 or even 4 years. Often the employee is given the opportunity of purchasing additional cover through the same policy.
- ❖ Disability cover should also be included which can range from half to two thirds of the employees income before the disability.
- ❖ Retirement plans can take the form of 401(k) plans where the worker contributes towards the plan and the company can choose to match or contribute towards the plan. Pension plans, separate to the 401(k) could also be offered by companies.
- ❖ Another fundamental employee benefit is paid vacation time. This will vary according to the length of service the employee has with the company.
- ❖ Family medical leave is governed by a federal act that grants specific staff 12 weeks of unpaid leave providing job protection per year.
- ❖ Many companies offer tuition benefits for staff and sometimes for staff's children.
- ❖ This could be a great incentive to grow and develop staff and invaluable in retaining them.

1.4.SERVICE PROFILE:

Top Courses Offered. Some of them Are,

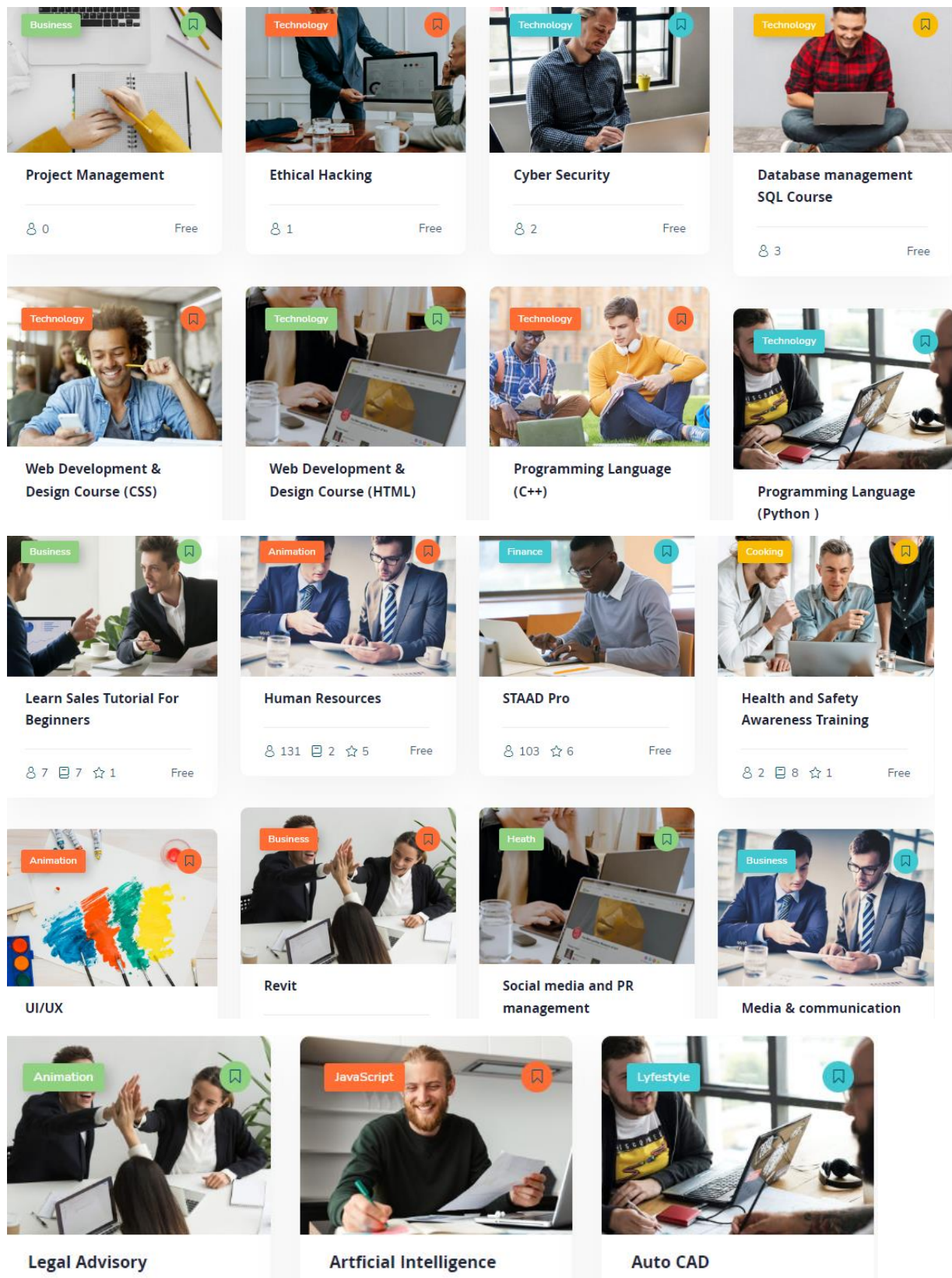


Fig.1.2.Figure shows top courses of company

1.5. STATEMENT OF THE PROBLEM:

This study focuses on Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship affecting Organizational Citizenship Behaviour, and their impact on Organizational Citizenship Behaviour itself in education sector at Next Art Creations company. Reasonably speaking, there is diminutive available research on Organizational Citizenship Behaviour. As well as, not many studies have addressed the education industry, particularly in India. None of the studies has been conducted on the stated factors, their impact on Organizational Citizenship Behaviour and further on the performance of education industry employees at Chennai. On the other hand, the impact of Organizational Citizenship Behaviour on organizational performance has emerged as the dominant research issue in the field of Organizational Citizenship Behaviour.

The problem significant because Organizational citizenship behavior (OCB) is a critical part of any successful organization. OCB can help organizations increase productivity, improve morale, foster cooperation between coworkers, and create a positive working environment, which can lead to higher rates of retention. OCB can boost employee morale. It increases people's levels of work meaningfulness. It is good for employee performance and productivity; in fact, research shows that OCB positively predicts performance. It creates better social interactions between employees. The results of the study point out that OCB by employees could trigger a harmful process by causing more co-worker social loafing. As employees perceive more co-worker social loafing they may tend to decrease their performances and to loaf more, and their commitment to the organization could be eroded.

1.6. OBJECTIVES OF THE STUDY:

The general objective of the study was to analyze the influence of Organizational Citizenship Behavior towards Education industry employees with special reference to Next Art Creations private limited at Chennai.

Primary Objective:

To identify the influencing factors of Organizational Citizenship Behavior towards Education industry employees with special reference to Next Art Creations private limited at Chennai.

Secondary Objectives:

1. To reveal the demographic profile of the employees in Education Industry.
2. To study the various factors and dimensions responsible for Organizational Citizenship Behaviour and Employee Performance in Next Art Creations private limited at Chennai.
3. To measure the level of organizational citizenship behaviours and personality factors of employees towards education Industry with reference to Next Art Creations private limited at Chennai
4. To understand the impact of demographics of the respondents on personality, employee performance and Organizational Citizenship Behaviour in Next Art Creations private limited at Chennai
5. To introduce a model for predicting the relation between personality, on Organizational Citizenship Behavior.
6. To suggest the best practices to improve the Organizational Citizenship Behavior and Employee performance towards education Industry with reference to Next Art Creations private limited at Chennai.

1.7.NEED OF THE STUDY:

- ❖ This study is to analyze the influence of Organizational Citizenship Behavior towards Education industry employees with special reference to Next Art Creations private limited at Chennai to seek knowledge about employees Organizational Citizenship Behaviour and how it is related with the various variables that is Organizational Citizenship Dimensions such as Altruism, Courtesy, Consciousness, Civic virtue and Sportsmanship, Employee influencing also the relationship between personality factors such as Extroversion, Agreeable, Consciousness, Neuroticism and Openness to highlight the significance of those variables which can help to attain employee performance.
- ❖ This study is used for any further studies regarding the factors influencing OCB.
- ❖ The need of study to give suggestions enhance and strengthen the factors influencing Organizational Citizenship Behavior towards Education industry employees with special reference to Next Art Creations private limited at Chennai

- ❖ This study is needed to find the solutions for the challenges of Organizational Citizenship Behavior Dimensions and Personality Factors towards Education industry employees with special reference to Next Art Creations private limited at Chennai.
- ❖ Even though a substantial fraction of researches conducted inspect financial performance of Company however it ought to be noted that not much consideration has been given to behaviors of employees of these concerns including organizational citizenship behavior.
- ❖ The proposed research will help in understanding the concept of Organizational Citizenship Behavior.
- ❖ Hence, the present study will help the organizations as well as the employees to understand the different aspects of Organizational Citizenship behavior, and how important it is for employees to really feel a sense of citizenship for the organization they are employed in, and thus contribute in higher productivity of the organization.

1.8.SCOPE AND SIGNIFICANCE OF THE STUDY:

The main objective of this research is to examine and analyze the influence of Organizational Citizenship Behavior towards Education industry employees with special reference to Next Art Creations private limited at Chennai.

- 1) My research tries to examine and analyze the influence of Organizational Citizenship Behavior towards Education industry employees with special reference to Next Art Creations private limited at Chennai.
- 2) My research attempts to identify the Organizational Citizenship Behavior Dimensions such as Altruism, Courtesy, Consciousness, Civic virtue and Sportsmanship towards Education industry employees with special reference to Next Art Creations private limited at Chennai.
- 3) To indicate the potential of employees following OCB Practices
- 4) The study focused on the drivers, practices and barriers in OCB and given solutions.
- 5) This study is important from both research and practical perspectives.
- 6) Many researcher and practitioners have come to consider analyze the influence of Organizational Citizenship Behavior is essential, through which business organizations can cope with today's uncertain and unstable conditions.

- 7) Ultimately, the findings add literature on analyze the influence of Organizational Citizenship Behavior towards Education industry employees with special reference to Next Art Creations private limited at Chennai and provide an accurate, comprehensive lens through which to view future research.
- 8) An employee will only exhibit OCB when he or she will feel himself or herself as a factual employee of the organization, as a true citizen of the social environment created in the company.
- 9) The long term survival of the corporation thoroughly and accurately depends upon the Organizational Citizenship Behavior of the employees of that concern. This type of behavior is not come made known through enforcement, this entirely depends upon the tendency of the employees towards the education institution concerned and the people in the business.
- 10) Therefore through the use of OCB, company may create a sense of belonging amongst the employees which may result in a more dedicated and committed workforce. The study concentrates upon the five factors which are responsible for OCB, and by identifying these factors employees may become more helpful, considerate, diligent, active, and for bearing, which will lead to greater individual performance and in turn to Greater organizational performance.

1.9.VARIABLES OF THE STUDY:

A. DEMOGRAPHIC VARIABLES

B. ALTRUISM : It is a voluntary behavior where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances. Altruism refers to a member helping other members of the organization in their work.

C.COURTESY: It includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development. Early research efforts have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishes the time spent on conflict management activities.

D.CONSCIOUSNESS : It is used to indicate that a particular individual is organized, accountable and hardworking. It is dedication to the job which exceed formal

requirements such as working long hours, and volunteer to perform jobs besides duties. In addition to that, studies have also revealed that conscientiousness can be related to organizational politics among employees.

E. CIVIC VIRTUE : A subordinate's participation in organization political life and supporting the administrative function of the organization. It is referring to the responsibility of the subordinates to participate in the life of the firm such as attending meetings which are not required by the firm and keeping up with the changes in the organization. This dimension of OCB is actually derived from Graham's findings which stated that employees should have the responsibility to be a good citizen of the organization. These behaviors reflect an employees' recognition of being part of organization and accept the responsibilities which entails. Other researchers have found that civic virtue enhances the quantity of performance and help to reduce customer complaints.

F.SPORTSMANSHIP : This behaviour indicates about that employees always keep a positive attitude about the organization and they do not complain for petty and unnecessary things. It can be considered as willingness on the part of the employee's tolerance for the organization without complaining. Some of the characteristics include: Avoiding unnecessary complaints, positively handling all situations, bearing the unavoidable irritations etc.

1.10. ORGANIZATION OF CHAPTERS:

Chapter One titled "**INTRODUCTION**" commences with an introduction to the Organizational Citizenship Behaviour towards Education industry employees. The major research works in this area have been complied. It progresses to highlight approaches, findings and suggestions. It answers the questions of 5W (Why, When, Where, What, Who) and 2H (How, How much) and showed the importance of this study. It presents current scenario with the Education industry profile highlighting its Market development, Market Condition, Labor force and the examples. Following that, It presents the Next Art Creations company profile highlighting its Company details, logo and services. It throws light on the important variables of study such as Organizational Citizenship Behavior Dimensions such as Altruism, Courtesy, Consciousness, Civic virtue and Sportsmanship towards Next Art Creations company employees. It elaborates the statement of the problem, Objectives, Needs,

Scope and Significance of Research. It culminates with the details of the organization of chapters.

Chapter Two titled “**REVIEW OF LITERATURE**” highlights literature on the concept of and importance of Organizational Citizenship Behaviour. It also reviews literature on the variables referred from various articles, journals, books. It culminates with the research objectives.

Chapter Three titled “**RESEARCH METHODOLOGY**” commences with presentation of methodology of study used in this research. It presents the type of research design employed, details of sampling techniques, various sources of data collection methods, structure of questionnaire, conduct of pilot study such as sample size, duration of study, location, targeted people of research, hypothesis used with the statistical tests in SPSS, tools used for analysis.

Chapter Four titled “**DATA ANALYSIS AND INTERPRETATION**” is presented under two sections. The first section deals with the Percentage Analysis in the form of tables and charts such as Pie diagram, Bar diagram, Column diagram. The second section deals with the Statistical Analysis using SPSS hypothesis Analytical tools such as t test, one way ANOVA, Chi Square Test. Results are gathered in this chapters.

Chapter Five titled “ **FINDINGS, SUGGESTIONS & CONCLUSION**” presents the summary of findings, recommendations for giving solutions & suggestions relating the Organizational Citizenship Behaviour with employee performance. Finally, conclusion is given with the scope for future research.

“**REFERENCES**” included the websites, author references, books used for the study.

“ANNEXURE – I” contains the Primary data used for the study that is “**QUESTIONNAIRE**” of 20 questions categorized with variables in 5 pages.

“ANNEXURE – II” contains the “**RESEARCH ARTICLE**” prepared from this thesis.

“ANNEXURE – III” contains the “**BIOGRAPHY**”.

CHAPTER 2 – REVIEW OF LITERATURE

2.1.INTRODUCTION:

In this Chapter, The various researchers has made an attempt to study the measuring of marketing strategies by analyzing research studies made by earlier researchers in respect of customer perception. For this purpose, the researcher has used various books, research journals and websites.

2.2. REVIEW OF LITERATURE:

- 1) **Biswas and Varma (2013)** examined the relationship between psychological climate, and TFL, with employee performance. Data were gathered from 357 participants in nine manufacturing organizations in India, who responded to questions regarding their work environment and perceived supervisory support. It was found that organizational psychological climate, and TFL predicted job satisfaction. Job satisfaction, in turn, predicted employee performance, a composite measure of in-role and extra-role performance (OCB)
- 2) **Miao (2014)** examined the relationships of POS and job satisfaction with OCB and task performance in China. Data was collected from 130 matched cases of supervisor-subordinate dyads from various departments of the Steel Corporations namely Anshan Iron and Steel Corporation, and Benxi Iron and Steel Corporation in Liaoning, a North Eastern province in the Peoples' Republic of China (Mainland China). Employees from two large-scale state owned enterprises (SOE) completed measures of POS and job satisfaction and their immediate supervisors completed measures of task performance and four facets of OCB.
- 3) **Sharma, Bajpai and Holani (2015)** hypothesized that there is a significant difference in the degree of OCB of employees in public sector and private sector organization. Data were collected from 200 employees consisting of managerial and non-managerial staff from both the public sector and private sector organizations in India. Simple random sampling is used. The results showed that employees in public sector organization have greater degree of OCB in comparison to private sector organizations and also the job satisfaction increases

or decreases based on increase or decrease in OCB. As expected, public sector employees have exhibited higher degree of OCB as compared to private sector employees. Most importantly, OCB is being proven as the catalyst for enhancing job satisfaction level of employees

- 4) **Majumdar and Ray (2016)** focused on the nature of the TFL styles and also the relationship between TFL and innovative work behaviour of branch managers of the public and private-sector banks of Kolkata. Data was collected from 120 male branch managers of Kolkata (60 from public sector banks and 60 from private-sector banks), using the General Information Schedule, TFL Questionnaire and Innovative Work Behaviour Scale. Responses to these tools were processed for t-test, ANOVA and correlation.
- 5) **Khan, Ramzan, Ahmed and Nawaz (2016)** determined the leadership style of faculty member in terms of transformational, transactional, laissez-faire, and whether their style contributes towards satisfaction among students and urges them to contribute some extra efforts (OCB) towards study tasks. Data was collected from 265 faculty members working in both public and private higher education institutions of the state of Punjab, Pakistan. The respondents are highly qualified and mature. MLQ was used to collect and analyze the data. SPSS 17.0 and AMOS 16.0 are used to find out the relationships and association.
- 6) **Ersoy, Born, Deros and Molen (2016)** investigated the relationship between employees' beliefs about their social world (social axioms: reward for application, social cynicism, religiosity, social flexibility, and fate control), their relational identification with their supervisor, and their OCB level within collectivistic Turkish society. Data was collected from 376 Turkish blue-collar and 147 white-collar factory employees. A series of hierarchical regression analyses confirmed the expectations that for both blue and white collar workers, the reward for application belief was positively related to job.
- 7) **Yang and Mossholder (2017)** explored the implications of different bases and foci of trust in leadership. Two variants of employee trust in organizational

leadership in terms of two bases (cognitive and affective) and two foci (management and supervisor) were conceptualized. Using this dual perspective, the effects of trust in leaders on two work-related attitudes (organizational commitment, job satisfaction) and two work-related behaviours (in-role behaviour, extra-role behaviour) were examined. Using data collected from 210 employees and their supervisors, it was found that the four variants of trust in organizational leadership were distinguishable.

- 8) **Yaseen (2017)** examined Arab women leadership style based on transformational, transactional, and laissez-faire styles of men and women. Findings revealed that women in the Arab world exceed men on four transformational scales: the attributes version of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Arab men exceed Arab women on two transactional scales: management by exception passive and management by exception active, whereas women exceed men on contingent rewards. Laissez-faire leadership style goes to Arab men.
- 9) **Kandan and Ali (2017)** examined the relationship between leader member exchange and OCB. Data was collected from 165 respondents (20 officers and 145 support staffs) working at Public sector organization specially Project Implementation and Maintenance Branch headquarters in Kuala Lumpur, Malaysia. Analysis was done using mean, standard deviation, correlation and regression analysis. It was found that there is a high significant correlation between OCB and each of the LMX dimension. There are no significant differences between perceived LMX and OCB according to age.
- 10) **Celep and Yilmazturk (2018)** determined the relationship among organizational trust, POS and commitment of teachers working in public primary schools. The research sample was 315 teachers from 18 public primary schools in Golcuk, Kocaeli. Results revealed significant relationships between the variables. There was a significant positive correlation in terms of gender, in that female teachers were found to be more committed to the organization than male participants. In terms of POS, the more the teachers had POS, the more they became committed

to their organizations. POS and the level of organizational commitment were higher in females than in males.

