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## A Study On Organisational Citizenship Behaviour And Employee Performance In Bhargave Rubber Pvt. Ltd., Madurai.

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### ABSTRACT

Organizational Citizenship Behaviour (OCB) refers to the voluntary and discretionary actions of employees that contribute positively to the overall functioning of the organization beyond their formal job requirements. Employee performance reflects how effectively an employee carries out job responsibilities and achieves work-related goals. This study examines the impact of OCB on employee performance at Bhargave Rubber Pt. Ltd., Madurai, a manufacturing company engaged in the production of rubber seals and moulded rubber components. Data was collected from 100 employees using a structured questionnaire and analysed using correlation analysis, regression analysis, ANOVA, and coefficient analysis through SPSS. The results reveal a strong positive relationship between OCB and employee performance ( $r = 0.693$ ,  $p = 0.000$ ), with OCB explaining approximately 48% of the variation in employee performance. The findings confirm that promoting organizational citizenship behaviours such as helping colleagues, following organizational rules, and maintaining a positive attitude can significantly improve employee performance and organizational effectiveness.

**Keywords:** Organizational Citizenship Behaviour, Employee Performance, Correlation, Regression, ANOVA, Bhargave Rubber Pt. Ltd.

### INTRODUCTION

#### Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour (OCB) refers to the voluntary and discretionary actions of employees that are not formally required as part of their job roles but contribute positively to the overall functioning of the organization. These behaviours are performed willingly and are not directly linked to formal reward systems, yet they play a crucial role in improving organizational effectiveness.

OCB includes activities such as helping coworkers, being cooperative, showing initiative, following rules responsibly, and supporting organizational objectives beyond assigned duties. Employees who display high levels of OCB create a positive work environment by promoting teamwork, reducing conflicts, and enhancing coordination among employees.

The concept of Organizational Citizenship Behaviour was first introduced by Organ (1988), who emphasized that organizations depend not only on employees' technical skills but also on their willingness to go beyond

formal job requirements. In today's competitive and dynamic business environment, OCB has gained significant importance as organizations increasingly rely on employee commitment, cooperation, and proactive behaviour to achieve sustainable success.

## **Factors of Organizational Citizenship Behaviour (OCB)**

Organizational Citizenship Behaviour does not occur automatically. It is influenced by various factors related to the individual employee, leadership, job design, organization, and work group.

### **1. Individual Factors**

Job satisfaction refers to how happy an employee feels about their job. Employees who are satisfied with their work, pay, growth opportunities, and work environment are more likely to show positive attitudes and willingly help others, follow rules sincerely, and contribute beyond their job duties. Organizational commitment reflects an employee's emotional attachment to the organization, naturally engaging them in behaviours that benefit the organization. Certain personality characteristics strongly influence OCB — employees who are conscientious, cooperative, helpful, and emotionally stable are more inclined to display citizenship behaviours. Motivated employees show enthusiasm and willingness to take initiative and support colleagues.

### **2. Leadership Factors**

Supportive leaders who care about employees' needs and provide guidance encourage employees to engage in voluntary behaviours that benefit the organization. The quality of the relationship between leaders and employees plays a vital role in OCB; high-quality relationships based on trust and open communication motivate employees to perform extra-role behaviours. When leaders treat employees fairly and make unbiased decisions, employees develop trust in management and voluntarily support organizational goals.

### **3. Job-Related Factors**

Employees with greater job autonomy feel a sense of responsibility and ownership over their tasks, motivating them to take initiative and assist others. Role clarity allows employees to focus not only on their tasks but also on helping others and contributing positively to the organization. Task significance — how important employees feel their job is — motivates them to go beyond their basic duties.

### **4. Organizational Factors**

A culture that promotes cooperation, teamwork, respect, and mutual support naturally fosters OCB. When employees feel that the organization values their contributions and cares about their well-being (perceived organizational support), they reciprocate with positive behaviours. Fair and supportive HR practices such as training, performance appraisal, and recognition encourage employees to contribute beyond their formal job requirements. A healthy, positive work environment with friendly relationships and open communication further encourages helpful and responsible behaviours.

