

A Study On Relationship Between Organizational Culture And Organizational Behavior In Educational Institutions

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ABSTRACT

The aim of this study is to investigate the relationship between organizational culture and organizational citizenship behavior among staffs of educational institutions. The research method is descriptive (correlation). The statistical population includes all the staff. The sample size was 350 participants and stratified random sampling method was used. Data collection tool was questionnaire method. The collected data were analyzed in terms of descriptive statistics the results showed that. There is a positive significant relationship among indices of organizational culture with factors of organizational citizenship behavior in the studied population. The highest effectiveness among organizational citizenship behavior components belonged to politeness and Consideration; and the least effective factors was that of organizational excellence.

KEYWORDS: organizational culture, organizational citizenship behavior.

INTRODUCTION

The culture in the organization is one of the impressive factors in the emergence of the organizational citizenship behaviors in employees. In fact, a desired organizational culture can be a stimulus for efficiency and can increase the employees' productivity that this matter is to create and rein for cement of the organizational citizenship behaviors. The emergence of the organizational citizenship behaviors in level of governmental organizations and public institutions is very important according to their span and importance. Dissemination of organizational behaviors will lead to the increase of public trust to these organizations, promotes their performance and efficiency, will lead to the more and more increase of engagement in between the experts of the organization and will place these organizations along with people. Therefore, it is necessary that these behaviors and factors of their emergence of outbreak be identified and reinforced.

ORGANIZATIONAL CULTURE

Organizational culture is one of the most important theory concepts in the organizational development that most studies have been performed on it and multiple definitions have been done about it. Organizational culture is a set of basic assumptions that the people in the organization are developed in facing with issues, accordance with the environment and achieving the unity and inner solidarity, create, discover and also, it has been proved that they are profitable and valuable and in conclusion, it will be delivered to new members as a true method of understanding, thinking

and feeling. Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. Organizational culture is pervasive and powerful. For business, it is either a force for change or a definite barrier to it. For employees, it is either the glue that bonds people to an organization or what drives them away. Beliefs, values and behavioral norms between the organization members that effect on the way of their performance are called organizational culture.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

“Organizational Citizenship behavior” (OCB) is the phenomena of becoming a “Good Solider” of organization. OCB has been defined as a notion of doing something extra for organization behaviors that are discretionary and that contribute to the organization’s success. It has been recognized as an ability that leads an organization to adapt the environmental changes and attract and retain the best people in the organization. Primary researches that performed in the field of organizational citizenship behaviors were more to identify responsibilities or such behaviors that employees have had in the organization, but often have ignored. These behaviors despite are measured incompletely in traditional assessments of the job performance or even sometimes were neglected, but have been beneficial in improving the organizational effectiveness.

REVIEW OF LITERATURE

1. Abinash and Gupta (2001) mentioned the symbolic-interpretive perspective with a spotlight on semiotic analysis to know the organizational culture. The authors argued that organizations symbols, rituals, and stories square measure too crucial to be marginalized or unheeded. In step with them culture and leadership square measure the 2 sides of a similar coin, and neither will very be understood by itself. In fact, there is a possibility below stressed in leadership analysis that the sole factor real importance that leaders do is to make and manage cultures.
2. Based on relevant literature and skill, Pfeffer (1998), known a collection of seven Human Resource practices that for the most part characterize high performance (economic) organizations. They relate to employment security, selective hiring, self managed teams and decentralization, high compensation, intensive coaching, reduction of standing differentials and sharing info. He reiterated that these tangible Human Resource practices would manufacture a culture of high performance in organization.
3. Jiing-LihFarh, Chen-Bo Zhong, Dennis W. Organ April 1, 2004. In recent years, Western students have progressively stressed the importance of structure citizenship behavior (OCB)—employees' behavior and actions that don't seem to be specifically selected in their formal job duties. Nearly the complete body of enquiry on OCB is predicated on studies conducted within the U.S., using U.S. worker populations as samples. Taking associate inductive approach, we have a tendency to examined types of OCB within the People's Republic of China (China).

From a various sample of 158 workers and managers in seventy two state-owned, collective, city and village, foreign-invested, and personal enterprises in China, we have a tendency to collected 726 OCB

incidents or things that were unremarkably ascertained within the geographic point.

4. We have a tendency to then subject these to a content analysis to spot major types of OCB. Results of our analysis disclosed ten dimensions of OCB, with a minimum of one dimension not evident in the least within the Western literature, and 4 that don't figure significantly in established OCB measures. The sort of Organizations influenced the reportage of many types of OCB. Results advised that Chinese formulation of OCB differs from that within the West, and is embedded in its distinctive social and cultural context. We have a tendency to discuss these ends up in terms of their implications for future analysis in OCB.

RESEARCH METHODOLOGY

The methodology in terms of the way of collection of information (correlation) was descriptive and in terms of purpose, was practical. The sample size was 350 and to select the sample, Stratified random sampling method was used. Collection tools of information, was the questionnaire Collected data were analyzed using descriptive statistics as central indexes and dispersion and inferential statistic methods such as Spearman correlation coefficient, Friedman test using the SPSS statistical software and Excel.

