

EXAMINING THE EFFECTS OF FACTORS INFLUENCING ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH RESPECT TO IT MANAGERS IN GUJARAT

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Abstract: IT sector is one of the rapid growing industries in terms of volume and employability presided in India. Organisation citizen behaviour helps any company to expand their horizons exponentially. The core purpose of this study is, How OCB will help any organisations to achieve the goal very effective manners in IT sectors. This cross-sectional study includes 364 samples opinion of middle and senior level managers from various organisations. The multiple regression analysis and path analyse was deployed to understand OCB effects on effectiveness any IT company. 70.60 % of the effectiveness to can derive through the various Factors of influencing to OCB in IT sectors organisations.

Key words: Organisation citizenship, Behavioural effectiveness, Motivation job satisfaction, Quality of work life

1. INTRODUCTION

The world looks to high-performing organisations that place a focus on quality, efficiency, and the joy that may be found in one's job. This is something that can be accomplished via organisational citizenship (Habeeb, 2019; Malek, Bhatt, & Patel, 2020). OCB are a potent facet of free-will behaviour that are particularly significant in business contexts that place an emphasis on voluntary personal behaviour, particularly among workers (Armanu2, 2013; Malek & Gundaliya, 2020). It is essential to investigate how OCB manifests itself in personal

interactions with members of the organisation. The two OCB conceptions of altruism and compliance, which were developed by Smith et al., are at odds with one another in significant ways (1983). Podsakoff, MacKenzie, Payne, and Bachrach (2000) classified the thirty different characteristics they saw into a total of seven different groups (Saxena, Chaturvedi, & Mohan, 2017; Malek & Gundaliya). The most important qualities are being helpful, sportsmanlike, and organised. Loyalty, compliance, initiative, and civic virtue are all necessary components of self-improvement (Hsu & Cheieh, 2010).

1.1 Introduction to It Industry

In the last ten years, it has emerged as one of India's sectors with the highest rate of growth. The growth of the Indian IT-ITES industry was 33% in FY2008. India is the world leader in terms of how slowly software is developed. In the fiscal year 2008–2009, it went from being worth \$4 billion to being worth \$58.8 billion, and it employed more than 2 million people. IT-BPO has emerged as the primary driver of economic expansion in India, contributing to increases in GDP, urban employment, and exports, all of which have contributed to the creation of a "young and resilient India." Even though India's domestic market is expanding, exports continue to be one of the country's primary development drivers.

Major export subsectors include software and services (information technology services), as well as IT-enabled services. In spite of the economic downturn, it is anticipated that the sector would advance over the course of the next two years. Even though there is a great deal of room for growth in the industry and China is becoming an increasingly significant threat, all of the stakeholders in the Indian information technology sector need to make a concerted effort to ensure that India realises its potential and maintains its leadership position in the future (SUDRIO & ACHMAD, 2013; Malek, Saiyed, & Bachwani, 2021).

1.2 Demand for It Industry:

India's demand for IT has increased as a result of:

To provide value to the projects and processes of their clients, Indian players have concentrated on enhancing their domain expertise and knowledge. High-end IT solutions have replaced low-end app development in the service offerings. Reengineering business processes, the economic need of outsourcing in industrialised nations, efficient mainframe system maintenance, and PC software development all played significant roles.

Profit: Increased outsourcing thanks to lower operating costs. MNCs should set aside 20 to 40 percent of their startup costs. Governments at the federal and state levels provide businesses with financial and non-financial benefits that further cut costs.

Quality: India has more than 55% of the world's SEI CMM Level 5 organisations and the most ISO-certified businesses.

Many talented software developers: Indian software professionals are known for their affordable, high-quality software. More than half of India's population is under 25, making it well-suited to meet IT-ITES demand. Top corporations recruit 10,000 individuals a year. Government action plan to improve communications software. Infrastructure-business Real estate, transportation (air and road connectivity), and hospitality boost IT-ITES demand.

1.3 Supply of It Industry:

1. Professionals and employees: India's young population and academic infrastructure can meet the rising need for information technology and information technology-enabled services

(IT/ITES) in the country. It is estimated that by the year 2010, there would be an increase in the need for 0.8 million individuals with expertise in IT and 1.4 million individuals with expertise in ITeS. Each year, India graduates 675,000 people in technical fields, 400,000 of whom go on to become engineers; this highlights the country's huge reservoir of talent.

