

**EFFECTIVENESS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR
ON RETENTION: A STUDY AMONG THE EMPLOYEES OF
BPO SECTORS**

Dr. C. Rameshkumar, Assistant Professor,

Department of Business Administration, Annamalai University

Abstract

The main aim of this study was to analysis the effectiveness of OCB on retention of the employees of the BPO sector. The respondents were selected through simple random sampling and the sample size was determined to be 100. Data was collected through questionnaires and analysis was performed using multiple regression. This finding shows that there was a significant relation between the dependent and the independent variable. Findings also reveal that the retention of the BPO sectors' employees is highly influenced by the OCB.

Keywords: Organizational citizenship behavior, Retention

Introduction

The studies of Meyer et.al, (2007) and Podsakoff and Mackenzie (1997) reflected that the aspects of OCB namely sportsmanship and altruism improved the organizational performance by improving the ability of the organization to retain and attract efficient people. this process consequently leads to loyalty of the employees. Sportsmanship and Altruism facilitate in building a positive environment inside the organization that develops the sense of belongingness

and morale to a team. Sportsmanship makes the employees to see positive facts in every situation. Those types of employees get readily accepted to take up responsibilities and thus improve the ability of the organization to get adapted to changing environments. The concept of rapid globalization and economic growth is possible only through the process of employee retention. The organizations are fighting and competing to get an effective workforce in their entity and retain them inside.

STATEMENT OF THE PROBLEM

The managers of organizations make continuous endeavours to promote the OCB as these are positive behaviours which enhance the effectiveness of the organization. They also direct their employee's behaviour to explore the behaviours which hinder the effective functioning of the organization.

NEED FOR THE STUDY

The research discusses the factors which lead to explain the OCB. The study also tries to assess the OCB and its relation with the other variables.

OBJECTIVE OF THE STUDY

The main aim of this study was to analysis the effectiveness of OCB on retention of the employees of the BPO sector.

REVIEW OF LITERATURE

Paillé, Pascal. (2012); the main aim of this paper was to investigate the relation between perceived job alternatives, intention to leave, intention to search and the organizational

citizenship behaviour (OCB). This study was done to determine the level to which these variables are related. Two different samples were surveyed in the study. The findings showed that perceived job alternatives better predicted OCB towards the organization than towards the individuals. Further results indicated that relation between OCB & intention to search and between OCB & intention to quit are dissimilar.

Coyne, Iain & Ong, Tanya (2007); this research study had examined the relation between OCB and turnover intention of the production employees of the organization in Malaysia, England and Germany. The sample size was 162 workers. The sample population was surveyed using a self reported questionnaire. Findings showed that OCB was positively related with turnover intention and the strongest predictor of turnover was the sportsmanship.

RESEARCH METHODOLOGY

The present study is done to explore the effect of OCB on the retention of employees of BPO sectors. The respondents were selected through convenience sampling and the sample size was determined to be 100. Data was collected through questionnaires and analysis was performed using regression.

ANALYSIS AND INTERPRETATION

Influence of OCB on retention

Model Summary

R	R Square	Adjusted R Square	F	Sig.
.750(a)	.562	.534	19.916	.000(a)

a Predictor: (Constant), OCB

Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.497	.229		6.541	.000
Helps orient new employees even though it is NOT required.	.172	.029	.472	5.922	.000
Helps others who have been absent.	-.349	.074	-1.613	-4.694	.000
Helps others who have heavy workloads	.380	.063	1.027	6.063	.000
Attendance at work is above the norm	-.030	.040	-.066	-.744	.459
Does NOT take extra breaks.	-.064	.044	-.131	-1.472	.145
Does NOT abuse the rights of others	.436	.089	1.240	4.891	.000

a Dependent Variable: retention

Findings show that every statement of OCB was significant. The table also revealed a positive coefficient, two statements was not influence on the retention of employees of BPO sectors in Chennai. There was a relation found between the dependent variable and the OCB. The analysis done through multiple regression exhibits that among six factors two factors was not influence the retention. The coefficient value, R^2 , was found to be 0.562 through regression, which shows that 56.2% of the OCB had an influence on the dependent variable of the employees of BPO sectors. In order to examine whether the value of coefficient (R^2) is significant or not, ANOVA was executed. The F value so got was 19.916 which means $p < 0.000$. This finding shows that there was a significant relation between the dependent and the

independent variable. Findings also reveal that the retention of the BPO sectors' employees is highly influenced by the OCB.

CONCLUSION

The retention of employees is a frightening challenge for the organizations in the recent days of intense competition where the opportunities for the employees are in abundance both in domestic and international markets. The workers quit from a company due to several reasons. It becomes the responsibility of the managers of the BPO sector to frame more effective strategies for retaining the effective workforce, as the employees are the most essential element of the BPO sector.

This finding shows that there was a significant relation between the dependent and the independent variable. Findings also reveal that the retention of the BPO sectors' employees is highly influenced by the OCB.

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