- 11) **Edwards and Gill (2018)** conducted an empirical study of the effectiveness of transformational, transactional and laissez-faire leadership across hierarchical levels in manufacturing organizations in the UK. The aim was to develop a framework of leadership across hierarchical levels that would be useful for leadership development programs and interventions. Managers from 38 companies completed a 360-degree version of the Multifactor Leadership Questionnaire.
- 12) **Kacmar, Bachrach, Harris and Noble (2018)** developed and tested a model that builds directly on social exchange theory to predict different roles for supervisor trust in the relationships between OCB and relationship conflict occurring between supervisors and subordinates and between peers. Specifically, they posited that the association between citizenship behavior and relationship conflict between employees and supervisors is mediated by supervisor trust, while the association between citizenship behaviours and relationship conflict occurring between peers is moderated by supervisor trust. The dual role for supervisor trust in a field study of 160 supervisor-employee dyads was tested. Results supported the different roles played by supervisor trust.
- 13) **Lopez-Dommguez, Enache, Sallan and Simo (2019)** drawn on a general framework of proactive motivation to propose and test a model that evaluates the influence of the individualized consideration dimension of TFL and organizational climate on change-oriented OCB. In this model, individuals' cognitive emotional states (role breadth self-efficacy and felt responsibility for constructive change) act as mediating variables. Using a sample of 602 Spanish employees with higher education, the structural equation modeling indicated that the proposed model fits reasonably well to the data. Research results showed that all hypotheses are significant, thus confirming the results of previous research that finds mediated relations between TFL and other dimensions of OCB.

- 14) **Muchiri, Cooksey and Walumbwa (2019)** examined the separate and combined effects of TFL behaviour and social processes of leadership on key organizational outcomes within Australian local councils. Data was collected from employees of nine local councils. Data were analyzed using item clustering analysis for scale construction. Hierarchical multiple regression analysis was employed and it was found that TFL predicted performance outcomes, collective efficacy/outcomes expectancies and organizational commitment. Social processes of leadership predicted performance outcomes, collective efficacy/outcomes expectancies and organizational citizenship behaviours.
- 15) **Thiagarajan and Kubendran (2019)** identified the various factors that influence the employee's towards OCB. Primary data was collected with the help of structured questionnaire from 103 middle and top level executives of two leading private sector banks in Tamil Nadu, India. The study is a descriptive one. Fifteen questionnaires were distributed for the purpose of pretesting the questionnaire's contents. Type of sampling method used was simple random sampling. It was found that most of the employees in two private sector banks exhibit their citizenship behaviour through helping behaviour, sportsmanship, organizational loyalty, organizational compliance, individual initiative, and civic virtue. Organizations for their future growth and continuous development need to give importance and encourage the employees who exhibit such sort of citizenship behaviour in the organization.
- 16) **Tuan (2020)** examined the three constructs - leadership, organizational trust, and degree of unethical behaviour in conjunction through the data from consumer goods firms in Vietnam. Data was collected from 214 pairs of sales directors and sales managers and processed through analysis of variance and structural equation model. Findings revealed that TSL is correlated with calculus-based trust. TFL, on the other hand, shapes identity and knowledge based trust, which is correlated with less degree of unethical behaviour. Calculus-based trust, by contrast, is associated with greater degree of unethical behaviour. A direct bridge between TFL and less degree of unethical behaviour is also detected. The value of this research resides in its significance that ethical behaviours can be

cultivated by TFL and identity based trust or knowledge-based trust, the former of which can be trained to contribute to the development of the latter.

17) **Zhu, Newman, Miao and Hooke (2020)** examined the mediating effects of cognitive and affective trust on the relationship between follower perceptions of TFL behaviour and their work outcomes. Using data obtained from 318 supervisor-subordinate dyads from a manufacturing organization located in mainland China, structural equation modeling results revealed that affective trust fully mediated the relationships between TFL and the work outcomes of followers, including their affective organizational commitment, OCB, and job performance. In contrast, cognitive trust negatively mediated the relationship between TFL and follower job performance, and had insignificant effects on their affective organizational commitment and organizational citizenship behaviours. These findings highlight the importance of affective trust as a mechanism which translates TFL into positive work outcomes for the organization.

18) **Jain, Giga and Cooper (2020)** identified the impact of organizational stressors on OCB and how POS will moderate in the relationship between stressors and citizenship behaviour. Data was collected from 402 operator level employees from five different call center organizations located around the national capital of India. It was found that negative relationship between organizational stressors and OCB, a significant positive relationship between POS and OCB, and confirmation that POS moderates in the relationship between organizational stressors and OCB.

19) **Kandan and Ali (2021)** examined the relationship between leader member exchange and OCB. Data was collected from 165 respondents (20 officers and 145 support staffs) working at Public sector organization specially Project Implementation and Maintenance Branch headquarters in Kuala Lumpur, Malaysia. Analysis was done using mean, standard deviation, correlation and regression analysis. It was found that there is a high significant correlation between OCB and each of the LMX dimension. There are no significant differences between perceived LMX and OCB according to age.

20) **Hassan and Semercioz (2021)** conducted a study to investigate the phenomenon of trust in its personal and impersonal forms i.e. interpersonal and institutional (organizational) trust with multiple foci i.e. coworkers, supervisor, and institution (organization) in U.S.A through addressing threefold agenda: explored the concept of trust by distinguishing its antecedents i.e., trust or's propensity to trust, the trustor's perceived characteristics of a trustee, and institutional trust from trust, explored whether trust fully mediated the effects of trustworthiness, trust propensity, and institutional trust on behavioural outcomes such as organizational commitment, OCB and employees task performance, and explored that trust relationships vary according to whether the trustee is a supervisor/leader versus a coworker.

21) **Annamalai, Abdullah and Alazidiyeen (2021)** identified the influence of organizational justice and trust towards teachers' trust (organizational level) and teachers' satisfaction in performance appraisal (individual level) with organizational support as a mediator variable. Data was collected from 714 teachers who were randomly chosen from 102 secondary schools from the Northern States of Peninsular Malaysia. Analysis using hierarchical linear modeling proved that organizational justice has a positive influence on both teachers' trust towards the organization and teachers' satisfaction in performance appraisal. Also, teachers trust towards organization was found to have a positive influence on teachers' satisfaction in performance appraisal. This study also shows that organizational support does not react as a mediator on the relationship between organizational justice and teachers' trust.

22) **Bodla and Nawaz (2022)** examined full range of leadership styles such as transformational, transactional and passive/avoidant leadership styles among teaching faculty members of higher education institutes and universities. The current study seeks to determine the leadership style of regular faculty members employed by public as well as private sector higher education institutes and universities. Data were collected by administering MLQ to 265 faculty members in Punjab, Pakistan. The results revealed that the faculty members in both public and private sectors were practicing transformational and passive/avoidant leadership styles to the same extent. On the other hand, TSL was being

experienced significantly with higher degree by the faculty members in private sector than those in public sector.

- 23) **Sharkie (2022)** aimed to contribute to the debate on employee performance by discussing the importance of trust in encouraging performance. The study was based on a literature review of discretionary contributions to the organization and employee trust in their leaders. There is strong evidence that the vulnerability of employees in the employment relationship has increased the importance of trust in encouraging The importance of trust for employee behaviour has been well documented but the fragility of the psychological contract shows that discretionary extra-role behaviour will be context specific. Organizations need employees to perform beyond expectations and the importance of trust in encouraging this performance was shown.
- 24) **Park (2022)** examined whether human resource management systems and practices, work motivation attributes, and leadership impacted on two aspects of organizational trust i.e. cognition-based (rational) trust and affectbased (relational) trust in 46 federal agencies. Data was collected from 22731 employees of U.S. Merit Systems Protection Board, Merit Principles Survey 2005, and Best Places to Work index scores in the federal government using stratified random sample design. Techniques used for analysis were Anocova and hierarchical linear modeling. It was found that these predictors i.e. HR management systems and practices, work motivation attributes, leadership have positive and significant effect in fostering organizational trust i.e. cognition based and affect-based trust in federal agencies.
- 25) **Liu (2023)** examined the relationships between organizational support, affective commitment, and OCB for expatriates. Data was collected from 162 expatriates, working in 37 subsidiaries of multinational corporations located in Mainland China. Results indicated that POS from both the parent company and the subsidiary significantly related to affective commitment and organizational directed OCB. It is showed that the affective commitment acted as a partial mediator of the relationship between parent company POS and organizational directed OCB, and a full mediator of the relationship between subsidiary POS and organizational-directed OCB.

26) **Ghani and Hussin (2023)** identified the relationship between three variables (i.e. trust, access to information and access to opportunity to learn and develop) and POS. Study also aimed to identify the most effective predictor of POS. Data was collected from 312 lecturers from 25 private institutions of higher education in three Malaysian states (Kedah, Penang and Kelantan). Techniques used for analysis were mean, standard deviation, correlation and regression analysis. Correlation analyses showed high positive relationship between antecedents (trust, access to information, and access to opportunity to learn and develop) and POS. Regression analysis indicated that all three antecedents under study were significant predictors of POS. Trust was identified as the most effective predictor of POS.

27) **Whiting, Podsak off and Pierce (2023)** investigated the relationship between OCB and performance appraisal ratings, the vast majority of these studies had been cross-sectional, correlation investigations conducted in organizational settings that do not allow researchers to establish the causal nature of this relationship. To address this lack of knowledge regarding causality, two studies were designed to investigate the effects of task performance, helping behaviour, voice, and organizational loyalty on performance appraisal evaluations. Findings demonstrated that each of these forms of behaviour had significant effects on performance evaluation decisions and suggest that additional attention should be directed at both voice and organizational loyalty as important forms of citizenship behaviour aimed at the organization.

2.3. CONCLUSION:

Organizational Citizenship Behaviour has a tremendous impact on the Employees Performance. This is the common point of all the reviews and literatures presented by various authors regarding the OCB. These are the various journals that have been taken into consideration while framing the questions related to my study. The current study is an endeavor to fill the lacunae in the empirical research by exploring the role of Organizational Citizenship Behaviour and performance in the organizational setting by evaluating the constructs rigorously. Furthermore, this present study will also delve into dimensions of Organizational Citizenship Behaviour such as Altruism, Conscientiousness, Courtesy, Sportsmanship, and Civic virtue factors.

CHAPTER 3 – RESEARCH METHODOLOGY

3.1.METHODOLOGY:

The analysis methodology shows the ways in which and means that to be followed within the analysis activities ranging from investigation to presentation of analysis report. It includes the analysis style, population of the study, sampling framework, construct development, knowledge assortment, framework of study and limitations. The methodology followed within this study is summarized below,

The first and foremost step is defining and selecting a research problem. As a researcher, a problem is identified and the formulated to prepare a research.

3.2.RESEARCH DESIGN:

A research style could be a framework for guiding a pursuit project. It describes the procedure essential for getting the data needed to structure and solve analysis issue. It enumerates the data required, the look of the analysis, the required scaling procedures, the development and pretest of forms, the sampling method, the sample size and also the set up of knowledge analysis.

The research design that is used in my project is ***Descriptive research***. It is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

It is a ***qualitative and quantitative study***. The method is research used here is survey method created using Google forms and also directly by visiting companies. The research is conducted to study and analyze the influencing of Organizational Citizenship Behaviour towards Next Art Creations Company at Chennai.

A sampling technique that is used in my project is ***CONVENIENT SAMPLING TECHNIQUE***. A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach. A convenient number of samples are selected for my research and data are collected. It is described in the research.

3.3. SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data. The data is collected through two methods,

- **PRIMARY DATA** – The data collection made in this project is done through collection of data through a questionnaire. Primary data sources are being considered as the questionnaire was directly collected from the employees of the company and they responded with their desired answers for the set of questions given to them. The data collected are of qualitative. Questionnaire were given to 250 respondents and data is collected.
- **SECONDARY DATA** - Websites and online journals, Published reports & Review of literature from published articles

3.4. STRUCTURE OF THE QUESTIONNAIRE:

This questionnaire follows a simple and basic layout. It is not complicated and hence it is made easy for the participants to respond to the questionnaire without any delay or confusion. The set of questions and the answer options present in the questionnaire are pre-determined and are constructed by myself based on general questions regarding the main topic. Detailed questionnaire is in Annexure 1.

The structure of questionnaire used in this project is as follows:

TABLE 3.1. TABLE INDICATING STRUCTURE OF QUESTIONNAIRE

VARIABLES	PARTICULARS	QUESTION TYPE
SOCIO DEMOGRAPHIC	Age, Gender, Marital Status, Education, Annual income, Experience and Designation	Multiple Choice Question
EMPLOYEES OPINIONS TOWARDS COMPANY POLICY OF RESPONDENTS	It concerned about the frequently of involvement of employees in company activities and cooperativeness for company policies and procedures	Frequency (Always, Regularly, Often, Sometimes, Rarely)
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR	It concerned with Organizational Citizenship Dimensions such as ALTRUISM, COURTESY, CONSCIOUSNESS, CIVIC VIRTUE AND SPORTSMANSHIP as the variables	Agreement Likert scale Question (Strongly agree, Agree, Neutral, Disagree and Strongly Disagree)

IMPROVEMENT NEEDED ON OCB	To find the importance of Organizational Citizenship in the company and the ways to improve it	(HI – Highly Important, I – Important, NIN – Neither Important nor Not Important, NI – Not Important, NAI – Not at All Important)
OVERALL SATISFACTION WITH NEXT ART CREATIONS COMPANY ORGANIZATIONAL CITIZENSHIP BEHAVIOUR	Next Art Creations Company	Check box question & Rating scale question 1 to 5
SUGGESTION	To Suggest A Opinion For Adding A Value To Company Through ORGANIZATIONAL CITIZENSHIP BEHAVIOUR	OPEN ENDED QUESTION

3.4.8. PILOT STUDY:

Before the collection of relevant data to test the hypothesis, it is essential to ascertain the applicability of the instrument to the population being studies. Hence, pilot study is undertaken with the objectives to evaluate the tools prepared for the study and to find whether they are providing the information required.

3.5. SAMPLE SIZE:

The sample size for the project had a target of 250 participants. The fixed target of the sampling size has been achieved as the total number of respondents for the survey questionnaire was 250. Total of 250 responses helped the project to analyze more responses and it helped to derive a conclusion regarding the influencing of Organizational Citizenship Behaviour towards Next Art Creations Company at Chennai.

3.6. PERIOD OF STUDY:

This is a one-time research where the research is conducted only for one time and that the project is based on the responses derived from a definite period of time. The study was conducted for a period of 3 Months from January 2023 to April 2023. The entire project is based on the responses collected from the 250 participants in the 3 months time period and the report is prepared successfully.

3.7.PROFILE AREA OF STUDY:

The profile area of my study are Employees of Next Art Creations, Adyar, Chennai.

3.8.HYPOTHESIS: NULL HYPOTHESIS:

H₀₁(Null hypothesis) = There is no Significant difference between the Age And the Personal Factors Relating OCB.

H₀₂(Null hypothesis) = There is no Significant difference between the Personal Employee Performance Factors and the Organizational Citizenship Behaviour Dimensions.

H₀₃(Null hypothesis) = There is no significant difference between male and female with respect to the Organizational Citizenship Behaviour

ALTERNATE HYPOTHESIS:

H₁₁(Null hypothesis) = There is a Significant difference between the Age And the Personal Factors Relating OCB

H₁₂(Alternate hypothesis) = There is a Significant difference between the Personal Employee Performance Factors and the Organizational Citizenship Behaviour Dimensions.

H₁₃(Alternate hypothesis) = There is no significant difference between male and female with respect to the Organizational Citizenship Behaviour.

3.9.TOOLS FOR ANALYSIS:

As mentioned earlier, the analytical tool used for the project are of qualitative variables (words and letters) and the use of quantitative variable is used only for measuring the level of satisfaction on the survey using rating scale of 1-10. Also, the method used to arrive at a conclusion in this project is sampling where the survey is sent to the participants directly to request for their response for the pre-determined questions and options included in the questionnaire.

3.9.1.PERCENTAGE DATA ANALYSIS

It is technique used to do data analysis and exhibited in pie diagrams, Bar charts, Histograms etc in the following chapters. Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is

appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

1. INDEPENDENT T TEST

PURPOSE:

The T Test compares the mean score of a sample to a known value. Usually, the known value is a population mean.

Formula

$$t = \frac{m - \mu}{s / \sqrt{n}}$$

t = Student's t-test
 m = mean
 μ = theoretical value
 s = standard deviation
 n = variable set size

ASSUMPTION:

- ❖ The variable that is considered in the one sample T test must be metric.
- ❖ The dependent variable is normally distributed.

2. CHI SQUARE TEST

PURPOSE:

Chi-square which is available in cross tab is used to test whether there is a significant association between two variables.

ASSUMPTION:

- ❖ The two variables that are to be applied in chi-square analysis must be of type category.
- ❖ Independence - The observations are always assumed to be independent of each other.

Formula

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

χ^2 = chi squared

O_i = observed value

E_i = expected value

3. ANOVA

PURPOSE:

The one-way **ANOVA** is used to determine whether there are any statistically significant differences between the means of **three or more independent groups**.

ASSUMPTION:

- ❖ The variables must be normally distributed, Samples are independent.
- ❖ Variances of populations are equal, It is a simple random sample (SRS).

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Squares	F Value
Between Groups	$SSB = \sum n_j (\bar{X}_j - \bar{X})^2$	$df_1 = k - 1$	$MSB = SSB / (k - 1)$	$f = MSB / MSE$
Error	$SSE = \sum \sum (X - \bar{X}_j)^2$	$df_2 = N - k$	$MSE = SSE / (N - k)$	
Total	$SST = SSB + SSE$	$df_3 = N - 1$		

3.10. PREPARATION AND PRESENTATION OF REPORT:

Finally, the project report is prepared with the detailed findings, suggestions and ended with conclusion.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

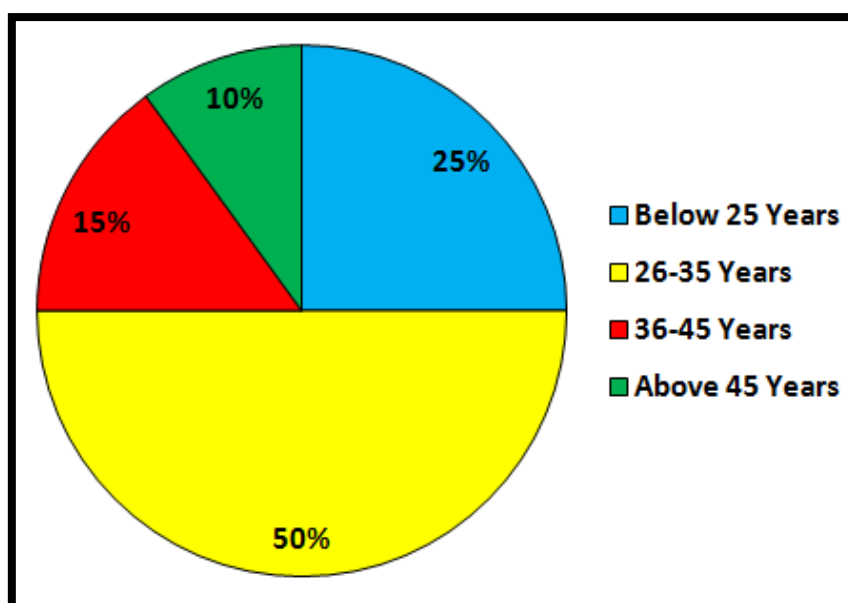
1. AGE

TABLE.4.1.1. TABLE INDICATING AGE OF THE RESPONDENTS

AGE	FREQUENCY	PERCENTAGE
Below 25 Years	62	25%
26-35 Years	125	50%
36-45 Years	38	15%
Above 45 Years	25	10%
TOTAL	250	100 %

Source: Primary Data

CHART.4.1.1. CHART REPRESENTING AGE OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 25% of the respondents are under the age group of Below 25 years, 50% of the respondents are under the age group of 26 to 35 years, 15% of the respondents are under the age group of 36 to 45 years and 10% of the respondents are more than 45 years of age.

INFERENCE:

Majority (50%) of the respondents are under the age group of 26 to 35 years.

