
IMPROVING EMPLOYEES DISCRETIONARY BEHAVIOUR: ROLE OF EMPLOYEE CUSTOMER ORIENTATION AND JOB ENGAGEMENT

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This study aims at examining the effect of employees customer orientation and job engagement on their discretionary job performance. In other words assessing organizational citizenship behaviour. Also, this study intends to highlight the moderating role played by job satisfaction, between job engagement and organizational citizenship behaviour. The study is based upon the responses obtained from managers and employees of private sector banks (n=101), operating in the northern part of India. The study shows that employees who are customer oriented and remain engaged with their job, display more citizenship behaviour. Moreover, it reveals that the interactive role of job engagement and job satisfaction helps in strengthening citizenship behaviour. The study contributes to the existing research by examining the factors that enhance employees citizenship behaviour, which lubricates the social machinery of the organization and ultimately, leads to its success and survival.

INTRODUCTION

In order to survive in today's competitive environment, organizations need employees who put in extra efforts that go beyond the organization's expectations and requirements. The act of performing the job beyond the job requirements, is known as organizational citizenship behaviour (OCB) or the extra role behaviour as propagated by Organ (1988). Yen & Niehoff (2004) further define OCB as, these behaviours are described actions in which employees are willing to go above and beyond their prescribed role requirements. For the last several decades, OCB has become a major construct in the fields of management and psychology and attained a great deal of attention in the literature by authors such as Bateman & Organ, (1983); Smith, Organ & Near (1983); Organ (1988); Bolino, Turnley & Bloodgood (2002); Niehoff & Moorman (1993); Organ & Ryan (1995); LePine, Erez & Johnson (2002); Podsakoff, MacKenzie, Paine & Bachrach (2000); Bergeron (2007). OCB makes a positive contribution toward business performance, which is reasonably well recognised in literature contributed by Podsakoff & MacKenzie (1994). Apropos, it is argued that when employees labour efforts exceed the duties assigned to

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