



VALUE ORIENTATION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG IT EXECUTIVES

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Abstract

Values are fundamental aspects of human striving and they are intrinsic to human life. Values are also considered as the glossary of socially approved goals that can be used to motivate behaviours. This study attempted to find out the influence of value orientation of IT executives on their organizational citizenship behaviour. Results revealed that male and female executives differ in their value orientation. IT executives do not differ in their value orientation on the basis of their education and age. Experience shows significant influence on value orientation of IT executives. It is concluded by this study that value orientation significantly influence the organizational citizenship behaviour of IT executives.

Keywords: Values, Value Orientation, Organizational Citizenship Behaviour.

BACKGROUND

In 21st century, information-based age era started after the end of industrial age. Drucker (2002) emphasized that “production equipment was the most valuable asset of a 20th century company where knowledge workers and their productivity is the important asset of a 21st century company”. Today’s organizations are interested in both social as well as emotional capitals to sustain toward the attainment of end products and their growth highly depends on their knowledge workers. Work life balance is an important concept in the organizational life and it has significant impact on the employees’ attitude towards the organization.

Rokeach (1979) stated “values are the deeply held conceptions of the desirable within every individual and society”. Balaiah (2011) emphasized that “values are the standards or criteria that guide human action. They serve as standards for judgement. They dictate the choice that people make”. It is emphasized nowadays that the purpose of an organization is to inculcate values and habits among its employees that perpetuate relationships. Employees are the main value creator of organizations and its success mostly depends on their performance. It is important for an organization to identify the variables that trigger engagement in OCBs among employees.

VALUE ORIENTATION

Mukherjee (1965) defined values are “socially approved desires and goals that are internationalized through the process of conditioning, learning or socialization and that become subjective preferences, standards and aspirations”. Ruhela (1986) referred value as “an endeavour to satisfy the need system psychologically as well as physiologically”. These definitions are clearly indicative that values have major influence on a person’s behaviour and attitude.

Kluckhohn (1956) defined value orientation as “generalized and organized conceptions of what individuals view as desirable and undesirable relative to person–environment interactions and interpersonal relations”. The value orientation theory by Kluckhohn and Strodtbeck (1961) argued that “all human societies must answer a limited number of universal problems that the value-based solutions were limited in number and universally known, but that different cultures have different preferences among them”.

Value orientation represents a pattern to measure the basic beliefs of human being. According to value theory (Rokeach & Ball-Rokeach 1989; Schwartz & Bilsky, 1990) “value orientations are important for understanding individual behaviour because they are a part of everyone’s psychological character, tend to be global in scope, transcend specific situations and are hierarchically organized to become part of a relatively enduring system”.

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

Organ (1997) defined OCB as “contributions to maintain and enhance the social and psychological context that supports task performance”. Researchers paid lot of attentions to OCB because of its beneficial consequences (Podsakoff et al., 2000; Organ et al., 2006).

Theoretical framework of Moon et al. (2005) and Marinova et al. (2010) highlighted various type of OCB as “*organizational OCB*: aim to benefit the organization; *interpersonal OCB*: aim to benefit specific individuals in the organization; *promotive*



OCB: go beyond existing procedures and aim to improve organizational and interpersonal functioning; *protective OCB*: aim to improve effectiveness by protecting the status quo”. Marinova et al. (2015) asserted that “citizenship behaviour is a primary means by which employees add value to the organization by doing extra work outside their scope of actual work assigned”.

NEED FOR THE STUDY

Balaiah (2011) emphasized that “values are fundamental aspects of human striving and they are intrinsic to human life. Values, ideals and beliefs are always associated with feelings and emotions that an individual or a group holds”. Value perception reveals the real causes behind human behaviour; hence, value assessment should become an integral part of organizational psychology.

Values and behaviour are interrelated because they regulate most of the human activities. It is also accepted that one’s values influences their way of dealing with the external environment. OCB indicates the attitude, behaviour, and intention of employees towards the growth and welfare of the organizations. Factors like job insecurity, economic fall down, ample amount of money at young age make IT executives to drift away from their culture and organization values which in turn seriously affect OCB. In this content, it is imperative to find out the influence of value orientation on OCB of IT executives.

HYPOTHESES

1. Value orientation has significant influence on OCB of IT executives.
2. Male and Female IT executives differ in their value orientation.
3. IT executives differ in their value orientation on the basis of experience.

RESEARCH METHOD

The present study adopted survey method. The value orientation scale by Chandrasekharan (1989) and OCB scale by Coyle-Shapiro (2002) was used to collect the data. A sample of 300 IT executives from 5 IT MNC’s in Chennai was selected through stratified random sampling. A booklet comprising of a requisition letter, personal datasheet, value orientation scale and organizational citizenship behaviour scale was circulated among the sample and they were asked to fill-in the questionnaires as per the instructions given. 262 booklets were received in which some of them were found to be incomplete. Hence, only 225 data was considered for final analysis.