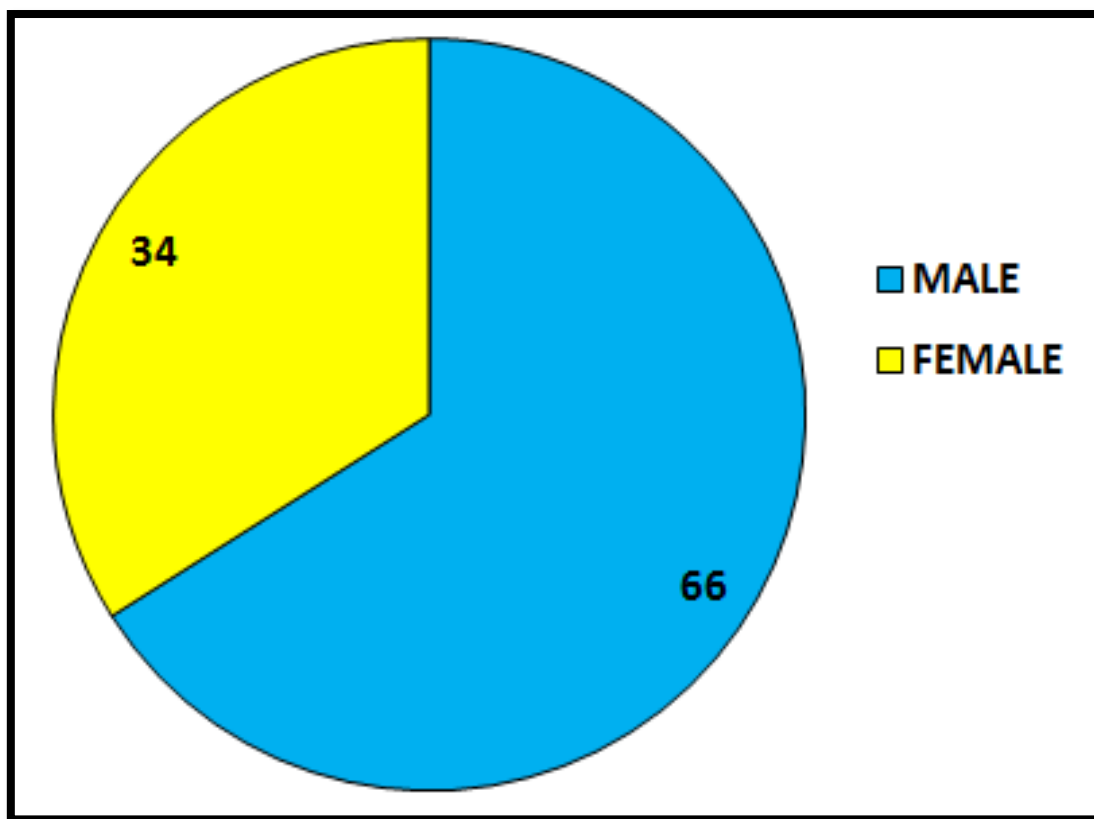
2. GENDER

TABLE.4.1.2. TABLE INDICATING GENDER OF THE RESPONDENTS

GENDER	NO.OF RESPONDENTS	PERCENTAGE
MALE	165	66%
FEMALE	85	34%
TOTAL	250	100

Source: Primary Data

CHART.4.1.2. CHART REPRESENTING GENDER OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 66% of the respondents are male and, 34 % of the respondents are female.

INFERENCE:

Majority (66%) of the respondents are male

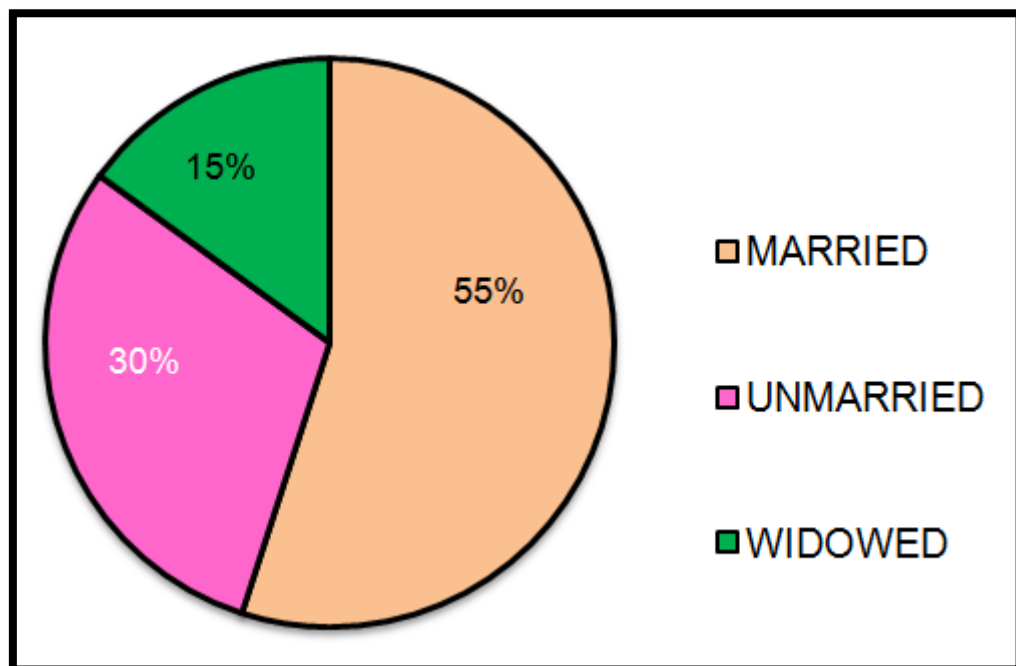
3. MARITAL STATUS

TABLE.4.1.3. TABLE INDICATING THE MARITAL STATUS OF THE RESPONDENTS

MARITAL STATUS	FREQUENCY	PERCENTAGE
MARRIED	137	55%
UNMARRIED	75	30%
WIDOWED	38	15%
TOTAL	250	100

Source: Primary Data

CHART.4.1.3. CHART REPRESENTING MARITAL STATUS OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 55% of the respondents are married (137) , 30% of the respondents are unmarried (75) and 15% of them are widowed.

INFERENCE:

Majority (137) of the respondents are married as they constitutes 55% of my sample.

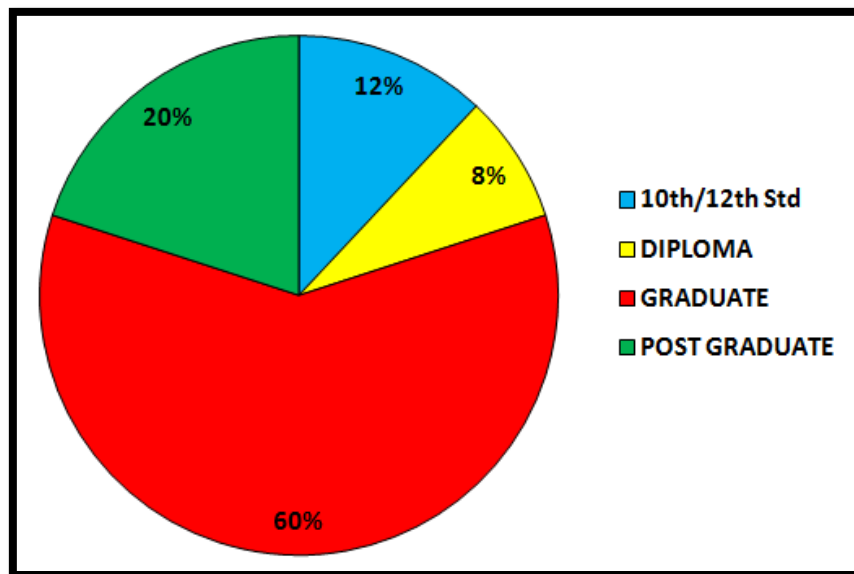
4. WHAT IS YOUR EDUCATION QUALIFICATION?

TABLE.4.1.4. TABLE INDICATING EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

EDUCATIONAL QUALIFICATION	FREQUENCY	PERCENTAGE
10th/12th Std	30	12%
DIPLOMA	20	8%
GRADUATE	150	60%
POST GRADUATE	50	20%
TOTAL	250	100%

Source: Primary Data

CHART.4.1.4. CHART REPRESENTING EDUCATIONAL QUALIFICATION OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 12% of the respondents qualified with 10th or 12th std, 8% of the respondents are diploma employees, 60% of the respondents are graduates and 20% of the respondents are post graduate.

INFERENCE:

Majority (60%) of the respondents are graduates.

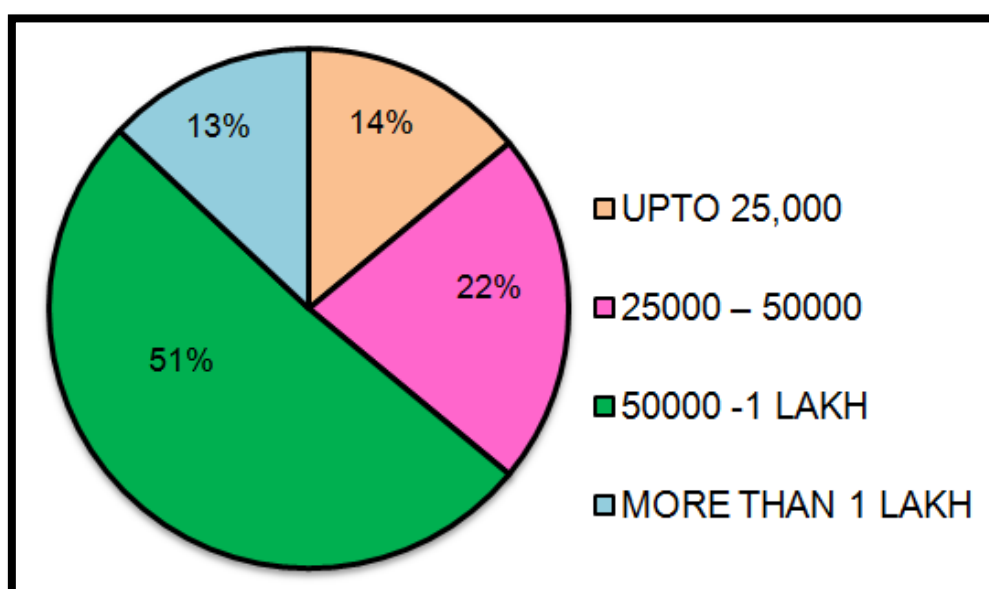
5. WHAT IS YOUR ANNUAL INCOME?

TABLE.4.1.5. TABLE INDICATING ANNUAL INCOME OF THE RESPONDENTS

ANNUAL INCOME	FREQUENCY	PERCENTAGE
UPTO 25,000	35	14%
25000 – 50000	55	22%
50000 -1 LAKH	128	51%
MORE THAN 1 LAKH	32	13%
TOTAL	250	100%

Source: Primary Data

CHART.4.1.5. CHART REPRESENTING ANNUAL INCOME OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 14% of the respondents earning upto Rs. 25,000 as annual income, 22% of the respondents are earning from Rs. 25,000 to Rs.50,000 as annual income, 51 % of the respondents are earning from Rs.50,000 to Rs.1,00,000 as annual income and 13% of the respondents are earning more than 1 Lakh as annual income.

INFERENCE:

Majority (51%) of the respondents are earning from Rs.50,000 to Rs.1,00,000 as annual income in this company.

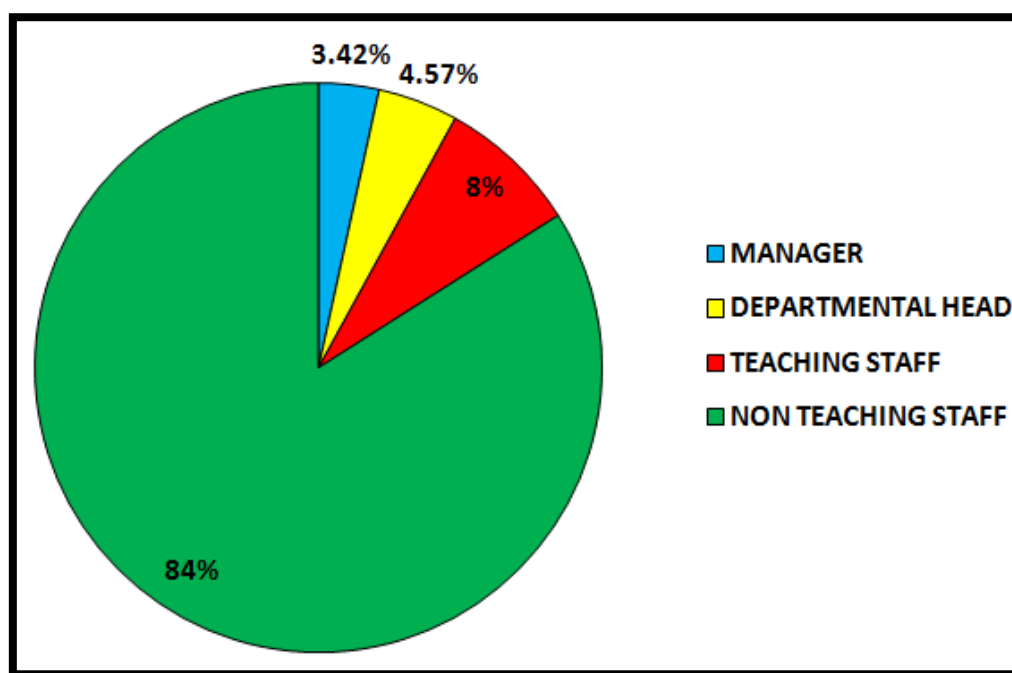
6. What is your Designation?

TABLE.4.1.6. TABLE INDICATING DESIGNATION OF THE RESPONDENTS

DESIGNATION	FREQUENCY	PERCENTAGE
MANAGER	9	3.42%
DEPARTMENTAL HEAD	11	4.57%
TEACHING STAFF	20	8%
NON TEACHING STAFF	210	84%
TOTAL	250	100%

Source: Primary Data

CHART.4.1.6. CHART REPRESENTING DESIGNATION OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 3.42% of the respondents are managers, 4.52% of the respondents are departmental heads, 8 % of the respondents are supervisor and 84% of the respondents are employees working in this company.

INFERENCE:

Majority (84%) of the respondents are employees working in this company.

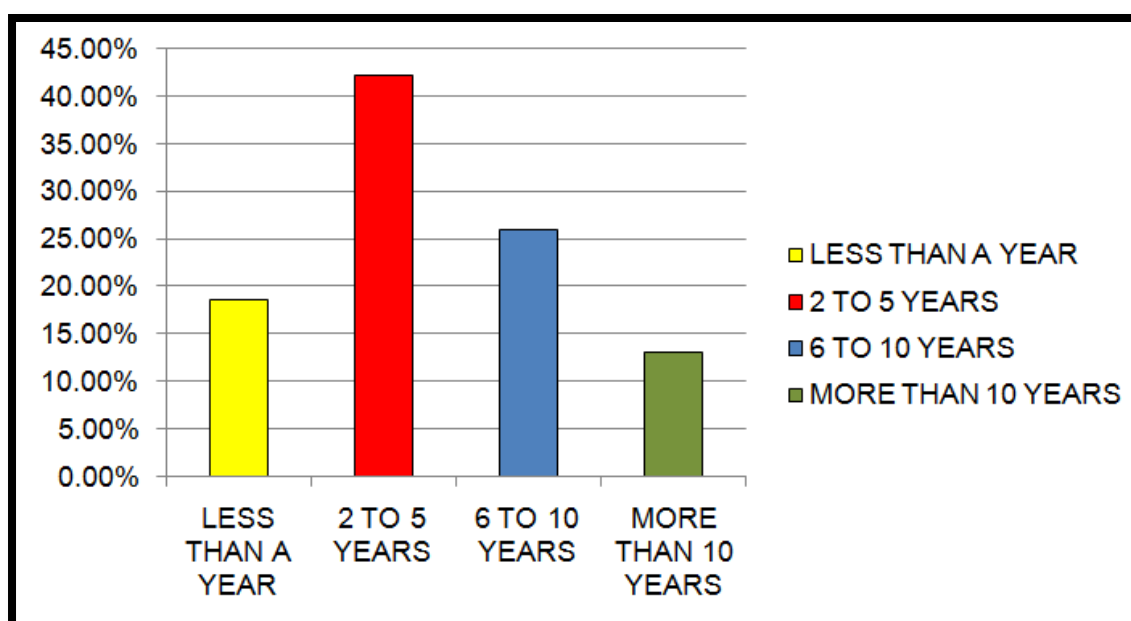
7. What is your Length of service in this company?

TABLE.4.1.7. TABLE INDICATING EXPERIENCE OF THE RESPONDENTS

EXPERIENCE	FREQUENCY	PERCENTAGE
LESS THAN A YEAR	46	18.57%
2 TO 5 YEARS	106	42.28%
6 TO 10 YEARS	65	26%
MORE THAN 10 YEARS	33	13.14%
TOTAL	250	100%

Source: Primary Data

CHART.4.1.7. CHART REPRESENTING EXPERIENCE OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 18.57% of the respondents are working less than a year, 42.28% of the respondents are working for 2 to 5 years, 26% of the respondents are working for 6 to 10 years and 13.14% of the respondents are working for more than 10 years.

INFERENCE:

Majority (42.28%) of the respondents are working for 2 to 5 years.

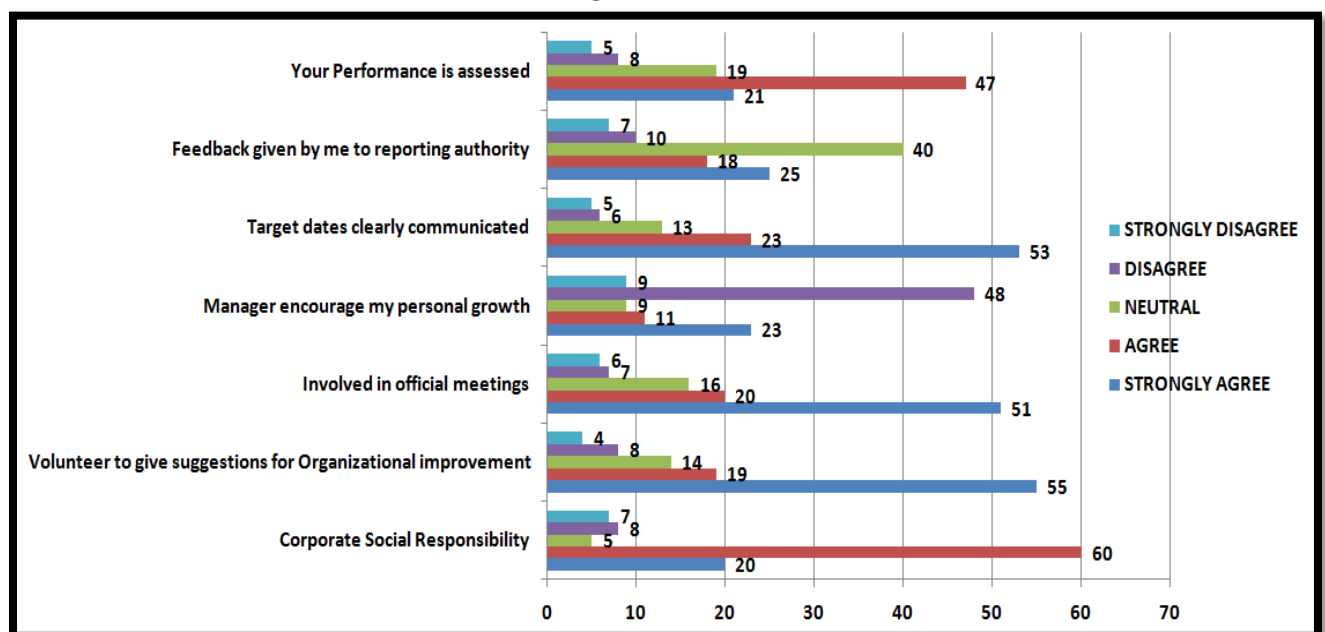
8. FREQUENCY OF INVOLVEMENT

TABLE.4.1.8. TABLE INDICATING THE STATEMENTS OF FREQUENCY OF INVOLVEMENT

FREQUENCY OF INVOLVEMENT	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Corporate Social Responsibility	50	20	150	60	13	5	20	8	17	7	250	100
Volunteer to give suggestions for Organizational improvement	137	55	48	19	35	14	20	8	10	4	250	100
Involved in official meetings	128	51	50	20	40	16	17	7	15	6	250	100
Manager encourage my personal growth	58	23	28	11	22	9	120	48	22	9	250	100
Target dates clearly communicated	133	53	57	23	32	13	15	6	13	5	250	100
Feedback given by me to reporting authority	62	25	45	18	100	40	25	10	18	7	250	100
Your Performance is assessed	52	21	117	47	48	19	20	8	13	5	250	100

Source: Primary Data

CHART.4.1.8. CHART REPRESENTING STATEMENTS OF FREQUENCY OF INVOLVEMENT



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 20% of the respondents are always, 60% of respondents are regularly, 5% of respondents are often, 8% of respondents are sometimes and 7% of respondents are rarely to the statement that Corporate Social Responsibility.
- 55% of the respondents are always, 19% of respondents are regularly, 14% of respondents are often, 8% of respondents are sometimes and 4% of respondents are rarely to the statement that Volunteer to give suggestions for Organizational improvement.
- 51% of the respondents are always, 20% of respondents are regularly, 16% of respondents are often, 7% of respondents are sometimes and 6% of respondents are rarely to the statement that Involved in official meetings.
- 23% of the respondents are always, 11% of respondents are regularly, 9% of respondents are often, 48% of respondents are sometimes and 9% of respondents are rarely to the statement that Manager encourage my personal growth.
- 53% of the respondents are always, 23% of respondents are regularly, 13% of respondents are often, 6% of respondents are sometimes and 5% of respondents are rarely to the statement that Target dates clearly communicated.
- 25% of the respondents are always, 18% of respondents are regularly, 40% of respondents are often, 10% of respondents are sometimes and 7% of respondents are rarely to the statement that Target dates clearly communicated
- 21% of the respondents are always, 47% of respondents are regularly, 19% of respondents are often, 8% of respondents are sometimes and 5% of respondents are rarely to the statement that Target dates clearly communicated

INFERENCE:

- Majority (60%) are agree to the statement that Top Management Clarify Information And Aloes Of Environmental Management Throughout Organization.