2. Companies that provide labour services, such as Manpower ITeS, Quest, and Ma Foi (not clear)

1.4 Future Overview:

Indian IT is flourishing due to rising worldwide expenditure on digital goods and services. IDC forecasts that global expenditure on technology-related services was \$1.58 trillion in 2006 (excluding R&D and engineering) and would reach \$2.1 trillion by 2010, a 7.12% CAGR. Countries like India will benefit from the success of the Global Delivery Model and US and European offshore expenditure. By 2010, offshore IT expenditure will reach \$29.4 billion. The trend shows opportunities for Indian IT enterprises to enter the global offshore IT services market.

The fast advancement of technology and applications, as well as enterprises' usage of technology, will boost the IT industry. New sectors are fueling businesses' IT expenditure increases. IT expenditure will increase due to offshore spending, multivendor contracts, and the global delivery model. NASSCOM predicts Indian IT-ITeS exports would top \$60 billion by 2010. Technology-led innovation, which is generating a rise in global sourcing demand, favourable regulatory measures, and shifting socio-political perspectives towards the use of IT in professional and social activities are some of the key drivers of optimism. The global delivery model, which has given India outsourcing possibilities, will likely source most of the world's IT investment.

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1.5 Defining OCB: -

OCB is a novel idea in performance analysis, yet it symbolises an ancient human behaviour: altruistic collaboration without money or formal acknowledgement. Dennis Organ (21) originated the notion in the 1980s, and it has since expanded rapidly. Organ (1988) defines organisational citizenship behaviours (OCB) as "discretionary activity not directly or officially recognised by the formal incentive structure that increases the organization's efficient functioning." Few "in-role" behaviours are officially rewarded, therefore Organ said describing OCB as unrewarded behaviours is too broad.

Dyne invented "extra-role behaviour" (ERB) in 1995. ERB is an "activity that benefits the organisation, is discretionary, and exceeds role norms." Organisational citizenship involves extra-role, pro-social behaviours for individual persons, groups, and/or an organisation. These are useful behaviours the organisation doesn't openly encourage and for which there are no rewards or consequences. We eliminate dysfunctional or non-compliant behaviours and pro-social behaviours that the organisation requires.

Organ says OCB demonstrates the "good soldier syndrome," which is key to any organization's success. Improving performance, going above and beyond, and bridging the gap between

formalities, rules, and regulations and dynamic, actual reality. OCB coerces positive behaviour to the organization's advantage while helping members discreetly. No research has yet examined OCB behaviours in the third sector, as far as we know. Such activities affect private companies' efficiency and profitability.

1.6 Statement of Problem:

Since its establishment some 32 years ago, organisational citizenship behaviours have been the subject of substantial research. Since then, the great bulk of research on organisational citizenship behaviour has focused on how it affects both individual and organisational performance. Corporate citizenship behaviours are widely acknowledged as being important behaviours for organisational businesses. The causes of corporate citizenship behaviours, however, are not fully understood. The purpose of this essay is to define precisely how different Characteristics affect OCB. This essay will also go through the consequences of the OCB and look for ways to make it better. The best and least expensive method for organisations to achieve organisational effectiveness is to increase OCB.

2. LITERATURE REVIEW

The literature review is a written overview of important texts and other materials on a certain subject that has been chosen. The review may draw on a variety of sources, such as articles from academic journals, books, reports from government agencies, websites, and so on.

Job Satisfaction:

The biggest predictor of organisational citizenship behaviour, according to first-generation research, was job pleasure (Jadhav, Bhatt, & Vora, 2020). OCB is predicted by job satisfaction after 17 years of research (Organ & Ryan, 1995). Job happiness is a difficult outcome that organisational managers aim for. To evaluate their level of job happiness, participants filled out the Minnesota Satisfaction Questionnaire (MSQ). A 20-item Likert scale questionnaire was utilised since it is practical and often used to measure job satisfaction (Weiss, Dawis, England, & Lofquist, 1967). Worker attitudes, working environments, and interactions with bosses and colleagues are all considered to be satisfied (Tiffin, 1958; in Setiawan, 2005). Job performance or experience are the root causes of job satisfaction (Locke, 1976; Lima & Caetano, 2001). Job satisfaction is described as an employee's overall attitude about their employment or treatment at work by Locke & Hudson (1999; in Sibarani, 2006). Greenberg/Baron (2008:221). Workers are more willing to take risks and feel less intimidated when they perceive that improvements and innovation are acknowledged (Sgro, Worchel, Pence and Orben 1980). According to research, psychological climate perceptions have an impact on job satisfaction (Baltes, Bauer, Bajdo and Parker 2002; Parker et al. 2003; Swift and Campbell 1998).

