

# **“To Study the Relationship between Organisational Strategies and Organisational Citizenship Behaviour for Pharmaceutical Industries in Pune District”.**

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## **Abstract**

The study is an attempt to explore the relationship among organisational strategies, Organisational Citizenship Behaviour for the environment, and environmental performance at the workplace in the pharmaceutical industry. The present work tries to explore the direct and indirect relationship between organisational strategies and Organisational Citizenship Behaviour. It's a unique attempt made by the researcher to investigate the relationship and practises that may have an impact on the environmental performance of an organisation in an Indian context. A survey was conducted with the help of reliable and validated questionnaires from 500 respondents across 165 different pharmaceutical organisations in the Pune District. The findings of the study suggest that strategic management impacts environmental performance in both ways, i.e., directly and indirectly via Organisational Citizenship Behaviour.

The aim of this study is to find the relationship between organisational commitment and Organisational Citizenship Behaviour in pharmaceutical organisations. The objective of the study is to analyse organisational commitment and Organisational Citizenship Behaviour and their relationship. The findings of the study are based on the collected data from primary and secondary sources. Secondary sources of data were collected with the help of Emerald Insight, ITFB, and Google Search.

**Keywords:** Strategic human resource management, organizational citizenship behaviour, environment, sustainable development, green HRM, organisational behaviour, environmental performance, mediation analysis, direct indirect effect

## **Organisational Citizenship Behaviour and organisational commitment in brief**

Organisational Citizenship Behaviour is a discretionary behaviour that is helpful in increasing the effectiveness of the organisation. The scope of the present study includes major three proportions of organisational commitment, i.e., calculative, affective and normative, and five dimensions of Organisational Citizenship Behaviour, i.e., selflessness, carefulness, courtesy, sportsmanship, and community benefit. Organisational commitment is the bond of workforces experience with their

organisation. In other words, in organisational behaviour and business psychology, organisational commitment is an individual's psychological addition to the organisation. The foundation behind many of these studies was to discover ways to increase the workers' approaches towards their jobs in order to improve their commitment to their organisation.

Organisation behaviour is the study of employee's dealings in organisations. It inspects the knowledge and presentation of insight, attitude, and views and their influence on job enactment, inspiration, and work effectiveness. Organisational behaviour is an area of study that investigates the impact of individuals and groups at work, organisational structure, and their behaviour within the organisation for the purpose of applying such knowledge towards improving organisational effectiveness. Organisational Citizenship Behaviour is a distinct behaviour but not part of the contractual tasks of the workers, which special effects organisational effectiveness. It is a thoughtful contribution of people with their co-workers, staff, and other workforces in the organisation. Citizenship behaviours go beyond official job requirements. It can be understood by the way workers support, helps and assist others so that other members of the organisation get aided. Most organisations' structures ignore these citizenship behaviours. It is a old part of job performance, but it is active in educating organisational performance. Employees who go the extra mile by actually engaging in behaviours that are not within their contractual part of the job but have effects on task and job performance are called citizenship behaviour." Organisational commitment is the psychological attachment of people in the organisation. It is an employee's level of commitment to his or her work and dedication to the tasks assigned to them on a daily basis. Organisational commitment plays a pivotal role in determining whether an employee will stay with the organisation for a longer period of time and work passionately towards achieving the organisation's goals. A lot of people have done numerous studies on the organization's behaviour. This study attempts to fill the gap by studying the relationship between Organisational Citizenship Behaviour and organisational commitment. The sample was derived from a questionnaire survey of 500 respondents from the pharmaceutical industry.

### **Statement of the Problem:-**

Industrial and organisational psychology have a greater impact on organisational effectiveness. The pharmaceutical sector's growth is increasing day by day in national and international markets. It depends on human resources and organisational behaviour to maintain cordial relations between employees and to gain maximum efficiency and better performance. After reviewing the available literature, it has been found that organisational commitment and Organisational Citizenship Behaviour are the prominent factors required for enhancing organisational growth. Therefore, the

present study analyses the relationship between Organisational Citizenship Behaviour and organisational commitment.

### **Objective of the study:-**

1. To analyse the organisational commitment of employees in the pharmaceutical industry.
2. To analyse Organisational Citizenship Behaviour in the pharmaceutical industry.
3. To study the relationship between Organisational Citizenship Behaviour and organisational commitment in the pharmaceutical industry.
4. To suggest improvement measures regarding organisational commitment and Organisational Citizenship Behaviour in the pharmaceutical industry.

### **Scope of the study:-**

The study focuses on exploring these five dimensions of Organisational Citizenship Behaviour, namely altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, and the three dimensions of organisational commitment, affective, calculative, and normative, to determine their impacts on the relationship between Organisational Citizenship Behaviour and organisational commitment in Pune District. Furthermore, the study was confined to Pharmaceutical units in Pune District.