- Majority 60% of respondents stated regularly to the statement that Corporate Social Responsibility.
- Majority 55% of the respondents stated always to the statement that Volunteer to give suggestions for Organizational improvement.
- Majority 51% of the respondents stated always to the statement that Involved in official meetings.
- Majority 48% of respondents stated sometimes to the statement that Manager encourage my personal growth.
- Majority 53% of the respondents stated always to the statement that Target dates clearly communicated.
- Majority 40% of respondents stated often to the statement that Target dates clearly communicated.
- Majority 47% of respondents stated regularly to the statement that Target dates clearly communicated.

PART – III - ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Rate the following variables at five point scale:(SA – Strongly Agree, A – Agree, N- Neutral, DA – Disagree, SDA – Strongly Disagree)

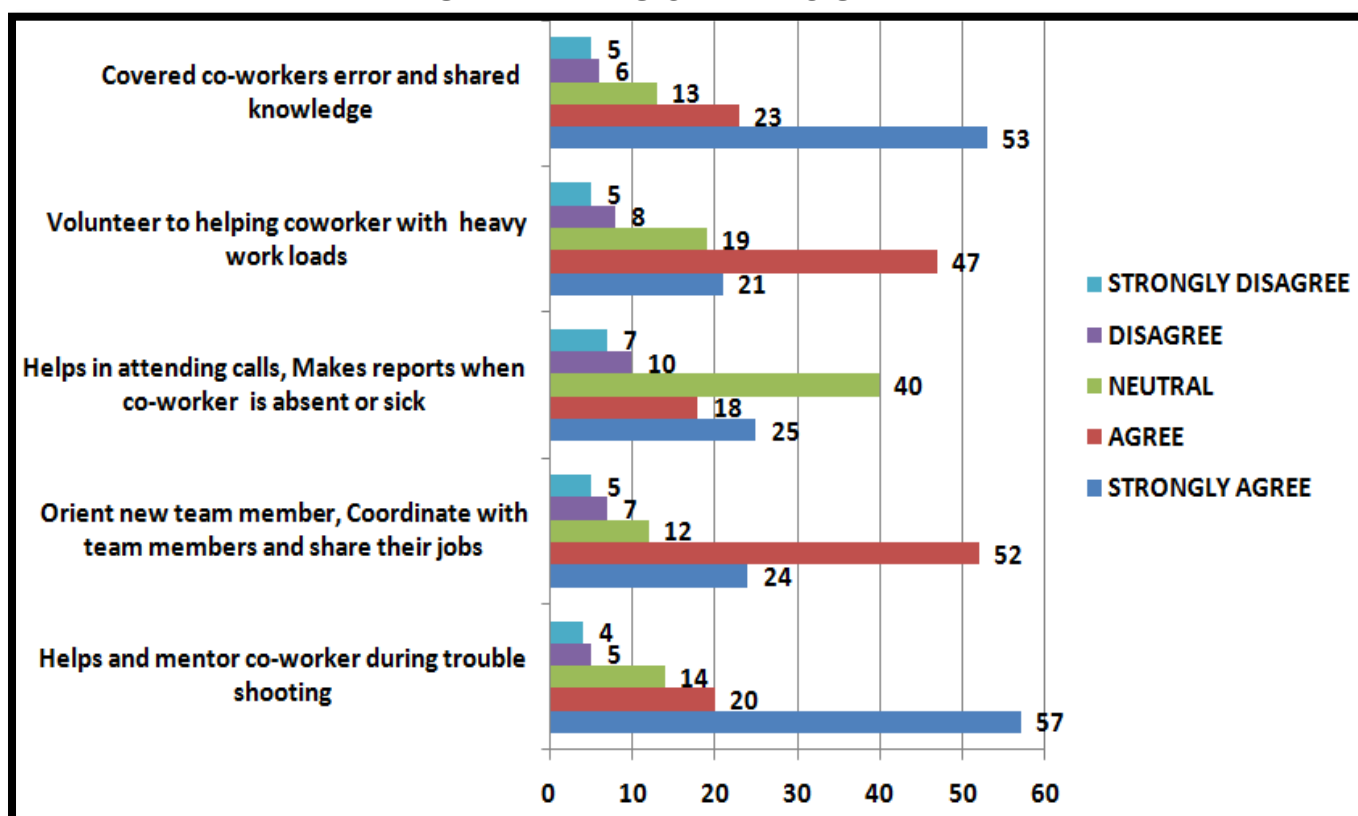
9. ALTRUISM

TABLE.4.1.9. TABLE INDICATING THE STATEMENTS OF ALTRUISM

ALTRUISM	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Helps and mentor co-worker during trouble shooting	143	57	50	20	35	14	12	5	10	4	250	100
Orient new team member, Coordinate with team members and share their jobs	60	24	130	52	15	12	17	7	12	5	250	100
Helps in attending calls, Makes reports when co-worker is absent or sick	63	25	45	18	100	40	25	10	17	7	250	100
Volunteer to helping coworker with heavy work loads	53	21	117	47	48	19	20	8	12	5	250	100
Covered co-workers error and shared knowledge	133	53	58	23	32	13	15	6	12	5	250	100

Source: Primary Data

**CHART.4.1.9. CHART REPRESENTING THE STATEMENTS OF
STATEMENTS OF ALTRUISM**



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 57% of the respondents are strongly agreed, 20% of respondents are agreed, 14% of respondents are neutral, 5% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Helps and mentor co-worker during trouble shooting.
- 24% of the respondents are strongly agreed, 52% of respondents are agreed, 12% of respondents are neutral, 7% of respondents are disagreed and 5% of respondents are strongly disagreed to the statement that Orient new team member, Coordinate with team members and share their jobs.
- 25% of the respondents are strongly agreed, 18% of respondents are agreed, 40% of respondents are neutral, 10% of respondents are disagreed and 7% of respondents are strongly disagreed to the statement that Helps in attending calls, Makes reports when co-worker is absent or sick .
- 21% of the respondents are strongly agreed, 47% of respondents are agreed, 19% of respondents are neutral, 8% of respondents are disagreed and 5% of

respondents are strongly disagreed to the statement that Volunteer to helping coworker with heavy work loads.

- 53% of the respondents are strongly agreed, 23% of respondents are agreed, 13% of respondents are neutral, 6% of respondents are disagreed and 5% of respondents are strongly disagreed to the statement that Covered co-workers error and shared knowledge.

INFERENCE

- Majority 57% of the respondents are strongly agreed to the statement that Helps and mentor co-worker during trouble shooting.
- Majority 52% of respondents are agreed to the statement that Orient new team member, Coordinate with team members and share their jobs.
- Majority 40% of respondents are neutral to the statement that Helps in attending calls, Makes reports when co-worker is absent or sick .
- Majority 47% of respondents are agreed to the statement that Volunteer to helping coworker with heavy workloads.
- Majority 53% of the respondents are strongly agreed to the statement that Covered co-workers error and shared knowledge.

10. COURTESY

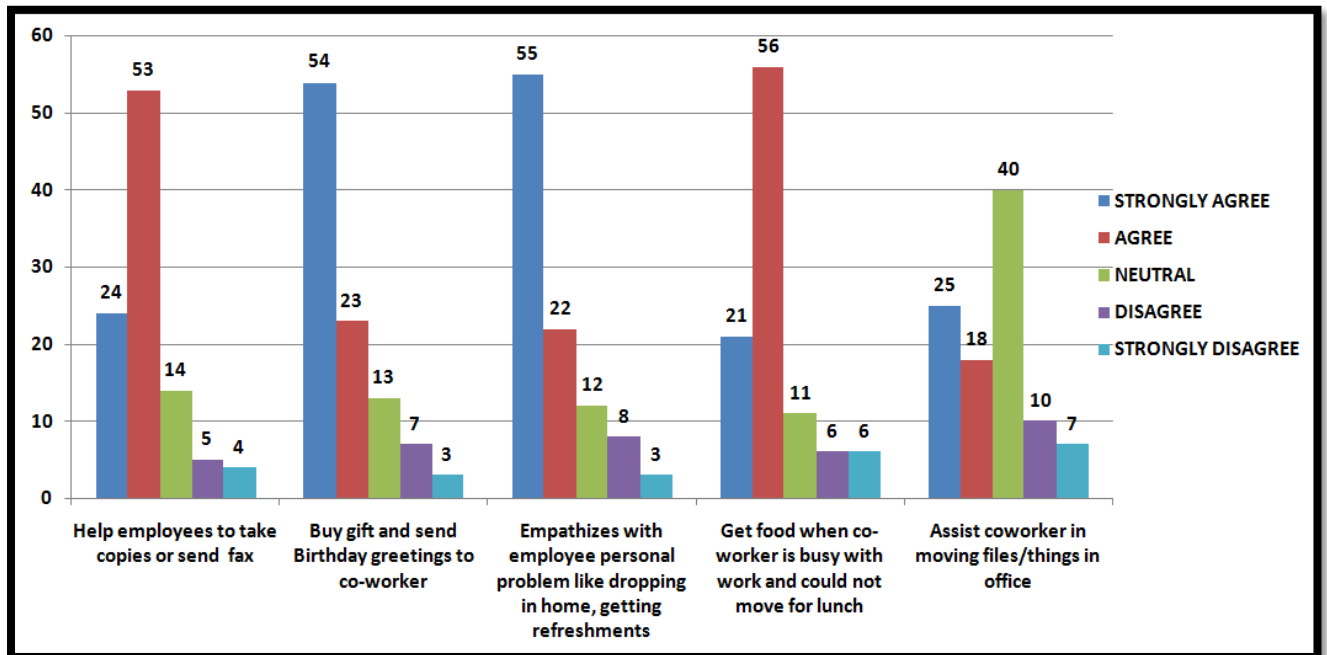
TABLE.4.1.10. TABLE INDICATING THE STATEMENTS OF COURTESY

COURTESY	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Help employees to take copies or send fax	60	24	132	53	35	14	13	5	10	4	250	100
Buy gift and send Birthday greetings to co-worker	135	54	58	23	32	13	17	7	8	3	250	100
Empathizes with employee personal problem like dropping in home, getting refreshments	137	55	55	22	30	12	20	8	8	3	250	100
Get food when co-worker is busy with work and could not move for lunch	53	21	140	56	27	11	15	6	15	6	250	100

Assist coworker in moving files/things in office	63	25	45	18	100	40	25	10	17	7	250	100
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Source: Primary Data

CHART.4.1.10. CHART REPRESENTING THE STATEMENTS OF COURTESY



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 24% of the respondents are strongly agreed, 53% of respondents are agreed, 14% of respondents are neutral, 5% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Help employees to take copies or send fax.
- 24% of the respondents are strongly agreed, 53% of respondents are agreed, 14% of respondents are neutral, 5% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Buy gift and send Birthday greetings to co-worker.
- 24% of the respondents are strongly agreed, 53% of respondents are agreed, 14% of respondents are neutral, 5% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Empathizes with employee personal problem like dropping in home, getting refreshments.
- 24% of the respondents are strongly agreed, 53% of respondents are agreed, 14% of respondents are neutral, 5% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Get food when co-worker is busy with work and could not move for lunch.

respondents are strongly disagreed to the statement that Get food when co-worker is busy with work and could not move for lunch .

- 25% of the respondents are strongly agreed, 18% of respondents are agreed, 40% of respondents are neutral, 10% of respondents are disagreed and 7% of respondents are strongly disagreed to the statement that Assist coworker in moving files/things in office.

INFERENCE:

- Majority 53% of respondents are agreed to the statement that Help employees to take copies or send fax.
- Majority 53% of respondents are agreed to the statement that Buy gift and send Birthday greetings to co-worker.
- Majority 53% of respondents are agreed to the statement that Empathizes with employee personal problem like dropping in home, getting refreshments.
- Majority 53% of respondents are agreed to the statement that Get food when co-worker is busy with work and could not move for lunch .
- Majority 40% of respondents are neutral to the statement that Assist coworker in moving files/things in office.

11. CONSCIENTIOUSNESS

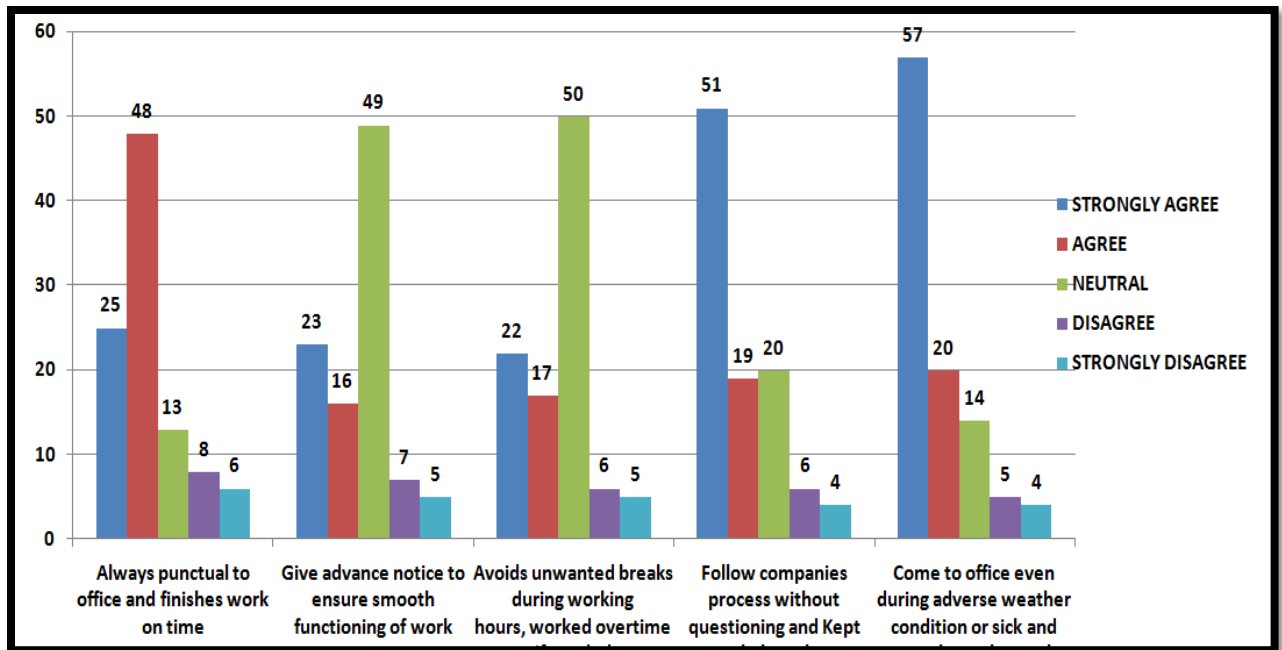
TABLE.4.1.11. TABLE INDICATING THE STATEMENTS OF CONSCIENTIOUSNESS

CONSCIENTIOUSNESS	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Always punctual to office and finishes work on time	63	25	120	48	32	13	20	8	15	6	250	100
Give advance notice to ensure smooth functioning of work	58	23	40	16	122	49	17	7	13	5	250	100
Avoids unwanted breaks during working hours, worked overtime if needed	55	22	42	17	125	50	15	6	13	5	250	100

Follow companies process without questioning and Kept workplace clean	127	51	48	19	50	20	15	6	10	4	250	100
Come to office even during adverse weather condition or sick and completes the work	142	57	50	20	35	14	13	5	10	4	250	100

Source: Primary Data

CHART.4.1.11. CHART REPRESENTING THE STATEMENTS OF CONSCIENTIOUSNESS



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 25% of the respondents are strongly agreed, 48% of respondents are agreed, 13% of respondents are neutral, 8% of respondents are disagreed and 6% of respondents are strongly disagreed to the statement that Always punctual to office and finishes work on time.
- 23% of the respondents are strongly agreed, 16% of respondents are agreed, 49% of respondents are neutral, 7% of respondents are disagreed and 5% of

respondents are strongly disagreed to the statement that Give advance notice to ensure smooth functioning of work.

- 22% of the respondents are strongly agreed, 17% of respondents are agreed, 50% of respondents are neutral, 6% of respondents are disagreed and 5% of respondents are strongly disagreed to the statement that Avoids unwanted breaks during working hours, worked overtime if needed.
- 51% of the respondents are strongly agreed, 19% of respondents are agreed, 20% of respondents are neutral, 6% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Follow companies process without questioning and Kept workplace clean.
- 57% of the respondents are strongly agreed, 20% of respondents are agreed, 14% of respondents are neutral, 5% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Come to office even during adverse weather condition or sick and completes the work.

INFERENCE:

- Majority 48% of respondents are agreed to the statement that Always punctual to office and finishes work on time.
- Majority 49% of respondents are neutral to the statement that Give advance notice to ensure smooth functioning of work.
- Majority 50% of respondents are neutral to the statement that Avoids unwanted breaks during working hours, worked overtime if needed.
- Majority 51% of the respondents are strongly agreed to the statement that Follow companies process without questioning and Kept workplace clean.
- Majority 57% of the respondents are strongly agreed to the statement that Come to office even during adverse weather condition or sick and completes the work.