H1: Job satisfaction has a positive relationship with OCB

Personality:

Openness to experience is a personality attribute that may increase OCB, according to Mosalaei et al. (2014), and Mushraf, Al-Saqry, and Obaid (2015) (Shafi & Iqbal, 2021). Openness to experience is the main OCB determinant, according to Patki and Abhyankar (2016). 2013-STUDIO The big five model says personality has five substantially independent aspects that give a taxonomy for studying individual variations. Extraversion, agreeableness, conscientiousness, emotional stability (or neuroticism), and experience-seeking. Each of the

Big Five dimensions has related features. Our version of the big five matches the five-factor personality model. Extraversion is comfort with sensory stimuli (Fridayani, 2022).

H2: Personality has a positive impact on OCB

Motivation:

Motivation understates OCB. Researchers study three motive models. Viewing OCB using these three motivation frameworks helps explain past research efforts (Haryono, 2018). The connection and accomplishment motives conceal altruism effectively, but the power motivation shows the darker aspect. OCB might connect with performance evaluations. Self-determination theory distinguishes between intrinsic and extrinsic drives, arguing that they should have distinct functional effects. Intrinsic motivation is a natural propensity toward spontaneous interest and independent motivation that provides pleasure and vigour throughout life (Reis & Judd, 2000). Extrinsic motivation focuses on separable results, whereas intrinsic motivation focuses on inner enjoyment. This article examines motivation's effect on organisational citizenship in Nepalese non-life insurance firms (Reis & Judd, 2000). 325 Kathmandu valley non-life insurers reply to a predefined questionnaire. Performance assessment, motivation, work happiness, compensation and benefits, training and development opportunities, and job security affect employee performance (Reis & Judd, 2000). Motivation is the most significant component in promoting great employee performance, according to research (pitri, 2020).

H3: Motivation has a positive impact on OCB.

Stress:

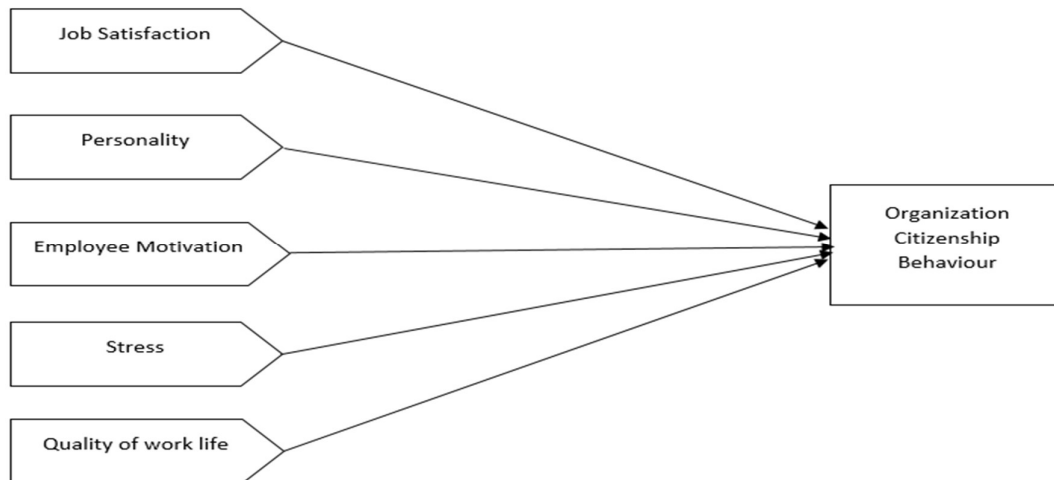
We expect work pressures to lower OCB. Some workers may see workplace pressures as good challenges that help them improve (Van den Broeck, De Cuyper, De Witte, & Vansteenkiste, 2010). High-stress levels may affect workers' performance and lead to undesirable behavioural and attitudinal job outcomes (Francis & Barling, 2005; Hart & Cooper, 2001). (Oplatka, 2009). Occupational stress occurs when there are inconsistencies between physiological demands in a workplace and individuals' inability to adjust to onerous job demands (Saxena, Chaturvedi, & Mohan, 2017; Malek & Zala, 2021). As a stimulus, stress contains annoying environmental traits, conditions, or ecological aspects that cause strain on the person. Stress as a response focuses on mental responses to stimuli (isik, 2021).