### **Significance of the study:-**

This study contributes to a better understanding of the problems surrounding the development of Pune's pharmaceutical area. The research provides information on the relationships between different types of organisational commitment, namely affective, calculative, and normative commitment. The dimensions of Organisational Citizenship Behaviour are altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, and the three dimensions of organisational commitment are affective, calculative, and normative commitment. This study may help managers, supervisors, corporate leaders, and every individual to perform with better coordination in the organisation. It is helpful for employee retention. It may increase the tremendous growth of the organisation as well as individuals. The finding may imply that the concept is applicable for the study of an individual's attitudes and behaviours in a very different behavioural context using a large sample across a variety of industries.

### **Limitations of the study:-**

The limitations of the present study are as follows: Primary data collected through the sample survey may not be free from biases. The results drawn from the sample may not be generalised to the population. The data used for analysis were also subject to errors due to a lack of conceptual

clarity about behaviour from a behavioural point of view. No prior research has taken place on such a topic, and no directly related survey in the field of Organisational Citizenship Behaviour and organisational commitment has been carried out in the past.

### **Review of Literature:-**

Today, organizations have to always deal with some additional developments that keep taking place in the business environment. Most recent example of such development is the pressures faced from shareholders and stakeholders to adopt activities that mostly are environmentally responsible (Zhang et al., 2022; Shahab et al., 2020; Molina-Azorín et al. 2009). In the present context by environmentally responsible we mean producing output but not at the cost of harming the environment i.e., remaining committed to the environment and at the same time working for the output. Thus, this makes it imperative for the organizations to work in parallel to achieve both the goals (Wang et al., 2021). Though there are laws and acts enforced by appropriate government to keep a check on such requirement, but for its successful implementation it also requires a proper commitment from these organizations too. There are organizations which do value such concerns and then there are which mostly are concerned about the profit part (Zhang et al., 2022). Hence, it is the demand of the time to keep a track of such activities that concern environment and if possible, also measure those (Shahab et al., 2020).

Boiral (2009) defines Organisational Citizenship Behaviour as “discretionary behaviours that may be individual or social individual which are not exclusively recognized by the organizations for the purpose of reward or appraisal but they do positively add to increasing the effective management of environmental practices being followed by organizations”. These behaviours include initiatives of different kinds, like, sorting waste, avoiding paper wastage, recycling waste, suggesting improvements to reduce energy consumption, or setting up a green committee, representing the organization at different stages and occasions as representatives in events concerning environment. Though at first these behaviours look like secondary, however, their presence can impact environmental performance (Ramus and Killmer 2007; Boiral 2009; Ramus 2007).

Hoveida (2019) examined the study on the relationship between organizational citizenship behavior and human resource empowerment among staff at university of Isfahan. The population of the study was administrative staff of Isfahan University. Descriptive research design and Random sampling technique were used. The data was collected through questionnaires. Factor analysis and correlation tool were used to analyze the data. The findings of the study showed that there is a positive and significant relation between psychological empowerment and organizational

citizenship behavior. The results found that there is a relationship between impact and meaning with organizational citizenship behavior.

Hassan (2019) analyzed the impact of organizational commitment and perceived organizational support in promoting organizational citizenship behavior of teachers in Pakistan. The sample of population was 140 teachers of private universities in Pakistan. Regression tool was used to analysis the data. This study used social exchange theory for elaborate the idea of perceived organizational support. The results revealed that organizational citizenship behavior is important factor which is depends upon perceived organizational support and organizational commitment. It has positive impact on teachers of private universities in Pakistan.

### **Research Methodology: -**

#### **Sample design and data collection**

There are a total of 165 pharmaceutical companies in Pune District, and in the present study, a sample of 500 respondents is selected. Initially, it was planned to obtain data from 1000 respondents, but pharmaceutical companies are the largest production houses, and there are more workers because the questionnaire is specifically for managers, supervisors, and other staff. The data has been collected through a well-structured questionnaire from the selected pharmaceutical companies in Pune district. Judgmental sampling techniques have been used. The primary data has been collected through a structured questionnaire on the basis of a five-point Likert scale from strongly agree to strongly disagree, i.e., 5 to 1.