12. CIVIC VIRTUE

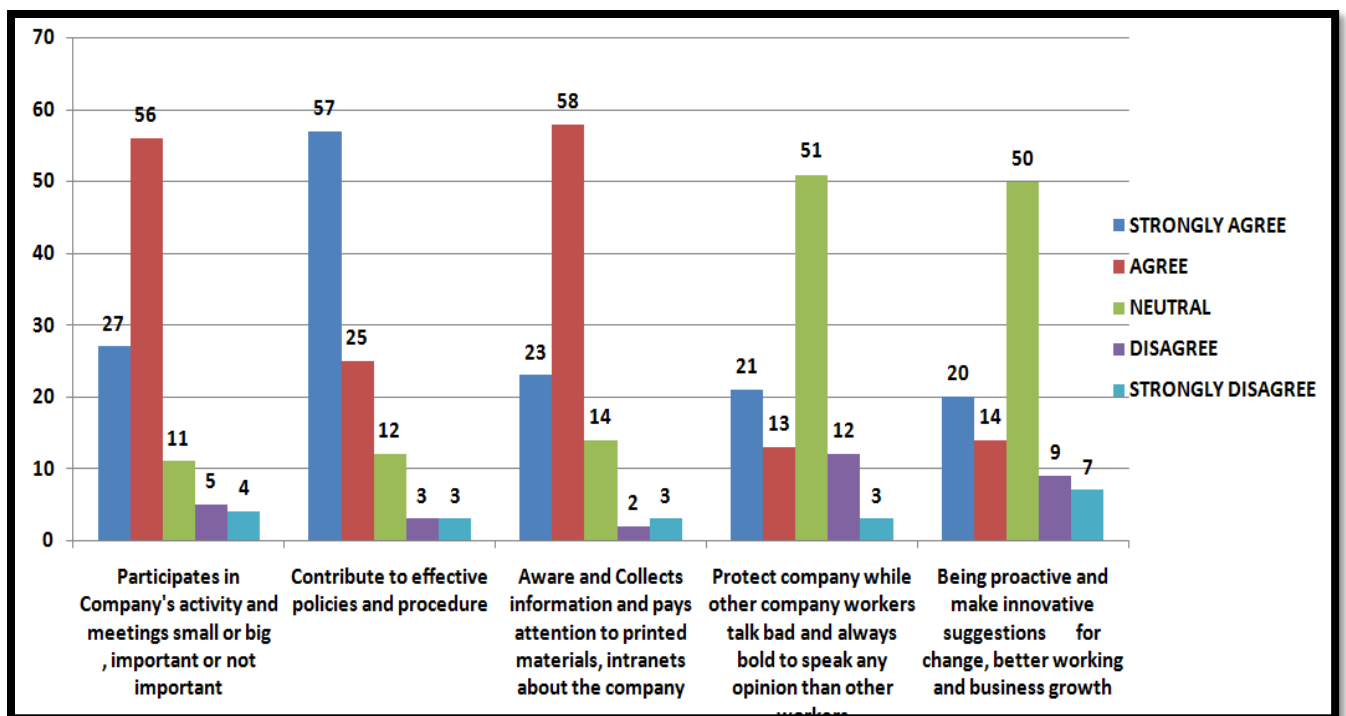
TABLE.4.1.12. TABLE INDICATING THE STATEMENTS OF CIVIC VIRTUE

CIVIC VIRTUE	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Participates in Company's activity and meetings small or big , important or not important	68	27	140	56	27	11	13	5	10	4	250	100

Contribute to effective policies and procedure	142	57	62	25	30	12	8	3	8	3	250	100
Aware and Collects information and pays attention to printed materials, intranets about the company	57	23	145	58	35	14	5	2	8	3	250	100
Protect company while other company workers talk bad and always bold to speak any opinion than other workers	52	21	32	13	128	51	30	12	8	3	250	100
Being proactive and make innovative suggestions for change, better working and business growth	50	20	35	14	125	50	23	9	17	7	250	100

Source: Primary Data

CHART.4.1.12. CHART REPRESENTING THE STATEMENTS OF CIVIC VIRTUE



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 27% of the respondents are strongly agreed, 56% of respondents are agreed, 11% of respondents are neutral, 5% of respondents are disagreed and 4% of

respondents are strongly disagreed to the statement that Participates in Company's activity and meetings small or big ,important or not important.

- 57% of the respondents are strongly agreed, 25% of respondents are agreed, 12% of respondents are neutral, 3% of respondents are disagreed and 3% of respondents are strongly disagreed to the statement that Contribute to effective policies and procedure.
- 23% of the respondents are strongly agreed, 58% of respondents are agreed, 14% of respondents are neutral, 2% of respondents are disagreed and 3% of respondents are strongly disagreed to the statement that Aware and Collects information and pays attention to printed materials, intranets about the company.
- 21% of the respondents are strongly agreed, 13% of respondents are agreed, 51% of respondents are neutral, 12% of respondents are disagreed and 3% of respondents are strongly disagreed to the statement that Protect company while other company workers talk bad and always bold to speak any opinion than other workers.
- 20% of the respondents are strongly agreed, 14% of respondents are agreed, 50% of respondents are neutral, 9% of respondents are disagreed and 7% of respondents are strongly disagreed to the statement that Being proactive and make innovative suggestions for change, better working and business growth.

INFERENCE:

- Majority 56% of respondents are agreed to the statement that Participates in Company's activity and meetings small or big ,important or not important.
- Majority 57% of the respondents are strongly agreed to the statement that Contribute to effective policies and procedure.
- Majority 58% of respondents are agreed to the statement that Aware and Collects information and pays attention to printed materials, intranets about the company.
- Majority 51% of respondents are neutral to the statement that Protect company while other company workers talk bad and always bold to speak any opinion than other workers.
- Majority 50% of respondents are neutral to the statement that Being proactive and make innovative suggestions for change, better working and business growth.

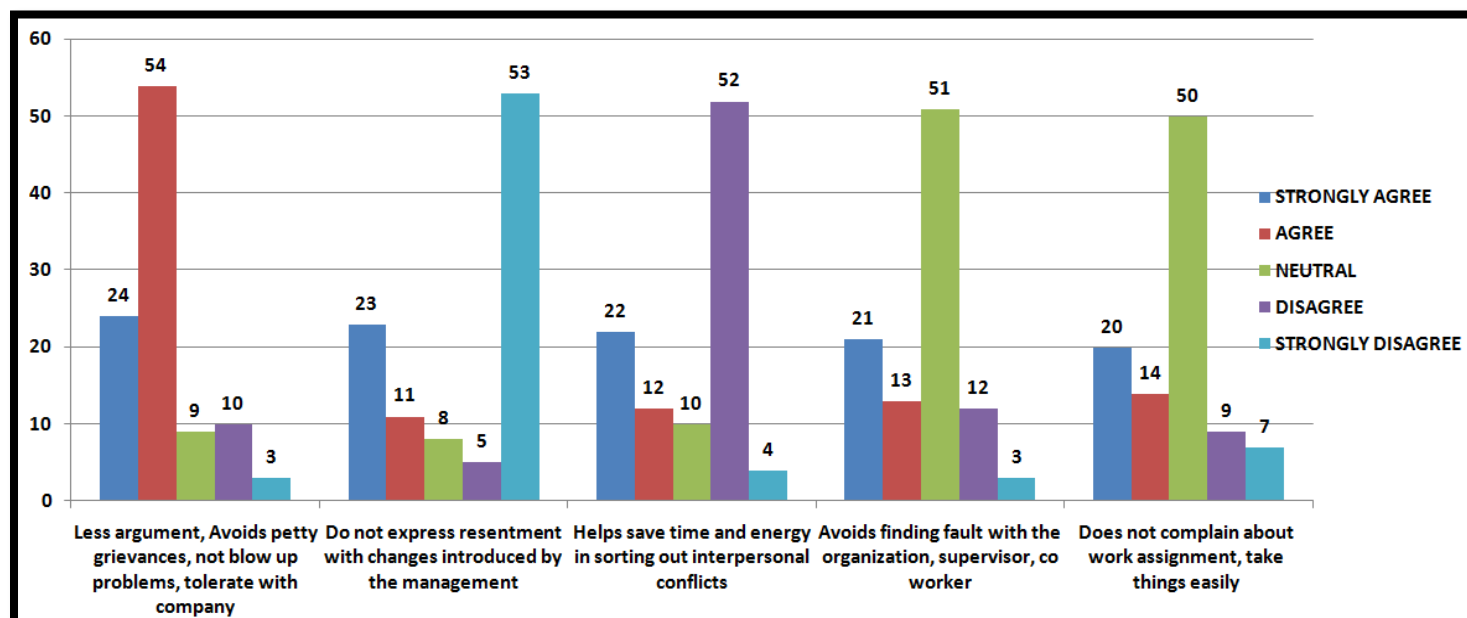
13. SPORTSMANSHIP

TABLE.4.1.13. TABLE INDICATING THE STATEMENTS OF SPORTSMANSHIP

SPORTSMANSHIP	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Less argument, Avoids petty grievances, not blow up problems, tolerate with company	60	24	135	54	22	9	25	10	8	3	250	100
Do not express resentment with changes introduced by the management	58	23	27	11	20	8	13	5	132	53	250	100
Helps save time and energy in sorting out interpersonal conflicts	55	22	30	12	25	10	130	52	10	4	250	100
Avoids finding fault with the organization, supervisor, co worker	53	21	32	13	127	51	30	12	8	3	250	100
Does not complain about work assignment, take things easily	50	20	35	14	125	50	23	9	17	7	250	100

Source: Primary Data

CHART.4.1.13. CHART REPRESENTING THE STATEMENTS OF SPORTSMANSHIP



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 24% of the respondents are strongly agreed, 54% of respondents are agreed, 9% of respondents are neutral, 4% of respondents are disagreed and 3% of respondents are strongly disagreed to the statement that Less argument, Avoids petty grievances, not blow up problems, tolerate with company.
- 23% of the respondents are strongly agreed, 11% of respondents are agreed, 8% of respondents are neutral, 5% of respondents are disagreed and 53% of respondents are strongly disagreed to the statement that Do not express resentment with changes introduced by the management.
- 22% of the respondents are strongly agreed, 12% of respondents are agreed, 10% of respondents are neutral, 52% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Helps save time and energy in sorting out interpersonal conflicts.
- 21% of the respondents are strongly agreed, 13% of respondents are agreed, 51% of respondents are neutral, 12% of respondents are disagreed and 3% of respondents are strongly disagreed to the statement that Avoids finding fault with the organization, supervisor, co worker.
- 20% of the respondents are strongly agreed, 14% of respondents are agreed, 50% of respondents are neutral, 9% of respondents are disagreed and 7% of respondents are strongly disagreed to the statement that Does not complain about work assignment, take things easily.

INFERENCE:

- Majority 54% of respondents are agreed to the statement that Less argument, Avoids petty grievances, not blow up problems, tolerate with company.
- Majority 53% of respondents are strongly disagreed to the statement that Do not express resentment with changes introduced by the management.
- Majority 52% of respondents are disagreed to the statement that Helps save time and energy in sorting out interpersonal conflicts.
- Majority 51% of respondents are neutral to the statement that Avoids finding fault with the organization, supervisor, co worker.
- Majority 50% of respondents are neutral to the statement that Does not complain about work assignment, take things easily.

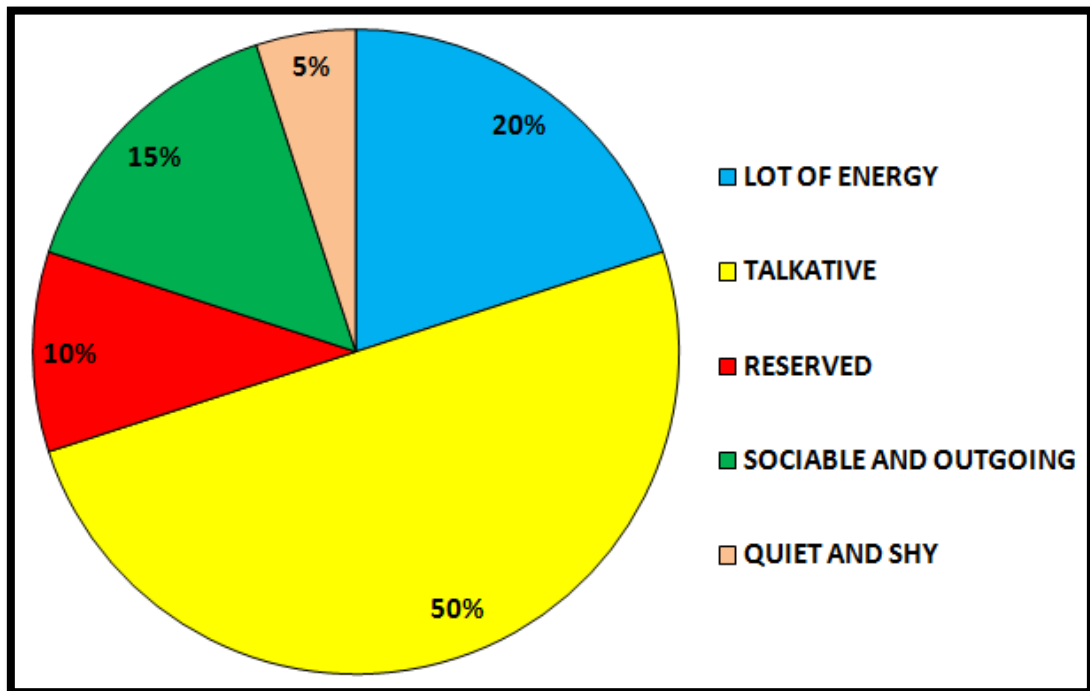
PART IV – PERSONALITY FACTORS

14. EXTROVERSION

TABLE.4.1.14. TABLE INDICATING THE STATEMENTS OF EXTROVERSION

EXTROVERSION	FREQUENCY	PERCENTAGE
LOT OF ENERGY	50	20%
TALKATIVE	125	50%
RESERVED	25	10%
SOCIABLE AND OUTGOING	38	15%
QUIET AND SHY	12	5%
TOTAL	250	100%

CHART.4.1.14. CHART REPRESENTING THE STATEMENTS OF EXTROVERSION



INTERPRETATION:

From the above table and chart, it is interpreted that 20% of the respondents have lot of energy, 50% of the respondents are talkative, 10 % of the respondents are reserved and 15% of the respondents are sociable and outgoing and 5% of respondents are quiet and shy responded to the statements of extroversion.

INFERENCE:

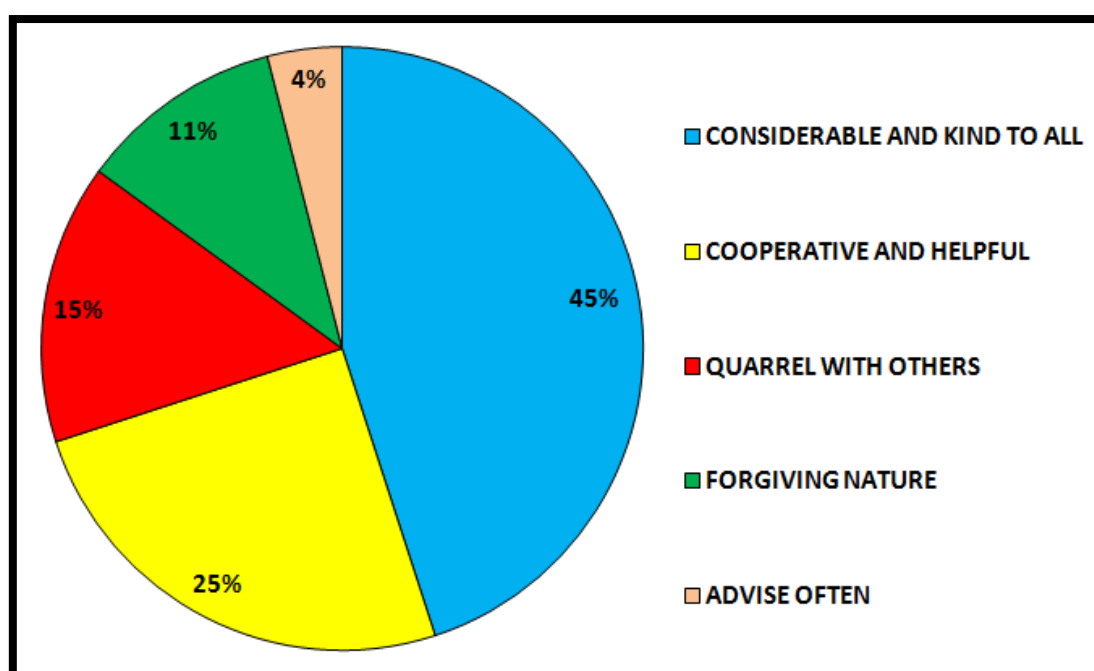
Majority 50% of the respondents are talkative responded to the statements of extroversion.

15. AGREEABLE

TABLE.4.1.15. TABLE INDICATING THE STATEMENTS OF AGREEABLE

AGREEABLE	FREQUENCY	PERCENTAGE
CONSIDERABLE AND KIND TO ALL	113	45%
COOPERATIVE AND HELPFUL	62	25%
QUARREL WITH OTHERS	38	15%
FORGIVING NATURE	27	11%
ADVISE OFTEN	10	4%
TOTAL	250	100%

CHART.4.1.15. CHART REPRESENTING THE STATEMENTS OF AGREEABLE



INTERPRETATION:

From the above table and chart, it is interpreted that 45% of the respondents are considerable and kind to all, 25% of the respondents are cooperative and talkative, 15 % of the respondents quarrel with others and 11% of the respondents forgiving nature and 4% of respondents advise often responded to the statements of agreeable.

INFERENCE:

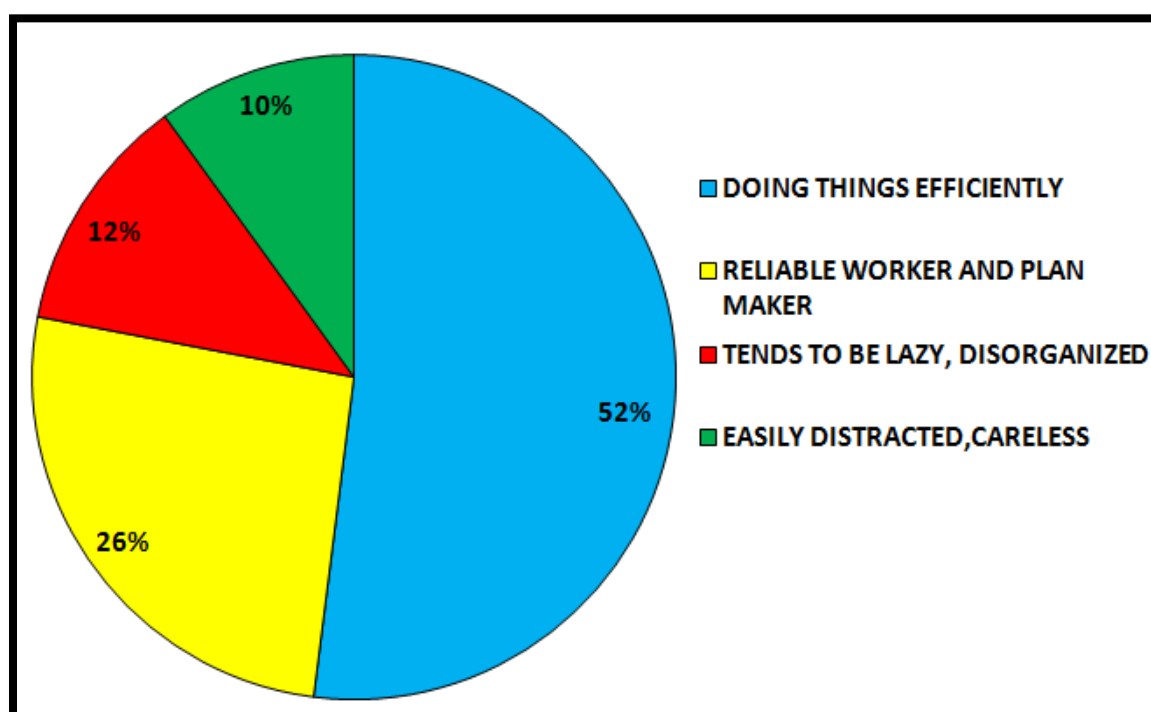
Majority 45% of the respondents are considerable and kind to all responded to the statements of agreeable.