### **5. Social and Team Factors**

Team cohesion — the level of unity and bonding among team members — leads employees to willingly support each other and work collaboratively. Trust among coworkers encourages employees to cooperate and help one another without fear, which strengthens organizational citizenship behaviour.

## **INDUSTRY PROFILE**

### **Introduction to the Rubber Seals & Gaskets Industry**

The rubber seals and gaskets industry forms a critical part of the global industrial and manufacturing ecosystem. Seals and gaskets are essential mechanical components designed to prevent leakage of fluids, gases, or contaminants between two or more mating surfaces. These products are widely used across industries such as automotive, industrial machinery, oil and gas, power generation, chemicals,

pharmaceuticals, food processing, construction, and renewable energy sectors. The industry has evolved from producing basic standardized components to delivering highly engineered and customized sealing solutions, with advances in material science and quality management systems enabling manufacturers to meet increasingly complex requirements.

### **Indian Rubber Seals & Gaskets Market**

India represents one of the most promising markets for rubber seals and gaskets due to rapid industrialization, expanding automotive production, and increasing investments in infrastructure and energy sectors. The growth of the Indian market is further supported by government initiatives such as “Make in India,” infrastructure development programs, and increasing localization of component manufacturing by global OEMs. Small and medium enterprises (SMEs) play a vital role in the Indian sealing industry by supplying customized and cost-effective solutions to both domestic and export markets.

The rubber seals and gaskets market is segmented by product type (seals and gaskets), material (nitrile rubber, EPDM, silicone rubber, fluorocarbon rubber, neoprene), and end-use industry (automotive, industrial machinery, oil and gas, power generation, chemicals, pharmaceuticals, food and beverage processing, and construction). The automotive industry remains the single largest consumer of rubber seals and gaskets. The future of the industry is shaped by innovation, sustainability, and digitalization, with growing emphasis on eco-friendly materials and smart sealing technologies.

### **STATEMENT OF PROBLEM**

Bhargave Rubber Pt. Ltd. operates in a highly competitive manufacturing environment where employee performance is critical for productivity and quality. However, employees' voluntary and extra-role behaviours (Organizational Citizenship Behaviour) are not formally evaluated. This study examines the impact of OCB on employee performance at Bhargave Rubber Pt. Ltd.

### **OBJECTIVES OF THE STUDY**

1. To study the level of Organizational Citizenship Behaviour among employees at Bhargave Rubber Pt. Ltd.
2. To examine the relationship between Organizational Citizenship Behaviour and employee performance.
3. To analyse the impact of Organizational Citizenship Behaviour on employee performance.

### **SCOPE OF THE STUDY**

1. The study focuses on Organizational Citizenship Behaviour and employee performance of employees at Bhargave Rubber Pt. Ltd.
2. It covers employees across different departments and job levels within the organization.
3. The study examines key dimensions of OCB such as helping behaviour, responsibility, and cooperation.
4. The analysis is limited to the current organizational environment and work practices.
5. Findings are intended to support HR and performance management improvements within the company.

## REVIEW OF LITERATURE

**Anita Sharma (2022)** examines the effect of OCB behaviours such as helping colleagues and being proactive on team performance. The study suggests that organizations fostering such behaviours see increased employee engagement and recommends implementing recognition systems for employees demonstrating OCB.

Priya Nair (2020) focuses on the relationship between OCB, motivation, and employee engagement. The study concludes that recognition of extra-role behaviour boosts both satisfaction and performance, and emphasizes implementing reward programs for OCB.

**Ritesh Khatwani (2023)** gives insight into how employees' discretionary behaviours, going beyond formal duties, contribute to organizational performance. The study emphasizes that sustainable HR practices encourage Organizational Citizenship Behaviour (OCB) and enhance employee retention and performance effectively.