H4: Stress harms OCB.

Quality of Work Life:

QWL may minimise absenteeism, turnover, and work satisfaction, according to Gayathri and Ramakrishna (2013). QWL focuses on human labour and organisation (Quareshi, 2015). QWL focuses on the influence of work on people, the efficacy of the organisation, and the role of workers in making employment, career, income, and work-related choices (Arifin, 2010). Job satisfaction is a person's happiness with his job. Sadjad and Badri (2013) studied the influence of quality circles on EMS workers' job satisfaction and QWL (SUDRIO & ACHMAD, 2013). This research demonstrates quality circles improve nurses' work-life quality and job happiness. Work-life predicts organisational citizenship Modern research studies the link between QWL and OCB. In exchange for financial and non-financial benefits, the organisation expects employee dedication and loyalty. This research employs QWL to predict OCB (Shafi & Iqbal, 2021; Malek & Bhatt, 2022).

H5: Quality of work life has a positive relationship with OCB

Conceptual Model:**3. METHODOLOGY****3.1 Research Problem:**

The overall research problem is what are the factors that are affecting organizational citizenship behaviour.

3.2 Research objective:

To study the various factors affecting OCB.

To get into the insight of challenges faced by employees toward OCB.

To measure the impact of these practices on OCB and to identify the factors which are having positive and negative effects on the individuals working in the organisation.

3.3 Data Collection:

We have utilised both primary and secondary data in our research study. Both primary and secondary data sources were used in the data collecting process. Journal papers and websites were cited as secondary data sources. A standardised questionnaire that was self-administered was used to gather the primary data. Primary data for this survey is gathered via a structured questionnaire.

3.4 Questionnaire Methods:

Questionnaire Method Researchers develop a questionnaire utilising study-related questions and data. The questionnaire answers are analysed to determine the result. Depending on the study, researchers might utilise open-ended or closed-ended questions. Closed-ended questions are easier to organise and evaluate than open-ended ones. The present study used a structured questionnaire comprising open and closed-ended questions. The questions were carefully crafted so that responders could comprehend them. The same was confirmed in the pilot survey and adjustments were made. Responses to 60 statements were ranked using a 7-point scale.

3.5 Design of the sample:

1. The Simple Random Sampling Method for sampling.

because we conducted individual research rather than comparative research. Because there is only one study, it is a simple random sample procedure.

2. **Sampling unit-** The effects of Factors affecting OCB

3. Total Respondent Sampling Size: 364 responses

3.6 Tools for study:

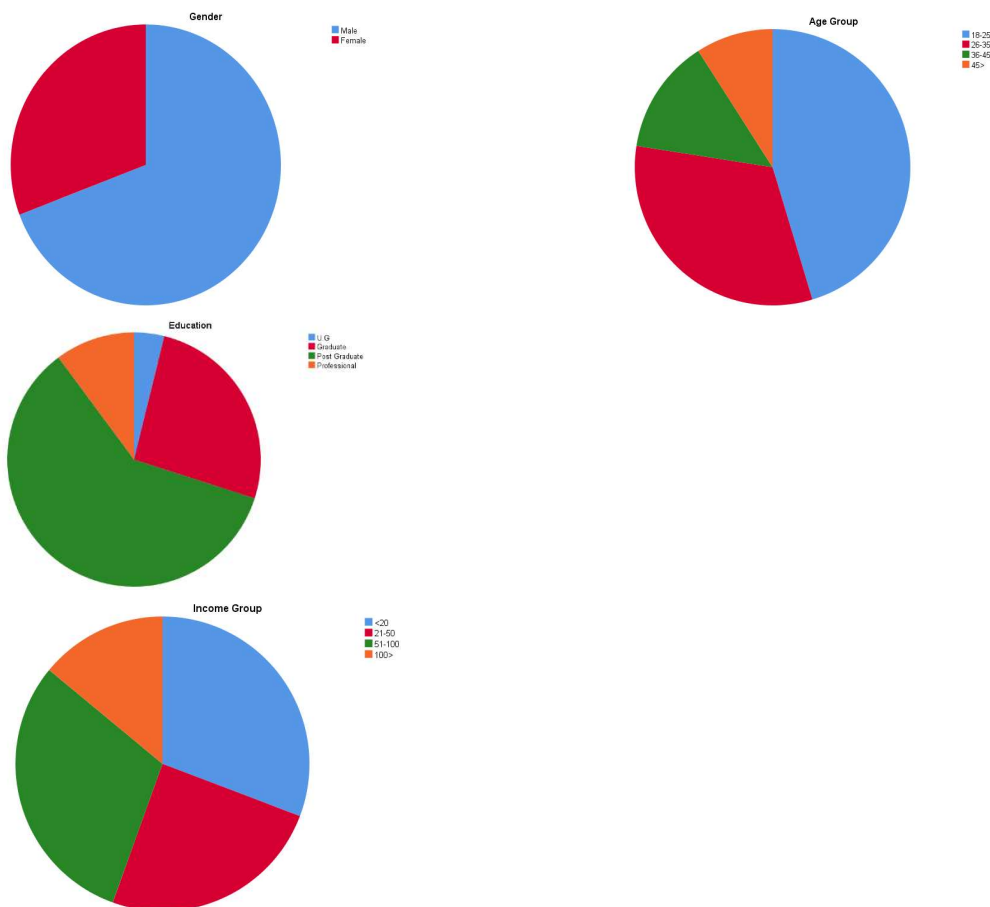
The major tools and techniques used in the current study include:

- IBM SPSS

4. DATA ANALYSIS

4.1 Demographic characteristics:

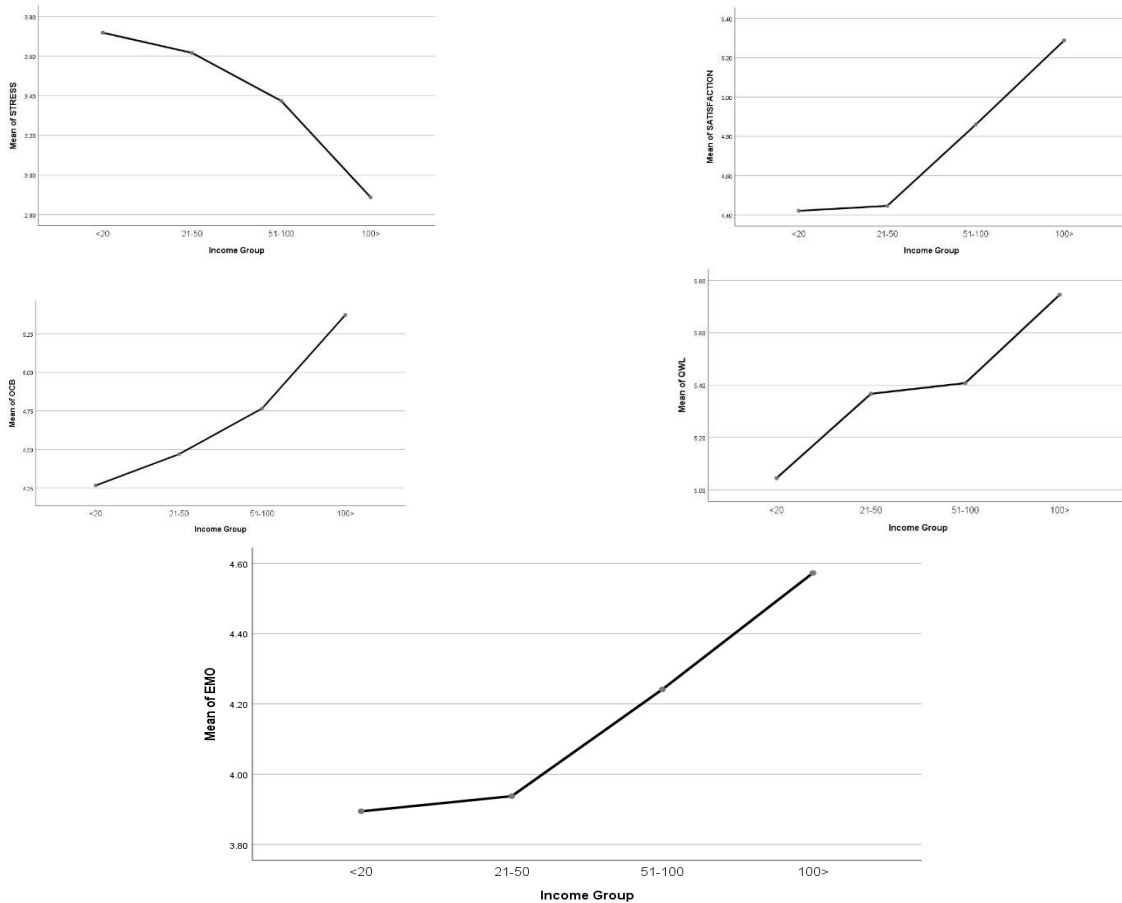
The respondents' demographic profile, is used to classify respondents by gender. Whereas the frequency of men is 252 with a percentage of 69.2, there are 112 females with a frequency of 30.8. There are 364 males and 364 females overall, with 100% frequency. Chart 2 shows how AGE is classified according to the ranges of 18 to 25, 26 to 35, 36 to 45, and 45 and above. In addition to the percentages of 45.3, 32.1, 13.5, and 9.1, the frequencies are 165,117,49, and 33. There are 364 frequencies overall, with 100%. Chart 3 details people's education levels. With frequencies of 14, 95, 218 and 37, it is separated into four equal parts: undergraduate, graduate, post-graduate, and professional. With the following percentages: 3.8, 26.1, 59.9, 10.2, and finally, 364 with 100%. The respondents' MONTHLY INCOME is shown in Chart 4. divided into the following ranges: 20, 21, 50, 51, and 100. 112, 90, 111, and 51 are the frequencies that are in the lead. along with the ratios of 30.8, 24.7, 30.5, and 14.0. reveals a 364-answer total and a 100% (T, 2016).