16. CONSCIOUSNESS

TABLE.4.1.16. TABLE INDICATING THE STATEMENTS OF CONSCIOUSNESS

CONSCIOUSNESS	FREQUENCY	PERCENTAGE
DOING THINGS EFFICIENTLY	130	52%
RELIABLE WORKER AND PLAN MAKER	65	26%
TENDS TO BE LAZY, DISORGANIZED	30	12%
EASILY DISTRACTED,CARELESS	25	10%
TOTAL	250	100%

CHART.4.1.16. CHART REPRESENTING THE STATEMENTS OF CONSCIOUSNESS



INTERPRETATION:

From the above table and chart, it is interpreted that 52% of the respondents are doing things efficiently, 26% of the respondents are reliable workers and plan makers, 12 % of the respondents tends to be lazy and disorganized and 10% of respondents are easily distracted, careless responded to the statements of consciousness.

INFERENCE:

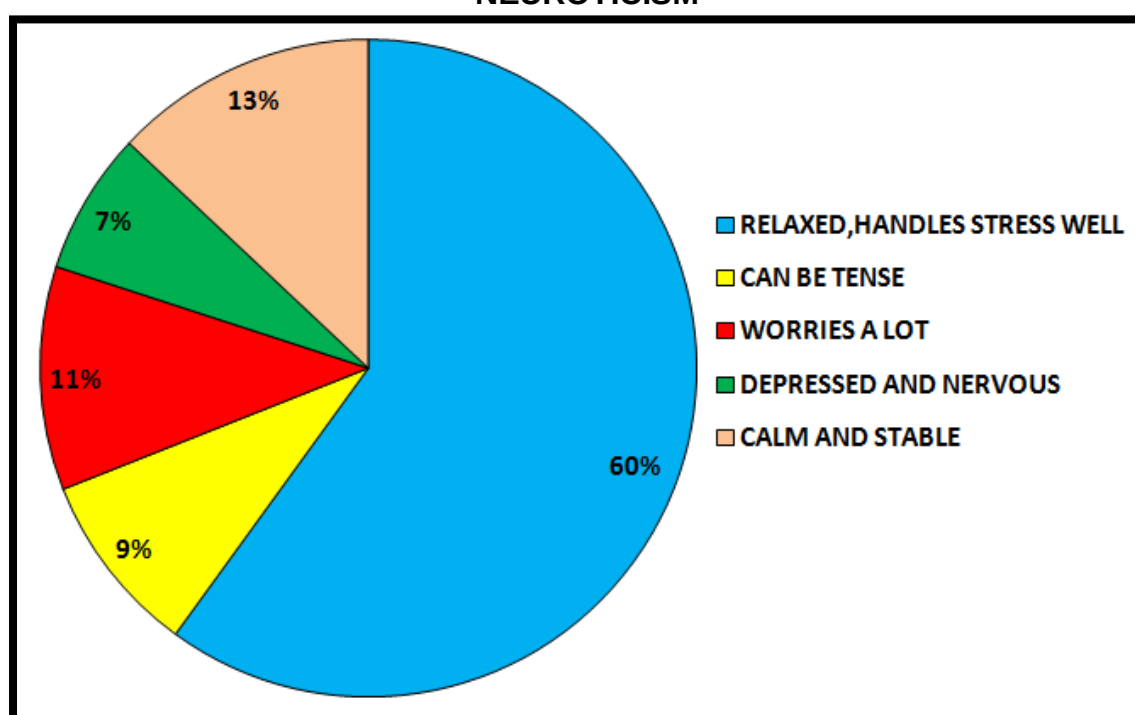
Majority 52% of the respondents are doing things efficiently responded to the statements of consciousness.

17. NEUROTICISM

TABLE.4.1.17. TABLE INDICATING THE STATEMENTS OF NEUROTICISM

NEUROTICISM	FREQUENCY	PERCENTAGE
RELAXED,HANDLES STRESS WELL	150	60%
CAN BE TENSE	22	9%
WORRIES A LOT	28	11%
DEPRESSED AND NERVOUS	17	7%
CALM AND STABLE	33	13%
TOTAL	250	100%

CHART.4.1.17. CHART REPRESENTING THE STATEMENTS OF NEUROTICISM



INTERPRETATION:

From the above table and chart, it is interpreted that 60% of the respondents are relaxed and handles stress well, 9% of the respondents can be tense, 11 % of the respondents worries a lot, 7 % of the respondents are depressed and nervous, and 13% of respondents are calm and stable to the statements of neuroticism.

INFERENCE:

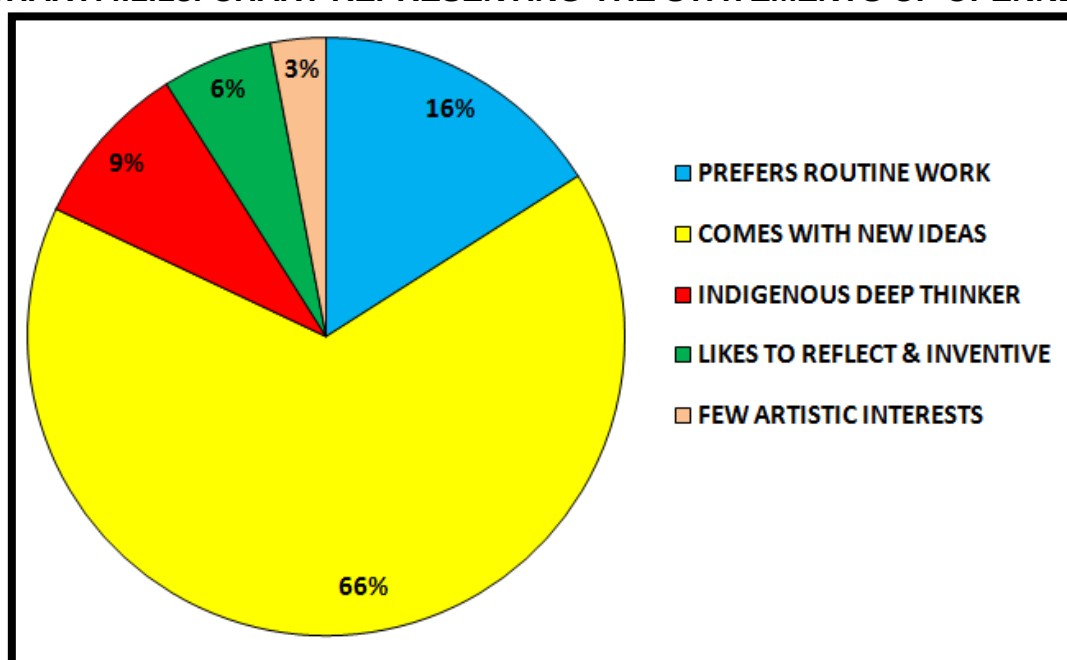
Majority 60% of the respondents are relaxed and handles stress well responded to the statements of neuroticism.

18. OPENNESS

TABLE.4.1.18. TABLE INDICATING THE STATEMENTS OF OPENNESS

NEUROTICISM	FREQUENCY	PERCENTAGE
PREFERS ROUTINE WORK	40	16%
COMES WITH NEW IDEAS	165	66%
INDIGENOUS DEEP THINKER	22	9%
LIKES TO REFLECT & INVENTIVE	15	6%
FEW ARTISTIC INTERESTS	8	3%
TOTAL	250	100%

CHART.4.1.18. CHART REPRESENTING THE STATEMENTS OF OPENNESS



INTERPRETATION:

From the above table and chart, it is interpreted that 16% of the respondents prefers routine work, 66% of the respondents comes with new ideas, 9 % of the respondents indigenous deep thinker, 6% of the respondents are likes to reflect and incentives, and 3% of respondents are few artistic interests stable to the statements of openness.

INFERENCE:

Majority 66% of the respondents comes with new ideas responded to the statements of openness.

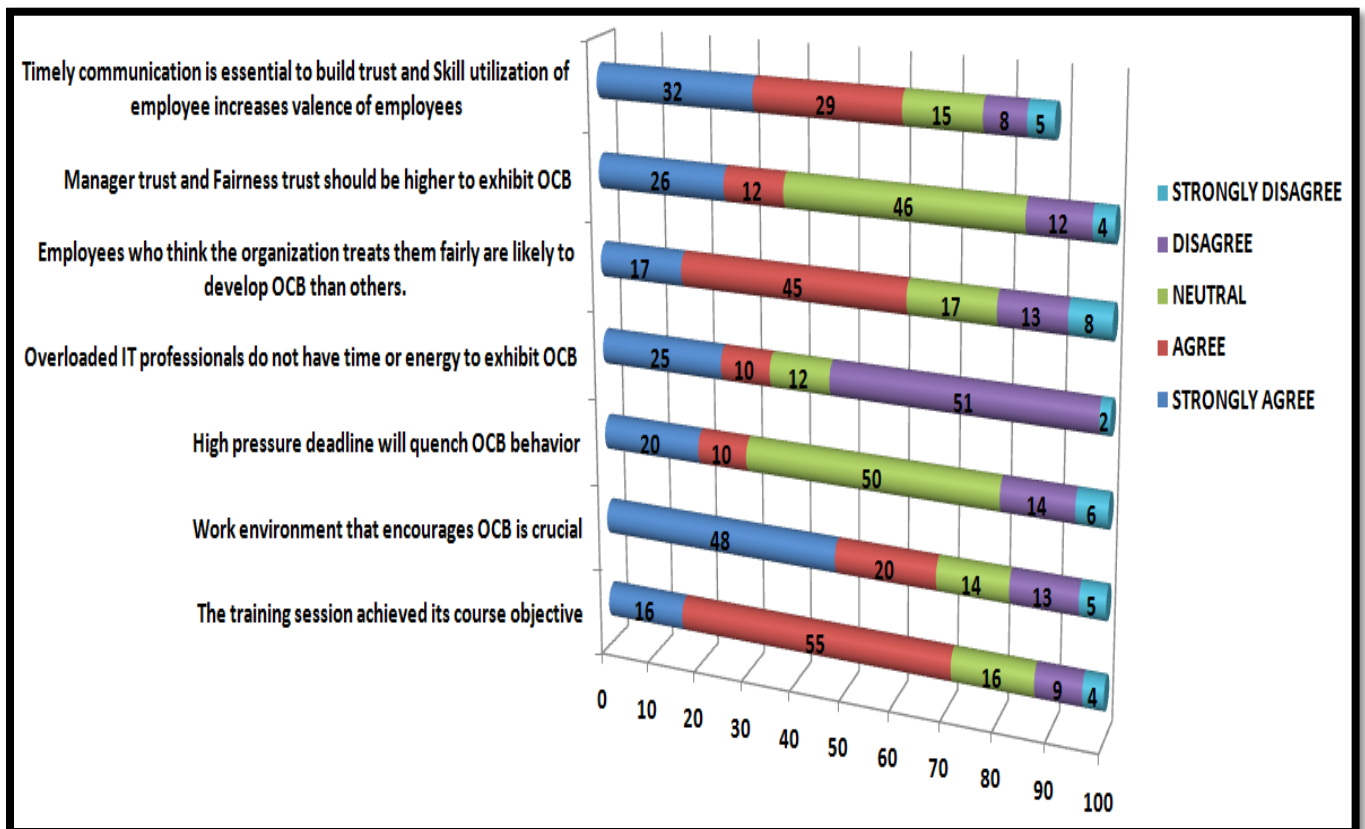
PART – V IMPROVEMENT NEEDED ON OCB

19. Rate the following variables at five point scale:

TABLE.4.1.19. TABLE INDICATING IMPROVEMENTS NEEDED ON OCB

IMPROVEMENTS NEEDED ON OCB	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
The training session achieved its course objective	56	16	93	55	56	16	31	9	14	4	250	100
Work environment that encourages OCB is crucial	68	48	70	20	49	14	45	13	18	5	250	100
High pressure deadline will quench OCB behavior	70	20	35	10	75	50	49	14	21	6	250	100
Overloaded IT professionals do not have time or energy to exhibit OCB	88	25	35	10	42	12	78	51	7	2	250	100
Employees who think the organization treats them fairly are likely to develop OCB than others.	60	17	57	45	60	17	45	13	28	8	250	100
Manager trust and Fairness trust should be higher to exhibit OCB	91	26	42	12	61	46	42	12	14	4	250	100
Timely communication is essential to build trust and Skill utilization of employee increases valence of employees	80	32	72	29	53	15	28	8	17	5	250	100

CHART.4.1.19. CHART REPRESENTING IMPROVEMENTS NEEDED ON OCB



INTERPRETATION:

- 16% of the respondents are strongly agreed, 55% of respondents are agreed, 16% of respondents are neutral, 9% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that The training session achieved its course objective.
- 48% of the respondents are strongly agreed, 20% of respondents are agreed, 14% of respondents are neutral, 13% of respondents are disagreed and 5% of respondents are strongly disagreed to the statement that Work environment that encourages OCB is crucial.
- 20% of the respondents are strongly agreed, 10% of respondents are agreed, 50% of respondents are neutral, 14% of respondents are disagreed and 6% of respondents are strongly disagreed to the statement that High pressure deadline will quench OCB behavior.
- 25% of the respondents are strongly agreed, 10% of respondents are agreed, 12% of respondents are neutral, 51% of respondents are disagreed and 2% of respondents are strongly disagreed to the statement that Overloaded IT professionals do not have time or energy to exhibit OCB.

- 17% of the respondents are strongly agreed, 45% of respondents are agreed, 17% of respondents are neutral, 13% of respondents are disagreed and 8% of respondents are strongly disagreed to the statement that Employees who think the organization treats them fairly are likely to develop OCB than others.
- 26% of the respondents are strongly agreed, 12% of respondents are agreed, 46% of respondents are neutral, 12% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Manager trust and Fairness trust should be higher to exhibit OCB.
- 32% of the respondents are strongly agreed, 29% of respondents are agreed, 15% of respondents are neutral, 8% of respondents are disagreed and 5% of respondents are strongly disagreed to the statement that Timely communication is essential to build trust and Skill utilization of employee increases valence of employees.

INFERENCE:

- Majority 55% of respondents are agreed to the statement that The training session achieved its course objective.
- Majority 48% of the respondents are strongly to the statement that Work environment that encourages OCB is crucial.
- Majority 50% of respondents are neutral to the statement that High pressure deadline will quench OCB behavior.
- Majority 51% of respondents are disagreed that Overloaded IT professionals do not have time or energy to exhibit OCB.
- Majority 45% of respondents are agreed to the statement that Employees who think the organization treats them fairly are likely to develop OCB than others.
- Majority 46% of respondents are neutral to the statement that Manager trust and Fairness trust should be higher to exhibit OCB.
- Majority 32% of the respondents are strongly agreed to the statement that Timely communication is essential to build trust and Skill utilization of employee increases valence of employees.

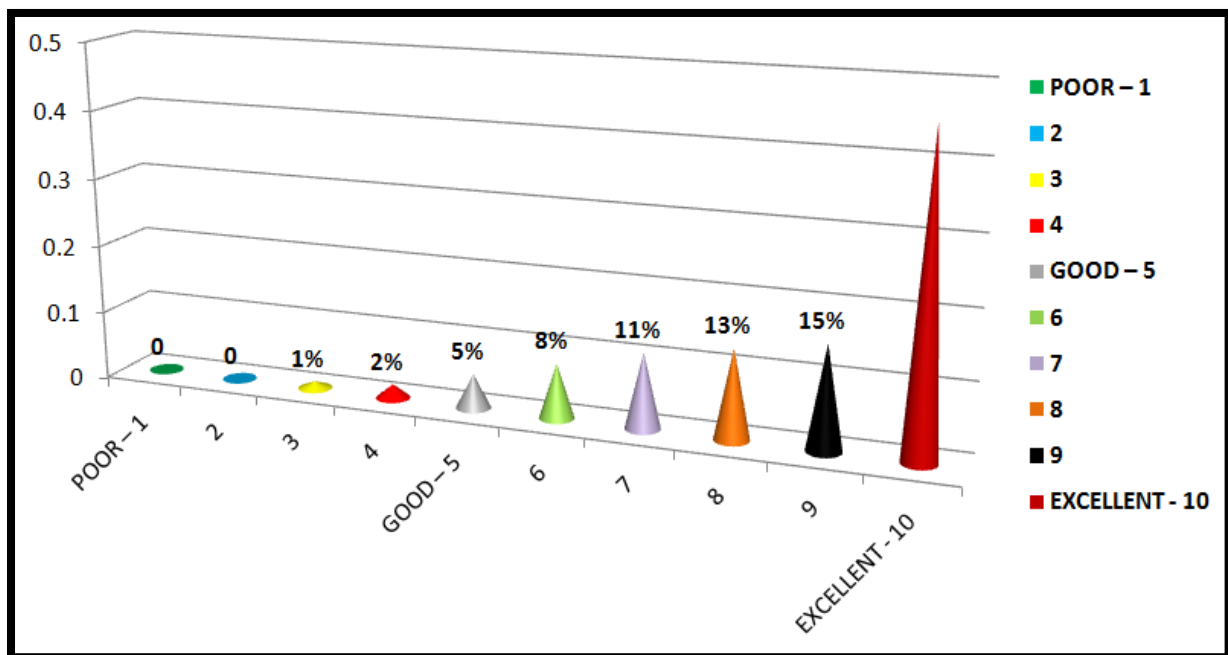
20. RATING FOR OVERALL SATISFACTION WITH COMPANY MARKETING STRATEGIES OF NEXT GEN CREATIONS COMPANY:

TABLE.4.1.20. TABLE INDICATING THE RATING FOR OVERALL SATISFACTION WITH COMPANY MARKETING STRATEGIES OF NEXT GEN CREATIONS COMPANY

RATING FOR OVERALL SATISFACTION LEVEL IN JOB	FREQUENCY	PERCENTAGE
POOR – 1	0	0
2	0	0
3	3	1%
4	5	2%
GOOD – 5	13	5%
6	20	8%
7	28	11%
8	32	13%
9	37	15%
EXCELLENT – 10	112	45%
TOTAL	250	100%

Source: Primary Data

CHART.4.1.20. CHART REPRESENTING THE RATING FOR OVERALL SATISFACTION WITH COMPANY MARKETING STRATEGIES OF NEXT GEN CREATIONS COMPANY



INTERPRETATION:

From the above table and chart, it is interpreted that 45% given 10 ratings, 15% given 9 ratings, 13% given 8 ratings, 11% given 7 ratings, 8% given 6 ratings, 5% given 5 ratings, 2% given 4 ratings, 1% given 3 ratings and none of them given 1 or 2 ratings Overall Satisfaction with Organizational Citizenship Behaviour of Next Gen Creations Company.

INFERENCE:

Majority (45%) of the respondents given 10 ratings. Hence they are extremely satisfied with Organizational Citizenship Behaviour of Next Gen Creations Company.

