Abstract

Career growth prospects, has essentially captured the imagination of growth-minded employees in their heart and mind in which they will consider whether they will have a bright future with their current organization. Career growth prospects is defined as the probability that an employee will be elevated to a higher level in the hierarchy and will achieve career development experiences from increased responsibilities and challenging assignments. Most of the employees tend to show greater interest towards their individual development rather than the development of any particular organization. The quality of this development process significantly determines the nature and quality of individuals’ lives and the kind of people they become (career growth), the sense of purpose they have, the income at their disposal and it also determines the social and economic contribution (OCB) they make to the communities and societies of which that they are part of. This illustrates as to how actually career growth impacts people lives and how it contributes to individual and organization as a whole and to perform organizational citizenship behavior (OCB). Hence this study attempts to assess the impact of Career Growth Prospects on OCB among bank employees. The study is descriptive in nature and adopts survey strategy. The study used data collected from 674 respondents working in Banking Sector in Coimbatore District. The collected data was analyzed using Descriptive Statistics, correlation and regression analysis.
1. INTRODUCTION
Among HRM activities, Organ (1988) proposed that Organizational Citizenship Behavior (OCB) attributes effectively financial and human resources, as well as assists organizational efficiency in operations. Organ was the first individual to announce the concept of “organizational citizenship behavior” to denote organizationally beneficial behavior, extra role behavior, pro-social organizational behavior directed at individual, groups and/ or an organization, that is not prescribed in job description but goes beyond the influence of formal incentive mechanism (Organ, 1990; Van Dyne et al., 1994; Turnipseed and Wilson, 2009). There is no general agreement on the various dimensions of OCB. Organ (1988) provided a multi-dimensional scale of OCB. This scale is composed of five dimensions which form the structure of OCB. The five dimensions of OCB include:

- **Altruism**: Helping coworkers to cope with a task or problem in an uncommon circumstance.
- **Conscientiousness**: Performing the assigned task in a manner beyond what is required.
- **Sportsmanship**: Emphasis on the positive aspects of the organization.
- **Civic Virtue**: Supporting the administrative operations of the organization.
- **Courtesy**: Consulting and informing others before acting and exchange of information with others.

In order to extract the benefits of Organization Citizenship behavior it is vital to focus on career growth prospects among the employees. According to Weng & Hu (2009), organizational career growth can be explained by career goal progress, development of professional ability, rapidity of promotion, and increase in remuneration. Career growth aspect, has essentially captured the imagination of growth-minded employees in their heart and mind in which they will consider whether they will have a bright future with their current organization. The social exchange theory provides the conceptual basis for understanding the process through which career growth prospects may affect overall OCB and its five dimensions. The theory suggests that employees and their employers survive in a switch over relationship that is strengthened to the level that both parties are willing to satisfy the desires of each other. However, in the present day situations in organizations career growth has become a key challenge for employees due to sweeping changes taking place in an organization.

According to Organ (1988), employees recognize increased prospects for career growth with the expectations that the organisation would fulfill its obligations contained in its career growth policy and when this happens the employee’s perception of their importance in the organisation becomes positive, and they seek to give back such gestures which leads to dedicated and quality performance. Organ and Konovsky (1989) and Ishak (2005) state that one way through which this can be achieved is OCB. Favorable perception of career growth prospects can therefore be said to increase the chances that an employee will engage in career associated behavior (such as OCB) required to achieve career improvement because they view their employment as a
mutual exchange relationship (Rousseau, 1989, 1990). The relationship between OCB and career growth opportunities that refer to the "expected utility of an employees present job for the achievement of valued career prospects" (Chay&Aryee, 1999: p 617). Employees attach more importance to Career growth prospects because career represents a large proportion of goals in the workplace, and it has great influence on personal satisfaction of an employee (Hall 1976) and therefore help employees in exhibiting OCB. Therefore, a Career Growth initiative of an organization is one of the most important tools for retaining talented human resources in the organization (Gulsah Karavardar, 2014). Hence this study focuses in assessing the influence of Career Growth Prospects on OCB.