#### **Job description**

<b>Job description</b>	<b>Frequency</b>	<b>Frequency Per cent</b>
Manager	249	49.8
Supervisor	150	30.30
Other Staff	101	20.2
Total	500	100

**Results and Findings:-****1. Analysis of organizational commitment of workers in Pharmaceutical Industries in Pune District.**

Sr. No	Statements	N/ %	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total	Mean	S.D
1	Incentives inspire workers towards commitment.	N	191	164	68	42	35	500	3.87	1.212
		%	38.2	32.8	13.6	8.4	7	100		
2	Organisation culture improves commitment of workers.	N	175	164	66	42	53	500	3.73	1.305
		%	35	32.8	13.2	8.4	10.6	100		
3	Forming training programs influence the workers to work in proper manner.	N	185	167	62	47	39	500	3.082	1.243
		%	37	33.4	12.4	9.4	7.8	100		
4	Employees are more concern to amenities.	N	143	138	117	47	55	500	3.53	1.293
		%	28.6	17.6	23.4	9.4	11	100		
5	Participative management structure improves commitment level.	N	206	202	16	48	28	500	4.02	1.155
		%	41.2	40.4	3.2	9.6	5.6	100		
6	Proper endorsement is required for personal communication with workers.	N	204	217	60	13	6	500	4.2	0.837
		%	40.8	43.4	12	2.6	1.2	100		
7	Assistance of workers is needed to growth managerial success.	N	179	171	81	48	21	500	3.88	1.127
		%	35.8	34.2	16.2	9.6	4.2	100		
8	Workers are liable for well alterations in the business.	N	162	157	105	54	22	500	3.77	1.144
		%	32.4	31.4	21	10.8	4.4	100		
9	Organization contribution in staff progress with the organization.	N	316	152	15	13	4	500	4.53	0.75
		%	63.2	30.4	3	2.6	0.8	100		
10	Organization commitment for better career options for workers.	N	235	214	41	6	4	500	4.34	0.747
		%	47	42.8	8.2	1.2	0.8	100		
11	Safety of workforce improves the assurance level of workers.	N	223	189	62	17	9	500	4.2	0.911
		%	44.6	37.8	12.4	3.4	1.8	100		
12	Medical facility improves the commitment level of workers.	N	204	192	75	24	5	500	4.13	0.908
		%	40.8	38.4	15	4.8	1	100		
13	Promotional, security, other benefits like bonus to provide the workers for improve	N	268	162	56	11	3	500	4.36	0.813
		%	53.6	32.4	11.2	2.2	0.6	100		
14	Business entertainment facilities for enhance to staff promise level.	N	201	200	69	20	10	500	4.12	0.931
		%	40.2	40	13.8	4	2	100		
15	Worker's participation in decision making and commitment level.	N	168	140	72	69	51	500	3.61	1.342
		%	33.6	28	14.4	13.8	10.2	100		
16	Impact of better environment for work behaviour of workers in business.	N	213	178	75	23	11	500	4.12	0.973
		%	42.6	35.6	15	4.6	2.2	100		
17	Worker attitude and insight towards work influence organization commitment.	N	157	162	108	41	32	500	3.74	1.171
		%	31.4	32.4	21.6	8.2	6.4	100		
18	Leadership requirement for success of employees and business commitment.	N	158	163	60	59	60	500	3.6	1.353
		%	31.6	32.6	12	11.8	12	100		
19	Self-motivation improves commitment level.	N	183	190	95	24	8	500	4.03	0.945
		%	36.6	38	19	4.8	1.6	100		
20	Team work is essential for organizational commitment.	N	168	138	124	47	23	500	3.76	1.149
		%	33.6	27.6	24.8	9.04	4.6	100		

## 2. Anova Values towards Business commitment of workers in Pharmaceutical Industries in Pune District.

Sr. No	Statement	Age	Educational	Job Type	Experience in Year	No of Employees
1	Incentives inspire workers towards commitment.	0.292	0.831	0.219	0.578	0.183
2	Organisation culture improves commitment of workers.	0.701	0.162	0.015	0.989	0.477
3	Forming training programs influence the workers to work in proper manner.	0.196	0.098	0.137	0.185	0.47
4	Employees are more concern to amenities.	0.772	0.787	0.002	0.107	0.068
5	Participative management structure improves commitment level.	0.732	0.615	0.147	0.239	0.919
6	Proper endorsement is required for personal communication with workers.	0.937	0.923	0.287	0.69	0.635
7	Assistance of workers is needed to growth managerial success.	0.499	0.751	0.011	0.948	0.528
8	Workers are liable for well alterations in the business.	0.095	0.03	0.013	0.358	0.052
9	Organization contribution in staff progress with the organization.	0.27	0.67	0.023	0.387	0.904
10	Organization commitment for better career options for workers.	0.028	0.884	0.064	0.314	0.885
11	Safety of workforce improves the assurance level of workers.	0.009	0.484	0.43	0.653	0.08
12	Medical facility improves the commitment level of workers.	0.639	0.051	0.898	0.577	0.125
13	Promotional, security, other benefits like bonus to provide the workers for improve	0.312	0.652	0.311	0.208	0.56
14	Business entertainment facilities for enhance to staff promise level.	0.215	0.874	0.185	0.19	0.792
15	Worker's participation in decision making and commitment level.	0.861	0.187	0.005	0.788	0.989
16	Impact of better environment for work behaviour of workers in business.	0.022	0.577	0.616	0.404	0.315
17	Worker attitude and insight towards work influence organization commitment.	0.829	0.883	0.509	0.789	0.275
18	Leadership requirement for success of employees and business commitment.	0.431	0.13	0.136	0.577	0.579
19	Self-motivation improves commitment level.	0.424	0.634	0.469	0.694	0.934
20	Team work is essential for organizational commitment.	0.765	0.387	0.077	0.915	0.811

