

“Effect of Work Passion on Organizational Citizenship Behaviour”

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ABSTRACT: *Work Passion is an individual's persistent, emotionally positive and affective appraisals of various job and organizational situations. The organizational citizenship behaviour is an outcome of work passion. The research study entitled “Effect of work passion on organizational citizenship behaviour” was conducted to find out the effect of work passion which employees possess and how it influences citizenship behaviour of the employee in organization. The research design used was descriptive research design. Primary data has been collected through a survey method using questionnaires. The sampling design used in the study was systematic random sampling and 65 respondents were considered. The collected data has been analysed through various statistical tools like Correlation, T – Test and Chi – Square. This study shows that there is significant relationship between work passion and organizational citizenship behaviour.*

Date of Submission: 04-01-2019

Date of acceptance: 19-01-2019

I. INTRODUCTION

In today's changing business environment, to sustain the global needs and challenges organisations are striving hard to accomplish its goals and objectives by coming out of conventional and orthodox business approaches. To be competitive, organisations do not only focus on continuous innovation rather on people and people management practices. Human capital is considered to be a unique source for achieving competitive edge among others. In order to achieve that, organisations are in a need to hire employees who bring passion to their work. From the earlier research done it is known that passion plays a crucial role in success of the organisation. Passionate employees deliberately accustom to new and challenging situations (Ed Gubman, 2004). Passion also aids novelty and creativity and makes employee to seek out unique sources of knowledge (John and Brown, et.al., 2010). To retain, satisfy and boost employee commitment organisation tries to cultivate passion. Employees are motivated for different reasons; to be passionate is one of them. When an individual is passionate about their job, they incline to be less obsessive about their behavior resulting in higher job satisfaction. The enhancement in employees' performance with a meticulous behavior, which is optional and not prescribed in a job, is commonly known as “Organisational Citizenship Behavior”. OCB plays a key role in effective and efficient functions of the organisation (Organ 1988). According to Organ (1988), OCB is defined as work-related behaviors that are discretionary, not related to the formal organisational reward system, and, in aggregate, promote the effective functioning of the organisation. OCB offers required adaptability in work over many surprising possibilities and helps employees in an organisation to survive the stressful conditions through interdependence (Smith, Organ, & Near, 1983).

The present management literature proposes that OCB influences the overall effectiveness of the organization (Walz&Niehoff, 1996) and that superiors often includes OCB in appraising the employee performance, deciding the promotions and the pay (Podsakoff&MacKenzie, 1997). Therefore employees who involve in citizenship behavior are anticipated to have greater levels of job motivation and job satisfaction than employees who do not. Moreover it is also recommended that higher levels of OCB might lead to increased productivity and in turn brings up higher profitability. For that reason, it is important to figure out the variables that significantly and positively assist in creating citizenship behavior within the organisation.

There is an implied understanding in the prior literature that work passion is a precious quality that organizations should build within employees which, in turn, is vital for the employee performance (Ho et al., 2011). They also noted that the impact of passion on performance has been studied but other individual behaviors e.g. OCB, absenteeism, and turnover etc. have largely been ignored. Overall, we still believe that we need much more research to link passion directly or indirectly with performance in organizational context.

Every organization wants workers who passionately love their work. Workers who stand enthused are more dynamic, and passion can provide the energy necessary to fuel engagement, amidst obstacles and setbacks. Hence, the study was performed to know the relationship between the work passion and organizational

citizenship behaviour. This study will help the organization to identify the effects of employee’s work passion on organizational citizenship behaviour.

II. LITERATURE SURVEY

Driven by the wide-range proof that work passion envisages favorable work outcomes, management research has lately seen to show increased attention to the phenomenon of work passion (Cardon et al. 2009; Liu et al. 2011; Vallerand et al. 2003). Work passion denotes individuals’ strong inclination to work activities to which they devote time and energy (Vallerand et al. 2003). Researches has been progressive and empirically reinforced a dualistic model of passion that comprises harmonious passion and obsessive passion (Mageau et al. 2009; Vallerand et al. 2003). Harmoniously passionate individuals involve in their preferred activity superiorly and spontaneously. Those activities do not have an intense effect on the individual’s life but rather articulates with all other aspects of one’s life. On the other hand obsessively passionate individuals engage in those activities because of some contingences which can be external (e.g., the need for social acceptance), internal (e.g., the need for self-esteem) or even for no obvious reason but merely because “they cannot help but to involve” (Vallerand and Houliort 2003, p. 178).