2. LITERATURE REVIEW

I. According to the study by Weng and McElroy (2012), career growth is referred to one's career growth within one's current organization, rather than one's assessment of their career growth over their total career in the workforce. According to them, career growth could be achieved by three factors: that are (1) Career Goal progress or the degree to which one's present job is relevant to and provides opportunities for one to achieve their career goals; (2) Professional ability development, or the extent to which one's present job enables them to acquire new skills and knowledge; (3) Organizational rewards being measured using (a) promotion speed, an employee's perceptions of the rate and probability of being promoted; and (b) remuneration growth, or employee perceptions of the speed, amount, and likelihood of increases in compensation.

II. Weer (2006), states that career growth can enable an individual worker to enhance his career advancement in the organization when the organization provides him increased responsibilities, challenging assignments, and learning opportunities. This may help individual worker to gain new skills, talent and knowledge. Leadership Insight, (2010) the talent and career management expert, in their research found that organizations that provide career development opportunities are six times more likely to engage their employees than organizations that do not provide the same opportunity.

III. Employees often hope to grow in their profession and to achieve a distinguished career (Okurame & Balogun, 2005). The probability that this will come to realization is the basic force of career growth prospect. Defined as the chances of getting promoted and obtaining career development experiences, career growth prospect is possibly an important foundation of motivated work behavior (Weer, 2006; Okurame, 2001a). The plain expectation of moving up in an organization’s chain of command through promotion and obtaining advantageous career development experiences increases an employee's effort and motivates a strong attachment in organizational and career activities (Mowday, Porter & Steers, 1982; Eisenberger, Lieberman & Williams, 2003). Indeed, empirical investigations shows that such hopefulness is
accompanied by job effectiveness (Avey, Nimnicht & Pigeon, 2010), increased job attendance (Eisenberger, Huntington, Hutchison & Sowa, 1986), a greater readiness to stay in an organization, and pro-social actions from employees (Meyer & Allen, 1984; Brief & Motowidlo, 1986; O’Reilly & Chatman, 1986; Okurame, 2012a). Employees tend to be more eager to go along with work changes and try to stay up-to-date on their work procedures even when it is not particularly convenient for them, when they have favorable perceptions of prospects of career growth (David Okurame, 2014).

IV. According to Organ (1988), employees recognize increased prospects for career growth with the expectations that the organisation would fulfill its obligations contained in its career growth policy and when this happens the employee’s perception of their importance in the organisation becomes positive, and they seek to give back such gestures which leads to dedicated and quality performance. Organ and Konovsky (1989) and Ishak (2005) state that one way through which dedicated and quality performance can be achieved is OCB. Vazirani (2007) emphasize that career development not only provides the employees with the opportunity of personal development but also helps to motivate and promote work engagement and employee retention.

V. The social exchange theory provides the conceptual basis for understanding the process through which career growth prospects may affect overall OCB and its five dimensions. The theory suggests that employees and their employers survive in a switch over relationship that is strengthened to the level that both parties are willing to satisfy the desires of each other. This involves planning, guiding and developing employee’s careers in the organization. Howard and Foster (1999) argue that career planning signals career security to employees, thus reducing threats of external control. Additionally, this practice may satisfy the need for relatedness by signaling employees that they are valued and that the company is willing to invest in a long-term relationship with them (Suazo et al., 2009).