DATA ANALYSIS

SPEARMAN CORRELATION COEFFICIENT BETWEEN THE ORGANIZATIONAL CULTURE WITH THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR

COMPONENT	INDEX	JOB CHALLENGE	COMMUNICATIONS	INNOVATION	TRUST	SOCIAL COHESION
POLITE	correlation coefficient	**0/479	**0/452	**0/585	**0/271	**0/607
	Sig	0/000	0/000	0/000	0/000	0/000
TYPE OF FRIENDSHIP	correlation coefficient	**0/249	**0/700	**0/480	**0/677	**0/464
	Sig	0/000	0/000	0/000	0/000	0/000
WORK ETHIC	correlation coefficient	**0/550	**0/609	**0/544	**0/469	**0/427
	Sig	0/000	0/000	0/000	0/000	0/000
MAGNANIMITY AND FORGIVENESS	correlation coefficient	**0/558	**0/587	**0/509	**0/203	**0/598
	Sig	0/000	0/000	0/000	0/000	0/000
ORGANIZATIONAL EXCELLENCE	correlation coefficient	**0/666	**0/278	**0/629	**0/441	**0/381
	Sig	0/000	0/000	0/000	0/000	0/000

INTERPRETATION

The Table shows the amount of correlation coefficients between the organizational culture components with the components of organizational citizenship behaviors. According to the calculated significant levels that are totally more than 05/0, it can be concluded that there is a positive significant relationship between the organizational culture components with the citizenship behaviors components in society.

FRIEDMAN TEST FOR RANKING THE ORGANIZATIONAL CULTURE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR COMPONENTS

MAIN COMPONENT	SECOND COMPONENT	AVERAGE RANK	
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	Politeness and consideration	3.29	<i>Chi-Square=21 Df=4Sig=0.000</i>
	Humanism	2.92	
	Work ethic	2.89	
	Magnanimity and forgiveness	3	
	Organizational knowledge	2.87	
ORGANIZATIONAL CULTURE	Job challenge	2.80	<i>Chi-Square=22 Df=4 Sig=0.000</i>
	Communications	2.95	
	Innovation	3.29	
	Confidence	2.99	
	Social coherence	2.97	

INTERPRETATION

The table shows that the most effective component within the components of organizational citizenship behavior is belonged to politeness and consideration with average rank of 3.29 and then is magnanimity and forgiveness with average rank of 3, humanism with 2.92, work ethic with 2.89 and organizational knowledge with 2.87, respectively. In addition, the most effective component within the components of organizational culture is belonged to innovation with average rank of 3.29 and then is confidence with average rank of 2.99, social coherence with 2.97, communications with 2.95 and job challenge with 2.80, respective

FINDINGS

There is a positive significant relationship between the components of organizational culture and the components of organizational citizenship behavior in the studied society. The utmost effectiveness in the components of organizational citizenship behavior is belonged to the component of politeness and consideration with average rank of 3.29 and then magnanimity and forgiveness with average rank of 3, humanism with 2.92, work ethic with 2.89 and organizational knowledge with 2.87, respectively. And the most effective component within the components of organizational culture is belonged to innovation with average rank of 3.29 and then is confidence with average rank of

2.99, social coherence with 2.97, communications with 2.95 and job challenge with 2.80, respectively.

It is found that utmost average within the components of organizational citizenship behavior is belonged to the component of politeness and consideration

SUGGESTIONS

1. The Organization should organize rewarding system as individually and in group.
2. Design educating courses for changing and breeding beliefs and behavioral patterns of all organization personnel's.
3. The Organization should encourage people for updrading their work knowledge for improving work ethics in them.
4. Should encourage personnel to do job tasks and challengeable works for reinforcing
5. Should encourage personnel to participate actively in sessions and representing applied and constructive suggestions.
6. The Organization can Increase responsibility moral in personnel in a way they feel the organization is a part of their personality.
7. Creating a friendly, honestly and full of confidence space among personnel will increase organizational culture via organization citizenship behaviors

CONCLUSIONS

The paper was aimed at evaluating the extent of relationship between Organizational Culture and

Organization Citizenship Behavior. The study of the culture in educational institutions shows that Organizational Culture in many ways can impact the Citizenship Behaviors of employee in an Organization. It may be concluded that there are certain factors which relate to the Culture practiced in a Workplace and which have got lot to do with inculcating the Organizational Citizenship Behavior amongst the employees. The employee who takes the initiative and always offers to lend a hand; the knowledgeable, helpful and cooperative colleague; the senior staff member who is able to roll with the punches; or the friendly, approachable manager who shows the new employees around the office and introduces them to other staff. It can be hence speculated that strengthening the cultural roots of an Organization can lead to observance of Citizenship Behavior across all sectors in a given Organization.

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