

## **Impact of Organizational Citizenship Behavior on Performance Appraisal: A Field of Information Technology**

**M. Revathy,**

Ph.d Research Scholar,  
Bharathiar University, Coimbatore, India.

**Dr. K. Anandanatarajan,**

Assistant Professor,  
Department of Business Administration,  
Annamalai University, Chidambaram, India.

### **ABSTRACT**

*The main objective of the study is to examine the relationship between Organizational Citizenship Behaviour and performance appraisal among the employees of information technology. Data was collected through stratified random sampling. For the purpose of the study sample size was fixed at 100. The reason for fixing it at 100 was limited resources and time constraints. Performance appraisal is positively influenced by Organizational Citizenship Behaviour. Findings of the study reveal that Organizational Citizenship Behaviour can help to improve this performance appraisal to a large extent.*

**Keywords:** Organizational Citizenship Behavior, Performance Appraisal.

### **INTRODUCTION:**

The term performance appraisal is formally defined as an interaction between a superior and a subordinate, which is pre-structured. It may be in the form of an annual or semi-annual interview. Under this method, the strength, weakness and opportunities for developing and improving skills are identified by examining and discussing the performance of subordinates in work.

Not all, but in many concerns, the results of this appraisal system are used in making decisions to determine the outcomes of reward. In other words, the employees, whose performance is better, are identified and they are made available with all the rewards such as increase in pay, bonus and promotion.

Earlier this system of performance appraisal was used as a method in justification of income. To say in simple, whether the pay of the employee was correct or not, was analyzed through the system of performance appraisal. The method of performance appraisal was connected with material benefits. That is, a decrease or cut in pay was done for employees whose performance was not up to the expectation of the management. On the contrary, an increase in pay was given to the employees who performed more than the expected level. However, a small intervention was also done in this method, that, decrease or rise in pay should only make the employees improve their performance.

This system of performance appraisal proved to be beneficial in some cases and failed in many. For instance, it was a well-known fact that different employees who had roughly same level of work capabilities were paid same level of rewards but still possessed different motivational and performance level.

### **STATEMENT OF THE PROBLEM:**

Many researches have been done regarding human resource management. These studies deal with the problems of human resource management and these studies identify the significance of the system of performance appraisal in the concern. Every concern or an organization has got the difficulty of directing the activities and performances of its employees towards the achievement of its objectives and goals. In the attempt of such direction of activities, the organization needs to possess and frame a system which would manipulate direct the work of employees and enhance the performance of employees towards goal achievement. One among those tools for this process includes the tool of performance appraisal.

### **NEED OF THE STUDY:**

- (1) The present study helps to support the progress made towards the goals of the organization.
- (2) This study also lends a helping hand to the managers for understanding their subordinates.

### **OBJECTIVE OF THE ARTICLE:**

The main objective of the study is to examine the relationship between OCB and performance appraisal among the employees of information technology.

### **REVIEW OF LITERATURE:**

Ima Fatima, et al., (2015) said that several factors are responsible for the success of the company. The eminent ways in which system of performance management of a company is one among those factors that helps in the success of this process. The process through which a company makes its employees work towards the goal achievement of the organization is known as the performance management. It can also be said that, amidst the phase of tight business competition, performance management is the best possible way to enhance the productivity and motivation of employees, in turn improving the business of the company. An alternate agenda for the system of performance management is presented in this article for the Indonesian corporate level companies of construction. One such method in the system of performance management is the knowledge based system of performance management. This system is best suited for confronting the global challenges by the Indonesian companies for construction.

Cappelli and Anna (2016) made a comparative study on the traditional system of PMS and the present needs of the companies. Many historical contexts and even the economical contexts have made an influence on the evolution of PMS. In early years, appraisal system made a focus only on the employees who performed better, how to recompense them and who are the employees whom are to be thrown out due to poor performance. Talented workforces are very scarce in today's competitive world and developing the scarce resource is the need of the hour for every organization. The present day's PMS makes its focus on the total development of all the employees of the organization apart from the performance appraisal of the employees.