VI. According to David Okurame, (2014) given the significance of career growth prospects for employee performance, many organizations have made efforts to be open to the career needs of employees through education, mentoring, training and upward promotion for deserving employees. This increases the opportunity of career growth and persuades employees to go the extra mile in discharging their assigned duties. However, in the present day situations in organizations career growth has become a key challenge for employees due to sweeping changes taking place in an organization. In the present global economic environment, organizations are reorganizing staff and traditions, break up organizational layers, downsize and engage in mergers or acquisition to remain competitive. Unfortunately, this tendency tends to reduce opportunities for hierarchical promotion among surviving employees (Heslin, 2005) and creates doubts in the minds of employees which has increased the need to focus empirical attention on career growth and development (Whiston & Blustein,
2010). Although, (Brutus, Ruderman, Ohlott, & McCauley, 2000) suggests that these changes may offer opportunities for development experiences and content advancement, limited opportunities for hierarchical advancement which necessarily occur (Heslin, 2005) may hinder favorable perceptions of career growth prospects. A promotion within an organization’s chain of command generally signify increased responsibility and status improvement, reflects a appreciation of an employee’s merit in the organization, a better pay, and creates opportunities for even further improvement (London & Stumpf, 1983). Since the career growth policy of an organization is an important subject (Bedeian et al., 1991), organizations should build psychological contracts with the employees through their career development policies. The relation based on a psychological contract between an employee and his organization depends upon the ability of the organization in motivating the employee and also the employee’s wish to reach his organization’s goals (Aselage & Eisenberger, 2003). Thus the career growth policy of an organization should create concrete sentiments of a psychological contract among employees (Bedeian et al., 1991) who foresee progress and growth in their careers (Okurame & Balogun, 2005; Okurame, 2012).

VII. A study by Ken Blanchard Companies (2009) emphasized that career growth must be presented if an organization desires for employee passion to take place and extend maximum impact and output. However, their study found that career growth is given least importance in the many companies. It shows that organizations have not given much attention on employees’ career growth which will generally exhibit positive behaviors at work.

VIII. Finally, the willingness to engage in career development may be interpreted as a sign of competence, fulfilling their basic need. Research has found that hopefulness spurs performance (Avey et al., 2010), a trustworthy policy for growth in an organisation leads to increased job attendance (Eisenberger et al., 1986). Therefore a career growth policy should generate strong mind-set of a psychological contract among employees of the organisation, particularly when the career growth policy is a valued proposal for employees (Bedeian et al., 1991) who anticipate progress and growth in their careers (Okurame and Balogun, 2005). On the other hand, if employees feel that the organisation is seen as going back on its promises, they as a result neglect to work beyond explicit job requirements (Robinson and Morrison, 1995; Turnley and Feldman, 2000). Actual or perceived failure of an organisation to fulfill with the employee’s implicit terms of contract represents a breach, that lessens their feeling of obligation to engage in OCB (Coyle-Shapiro and Kessler, 2000; Osland et al., 2007). Undoubtedly too, an employee who performs poorly or is unable to meet standards set by their organisation has little chances of utilizing a career growth policy. High performance and positive performance evaluations are traditional requirements for hierarchical advancement in a career. Indeed, research shows that job performance provides behavioural clues from which management rewards an employee with
advancement and growth opportunities that influence their career growth prospects (Van Scotter et al., 2000). Poor performing employees may experience restricted advancement within their organisation, creating a sense of contract breach. Besides, employees have judgments of their capacity to accomplish particular levels of performance (Bandura, 1986), and by implication, to make use of a career growth policy. Such beliefs are not necessarily hinged on actual abilities that an employee may possess, but on what is believed in a prevailing circumstance (Pajares, 2002). Career Growth initiatives of an organization are one of the most important tools of retaining talented human resources in the organization (Gulsah Karavardar, 2014).

Employees in the Nigerian banking sector have great expectations of their organisations but prevailing circumstances such as mergers, acquisitions, downsizing and restructuring make meeting such expectations a difficult task. Indeed, employees in organisations where these problems exist, result in decreased participation, poor performance and reduced OCB (Coyle-Shapiro and Kessler, 2003). These are examples of how a psychological contract breach might occur from state of affairs beyond the control of an organization (Porter et al., 1998; Coyle-Shapiro and Kessler, 2000). Consistent with the social exchange hypothesis of the effects of a career growth policy on a psychological contract, a favorable career growth prospects formed from positive actual experiences with the policy should incur a greater obligation from employees to repay the organisation with actions characteristic of overall OCB. Specifically, it is expected of employees to adopt the characteristics of OCB such as sportsmanship, conscientiousness, courtesy, altruism and civic virtue and each of the characteristics are positively affected by career growth prospects in one or more of the following ways. According to David Okurame (2011) an employee with the qualities of sportsmanship is likely to be more willing to go along with work changes even when such changes are not particularly convenient for them. Again, career growth prospects may be expected to relate positively with conscientiousness, because prospects for career growth could spur a careful observance to an organization’s rules and procedures without waste of supervision time and energy to watch over employees. A similar argument can be made for civic virtue, which involves making constructive suggestions about how work groups and the organization as a whole can improve effectiveness. Review reinforces that career growth prospects has a positive influence on the characteristics of employees. This article presents the results of the study undertaken to assess the influence of career growth prospects on OCB among bank employees.