Consequent research extended the idea of passion for activities in general to passion for work activities. Researchers reinforced the application of the dualistic passion model to passion for work. Individuals with harmonious work passion are likely to fully emphasize on their work tasks and delight their work, while still being able to highlight their attention and energy on other tasks without continuously pondering about work (Vallerand et al. 2003). In contrast, individuals with compulsive work passion are emotionally dependent on work. They have a habit of staying at work after the end of the work day or bring work home, thus abandoning their family or any other tasks or interests (Vallerand et al. 2003). Work passion partakes various work outcomes, comprising job satisfaction, commitment, performance, and burnout (Burke and Fiksenbaum 2009; Philippe et al. 2009; Vallerand and Houliort 2003).

Despite the fact virtually no studies have linked work passion to OCB, incidental evidence points out to be associated with the two constructs. Work passion stalks from reoccurring reasoning and actual evaluations of various job and organizational circumstances that result in connotation based purposes that “would allow for tenacious, moral motivated behavior, which is the base for organizational citizenship behavior” (Zigarmi et al. 2009, p. 310). OCB is seen as an affect-driven behavior that may be an issue to affective conditions practiced by individuals at work. Since both harmonious passion and obsessive passion influence an individual’s affective states and job satisfaction, which are significant predictors of OCB (Motowidlo et al. 1997), it is reasonable to suppose a connection between each type of work passion and OCB.

III. OBJECTIVES

- To study the relationship between work passion and organizational citizenship behaviour
- To examine the effect of demographic variables on work passion.

HYPOTHESES

The hypotheses of this research includes

H1 - There is no significant relationship between work passion and organizational citizenship behaviour.

H2- There is no significant difference between employees of high and low organizational citizenship behaviour in work passion.

H3 – There is no association between demographics and work passion.

IV. RESEARCH METHODOLOGY

Researcher adopted the descriptive research design. Descriptive research aims at describing the characteristics of a population in various aspects. The Study was undertaken among employees of a multinational software company, Bangalore. Systematic random sampling was used to select the target respondents. 80 respondents were selected from a population of 323. The response rate was 81%. Questionnaires were directly administered to the respondents and primary data was collected.

The instruments used are:

- Work Passion : Vallerand(2003)
- Organizational citizenship behaviour : Podsakoff(1990)

V. RESULTS

Table 1: Table showing relationship between work passion and organizational citizenship behaviour

H1 - There is no significant relationship between work passion and organizational citizenship behaviour.

Correlations

		Work Passion	Organisational Citizenship Behaviour
Work Passion	Pearson Correlation	1	.536**
	Sig. (2-tailed)		.000
	N	65	65
Organisational Citizenship Behaviour	Pearson Correlation	.536**	1
	Sig. (2-tailed)	.000	
	N	65	65

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation value between work passion and organizational citizenship behaviour is 0.536 which shows a positive correlation between variables studied. Therefore, there is a significant relationship between work passion score and organizational citizenship behaviour score. The relation is significant at 99%. Hence the hypothesis H1 is rejected.

Table 2: Table showing the mean difference in work passion between employees with high and low organizational citizenship behaviour

T-TEST

H2- There is no significant difference between employees of high and low organizational citizenship behaviour in work passion

Group Statistics

	Organisational Citizenship Behaviour	N	Mean	Std. Deviation	Std. Error Mean
	Grade				
Work Passion	Low	33	40.7879	8.12311	1.41405
	High	32	49.0000	8.38201	1.48174

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means				
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Equal variance assumed	.017	.897	-4.011	63	.000	-8.21212	2.04719
Equal variances not assumed			-4.009	62.75	.000	-8.21212	2.04820

The T value 4.011 for the mean difference in work passion between employees with high and low organizational citizenship behaviour scores is significant. Therefore it could be inferred that there is significant difference between employees of high and low organizational citizenship behaviour in work passion. Hence, H2 is rejected. It could be inferred that people with work passion exhibit high Organizational Citizenship Behaviour.

Table 3: Table showing association between demographic factors and work passion

CHI-SQUARE

H3 – There is no association between demographics and work passion.