Ahmed, Ramzan, Mohammad and Islam (2011) assessed the relationship between OCB and performance appraisal's perceived quality by considering the mediator as the organizational commitment. It was found by the author that the one of the key feature of the practice of management is the performance appraisal. Performance appraisal is seen to play a major role in the continuous development of the human resources. The area of study for the research was the banking sector and the sample size was fixed at 318 workers of the banks. Questionnaire was used to collect the data needed for the study. The findings of the study revealed that there was a very strong relation between performance appraisal and perceived equality in organizational citizenship behaviour. Result also showed that organizational commitment mediated this relationship.

Jansirani, R.Hatrickrishnan, D.Jaya kani and A.Saisathya (2013), have made a study on the operative function of the HR department. The area of the research was the Wipro Infrastructure Engineering company's human resource department in Chennai. The workers of the organization were interviewed directly and questionnaires were also used to gather the related information. The data so gathered were analyzed with the help of chi-square and percentage analysis. Inferences were framed on the basis of this analysis. In turn, on the basis of these inferences, it was found that many workers found the performance management system followed by the concern, to be very satisfactory and most convenient. Findings of the study showed that employees enriched their knowledge on the basis of the system of appraisal followed by the organization. This appraisal system made the workers aware of the policies of the concern they are working in and also creates goodwill about the concern among the employees.

### **RESEARCH METHODOLOGY:**

The procedure of formal examination of the issues of the management and also the investigation of its research model, method of collecting data, method and plan of sampling is referred to as the research methodology. A systematic and scientific search of data regarding a particular topic is called as the research. It is regarded as the cautious examination of newer facts regarding any field of study. Vigoda-Gadot et al. (2012) 5-item Likert OCB measuring scale was adopted.

**Sampling Design:**

For the purpose of the study, data was collected through stratified random sampling. It is a process of sampling in which the groups of sample population are segregated into different homogeneous groups. This is a very easy method of collecting data from different sub groups.

**Sample size:**

For the purpose of the study sample size was fixed at 100. The reason for fixing it at 100 was limited resources and time constraints.

**ANALYSIS AND INTERPRETATION:**

**Model Summary**

R	R Square	Adjusted R Square	F	Sig.
.990(a)	.980	.978	638.337	.000(a)

**a Predictor:** (Constant), Organisational citizenship behaviour

**Coefficients(a)**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.050	.058		.857	.394
Completes assigned duties adequately	.144	.011	.216	13.392	.000
Fulfil the supervisor’s expectations	.113	.011	.186	10.763	.000
Takes a personal interest in other employees	.146	.012	.224	11.752	.000
Perform essential duties successfully.	.132	.013	.229	10.263	.000
Help others who have been absent.	.193	.011	.331	17.126	.000
Help employee who have heavy workloads.	.160	.014	.262	11.534	.000
Makes innovative suggestions to improve school life.	.103	.015	.158	6.684	.000

**a Dependent Variable:** Performance Appraisal

The analyses through regression for performance appraisal and for other variables that are related to it are shown in the above table. The correlation table exhibits the fact that performance appraisal and related variables are correlated with each other. Regression analysis was carried out to find out which among the seven factors highly influences the performance appraisal. In the present study OCB is taken as the independent variable and performance variable is taken to be as the dependent variable.

The outcomes of multiple regressions shows the co-efficient value of regression ( $R^2$ ) to be 0.980 which means that 97.8% of the independent variable is seen to influence performance appraisal.

To ensure if this  $R^2$  is significant, ANOVA was performed. The F value attained was 638.337 ( $P < 0.000$ ). Therefore, it was fixed that there is noteworthy correlation between independent and dependent variables. Conclusion was arrived at that performance appraisal is predicted by every factor of OCB.

**CONCLUSION:**

The current study had made a focus on the Organizational citizenship behavior related with performance appraisal. It was examined and found out that there is a lot more scope to enhance the employee’s standard. As concerned with Tamilnadu, OCB has got a high level of organizational importance. Performance appraisal is positively influenced by OCB. Findings of the study also reveal the fact that OCB can help to improve this performance appraisal to a large extent.

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