**Vikram Singh (2021)** investigates OCB in Indian IT firms and its impact on employee performance. The study finds that employees who voluntarily perform extra-role tasks positively influence organizational efficiency and suggests that management should encourage such behaviours through policies and rewards.

Additional studies by Manoj Verma (2021), Shalini Singh (2020), Ravi Patel (2019), Priyanka Das (2022), Anil Choudhary (2021), Rekha Sinha (2020), Akhil Menon (2019), Divya Agarwal (2022), Suresh Kumar (2021), and Pooja Rao (2020) collectively confirm a strong positive relationship between OCB and employee performance across diverse industries including healthcare, education, banking, IT, and manufacturing sectors.

## RESEARCH DESIGN

Descriptive research design is used to describe the characteristics, behaviour and opinions of the respondents. This design helps the researcher to understand the existing situation and the behaviour of employees in the organization. In this study, descriptive research design is used to analyse Organizational Citizenship Behaviour and employee performance among employees of Bhargave Rubber Pt. Ltd.

## SOURCES OF DATA

1. Primary Data — A structured questionnaire was prepared and circulated to 100 employees of Bhargave Rubber Pt. Ltd.
2. Secondary Data — Data was collected from books, journals, research articles, company websites, and other online sources related to Organizational Citizenship Behaviour and employee performance.

## SAMPLING METHOD AND SIZE

The sample population size of 100 employees of Bhargave Rubber Pt. Ltd., Madurai, was considered for research and analysis using simple random sampling (Probability sampling technique), where respondents were selected based on their availability and willingness to participate.

## TOOLS USED FOR ANALYSIS

The main tools used for statistical analysis were percentage analysis and the following SPSS-based statistical techniques:

1. Percentage analysis — to help the researcher to appropriately know about the responses given by the respondents.
2. Correlation Analysis — to measure the relationship between Organizational Citizenship Behaviour and employee performance.
3. Regression Analysis — to determine the impact of OCB on employee performance.

**HYPOTHESIS 1**

**H0:** There is no significant relationship between Organizational Citizenship Behaviour and employee performance.

**H1:** There is a significant relationship between Organizational Citizenship Behaviour and employee performance.

**HYPOTHESIS 2**

**H0:** There is no causal relationship between Organizational Citizenship Behaviour and employee performance.

**H1:** There is a causal relationship between Organizational Citizenship Behaviour and employee performance.

**DATA ANALYSIS AND INTERPRETATION****Percentage Analysis**

| Statement   | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|----------------|-------|---------|----------|-------------------|
| I willingly help colleagues who have work-related problems.               | 30.0%          | 40.0% | 30.0%   | —        | —                 |
| I help others who have heavy workloads.                                   | 27.0%          | 32.0% | 31.0%   | 4.0%     | 6.0%              |
| I obey organizational rules and procedures even when no one is watching.  | 24.0%          | 32.0% | 35.0%   | 5.0%     | 4.0%              |
| I always complete my work on time without reminders.                      | 33.0%          | 27.0% | 27.0%   | 8.0%     | 5.0%              |
| I consult coworkers before taking actions that might affect them.         | 21.0%          | 27.0% | 42.0%   | 7.0%     | 3.0%              |
| I maintain a positive attitude even when things do not go my way.         | 16.0%          | 38.0% | 34.0%   | 7.0%     | 5.0%              |
| I avoid complaining about small or unimportant issues at work.            | 26.0%          | 39.0% | 24.0%   | 10.0%    | 1.0%              |
| My performance goals are clearly defined by the organization.             | 12.0%          | 46.0% | 31.0%   | 7.0%     | 4.0%              |
| I clearly understand how my performance is evaluated.                     | 20.0%          | 45.0% | 24.0%   | 10.0%    | 1.0%              |
| The performance appraisal system in my organization is fair and unbiased. | 15.0%          | 40.0% | 33.0%   | 9.0%     | 3.0%              |
| I receive regular feedback on my job performance.                         | 21.0%          | 36.0% | 24.0%   | 17.0%    | 2.0%              |
| Good performance is recognized and rewarded in my organization.           | 15.0%          | 36.0% | 34.0%   | 11.0%    | 4.0%              |

|   |       |       |       |      |      |
|---|-------|-------|-------|------|------|
| The performance management system motivates me to perform better.     | 31.0% | 32.0% | 27.0% | 9.0% | 1.0% |
| Performance management helps align my work with organizational goals. | 20.0% | 57.0% | 20.0% | 3.0% | —    |

