

“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 three major dimensions of organisational commitment, i.e., affective, calculative, and normative, and five dimensions of Organisational Citizenship Behaviour, i.e., altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Organisational commitment is the bond employees experience with their organisation. In other words, in organisational behaviour and industrial psychology, organisational commitment is an individual's psychological attachment to the organisation. The basis behind many of these studies was to find ways to improve the workers' feelings towards their jobs in order to improve their commitment to their organisation. Keeping in view

the above, your good self is requested to give your responses at the appropriate places after reading and understanding the questions and statements. Information provided by you will be used for research purposes and will be kept confidential.

Organisation behaviour is the study of human interactions in organisations. It examines the knowledge and application of perception, attitude, and beliefs and their impact on job performance, motivation, and work efficiency. Organisational behaviour is a field 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 an individual behaviour but not part of the contractual tasks of the employees, which effects organisational effectiveness. It is a voluntary involvement of people with their co-workers, staff,

and other employees in the organisation. Citizenship behaviours go beyond formal job requirements. It can be seen by the way employees support others, assist others, and help others so that other members of the organisation get benefitted. Most organisations' systems ignore these citizenship behaviours. It is a traditional aspect of job performance, but it is effective in improving 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 Behaviours "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

Results and Findings:-

1. **Analysis of organizational commitment of workers in Pharmaceutical Industries in Pune District.**
2. **Anova Values towards Business commitment of workers in**

Pharmaceutical Industries in Pune District.

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. Except for a few employees who disagree with the fact that senior management treats employees fairly, the rest of the employees agree with it. It was found that, whether it was a large-scale company or SSI, the replies from the employees on various aspects were similar.

Leadership: From the study, it was found that employees of various pharmaceutical companies have the same view that the organisations in which they are employed are strong competitors of other organisations. They also agree that their organisations have clear leadership and a clear vision for the future.

Political environment: From the study, it was found that employees agreed to the questions asked of them related to the political environment. The treatment given to the employees related to the political environment is agreeable to the employees.

Implementation of evaluation and appraisal: From the study, it was found that the organisations do have an appraisal system, and based on performance, the employees are appreciated and awarded. Employees of the organisations are satisfied with the appraisal system.

Supervisory style: From the study, it was found that superior-subordinate relations are cordial in organisations. There is a sense of responsibility and understanding between superior and subordinate.

Internal communication system: From the study, it was found that employees are satisfied with the internal communication system in their organisations. They agree with the questions asked related to the internal communication system, and they also have a positive belief that vertical and horizontal communication play an important 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 comes to the question of monetary benefits, the employees are

hesitant to disclose; they neither agree with the fact that they are satisfied with the pay structure nor disagree that they are satisfied with the pay structure as well as the incentive schemes provided by the organisations.

Creativity stimulants: From the study, it was found that the roles and responsibilities being allotted to employees in their respective organisations are understood by them, and they perform their work in a proper manner. Employees get an opportunity to develop their skills in their respective organisations.

Ethics and social responsibility: From the study, it was found that employees are neither agreeing with nor disagreeing with the questions related to ethics and social responsibility. It was difficult to come to a conclusion regarding the same.

Power and politics: From the study, it was found that employees are interested in becoming the CEO of the company they have imagined for themselves. They also have enthusiasm for becoming MDs of the company.

Teams and teamwork: From the study, it was found that employees are very cooperative with each other, and the team members in their respective teams are also very supportive and work hard together to build positive relations with each other.

Absenteeism: From the study, it was found that the employees can avail themselves of leave only on medical grounds. Employees are highly satisfied with their superiors. There is support provided to the employees by their co-workers, which fosters a positive attitude in them and a sense of trust within them. The employees of the organisation are happy with their respective organisations due to the balance between work and personal lives.

Attrition rate: From the study, it was found that the majority of employees stated that the attrition rate in their respective organisations is between 5% and 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 honest about their employees' welfare. Safety aspects and good working conditions for employee welfare are important areas of concern for a manager.
3. Employee involvement and employee

commitment depend on a strong, positive personal connection between the employee and the organization's functions.

4. Personal identification and job performance of the employees increase the chance for promotion. It creates opportunities for employees to achieve their personal goals.
5. Managers interact and find ways to reward employees so that they can obtain their commitment and involvement.

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 their commitment level of employees.

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