4.2.ONE WAY ANOVA:

H₀₁(Null hypothesis) = **THERE IS NO SIGNIFICANT DIFFERENCE BETWEEN THE AGE AND THE PERSONAL FACTORS RELATING OCB**

H₁₁(Alternate hypothesis) = **THERE IS A SIGNIFICANT DIFFERENCE BETWEEN THE AGE AND THE PERSONAL FACTORS RELATING OCB**

TABLE 4.2.1.TABLE INDICATING HYPOTHESIS - 2

	N	MEAN	STD. DEVIATION	95% CONFIDENCE INTERVAL FOR MEAN		MINIMUM	MAXIMUM
				LOWER BOUND	UPPER BOUND		
EXTROVERSION	60	19.16	.364	1.51	1.90	1	2
AGREEABLE	28	18.33	.000	2.00	2.00	2	2
CONSCIOUSNESS	30	22.50	.385	2.43	2.91	2	3
NEUROTICISM	25	23.33	.000	3.00	3.00	3	3
OPENNESS	107	45.12	.000	3.00	3.00	3	3
TOTAL	250	10.0	.497	2.04	2.33	1	3

***Significant at p<0.001

TABLE 4.2.2.TABLE INDICATING ONE WAY ANOVA

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
EXTROVERSION	Between Groups	354.171	27	118.057	762.038	.000
	Within Groups	53.603	223	.155		
	Total	407.774	250			
AGREEABLE	Between Groups	366.105	27	122.035	586.348	.000
	Within Groups	72.012	223	.208		
	Total	438.117	250			
CONSCIOUSNESS	Between Groups	368.047	27	122.682	479.136	.000
	Within Groups	88.593	223	.256		
	Total	456.640	250			
NEUROTICISM	Between Groups	340.883	27	113.628	689.851	.000
	Within Groups	56.991	223	.165		
	Total	397.874	250			
OPENNESS	Between Groups	458.187	27	152.729	536.871	.000
	Within Groups	98.430	223	.284		
	Total	556.617	250			

INFERENCE:

Since p value (0.000) is less than 0.05 at 5 percent level of significance we accept the alternate hypothesis and reject the null hypothesis. Hence there is a significant difference between the Age and Personal Factors relating OCB.

4.3.CHI SQUARE TEST:

H02(Null hypothesis) = **THERE IS NO SIGNIFICANT DIFFERENCE BETWEEN THE PERSONAL EMPLOYEE PERFORMANCE FACTORS AND THE ORGANIZATIONAL CITIZENSHIP BEHAVIOUR DIMENSIONS**

H12(Alternate hypothesis) = **THERE IS A SIGNIFICANT DIFFERENCE BETWEEN THE PERSONAL EMPLOYEE PERFORMANCE FACTORS AND THE ORGANIZATIONAL CITIZENSHIP BEHAVIOUR DIMENSIONS**

TABLE 4.3.TABLE INDICATING THE CHI SQUARE TEST

OCB DIMENSIONS	CHI SQUARE VALUE	P VALUE	RESULTS
ALTRUISM	3.109	0.927	H0 ACCEPTED
COURTESY	3.291	0.915	H0 ACCEPTED
CONSCIOUSNESS	1.143	0.178	H0 ACCEPTED
CIVIC VIRTUE	4.427	0.817	H0 ACCEPTED
SPORTSMANSHIP	4.275	0.831	H0 ACCEPTED

INFERENCE:

Since p value is greater than 0.05, we accept null hypothesis & reject alternate hypothesis. Hence, there is no significant difference between Personal Employee Performance Factors and the Organizational Citizenship behavior dimensions.

4.4. HYPOTHESIS TESTING T TEST

H₀₃ = There is no significant difference between male and female with respect to the Organizational Citizenship Behaviour.

H₁₃= There is a significant difference between male and female with respect to the Organizational Citizenship Behaviour.

TABLE 4.4. Table indicating T TEST

VARIABLES	GENDER	N	MEAN	S.D	"t value	"p value
ALTRUISM	Male	165	1.3568	1.0195	37.886	0.000**
	Female	85	0.7079			
COURTESY	Male	165	1.0420	0.7625	38.905	0.000**
	Female	85	0.5436			
CONSCIOUSNESS	Male	165	1.6572	1.0733	43.958	0.000**
	Female	85	0.8646			
CIVIC VIRTUE	Male	165	1.6854	1.0974	43.723	0.000**
	Female	85	0.8793			
SPORTSMANSHIP	Male	165	1.6661	0.9158	51.791	0.000**
	Female	85	0.8692			

***Significant at $p < 0.001$

INFERENCE:

From the above table, it is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001, so we accept alternate hypothesis. Hence, there is a significant difference between male and female with respect to Organizational Citizenship Behaviour.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS:

- ❖ Majority (50%) of the respondents are under the age group of 26 to 35 years.
- ❖ Majority (66%) of the respondents are male
- ❖ Majority (110) of the respondents are married as they constitutes 55% of my sample.
- ❖ Majority (60%) of the respondents are graduates.
- ❖ Majority (51%) of the respondents are earning from Rs.50,000 to Rs.1,00,000 as annual income in this company.
- ❖ Majority (84%) of the respondents are employees working in this company.
- ❖ Majority (42.28%) of the respondents are working for 2 to 5 years
- ❖ Majority (60%) are agree to the statement that Top Management Clarify Information And Aloes Of Environmental Management Throughout Organization.
- ❖ Majority 60% of respondents stated regularly to the statement that Corporate Social Responsibility.
- ❖ Majority 55% of the respondents stated always to the statement that Volunteer to give suggestions for Organizational improvement.
- ❖ Majority 51% of the respondents stated always to the statement that Involved in official meetings.
- ❖ Majority 48% of respondents stated sometimes to the statement that Manager encourage my personal growth.
- ❖ Majority 53% of the respondents stated always to the statement that Target dates clearly communicated.
- ❖ Majority 40% of respondents stated often to the statement that Target dates clearly communicated.
- ❖ Majority 47% of respondents stated regularly to the statement that Target dates clearly communicated.
- ❖ Majority 57% of the respondents are strongly agreed to the statement that Helps and mentor co-worker during trouble shooting.
- ❖ Majority 52% of respondents are agreed to the statement that Orient new team member, Coordinate with team members and share their jobs.

- ❖ Majority 40% of respondents are neutral to the statement that Helps in attending calls, Makes reports when co-worker is absent or sick .
- ❖ Majority 47% of respondents are agreed to the statement that Volunteer to helping coworker with heavy workloads.
- ❖ Majority 53% of the respondents are strongly agreed to the statement that Covered co-workers error and shared knowledge.
- ❖ Majority 53% of respondents are agreed to the statement that Help employees to take copies or send fax.
- ❖ Majority 53% of respondents are agreed to the statement that Buy gift and send Birthday greetings to co-worker.
- ❖ Majority 53% of respondents are agreed to the statement that Empathizes with employee personal problem like dropping in home, getting refreshments.
- ❖ Majority 53% of respondents are agreed to the statement that Get food when co-worker is busy with work and could not move for lunch .
- ❖ Majority 40% of respondents are neutral to the statement that Assist coworker in moving files/things in office.
- ❖ Majority 48% of respondents are agreed to the statement that Always punctual to office and finishes work on time.
- ❖ Majority 49% of respondents are neutral to the statement that Give advance notice to ensure smooth functioning of work.
- ❖ Majority 50% of respondents are neutral to the statement that Avoids unwanted breaks during working hours, worked overtime if needed.
- ❖ Majority 51% of the respondents are strongly agreed to the statement that Follow companies process without questioning and Kept workplace clean.
- ❖ Majority 57% of the respondents are strongly agreed to the statement that Come to office even during adverse weather condition or sick and completes the work.
- ❖ Majority 56% of respondents are agreed to the statement that Participates in Company's activity and meetings small or big ,important or not important.
- ❖ Majority 57% of the respondents are strongly agreed to the statement that Contribute to effective policies and procedure.
- ❖ Majority 58% of respondents are agreed to the statement that Aware and Collects information and pays attention to printed materials, intranets about the company.

- ❖ Majority 51% of respondents are neutral to the statement that Protect company while other companyworkers talk bad and always bold to speak any opinion than other workers.
- ❖ Majority 50% of respondents are neutral to the statement that Being proactive and make innovative suggestions for change, better working and business growth.
- ❖ Majority 54% of respondents are agreed to the statement that Less argument, Avoids petty grievances, not blow up problems, tolerate with company.
- ❖ Majority 53% of respondents are strongly disagreed to the statement that Do not express resentment with changesintroduced by the management.
- ❖ Majority 52% of respondents are disagreed to the statement that Helps save time and energy in sortingout interpersonal conflicts.
- ❖ Majority 51% of respondents are neutral to the statement that Avoids finding fault with theorganization, supervisor, co worker.
- ❖ Majority 50% of respondents are neutral to the statement that Does not complain about work assignment, take things easily.
- ❖ Majority 50% of the respondents are talkative responded to the statements of extroversion.
- ❖ Majority 45% of the respondents are considerable and kind to all responded to the statements of agreeable.
- ❖ Majority 52% of the respondents are doing things efficiently responded to the statements of consciousness
- ❖ Majority 60% of the respondents are relaxed and handles stress well responded to the statements of neuroticism.
- ❖ Majority 66% of the respondents comes with new ideas responded to the statements of openness.
- ❖ Majority 55% of respondents are agreed to the statement that The training session achieved its course objective.
- ❖ Majority 48% of the respondents are strongly to the statement that Work environment that encourages OCB is crucial.
- ❖ Majority 50% of respondents are neutral to the statement that High pressure deadline will quench OCB behavior.
- ❖ Majority 51% of respondents are disagreed that Overloaded IT professionals do not have time or energy to exhibit OCB.

- ❖ Majority 45% of respondents are agreed to the statement that Employees who think the organization treats them fairly are likely to develop OCB than others.
- ❖ Majority 46% of respondents are neutral to the statement that Manager trust and Fairness trust should be higher to exhibit OCB.
- ❖ Majority 32% of the respondents are strongly agreed to the statement that Timely communication is essential to build trust and Skill utilization of employee increases valence of employees.
- ❖ Majority (45%) of the respondents given 10 ratings. Hence they are extremely satisfied with Organizational Citizenship Behaviour of Next Gen Creations Company.
- ❖ It is inferred from One Way ANOVA that Since p value (0.000) is less than 0.05 at 5 percent level of significance we accept the alternate hypothesis and reject the null hypothesis. Hence there is a significant difference between the Age and Personal Factors relating OCB.
- ❖ It is inferred from Chi Square test that Since p value is greater than 0.05, we accept null hypothesis & reject alternate hypothesis. Hence, there is no significant difference between Personal Employee Performance Factors and the Organizational Citizenship behavior dimensions.
- ❖ it is inferred from T Test that all the null hypothesis are rejected as the p value is lesser than 0.001,so we accept alternate hypothesis. Hence, there is a significant difference between male and female with respect to Organizational Citizenship Behaviour.

5.2. SUGGESTIONS & RECOMMENDATIONS:

Following are some strategies adopted by the company for organizational citizenship behavior among employees:

- ❖ The results of the study revealed that the employees have OCB which enhance the performance of the banking industry. Further, it is indispensable to ensure that these factors are consistent for sustainable growth of the individual, organisation and the industry to stay ahead in the global market. It is not always expected that the organisation has to invest in drastic improvement and changes; however, certain small, determined and consistent changes in behavioural

patterns will act as active nutrients for the organization to grow from better to best.

- ❖ Company employees stay sensitive to certain factors and perceive that the changes around them will make them perform even better and bring out their full potential for the growth of the organisation. Past studies indicated that education industry have taken adequate steps to reduce the job stress in employees due to work pressure. Adding to that, the interactional justice, skill utilization and the manager trust, influence the working environment and OCB amid employees.
- ❖ In the modern organisation, it is an advantage to have younger people as the predominant force of the education industry. The younger generation can be molded aptly by the management.
- ❖ It was observed that timely communication is one of the essential factors to enhance manager trust.
- ❖ The encumbrance of sending mails or text messages even for trivial communication involves time and energy.
- ❖ It is suggested that, with the advancement in technology and social media like “Whatsapp”, the work group can be formed, which can be an auxiliary interaction medium. It is a two way communication medium and is spontaneous. Furthermore, even photos and video can be uploaded apart from the text and this technology is a bliss to the modern organisation to explore the communication channel constructively for business growth.
- ❖ The Managers apart from routine work shall ensure that they spend focused time with their subordinates in knowledge sharing sessions and mentoring the employees on the banks growth and performance. Manager can expose employees to view the work in a conceptual manner. It helps to gain the Manager trust.
- ❖ The Management should stretch the fair perception among employees always and be extra sensitive to interactional justice.
- ❖ Transparent communication to all rather than restricting to certain employees/groups will open up the perception of common practice to all employees.
- ❖ The younger generation is brimming with energy and enthusiasm.
- ❖ It is wiser for the Manager to channelize and utilize the skill properly to have positive job valence. Manager may enhance the skills of employee by providing

them opportunities to work individually and assign them innovative tasks, not related to immediate work, and to motivate them in case of failure.

- ❖ While there remain several formulating changes suggested for the management and the organisation, the employees due to technical advancements are found to be exceedingly interactive with the gadgets and social media in an unproductive way during operational hours as it is available at their fingertips.
- ❖ The management can utilize the social media for organizational growth and create an atmosphere to enhance productivity in an exciting way so as to ensure the employee enjoy the work.

5.3. LIMITATIONS OF THE STUDY:

- ❖ The study is conducted among the employees in Next Art Creations Company only.
- ❖ The study uses a structured questionnaire method which contains pre determined questions and pre determined limited options which does not give the participants the full freedom to record their opinion and are confined to most important questions only.
- ❖ The study is based upon the employees OCB only
- ❖ The data collected for the research is fully on primary data given by the respondents. There is chance for personal bias. So the accuracy is not true
- ❖ Due to storage of time and other constraints, the study has been limited 250 respondents only & it is not a population study.

5.4.CONCLUSION:

The study gives a comprehensive idea of ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS EDUCATION INDUSTRY EMPLOYEES WITH SPECIAL REFERENCE TO NEXT ART CREATIONS COMPANY AT CHENNAI. Eventually bringing this research work to a close it can be stated that can heighten organizational citizenship behavior among employees will surely improve organizational performance and productivity. Fortifying organizational citizenship behavior, like whichever other behavior that the individual makes, is indispensable to be promoted. This denotes that the more an organization eggs on its employees to achieve its objectives and the more employees make out their individual buoyancy and potential for the jobs they are

functioning at, the more the employees observe their inclination to execute OCB. Employees could take on organizational citizenship behavior when they notice a sense of equality in the decision-making process, and obtain organization's support and care, and identify less obscurity in the organizational process. And this citizenship behavior could make employees content with their jobs. This research work endeavored to explore the rapport between Organizational Citizenship Behavior and its five factors. It is concluded that the dimensions of OCB contribute to employee performance. This proven model can be used to improve the OCB and increase the employee performance and the growth of education Industry

Through this research, Organizational Citizenship Behaviour are identified in Next Art Creations Company to deal with dimensions of Organizational Citizenship Behaviour such as Altruism, Courtesy, Consciousness, Civic virtue and Sportsmanship in order to gain employee performance well with respect to their personal factors such as Extroversion, Agreeable, Consciousness, Neuroticism and Openness. The strength of this research lies on its specific focus on the connection between the employees organizational citizenship behavior with the employee performance . The suggestions made in the research work, it is hoped, will serve as a decision support in the improvement of the implementation of the dormant constructs Demographic variables, OCB dimensions, Personal factors, Employee Performance towards education industry employees.

5.5.SCOPE FOR FUTURE RESEARCH:

- The present study proposes future researchers to fill the gap in the existing literatures by conducting empirical studies such as OCB in other industries.
- Research could be undertaken in following themes/areas,
 - A study on how the effects of employee OCB is moderated by different personal characteristics would advance employee performance oriented research as well as be of great managerial significance.
 - A Study on the Organizational Citizenship Behavior towards Education Industry in Chennai.
 - A Study on the various dimensions influencing Organizational Citizenship Behavior with special reference to Education Industry in Chennai

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My Publication

Dr.M.Lavanya, Mr.G.P.Snegil(2023), **“A STUDY OF ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS EDUCATION INDUSTRY WITH SPECIAL REFERENCE TO NEXT ART CREATIONS COMPANY AT CHENNAI”**, *Journal of Education and Society* , Published by Indian Institute of Education with ISSN No.2278-6864 indexed in UGC Care list.

ANNEXURE 1 - QUESTIONNAIRE

A STUDY OF ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS EDUCATION INDUSTRY WITH SPECIAL REFERENCE TO NEXT ART CREATIONS COMPANY AT CHENNAI

PART – I - DEMOGRAPHIC PROFILE OF RESPONDENTS

NAME: _____

1. AGE

Below 25 Years
26-35 Years
36-45 Years
Above 45 Years

2. GENDER

MALE
FEMALE

3. MARITAL STATUS

MARRIED
UNMARRIED
WIDOWED

4. WHAT IS YOUR EDUCATION QUALIFICATION?

10th/12th Std
DIPLOMA
GRADUATE
POST GRADUATE

5. WHAT IS YOUR ANNUAL INCOME?

UPTO 25,000
25000 – 50000
50000 -1 LAKH
MORE THAN 1 LAKH

6. WHAT IS YOUR DESIGNATION?

MANAGER
DEPARTMENTAL HEAD
SUPERVISOR
EMPLOYEE

7. WHAT IS YOUR LENGTH OF SERVICE?

LESS THAN A YEAR
2 TO 5 YEARS
6 TO 10 YEARS
MORE THAN 10 YEARS

**PART – II – EMPLOYEES OPINIONS TOWARDS COMPANY
POLICY OF RESPONDENTS**

8. FREQUENCY OF INVOLVEMENT	ALWAYS	REGULARLY	OFTEN	SOMETIMES	RARELY
Corporate Social Responsibility					
Volunteer to give suggestions for Organizational improvement					
Involved in official meetings					
Manager encourage my personal growth					
Target dates clearly communicated					
Feedback given by me to reporting authority					
Your Performance is assessed					

PART – III - ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Rate the following variables at five point scale:(SA – Strongly Agree, A – Agree, N- Neutral, DA –Disagree, SDA – Strongly Disagree)

9. Altruism	SA	A	NE	DA	SDA
Helps and mentor co-worker during trouble shooting					
Orient new team member, Coordinate with team members and share their jobs					
Helps in attending calls, Makes reports when co-worker is absent or sick					
Volunteer to helping coworker with heavy work loads					
Covered co-workers error and shared knowledge					

10. Courtesy	SA	A	NE	DA	SDA
Help employees to take copies or send fax					
Buy gift and send Birthday greetings to co-worker					
Empathizes with employee personal problem like dropping in home, getting refreshments					
Get food when co-worker is busy with work and could not move for lunch					
Assist coworker in moving files/things in office					

11. Conscientiousness	SA	A	NE	DA	SDA
Always punctual to office and finishes work on time					
Give advance notice to ensure smooth functioning of work					
Avoids unwanted breaks during working hours, worked overtime if needed					
Follow companies process without questioning and Kept workplace clean					
Come to office even during adverse weather condition or sick and completes the work					

12. Civic Virtue	SA	A	NE	DA	SDA
Participates in Company's activity and meetings small or big ,important or not important					
Contribute to effective policies and procedure					
Aware and Collects information and pays attention to printed materials, intranets about the company					
Protect company while other company workers talk bad and always bold to speak any opinion than other workers					
Being proactive and make innovative suggestions for change, better working and business growth					

13. Sportsmanship	SA	A	NE	DA	SDA
Less argument, Avoids petty grievances, not blow up problems, tolerate with company					
Do not express resentment with changes introduced by the management					
Helps save time and energy in sorting out interpersonal conflicts					
Avoids finding fault with the organization, supervisor, co worker					
Does not complain about work assignment, take things easily					

PART IV – PERSONALITY FACTORS

S.No	VARIABLES	OPTIONS
14.	EXTROVERSION	☐ Lot of Energy ☐ Talkative ☐ Reserved ☐ Sociable and outgoing ☐ Quiet and Shy
15.	AGREEABLE	☐ Considerable and kind to all ☐ Cooperative and helpful ☐ Quarrel with others ☐ Forgiving nature ☐ Advise often
16.	CONSCIOUSNESS	☐ Doing things efficiently ☐ Reliable worker and plan maker ☐ Tends to be lazy, disorganized ☐ Easily distracted,careless
17.	NEUROTICISM	☐ Relaxed,handles stress well ☐ Can be Tense ☐ Worries a lot ☐ Depressed and nervous ☐ Calm and stable
18.	OPENNESS	☐ Prefers routine work ☐ Comes with new ideas ☐ Indigenous deep thinker ☐ Likes to reflect & inventive ☐ Few artistic interests

PART – V IMPROVEMENT NEEDED ON OCB

Rate the following variables at five point scale:

Rate the following variables at five point scale:(SA – Strongly Agree, A – Agree, N- Neutral, DA –Disagree, SDA – Strongly Disagree)

19. IMPROVEMENT NEEDED ON OCB	SA	A	NE	DA	SDA
The training session achieved its course objective					
Work environment that encourages OCB is crucial					
High pressure deadline will quench OCB behavior					
Overloaded IT professionals do not have time or energy to exhibit OCB					
Employees who think the organization treats them fairly are likely to develop OCB than others.					
Manager trust and Fairness trust should be higher to exhibit OCB					
Timely communication is essential to build trust and Skill utilization of employee increases valence of employees					

20.RATING FOR OVERALL SATISFACTION WITH NEXT ART CREATIONS COMPANY ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ?