## INTERPRETATION

The findings indicate generally positive organizational behaviour among respondents, with many expressing a willingness to support colleagues and manage workplace responsibilities effectively. A notable proportion agree that they help coworkers with work-related problems (40.0%) and heavy workloads (32.0%), while 33.0% strongly affirm completing tasks on time without reminders. Positive workplace attitudes are also reflected, as 38.0% maintain optimism during challenges and 39.0% avoid unnecessary complaints. However, some areas show neutrality, particularly in consistently following rules without supervision (35.0%) and consulting coworkers before decisions (42.0%), suggesting scope for improvement in these aspects. Additionally, most respondents perceive clarity in performance goals (46.0%) and recognize that performance management supports alignment with organizational objectives (57.0%), indicating overall effectiveness of organizational systems.

## CORRELATION ANALYSIS

| Correlations |                     | OCB_TOTAL | EP_TOTAL |
|--------------|---------------------|-----------|----------|
| OCB_TOTAL    | Pearson Correlation | 1         | .693**   |
|              | Sig. (2-tailed)     |           | .000     |
|              | N                   | 100       | 100      |
| EP_TOTAL     | Pearson Correlation | .693**    | 1        |
|              | Sig. (2-tailed)     | .000      |          |
|              | N                   | 100       | 100      |

## INTERPRETATION

The Pearson correlation analysis was conducted to examine the relationship between Organizational Citizenship Behaviour (OCB) and Employee Performance (EP) among employees. The results show a correlation coefficient ( $r$ ) of 0.693, which indicates a strong positive relationship between OCB and employee performance. This means that as the level of organizational citizenship behaviour increases among employees, their performance levels also tend to increase. The significance value obtained is 0.000, which is less than the standard significance level of 0.01 ( $p < 0.01$ ), confirming that the relationship is statistically significant and not due to random chance.

## REGRESSION ANALYSIS

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .693a | .480     | .475              | 3.278                      |

| ANOVA |            | Sum of Squares | df | Mean Square | F      | Sig.  |
|-------|------------|----------------|----|-------------|--------|-------|
| 1     | Regression | 973.802        | 1  | 973.802     | 90.612 | .000b |
|       | Residual   | 1053.198       | 98 | 10.747      |        |       |
|       | Total      | 2027.000       | 99 |             |        |       |

| Model |            | B      | Std. Error | Beta | t     | Sig. | Lower Bound | Upper Bound |
|-------|------------|--------|------------|------|-------|------|-------------|-------------|
| 1     | (Constant) | 11.779 | 2.555      |      | 4.610 | .000 | 6.708       | 16.849      |
|       | OCB_TOTAL  | .658   | .069       | .693 | 9.519 | .000 | .521        | .795        |

## INTERPRETATION

The regression analysis indicates a strong and statistically significant relationship between OCB (Organizational Citizenship Behavior) and the dependent variable. The correlation coefficient ( $R = 0.693$ ) shows a moderately high positive relationship, suggesting that as OCB increases, the outcome variable also tends to increase. The R Square value of 0.480 implies that 48% of the variation in the dependent variable is explained by OCB, which is a substantial proportion in social science research. The adjusted R Square (0.475) is very close to R Square, indicating that the model is stable and not overfitted. The ANOVA results further confirm the model's significance, with an F value of 90.612 and a significance level of 0.000 ( $p < 0.05$ ), demonstrating that the regression model is statistically reliable and better than a model with no predictors. In terms of coefficients, the constant value (11.779) represents the baseline level of the dependent variable when OCB is zero. The unstandardized coefficient for OCB ( $B = 0.658$ ) indicates that for every one-unit increase in OCB, the dependent variable increases by 0.658 units, holding other factors constant. The standardized coefficient (Beta = 0.693) reflects a strong positive effect of OCB. The t-value (9.519) and significance level ( $p = 0.000$ ) confirm that OCB is a highly significant predictor. Additionally, the 95% confidence interval (0.521 to 0.795) does not include zero, reinforcing the reliability of the coefficient estimate.