3. OBJECTIVES OF THE STUDY
- To identify the level of OCB and Career Growth prospects among bank employees
- To assess the impact of OCB on career growth prospects

4. METHODOLOGY
This empirical study attempts to assess the impact of OCB on Career Growth Prospects among the bank employees, since to cope up with the competition in the banking sector most of the banks continue to improve its quality and overall performance including better management to stay sustainable in this dynamic business scenario. The study is descriptive in nature and adopted survey strategy. Data is collected using a questionnaire from 674 bank employees working in both public and private sector bank in Coimbatore District.

Data is collected using a questionnaire. Questions in the questionnaire were assessed using a five point Likert scale with end points of ‘strongly agree’ and ‘strongly disagree’. The collected data is analyzed using percentage analysis, one way analysis of variance, Correlation and Regression. The study uses OCB scale developed by Podsakoff et al., (1990) (24 item scale), and Career growth prospects scale developed by Weer (2006) (11 item scale). Average of the items in OCB and Career growth prospects is considered for computing Descriptive Statistics, Correlation and Regression.

5. ANALYSIS AND DISCUSSION

The collected data is analyzed using percentage analysis, ANOVA, Correlation and Regression analysis. Percentage analysis was carried out to portray the demographic profile of the respondents.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Variable</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age (years)</td>
<td>Below 25 years</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>26-35 yrs</td>
<td><strong>47</strong></td>
</tr>
<tr>
<td></td>
<td>36-45 yrs</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>46 - 55 yrs</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Above 55 yrs</td>
<td>16</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
<td><strong>64</strong></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>36</td>
</tr>
<tr>
<td>Marital Status</td>
<td>Married</td>
<td><strong>71</strong></td>
</tr>
<tr>
<td></td>
<td>Unmarried</td>
<td>29</td>
</tr>
<tr>
<td>Education</td>
<td>UG Arts and Science</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>UG Engineering</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>PG Arts and Science</td>
<td><strong>48</strong></td>
</tr>
<tr>
<td></td>
<td>PG Engineering</td>
<td>12</td>
</tr>
<tr>
<td>Designation</td>
<td>Manager</td>
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</tr>
<tr>
<td></td>
<td>Senior manager</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Assistant manager</td>
<td><strong>36</strong></td>
</tr>
<tr>
<td></td>
<td>Front office staffs</td>
<td>34</td>
</tr>
<tr>
<td>Experience</td>
<td>1-5 years</td>
<td><strong>44</strong></td>
</tr>
<tr>
<td></td>
<td>6-10 years</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>11-15 years</td>
<td>7</td>
</tr>
</tbody>
</table>
Majority (47%) of the respondents are in the age group between 26-35 years. 36% of the respondents are female employees, because of the fact that after the banking service recruitment board came into the picture of selecting bank employees, equal opportunity is provided to both male and female, prior to that individual banks recruited predominantly male employee because the banking industry mostly dealt with cash transactions which is risky in nature. Around (71%) of the respondents are married and the remaining are bachelors. Majority (48%) of the respondents educational qualification is Post Graduation in Arts and Science, the banking recruitment board has stipulated the basic educational qualification to be a graduate in Art, Commerce or Science, but how ever people with higher qualifications preferred banking industry as it a secured and well paid job. 36% of the respondents are Assistant manager, due to the reason that banking industry has diversified into various activities into various fields, like mutual fund, insurance, credit card, housing finance etc., this necessitated the need for recruiting junior level officers designated as Assistant Managers. Majority (44%) of the respondents have an work experience of 1-5 years, only in recent times banking industry has gone for mass recruitment of staff in order to meet its branch expansion and other needs.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Growth Prospects</td>
<td>3.8576</td>
<td>.77233</td>
</tr>
<tr>
<td>OCB</td>
<td>3.8601</td>
<td>.76159</td>
</tr>
</tbody>
</table>

