

## **Relationship between Organizational Citizenship Behaviour and Performance Appraisal among Restaurant Employees**

**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 author has made this study to provide information to the organization regarding how to make a progress in the achievement of its goals. Objective was also to find out the influence of such relationship on the system of performance appraisal. Furthermore the research also examines the ways by which this organizational citizenship behavior makes its influence on performance appraisal. The respondents for the study were the employees of Chennai's restaurant sector. For the purpose of the study, individual workers were taken into consideration. The size of the sample for the study was fixed at 100. The elements of the sample were selected through Non- Probability Purposive sampling. This study significantly influence performance appraisal and the coefficient is positive which would indicate that 5 factors are related to higher Organizational citizenship behavior. This would seem to indicate that the percentage of organizational citizenship behavior with 5 factors is predicting performance appraisal.*

**Keywords:** Organizational citizenship behavior, Performance Appraisal.

### **INTRODUCTION:**

Performance appraisal programs are essential to improve the performance of the employees of a concern. If the managers of a concern are not efficient enough to follow a proper performance appraisal program, by giving sufficient training to the employees, monitoring and grade their work, then it is sure that the concern will face a severe pitfall in their program for performance appraisal. The performance in work of an employee should be graded accurately, or else, the company may get into trouble. In most cases, improper PA of employees has led to even termination. Furthermore, there are even supervisors who make a reflection of personal bias in PA of employees; he may even be forced to face a lawsuit.

Every project and program should be evaluated annually, so as to remove the negative aspects, if any. So is the case of PA program. The PA program should also be analyzed and reviewed once in a year. This is to identify whether it is fit enough to meet the requirements of the concern. while reviewing the form of performance appraisal, the evaluation should be done regarding the procedure of grading; look into the fact that the soft skills as well as the core skills are evaluated properly; employees are given enough space for expressing their comments; finally, analyze the categories which correctly put forth and measure the duties and job descriptions of every employee. steps should also be taken to include additional sections in the form; that is, a section for future goals and a section for self-evaluation.

The main aim of the study is to examine and create a connection between the performance appraisal and motivation of the employees.

In the field of hospital industry, OCB (organizational citizenship behavior) has been seen to have an increasing level of importance. OCB is connected with the success of hospital industry. The effort of every employee is counted for the success of an organization. Same is the case of hospital industry. The overall efforts of all the employees are essential for the organizational citizenship behavior in a concern.

It is a well known fact that if the management offers the needed resources, training and assistance to the employees as a whole, then two possible results could be seen in an organization. That is, all the employees would definitely wish their concern to succeed and also would work hard for the success of the organization they are working in. Hence it is possible for a concern which very well recognizes that it is supported by its employees towards success, will surely exhibit a positive OCB (Wayne, Shore, Bommer, & Tetrack, 2002).

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

The present paper examines the importance of the performance appraisal system in the organization. It is very difficult for an organization to deviate the performances of all its employees towards the accomplishment of its goals and objectives. In the process of such deviation of work towards goal achievement, the organization uses a systematic framework, which would influence the employees to work towards the success of the organization and also helps to improve the employee's work performance.

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

- The author has made this study to provide information to the organization regarding how to make a progress in the achievement of its goals.

### **OBJECTIVES OF THE STUDY**

The general purpose of the research was to create a correlation among the performance appraisal and organizational citizenship behavior. Objective was also to find out the influence of such relationship on the system of performance appraisal. Furthermore the research also examines the ways by which this organizational citizenship behavior makes its influence on performance appraisal.

### **REVIEW OF LITERATURE:**

Liza Estino Daoanis (2012) had made a study on performance appraisal. The author had found that this performance appraisal is an important tool to assess the framework structured by the concern for its employees. Such a system is used to examine the performance and involvement of every employee and also to recognize the opportunities and strengths of every employee. This performance appraisal also helps to frame the plans and goals for the organization in the future. The current study was done in Nass Construction Company to assess the system of performance appraisal and the effect of such a system on the workers. Permanent employees were selected to be as the respondents of the study. These respondents were selected through the method of purposive sampling. Data for the study was gathered through both qualitative and quantitative techniques. The major tools used for the study included survey questionnaires, interviews and discussions in focus groups. Findings of the study revealed that the performance appraisal system of the company was appropriate and was in accordance with the goals and missions fixed for the company. Further, the system of performance appraisal had both negative as well as positive impacts on the employees. Additionally, few gaps were also recognized in the implementation of this system. They include; suitable compensatory measures were not given to the best workers, employees were not given clarification about the system, there was no feedback regarding the outcomes and finally, while framing his evaluation tool the employees did not participate. Recommendations were also offered that the organization needs to redesign its system of performance appraisal.