### Findings:-

**Organisational structure:** From the study, it was found that most employees of the various organisations agreed with the norms and functioning of the organisations. Apart from for a rare employees who differ with the detail that the management treats employees honestly, the rest of

the workforces agree with it. It was found that, whether it was a large-scale company or small scale industry, the answers from the staffs on numerous aspects were parallel.

**Leadership:** From the above study, it was found that staffs of several pharmaceutical companies have the similar opinion that the organisations in which they are working are solid participants of other organisations. They also agree that their organisations have strong leadership and a clear vision for the upcoming.

**Political Environment:** From the study, it was originate that employees fixed to the questions requested of them connected to the political atmosphere. The action given to the workers related to the political environment is pleasant to the employees.

**Execution of Assessment and Appraisal:** From the present study, it was found that the organisations do have a proper appraisal system, and it's based on performance, the employees are appreciated and awarded differently. Workers of the organisations are satisfied with the appraisal scheme.

**Supervisory Style:** From the above study, it was originate that the superior-subordinate associations are friendly in organisations. There is a logic of accountability and understanding among superior and subordinate.

**Internal Communication System:** From the present study, it was initiate that employees are pleased with the inner communication structure in their organisations. They agree with the queries asked associated to the internal communication system, and they also have a optimistic belief that vertical and horizontal communication show an vital role in organisations.

**Employee's behaviour and satisfaction:** From the study, it was found that employees are neutral on these aspects; they neither agree nor disagree with the benefits that they are getting from their respective organisations. When it approaches to the question of financial benefits, the employees are diffident to disclose; they neither agree with the fact that they are fulfilled with the pay arrangement nor disagree that they are satisfied with the pay structure as well as the motivation schemes delivered by the organisations.

**Creativity stimulants:** From the study, it was originate that the roles and tasks being allocated to employees in their own organisations are understood by them, and they execute their work in a suitable manner. Employees get an opening to grow their skills in their respective businesses.

**Ethics and social responsibility:** From the present study, it was found that employees are neither supportive with nor disagreeing with the questions related to morals and social responsibility. It was challenging to come to a conclusion concerning the same.



**Power and Politics:** From the above study, it was found that workers are concerned in becoming the CEO, MDs or any managers of the company.

**Teams and teamwork:** From the present study, it was initiate that employees are very helpful with each other, and the team associates in their corresponding teams are also very helpful and work hard together to form constructive dealings with each other.

**Absenteeism:** According to the report, workers are only permitted to take time off for medical reasons. Employee satisfaction with superiors is very high. The employees receive assistance from their co-workers, which contributes to their optimistic outlook and sense of trust. Because work and personal life are balanced, the personnel are content with their respective organizations.

**Attrition rate:** According to the study, most workers said that their organizations have an attrition rate of 5% to 10%.

### **Recommendation:-**

1. It is recommended that voluntary involvement in work enhance commitment, so there is a need for employee awareness and motivation.
2. Managers are forthright about the well-being of their staff. For the wellbeing of employees, a manager should be concerned about safety issues and providing a decent work environment.
3. A strong, positive personal connection between the employee and the organization's operations is necessary for both employee dedication and involvement.
4. Employees' job performance and personal identification raise their chances of getting promoted. It gives workers the chance to fulfill their individual ambitions.
5. In order to gain employees' dedication and participation, managers engage with them and look for ways to reward them.

### **Conclusion:-**

The pharmaceutical industry's growth is increasing day by day. Pharmaceutical industries in Pune District are known for high worker turnover with the help of Organisational Citizenship Behaviour and organisational commitment to achieve a sustainable competitive advantage. Employees are one of the most important factors in increasing the efficiency of organisations. It has been found that employees feel comfortable with every task due to the good behaviour of co-workers. Organisational commitment and Organisational Citizenship Behaviour are both terms required to improve task and job performance. It has been found that employees feel comfortable in every task due to good behaviour of co-workers. Organisation care about employees' loyalty and offer them

good treatment. Employees' dedication to performing all the assigned tasks increases their commitment level. Proper division of authority and responsibility among employees creates hard work habits amongst them and increases their commitment level. The security with staff enhances to thee commitment level of employees.

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