RESULTS AND DISCUSSION

Table 1: Influence of Value Orientation on OCB of Executives: Regression Analysis

Independent Variable	Dependent Variable	β	't' value P<0.01	Model Summary p<0.01
Personal Value	Advocacy Participation	0.066	2.16	R = 0.358
Social Value		0.076	2.09	R ² = 0.129 F = 4.840
Professional Value	Helping Behaviour	0.621	2.04	R = 0.381 R ² = 0.147 F = 5.381
Economic Value	Functional Participation	-0.112	-2.05	R = 0.281 R ² = 0.079 F = 2.649
Personal Value	Loyalty	0.131	2.33	R = 0.381
Traditional Value		0.139	2.55	R ² = 0.148 F = 5.425
Economic Value	Obedience	-0.118	-2.19	R = 0.382
Rational Value		0.111	2.28	R ² = 0.146 F = 5.346
Economic Value	OCB : Total	-0.120	-2.23	R = 0.433 R ² = 0.188 F = 7.346



From the table 1, it is found that most of the value constructs had significant influence on the OCB dimensions and its' total. Hence, the hypothesis 1 is accepted. It is concluded that values of IT executives had significant influence on their OCB. The personal values had significant influence on advocacy participation and loyalty. Personal values are based on the individuals' behaviour in the society as well as personal qualities. It is a book of reference to evaluate one's own behaviour in the future. Unless proper personal values are inculcated, it would be very difficult to have good social qualities. Hence, the influence of personal values on OCB is quite natural. Professional value of IT executives had significant influence on their helping behaviour. Professional values are developed through commitment, dedication to the job, job satisfaction and helping colleagues in need. Hence, the influence of professional value on helping behaviour is understandable. Most of the OCB constructs are negatively influenced by economic values. Money minded people cannot help others and cannot co-operate with the organization whole heartedly. This is exactly revealed by the negative influence of economic values on the OCB. This finding is supported by the findings of Kaplan, et al. (2009) reported that economic values had negative influence on OCB.

Rational values influenced the obedience construct of OCB. Rational values incorporate qualities like logical and ethical reasoning which in turn promotes obedience, trust-worthiness and so on. Hence, the influence of rational value on OCB is logical. Social values influenced the advocacy participation. It is imperative to inculcate the social qualities such as making initiatives, taking care of others, helping others in crisis etc, so that we could help people to prepare themselves for a citizenship. Therefore influence of social values on the OCB is understandable. Traditional value influenced the loyalty behaviour. As per our tradition loyalty is considered as an important quality of an individual, hence the influence is agreeable. It is concluded from the R2 value that 19% OCB of IT executives is influenced by their value orientation.

Table 2: Value Orientation of IT Executives – Gender Wise Comparison

Value Dimensions	Male (128)		Female (97)		't' Value
	M ₁	SD ₁	M ₂	SD ₂	
Personal value	22.019	3.626	20.835	3.679	2.406*
Social value	24.996	4.432	23.222	5.423	2.625*
Traditional value	22.194	4.729	21.384	5.222	1.200 ^{NS}
Economic value	13.224	4.061	13.158	3.948	0.123 ^{NS}
Rational value	22.593	3.641	21.233	4.096	2.586*
Professional value	23.19	3.796	22.631	4.066	1.051 ^{NS}
Total value	127.976	16.548	122.351	18.378	2.372*

* Significant at 0.05 level ^{NS} – Not significant

From the table 2, it is found that the 't' values are significant for personal, social and rational values. Also, it is significant for the overall total and hence, hypothesis 2 is accepted. It is concluded that male and female IT professionals differ significantly in their value orientation. This finding is supported by the findings of Lyons, Duxbury and Higgins (2005) and Strautmanis (2008) indicated that gender has significant influence on value orientation of executives.

Men had higher scores than woman in all the six value dimensions. Personal values depend on individual's character and rely on number of factors such as family, occupation, position, status and opportunity to grow. In Indian society occupation is considered to be a status symbol for men than women; still income of the woman is considered as an additional income. Probably this societal mindset could have affected the personal value of women. Traditionally women's role is mostly assigned as a homemaker hence they may not get much chance to interact with social world like men. Men always had chances to expand their social connectivity and it is widely accepted in Indian culture that gender plays an important role in



social mobility. Rational value indicated the logical reasoning; men normally act upon the logic where as women act upon their emotions. This would have helped men to develop higher rational values. It is concluded that men had significantly higher value orientation than women in IT profession.

Table 3: Value Orientation of IT Executives on the basis of their Experience

Value Dimensions	Up to 10 years (157)		Above 10 years (68)		't' Value
	M ₁	SD ₁	M ₂	SD ₂	
Personal value	21.791	4.323	22.936	3.467	2.105*
Social value	24.187	5.281	24.349	4.790	0.226 ^{NS}
Traditional value	12.119	4.381	13.534	3.835	2.432*
Economic value	21.963	4.689	21.860	5.015	0.144 ^{NS}
Rational value	22.808	4.294	24.023	3.782	2.122*
Professional value	22.136	3.555	22.045	3.973	0.163 ^{NS}
Total value	122.756	8.368	127.143	8.607	3.540*

* Significant at 0.05 level ^{NS} – Not significant

From the table 3, it is found that the 't' values are significant for most of the dimensions of value orientation along with its total. Hence, the hypothesis 3 is accepted. It is concluded that IT executives differ in their value orientation based on the experience. It is important to indicate here the contrary finding of Asifunisa (2007) revealed that experience do not significantly influence the value orientation of IT executives.

Value development needs a lot of social exposure as well as job experience. Experience in dealing with different people like colleagues, managers, clients, and suppliers would aid in the process of setting and developing one's own standards in value orientation. Due to mental based work environment, executives might develop the ability to withstand stress, cope up with failure and solve problems by their own. Such experiences could help them to acquire an overall mastery to set their goals. It is important to note down here that IT executives with lesser experience have shown significantly higher economic and professional values than their counter part. This is clearly indicative that attraction towards the higher salary during early phase of work life would have faded during the later phases and they may start realizing the importance of family and society. In general, it is concluded that IT executives significantly differ in their value orientation on the basis of experience.

IMPLICATIONS

Findings of this study have provided a clear idea about the influence of value orientation on OCB of IT executives. Findings revealed that economic and professional values are higher among young executives. This is an indication that steps to be taken to promote the other values among young executives in the IT field. Programs to inculcate the values during the induction stage would aid in promoting the interpersonal effectiveness as well as job satisfaction, would in turn result in organizational effectiveness and productivity.

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