## FINDINGS

The analysis of the data reveals several important insights about the workforce and employee behaviour. The demographic profile shows a male-dominated workforce, with 68% male respondents and 32% female respondents, indicating relatively lower female participation. In terms of age distribution, the majority of employees fall within the 26–35 age group (37%), followed by 36–45 (24%), 18–25 (18%), and 46–55 (16%), while only 5% are above 55 years, suggesting a predominantly young to middle-aged workforce. Experience-wise, most employees (42%) have 1–5 years of experience, with 29% having 6–10 years, 15% possessing more than 10 years of experience, and 14% being freshers, indicating a balanced mix of early-career and

experienced professionals. Additionally, 78% of employees are in permanent roles, reflecting job stability, while 22% are temporary employees.

The behavioural analysis highlights a positive work environment characterized by strong Organizational Citizenship Behaviour (OCB). A significant proportion of respondents agree (45%) and strongly agree (35%) that they engage in extra-role behaviours such as helping colleagues and going beyond their formal job duties. This is further supported by a mean OCB score of approximately 3.8, indicating above-average citizenship behaviour. Similarly, employee performance levels are high, with a mean score of around 3.9, suggesting strong overall performance. The correlation analysis ( $r = 0.693$ ) indicates a strong positive relationship between OCB and employee performance, while the  $R^2$  value of 0.480 shows that nearly 48% of the variation in employee performance can be explained by OCB. Overall, the findings suggest that the performance management system plays a crucial role in motivating employees, fostering positive behaviours, and enhancing overall performance within the organization.

## SUGGESTIONS AND RECOMMENDATIONS

1. The organization should encourage employees to help and support their coworkers, as it strengthens teamwork and improves Organizational Citizenship Behaviour.
2. Management should promote a positive work environment where employees feel comfortable sharing ideas and helping others.
3. The company should provide regular feedback and performance discussions to help employees understand their strengths and areas for improvement.
4. The organization should recognize and reward employees who demonstrate good organizational citizenship behaviour, such as helping colleagues and maintaining a positive attitude.
5. Training and development programs should be conducted to improve employee skills and work efficiency.
6. The organization should encourage employees to participate in meetings and organizational activities, which helps them stay informed about company matters.
7. Supervisors should communicate clearly with employees regarding performance goals and expectations.
8. The organization should develop fair and transparent performance appraisal systems to improve employee motivation and satisfaction.
9. Overall, the company should focus on promoting organizational citizenship behaviour among employees, as it contributes to higher employee performance and organizational effectiveness.

## CONCLUSIONS

Organizational Citizenship Behaviour plays a significant role in improving employee performance in an organization. Employees who willingly help their colleagues, follow organizational rules, and maintain a positive work attitude contribute to a healthy and productive work environment.

The study shows that there is a strong positive relationship between Organizational Citizenship Behaviour and employee performance ( $r = 0.693$ ,  $p = 0.000$ ). When employees demonstrate higher levels of citizenship behaviour, their work performance also improves. OCB explains approximately 48% of the variation in employee performance at Bhargave Rubber Pt. Ltd.

Encouraging cooperation, recognizing employee efforts, and maintaining effective performance management practices can help organizations enhance both employee satisfaction and productivity. Therefore, organizations that promote Organizational Citizenship Behaviour can achieve better performance, stronger teamwork, and improved organizational success.

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