It is inferred from Table 2, that the mean value of OCB is (Mean =3.8601) and mean value of Career Growth prospects is (Mean=3.8576) with the expansion of banking sector in our country apart from public sector banks, private sector and foreign banks have come into play, branch expansion is taking place both in urban and rural areas to provide financial service to people with the expansion of branch network the need for recruiting clerical and officer cadre have increased manifold, apart from contemporary banking activities banks have entered in the field of credit card, insurance etc. This creates a need for more people in the industry at all levels; this proves a chance for career growth prospects for existing employees as well as newly recruited employees.

Correlation analysis is done in order to find whether a statistical relation between two or more variables exists such that systematic changes in the value of one variable are accompanied by systematic changes in the other. Correlation analysis is carried out to find the association/relationship between the constructs Career growth prospects and OCB. Career growth prospects are taken as the independent variable and OCB is taken as the dependent variable.
The above table implies that the correlation exist between career growth prospects and OCB ($r = 0.684$, $p<0.00$). When an organization provides increased career growth prospects to its employees; it results in increased monetary benefits and higher status in the work place and in social life. This improvement instigates the employees to perform beyond the normal duty calls for. Regression analysis is performed to find out the extent of influence of Career Growth Prospects on OCB among the bank employees. Career Growth Prospects is taken as dependent variable and OCB is taken as independent variable and step wise regression is carried out.

Regression analysis reveals that adjusted $R$ square value is 0.467, this implies that 46.7% variability in the dependent variable i.e. Career Growth Prospects is being predicted by the independent variable OCB. F-Test is statistically significant ($F=591.837$, $p<0.01$). The table reveals that Career Growth Prospects has the impact of 0.684 on OCB ($\beta =0.684$ positive, $t = 24.328$ positive, $p <0.00$).

Increased opportunity of career growth encourages employees to go an extra mile to show better OCB characteristics. According to Organ (1988), employees recognize increased prospects for career growth with the expectations that the organisation would fulfill its obligations contained in its career growth policy and when this happens the employee’s perception of their importance in the organisation becomes positive, and they seek to give back such gestures which leads to dedicated and quality performance which will result in OCB.

6. CONCLUSION

The present generations of employees are more career and growth oriented. They anticipate more in terms of personal growth and individual development. Organizations that does not recognize and create an atmosphere to meet the employee aspirations will be losing experienced work force. Employee turnover will have a discouraging effect on an organization, and it will severely influence the overall efficiency of the organization. Career development is not just getting promotions but is about getting to the best an individual could contribute and finding a suitable position in the organization where they can show excellence and contribute to the goals of the organization.

In the present competitive environment, it is very important that all organizations develop a Work environment which promotes growth and development. This work
atmosphere can be developed by implementing Career Development Programs at the workplace. This will improve loyalty among employees towards the organisation, which in turn result in, reduction in employee turnover, and lesser employee complaints, and increased voluntary activities, which is one of the important characteristics of OCB. This kind of career growth prospects inculcates the OCB of an employee to a greater extent. Availability of Career growth prospects in organizations stimulates employees to show improved attendance, follow prevailing work rules, and abide to the available working conditions and keeping up-to-date on their job activities. Career growth prospects are an important factor which positively relate to OCB of the employee. These dimensions encourage the inclination of employees to go beyond normal job requirements by extending assistance to co-workers.

7. REFERENCES

S. Priyanka, Dr. B. Sripirabaa :: A Study To Assess The Impact Of Career Growth Prospects On OCB Among Bank Employees

Organizational Behavior, 26, 113–136.