According to Ali Alkahtani (2015), due to the importance of OCB towards the effectiveness of the organization, OCB has attracted many academicians to study more about it. The main aim of the study was to find out the level of relationship between organizational citizenship behavior and the rewards of the organization given to the employees. The research answered the question that will the OCB of the organization have its influence on the compensatory rewards offered to the employees. For analyzing the study, five dimensions of OCB were assessed. They include Courtesy, Altruism, Sportsmanship, Civic Virtue and Conscientiousness. In order to avoid any variance error and mistakes due to effect of social desirability, both peer evaluations and self evaluations were employed to evaluate OCB. The rewards taken into consideration for study purposes included promotion, grade for performance appraisal and salary increment. All these elements were considered altogether to analyze the sturdiness of the relationship. All the five elements of OCB and three types of rewards were considered altogether for the first time in this study. Hence this research concludes several practical outcomes for the managers of the organization based on the research study done among the employees of the banking sector of Pakistan

Bret Becton, William F. Giles and Mike Schraeder (2007) have made a study on a topic which has not been studies

yet in the literatures of performance appraisal, rewards and OCB. Particularly, this article inquires about the potential consequences of gratifying OCBs by clearly integrating them into reward and performance appraisal systems. The authors have made a review of the related literature and theory. Proposals for probable results of evaluating and rewarding the OCBs were also offered. The results of the study reveal the fact that there are both merits and demerits in integrating OCBs into the system of performance appraisal.

## RESEARCH METHODOLOGY:

The respondents for the study were the employees of Chennai's restaurant sector. For the purpose of the study, individual workers were taken into consideration. The size of the sample for the study was fixed at 100. The elements of the sample were selected through Non- Probability Purposive sampling. The responses on performance appraisal were gathered using a Standardized questionnaire. Likert type scale was used for data collection, where 5 stands for strongly agree and 1 stands for strongly disagree.

### Sampling Design:

Data was collected with the help of stratified random sampling. The process of segregating the sample population into homogeneous groups is referred to as the stratified random sampling. Data from varied sub groups are gathered easily with the help of this type of sampling. Vigoda-Gadot et al. (2006) 5-item Likert OCB measuring scale modified.

### Sample Size:

Due to the limitation of time constraints and limited resources, the sample size of the study was fixed at 100.

## ANALYSIS AND INTERPRETATION:

### Model Summary

R	R Square	Adjusted R Square	F	Sig.
.835(a)	.697	.667	23.034	.000(a)

a Predictors: (Constant), Organizational Citizenship Behavior

### Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.441	.244		5.899	.000
Give advance notice when unable to come to work.	-.138	.071	-.177	-1.946	.055
Cover for co-workers.	.174	.075	.204	2.328	.022
Helps people outside department	-.092	.087	-.109	-1.055	.294
Makes innovative suggestions to improve work life.	.310	.076	.367	4.081	.000
Take time to listen to other employees' problems and worries.	-.144	.067	-.224	-2.169	.033
Goes out of their way to help new employees.	.145	.074	.217	1.952	.054
Perform essential duties successfully.	.164	.060	.241	2.714	.008
Help others who have been absent.	.284	.069	.430	4.114	.000
Help teachers who have heavy workloads.	-.051	.058	-.073	-.883	.380

a Dependent Variable: Performance Appraisal

The above table shows the Multiple Correlation ( $R = .835$ ), the Multiple Correlation squared ( $R^2 = .697$ ), the

adjusted Multiple Correlation squared ( $\text{adj.}R^2 = .667$ ), and the Standard Error of the Estimate. The multiple correlations squared symbolize the amount of variance in the result which is accounted for by the predictors; here, 66.7% of the variance in performance appraisal. Nevertheless, the multiple correlations squared is a positive, and thus, the adjusted  $R^2$  is appropriate. The summary table, shows that our model's  $R^2$  is considerably different from zero,  $F = 23.034$ ,  $p < 0.000$ .

It is assumed from the coefficients table. This table offers the regression analysis that amongst the independent variables taken for the study, OCB significantly manipulates performance appraisal. The coefficient is positive which would indicate that 5 factors are related to higher Organizational citizenship behavior. This would seem to indicate that the percentage of organizational citizenship behavior with 5 factors is predicting performance appraisal.

The results of regression for performance appraisal indicate that employees tend to have the helping nature only inside the work area and outside the department; they do not help each other. This study was done in Chennai. Moreover, there are certain people who have the strict principle of doing their work only and so they strictly adhere.

## CONCLUSION:

On the basis of the results of the study, findings and suggestions were made. The results of the study showed that performance appraisal is predicted by all the statements discussed in the table. This study significantly influence performance appraisal and the coefficient is positive which would indicate that 5 factors are related to higher Organizational citizenship behavior. Also Percentage of organizational citizenship behavior with 5 factors is predicting performance appraisal.

It is a well known fact that every field of study is embedded with certain drawbacks. This applies to the current study too. Future researches may help to rectify all these limitations. The area of the research of this study was limited to the workers in the restaurants of Chennai area alone, which is a major drawback. In future researches, other areas of Tamilnadu can also be taken to rectify this limitation.

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