(Graphs 1 to 4)

4.2 Homogenous Subset

Less than 20k income is 112, 21-50 is 90, 51-100 is 111, and more than 100 is 51. The mean plot shows a decreasing slope because persons with incomes >100 experience less stress than those with incomes >20. People with less than \$20k income are 112, 21-50 are 90, 51-100 are 111, and more than 100k are 51. The mean plot shows that high-income individuals are most content, whereas low-income people are less happy. People with little stress are content, whereas those with excessive stress aren't. The mean slope is rising. People with less than 20k income are 112, 21-50 are 90, 51-100 are 111, and more than 100k are 51. The mean plots show that those with low income (20) have a lower mean OCB than those with high income (100+). The slope rises. People with less than 20k income are 112, 21-50 are 90, 51-100 are 111, and above 100k are 51. The mean plots show that the 20-income group has a lower QWL. >100 income group has greatest work life quality. The mean slope rises. People with less than 20k income are 112, 21-50 are 90, 51-100 are 111, and above 100k are 51. The mean plots show that motivation is lowest in the 20-100 income group. Low-income groups are less motivated, whereas high-income groups are more motivated.



(Chart 1to5)

4.3 Regression Analysis

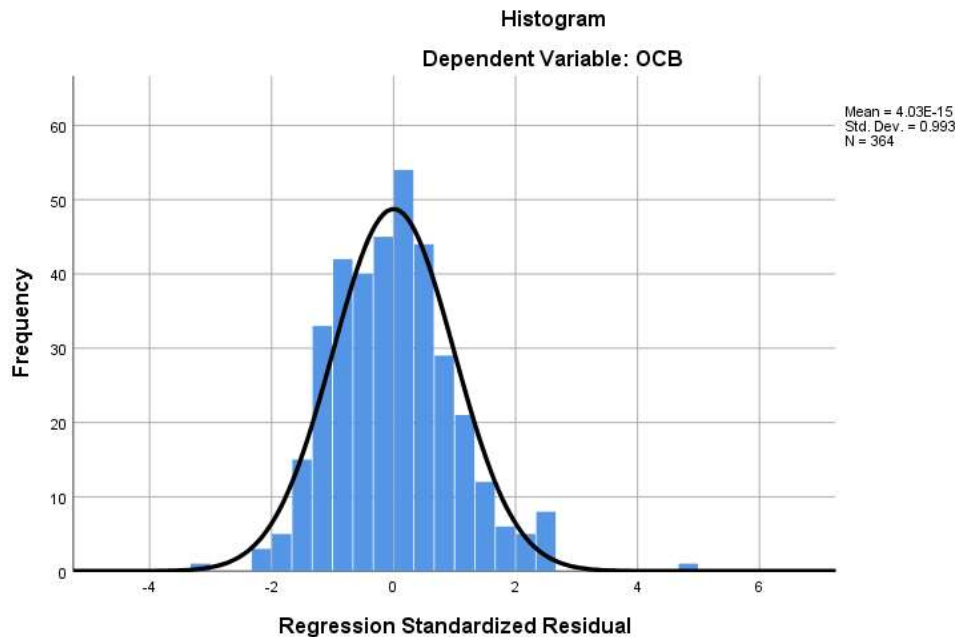
Regression model:

$$Y = A + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + E$$

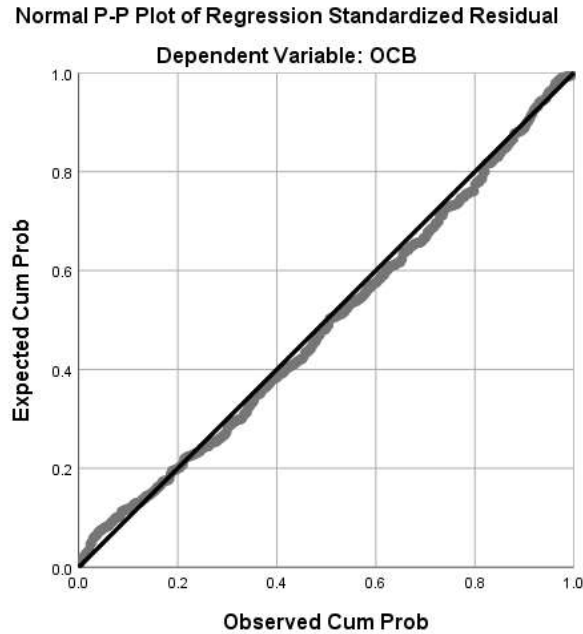
Here, Y = OCB (dependent variable), X1 = stress, X2= job satisfaction, X3= quality of work life, X4= personality, X5= employee motivation.

| Model Summary | | | | | | | | | | |
|--|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .840 ^a | .706 | .702 | .46844 | .706 | 172.292 | 5 | 358 | .000 | 1.951 |
| a. Predictors: (Constant), PERSONALITY, EMO, QWL, STRESS, SATISFACTION | | | | | | | | | | |
| b. Dependent Variable: OCB | | | | | | | | | | |

The value of R square, which is 0.706, is shown in the table above. Since the independent variable (happiness, stress, motivation, quality of work life, personality) explains 70.2% of the variation in this situation, there is no evidence of assumption violence since the Durbin Watson value is 1.951. In the charts below, the graph displaying all the data is provided as usual.



With the aid of (Chart 01), the histogram displays a nearly bell-shaped pattern, indicating that the researcher has not broken the assumption of normality. With the aid of (Chart 02), the researcher has shown the P-P plot of correlation.



5. POLICY IMPLICATIONS:

Managers and organisations looking to improve performance should take note of these statistics. The possibility that cooperative behaviours within the team will boost performance may be increased by fostering teamwork and enhancing harmony in the workplace (Qureshi, 2015). Employees will get an understanding of the importance of organisational citizenship behaviour in their specific organisation as well as the elements that will influence it through this research (Aharon Tzinera, 2014). Academically, this research will contribute to a greater understanding of the critical elements influencing OCB. The finding also supports more future investigations in the same field.

6. CONCLUSION

Organizations want and require workers who can do tasks that are not included in any job descriptions. And according to the research, companies with these types of personnel outperform those without them. As a consequence, organisational citizenship behaviour was a dependent variable in various human and personal research. Organizational citizenship behaviours have often been described and seen as a set of behaviours that are intrinsically socially good (Habeeb, 2019). By doing this, a range of factors may be looked at as probable causes for why workers could display OCB. The concepts presented in this study still need a great deal of investigation to be confirmed. Characters with a positive outlook in the areas of leadership, organisation, and the individual or personal emphasised the substantial advancement in organisational citizenship behaviour (Salempour, 2019).

Limitations of the Study:

The research is carried out in India's Gujarat state. Therefore, the conclusions drawn cannot be applied to other cities. There are just 364 respondents in the study's sample. As a consequence, providing accurate findings and conclusions becomes challenging. The potential of "Respondent Bias" exists. It indicates that responses to the question may be biased or inaccurate, which might have an impact on the whole study project. There aren't many measurements in the research, and there aren't any additional possible measurements either. These limits, meanwhile, are not too severe since they point the way for more research in the same field.

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