H3a – There is no association between age and work passion

H3b – There is no association between gender and work passion

H3c – There is no association between education and work passion

H3d – There is no association between experience and work passion

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-Sided)	Exact Sig. (1-Sided)
Age					
Pearson Chi-Square	.498 ^a	1	.480		
Continuity Correction ^b	.092	1	.762		
Likelihood Ratio	.495	1	.482		
Fisher's Exact Test				.691	.378
Linear-by-Linear	.491	1	.484		
Association					
N of Valid Cases	65				
Gender					
Pearson Chi-Square	4.142 ^a	1	.042		
Continuity Correction ^b	3.067	1	.080		
Likelihood Ratio	4.345	1	.037		
Fisher's Exact Test				.051	.038
Linear-by-Linear	4.079	1	.043		
Association					
N of Valid Cases	65				
Education					
Pearson Chi-Square	.019 ^a	1	.890		
Continuity Correction ^b	.000	1	1.000		
Likelihood Ratio	.019	1	.890		
Fisher's Exact Test				1.000	.544
Linear-by-Linear	.019	1	.891		
Association					
N of Valid Cases	65				
Experience					
Pearson Chi-Square	.967 ^a	3	.809		
Likelihood Ratio	.970	3	.808		
Linear-by-Linear	.424	1	.515		
Association					
N of Valid Cases	65				

3a a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 3.12. b. Computed only for a 2x2 table

3b a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.58. b. Computed only for a 2x2 table.

3c a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 14.28. b. Computed only for a 2x2 table.

3d a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.91.

VI. INTERPRETATION

The chi- Square value .498 for the association between age and work passion is not significant. Therefore, there is no association between age and work passion. Hence H3a is accepted. The chi-Square value 4.142 for the association between gender and work passion is significant. Therefore, there is association between gender and work passion, Hence H3b is rejected. The chi- Square value .019 for the association between education and work passion is not significant. Therefore, there is no association between education and work passion, Hence H3c is accepted. The chi- Square value .967 for the association between experience and work passion is not significant. Therefore, there is no association between experience and work passion. Hence H3d is accepted.

VII. DISCUSSION

In the current study effect of work passion on organisational citizenship behaviour most of the findings are in line with the assumptions. The results reveal that there is a significant relationship between work passion score and organizational citizenship behaviour score. Moreover the T test conducted inferred that there is significant difference between employees of high and low organizational citizenship behaviour in work passion. People with work passion exhibit high Organizational Citizenship Behaviour. When the demographic factor is concerned the chi-square value is .498 and there is no association between age and the work passion. But when the gender is concerned the chi-square value is 4.142 which means that gender and work passion are significant and hence the hypothesis is rejected. The chi-square value .019 for the association between education and work passion is not significant. The chi-square value .967 for the association between experience and work passion is not significant. Therefore both education and experience on work passion are not significant.

Success comes from how well we do our job (passion for the job). Employees' Passion should not go unnoticed and help employee to grow better. Encouraging employee's idea can increase the work passion and organizational citizenship behaviour of employees'. Managers can help employees by finding the reason behind absenteeism and make them regular, can increase the work passion. Giving opportunity/responsibilities for the low performers and motivation can boost their passion towards work. Encourage colleagues to show consideration and support each other in the workplace to have good organizational citizenship behaviour and work passion. Regular mentoring can improve the work passion.

VIII. CONCLUSION

The present study is virtuously a survey-based empirical effort to study the effect of work passion among the employees on organisational citizenship behaviour. The analysis indicates that there is high positive correlation between work passion and organizational citizenship behaviour. The people with high work passion exhibit high organizational citizenship behaviour. Through mentoring, motivating employees can enhance their passion for work. This study also strongly recommends that organisations can develop OCB by focusing on employee's work passion. In future, this study could also be extended to examine the other organisational factors such as Motivation, Employee engagement, Leadership style, organisation culture etc. to study OCB. The study also can be extended to study the impact of individual factors such as personality, perception, attitude and values on OCB.

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Dr.J.J.Savithri. "Effect of Work Passion on Organizational Citizenship Behaviour" *International Journal of Business and Management Invention (IJBMI)*, vol. 08, no. 01, 2019, pp 06-10