EXCELLENT 10.....5 GOOD.....1 POOR

21.GIVE ANY SUGGESTIONS YOU WOULD LIKE TO PROVIDE WHICH WILL ADD VALUE TO THIS COMPANY? _____.

A Study of Analyzing the Influence of Organizational Citizenship Behaviour towards Education Industry at Chennai

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ABSTRACT:

This study aims to assess the influence of Organizational Citizenship Behaviour among the employees in Education Industry. In this survey, we used a quantitative survey method using a Google Forms survey from the target individuals and through Questionnaire directly from company. Education company employees with a sample of 250 respondents. It throws light on the important variables of study such as Organizational Citizenship Dimensions such as Altruism, Courtesy, Consciousness, Civic virtue and Sportsmanship, Employee influencing personality factors such as Extroversion, Agreeable, Consciousness, Neuroticism and Openness. The proposed research will help in understanding the concept of Organizational Citizenship Behavior. OCB can boost employee morale. It increases people's levels of work meaningfulness. It is good for employee performance and productivity; in fact, research shows that OCB positively predicts performance. It creates better social interactions between employees. The results of the study point out that OCB by employees perceive more co-worker social loafing they may tend to decrease their performances and to loaf more, and their commitment to the organization could be eroded. Hence, the present study will help the organizations as well as the employees to understand the different aspects of Organizational Citizenship behavior, and how important it is for employees to really feel a sense of citizenship for the organization they are employed in, and thus contribute in higher productivity of the organization.

Keywords: Organizational Citizenship, Dimensions, Altruism, Courtesy, Consciousness, Civic virtue, Sportsmanship, Employee performance Green Creativity, Professionals.

I. INTRODUCTION

Organizational citizenship behaviour (OCB) refers to behavior that is not formally requested or directly rewarded but can be functional to the operations of an organization (Smith, Organ, & Near, 1983). Organizations cannot survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviours. Because of the importance of

good citizenship for organizations, understanding the nature and sources of OCB has long been a high priority for organizational scholars (Organ, 1988) and remains to be area of interest for many scholars. In the opinion of Organ, OCB is vital for the survival of the organization.

A.ALTRUISM:

It is a voluntary behavior where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances. Altruism refers to a member helping other members of the organization in their work.

B.COURTESY:

It includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development. Early research efforts have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishes the time spent on conflict management activities.

C.CONSCIOUSNESS:

It is used to indicate that a particular individual is organized, accountable and hardworking. It is dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties. In addition to that, studies have also revealed that conscientiousness can be related to organizational politics among employees.

D.CIVIC VIRTUE : A subordinate's participation in organization political life and supporting the administrative function of the organization. It is referring to the responsibility of the subordinates to participate in the life of the firm such as attending meetings which are not required by the firm and keeping up with the changes in the organization. This dimension of OCB is actually derived from Graham's findings which stated that employees should have the responsibility to be a good citizen of the organization. These behaviors reflect an employees' recognition of being part of organization and

accept the responsibilities which entails. Other researchers have found that civic virtue enhances the quantity of performance and help to reduce customer complaints.

E. SPORTSMANSHIP :

This behaviour indicates about that employees always keep a positive attitude about the organization and they do not complain for petty and unnecessary things. It can be considered as willingness on the part of the employee's tolerance for the organization without complaining. Some of the characteristics include: Avoiding unnecessary complaints, positively handling all situations, bearing the unavoidable irritations etc.

II.PROBLEM STATEMENT:

This study focuses on Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship affecting Organizational Citizenship Behaviour, and their impact on Organizational Citizenship Behaviour itself in education sector at Next Art Creations company. Reasonably speaking, there is diminutive available research on Organizational Citizenship Behaviour. As well as, not many studies have addressed the education industry, particularly in India. On the other hand, the impact of Organizational Citizenship Behaviour on organizational performance has emerged as the dominant research issue in the field of Organizational Citizenship Behaviour. The problem significant because Organizational citizenship behavior (OCB) is a critical part of any successful organization. OCB can help organizations increase productivity, improve morale, foster cooperation between coworkers, and create a positive working environment, which can lead to higher rates of retention. OCB can boost employee morale. It increases people's levels of work meaningfulness. It is good for employee performance and productivity;

III.REVIEW OF LITERATURE

Khan, Ramzan, Ahmed and Nawaz (2016) determined the leadership style of faculty member in terms of transformational, transactional, laissez-faire, and whether their style contributes towards satisfaction among students and urges them to contribute some extra efforts (OCB) towards study tasks. Data was collected from 265 faculty members working in both public and private higher education institutions of the state of Punjab, Pakistan. The respondents are highly qualified and mature. MLQ was used to collect and analyze the data.

SPSS 17.0 and AMOS 16.0 are used to find out the relationships and association.

Kacmar, Bachrach, Harris and Noble (2018) developed and tested a model that builds directly on social exchange theory to predict different roles for supervisor trust in the relationships between OCB and relationship conflict occurring between supervisors and subordinates and between peers. Specifically, they posited that the association between citizenship behavior and relationship conflict between employees and supervisors is mediated by supervisor trust, while the association between citizenship behaviours and relationship conflict occurring between peers is moderated by supervisor trust. The dual role for supervisor trust in a field study of 160 supervisor-employee dyads was tested. Results supported the different roles played by supervisor trust.

Jain, Giga and Cooper (2020) identified the impact of organizational stressors on OCB and how POS will moderate in the relationship between stressors and citizenship behaviour. Data was collected from 402 operator level employees from five different call center organizations located around the national capital of India. It was found that negative relationship between organizational stressors and OCB, a significant positive relationship between POS and OCB, and confirmation that POS moderates in the relationship between organizational stressors and OCB.

Hassan and Semercioz (2021) conducted a study to investigate the phenomenon of trust in its personal and impersonal forms i.e. interpersonal and institutional (organizational) trust with multiple foci i.e. coworkers, supervisor, and institution (organization) in U.S.A through addressing threefold agenda: explored the concept of trust by distinguishing its antecedents i.e., trust or's propensity to trust, the trustor's perceived characteristics of a trustee, and institutional trust from trust, explored whether trust fully mediated the effects of trustworthiness, trust propensity, and institutional trust on behavioural outcomes such as organizational commitment, OCB and employees task performance, and explored that trust relationships vary according to whether the trustee is a supervisor/leader versus a coworker.

Liu et al.,(2023) examined the relationships between organizational support, affective commitment, and OCB for expatriates. Data was collected from 162 expatriates, working in 37 subsidiaries of multinational corporations located in Mainland China. Results indicated that POS

from both the parent company and the subsidiary significantly related to affective commitment and organizational directed OCB. It is showed that the affective commitment acted as a partial mediator of the relationship between parent company POS and organizational directed OCB, and a full mediator of the relationship between subsidiary POS and organizational-directed OCB.

IV. MATERIALS AND METHODS:

A. RESEARCH DESIGN

Descriptive research design was employed for data collection, analysis and testing of research model used in this research.

B. OBJECTIVES OF THE RESEARCH

1. To identify the influencing factors of Organizational Citizenship Behavior towards Education industry employees with special reference to Next Art Creations private limited at Chennai.
2. To measure the level of organizational citizenship behaviours and personality factors of employees towards education Industry with reference to Next Art Creations private limited at Chennai.
3. To suggest the best practices to improve the Organizational Citizenship Behavior and Employee performance towards education Industry with reference to Next Art Creations private limited at Chennai.

C. SAMPLING DESIGN

The Employees of Education company at Chennai were taken as the population for the research. The frame comprised employees serving in Education company. Convenient Sampling Technique was employed. Subsequently, random sampling was employed in each stratum. The sample size was 250 surveyed collected directly and through google form.

D. DATA COLLECTION DESIGN

Primary data collection method comprised survey method while primary data collection instruments was structured questionnaire data. Secondary data collection method comprised of websites and online journals, Published reports & Review of literature from published articles.

E. STATISTICAL TOOLS

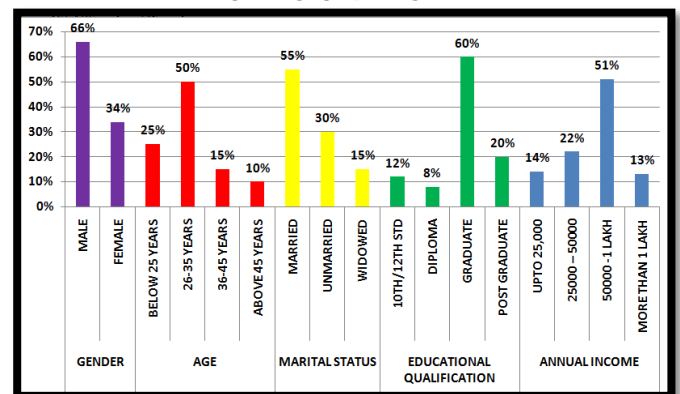
The main tools used for statistical analysis is hypothesis testing analytical tools such as Chi square test.

V. DATA ANALYSIS:

TABLE.1. TABLE INDICATING DEMOGRAPHIC DETAILS OF RESPONDENTS

DEMOGRAPHIC FACTORS	PARTICULARS	F	P
GENDER	MALE	165	66%
	FEMALE	85	34%
AGE	BELOW 25 YEARS	62	25%
	26-35 YEARS	125	50%
	36-45 YEARS	38	15%
	ABOVE 45 YEARS	25	10%
MARITAL STATUS	MARRIED	137	55%
	UNMARRIED	75	30%
	WIDOWED	38	15%
EDUCATIONAL QUALIFICATION	10TH/12TH STD	30	12%
	DIPLOMA	20	8%
	GRADUATE	150	60%
	POST GRADUATE	50	20%
ANNUAL INCOME	UPTO 25,000	35	14%
	25000 – 50000	55	22%
	50000 -1 LAKH	128	51%
	MORE THAN 1 LAKH	32	13%

Fig.1.CHART REPRESENTING DEMOGRAPHIC DETAILS OF RESPONDENTS

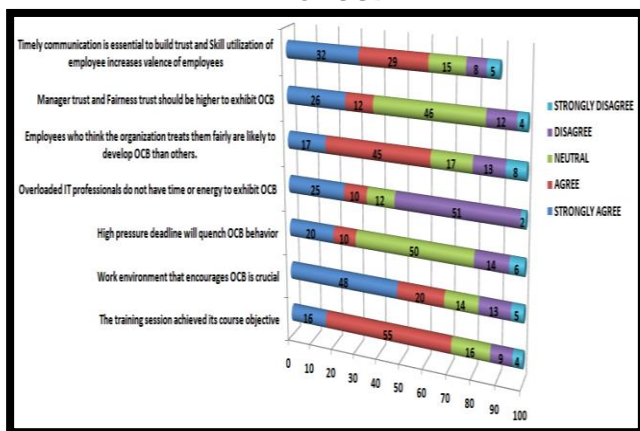


It is inferred from table 1 that Majority (50%) of the respondents are under the age group of 26 to 35 years, Majority (66%) of the respondents are male, Majority (110) of the respondents are married as they constitutes 55% of my sample, Majority (60%) of the respondents are graduates, Majority (51%) of the respondents are earning from Rs.50,000 to Rs.1,00,000 as annual income in this company,

TABLE.2. TABLE INDICATING IMPROVEMENTS NEEDED ON OCB

IMPROVEMENTS NEEDED ON OCB	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
The training session achieved its course objective	56	16	93	55	56	16	31	9	14	4	250	100
Work environment that encourages OCB is crucial	68	48	70	20	49	14	45	13	18	5	250	100
High pressure deadline will quench OCB behavior	70	20	35	10	75	50	49	14	21	6	250	100
Overloaded IT professionals do not have time or energy to exhibit OCB	88	25	35	10	42	12	78	51	7	2	250	100
Employees who think the organization treats them fairly are likely to develop OCB than others.	60	17	57	45	60	17	45	13	28	8	250	100
Manager trust and Fairness trust should be higher to exhibit OCB	91	26	42	12	61	46	42	12	14	4	250	100
Timely communication is essential to build trust and Skill utilization of employee increases valence	80	32	72	29	53	15	28	8	17	5	250	100

Fig.2.CHART REPRESENTING IMPROVEMENTS NEEDED ON OCB



It is inferred from table and figure 2 that Majority 55% of respondents are agreed to the statement that The training session achieved its course objective. Majority 48% of the respondents are strongly to the statement that Work environment that encourages OCB is crucial. Majority 50% of respondents are neutral to the statement that High pressure deadline will quench OCB behavior. Majority 51% of respondents are disagreed that Overloaded IT professionals do not have time or energy to exhibit OCB. Majority 45% of respondents are agreed to the statement that Employees who think the organization treats them fairly are likely to develop OCB than others. Majority 46% of respondents are neutral to the statement that Manager trust and Fairness trust should be higher to exhibit OCB. Majority 32% of the respondents are strongly agreed to the statement that Timely communication is essential to build trust and Skill utilization of employee increases valence of employees.

H01(Null hypothesis) = There Is No Significant Difference Between The Personal Employee Performance Factors And The Organizational Citizenship Behaviour Dimensions

H11(Alternate hypothesis) = There Is A Significant Difference Between The Personal Employee Performance Factors And The Organizational Citizenship Behaviour Dimensions.

TABLE 3.TABLE INDICATING CHI SQUARE TEST

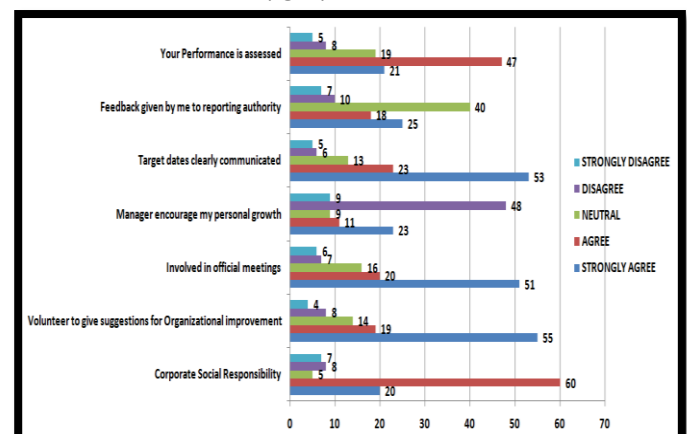
OCB DIMENSIONS	FREQUENCY	PERCENTAGE
ALTRUISM	3.109	0.927
COURTESY	3.291	0.915
CONSCIOUSNESS	1.143	0.178
CIVIC VIRTUE	4.427	0.817
SPORTSMANSHIP	4.275	0.831

It is inferred from table 3 that Since p value is greater than 0.05, we accept null hypothesis & reject alternate hypothesis. Hence, there is no significant difference between Personal Employee Performance Factors and the Organizational Citizenship behavior dimensions.

TABLE 4.TABLE INDICATING FREQUENCY OF INVOLVEMENT

FREQUENCY OF INVOLVEMENT	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Corporate Social Responsibility	50	20	150	60	13	5	20	8	17	7	250	100
Volunteer to give suggestions for Organizational improvement	137	55	48	19	35	14	20	8	10	4	250	100
Involved in official meetings	128	51	50	20	40	16	17	7	15	6	250	100
Manager encourage my personal growth	58	23	28	11	22	9	120	48	22	9	250	100
Target dates clearly communicated	133	53	57	23	32	13	15	6	13	5	250	100
Feedback given by me to reporting authority	62	25	45	18	100	40	25	10	18	7	250	100
Your Performance is assessed	52	21	117	47	48	19	20	8	13	5	250	100

Fig.4.CHART REPRESENTING FREQUENCY OF INVOLVEMENT



H02 = There is no significant difference between male and female with respect to the Organizational Citizenship Behaviour.

H12= There is a significant difference between male and female with respect to the Organizational Citizenship Behaviour.

TABLE 5.TABLE INDICATING T TEST

VARIABLES	GENDER	N	MEAN	S.D	"t value	"p value
ALTRUISM	Male	165	1.3568	1.0195	37.886	0.000**
	Female	85	0.7079			
COURTESY	Male	165	1.0420	0.7625	38.905	0.000**
	Female	85	0.5436			
CONSCIOUSNESS	Male	165	1.6572	1.0733	43.958	0.000**
	Female	85	0.8646			
CIVIC VIRTUE	Male	165	1.6854	1.0974	43.723	0.000**
	Female	85	0.8793			
SPORTSMANSHIP	Male	165	1.6661	0.9158	51.791	0.000**
	Female	85	0.8692			

It is inferred from table and figure 4 that all the null hypothesis are rejected as the p value is lesser than 0.001,so we accept alternate hypothesis. Hence, there is a significant difference between male and female with respect to Organizational Citizenship Behaviour.

VI. RECOMMENDATIONS:

- Company employees stay sensitive to certain factors and perceive that the changes around them will make them perform even better and bring out their full potential for the growth of the organisation. Past studies indicated that education industry have taken adequate steps to reduce the job stress in employees due to work pressure. Adding to that, the interactional justice, skill utilization and the manager trust, influence the working environment and OCB amid employees.
- It is suggested that, with the advancement in technology and social media like "Whatsapp", the work group can be formed, which can be an auxiliary interaction medium. It is a two way communication medium and is spontaneous. Furthermore, even photos and video can be uploaded apart from the text and this technology is a bliss to the modern organisation to explore the communication channel constructively for business growth.
- The Managers apart from routine work shall ensure that they spend focused time with their subordinates in knowledge sharing sessions and mentoring the employees on the banks growth and performance.

Manager can expose employees to view the work in a conceptual manner. It helps to gain the Manager trust.

- The Management should stretch the fair perception among employees always and be extra sensitive to interactional justice.

VII.LIMITATIONS:

It is a sample study of 250 respondents only. The study is targeted at employees serving in Education company only. The study uses a structured predetermined questions. It is an objective study.

VIII.CONCLUSION:

The study gives a comprehensive idea of ANALYZING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS EDUCATION INDUSTRY EMPLOYEES AT CHENNAI. Eventually bringing this research work to a close it can be stated that can heighten organizational citizenship behavior among employees will surely improve organizational performance and productivity. Fortifying organizational citizenship behavior, like whichever other behavior that the individual makes, is indispensable to be promoted. Employees could take on organizational citizenship behavior when they notice a sense of equality in the decision-making process, and obtain organization's support and care, and identify less obscurity in the organizational process. And this citizenship behavior could make employees content with their jobs. Through this research, Organizational Citizenship Behaviour are identified in Next Art Creations Company to deal with dimensions of Organizational Citizenship Behaviour such as Altruism, Courtesy, Consciousness, Civic virtue and Sportsmanship. The strength of this research lies on its specific focus on the connection between the employees organizational citizenship behavior with the employee performance

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