

Interrelationship among factors of OCB in Service industry with respect to Information Technology: An Empirical Study

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Abstract-*The purpose of this study is to investigate the role of employee engagement in the relationship between OCB in Information Technology industry in Chennai, Tamilnadu. Quantitative cross-sectional survey design (N = 120) examined the relationship between employee engagement and OCB. Hypotheses were tested through correlation and regression. All the variables studied were significantly related to employee engagement and employee engagement was significantly related to OCB. The regression analysis shows that the Work-Life Balance, Communication at Workplace, Employee Engagement and Employee Retention significantly predicts and has positive effect on Organizational Citizenship. One unit increase in Employee Engagement leads to an increase of 0.841 units in OCB in IT industry, which shows that Employee Engagement is one of the main reasons for OCB.*

Keywords-Organizational Citizenship Behaviour, Work-Life Balance, Communication at Workplace, Employee Engagement, Employee Retention

I. INTRODUCTION

Engaged employees bring enduring state of fulfilment at workplace while feeling intrinsically motivated to exhibit positive feelings such as sharing, assisting, cooperating, and supporting, and thus create a holistic framework of the positive psychological, social, and organizational context of work. In this regard, research studies in organizational sciences have recently begun to report a positive association between employee engagement and OCB. Organizational citizenship behavior (OCB), a positive psychological approach of engaged employees towards work and organization is concerned with those informal duties and tasks that go beyond the set boundaries of one's job. In the present study, the researchers attempt to include interrelationship among the variable of OCB also, to find out the impact of some selected independent factors on Organizational Citizenship Behaviour. This study covers that the independent factors that has received less attention in previous research and try to throw light on the potential significance of employee engagement through OCB.

II. REVIEW OF LITERATURE

The continuance of employee engagement goes beyond the traditional notions of job satisfaction, organizational commitment, job involvement etc. Engagement involves the active use of emotional, cognitive, and behavioral energies at workplace while working in coherence with the organization's objectives and strategies (Andrew & Sofian, 2011). Also, engaged employees being focused, energetic, and fully engrossed in their jobs are highly motivated to direct their focused energy towards organizational goals (Macey & Schneider, 2008; Barbera, & Young, 2009). Certainly, organizational performance and effectiveness is a function of the collaborative efforts of engaged employees (Bakker, 2011).

Engaged employees experience greater attachment to their work and organization (Organ, 1994; Schaufeli & Bakker, 2004). For instance, engaged employees are optimistic and spontaneous, they tend to exhibit positive attitudes and proactive behaviors at work place (Schaufeli et al., 2002; Salanova & Schaufeli, 2008).

The presence of OCB has been advocated for the increased organizational effectiveness (Katz & Kahn, 1966; Organ, 1988; Podsakoff & Mackenzie, 1997). OCB has been observed to encompass those behaviors which lubricate the social machinery and construct the psychological fabric of an organization. Hence, OCB is widely considered both critical and beneficial to organizations (Wei et al., 2010).

OCB literature has produced an impressive amount of substantive research on antecedents of OCB (Organ & Ryan, 1995; Podsakoff et al., 1996; Podsakoff et al., 2000). However, the constant evolution of the psychological process of employee engagement has lately begun to emerge as yet another important pathway for the evocation of OCB (Wei et

al., 2010). This furthers the need to improve our existing understanding of causal relationships among antecedents and consequences of OCB.

In the current study, the researcher attempt to include 'organizational effectiveness' variable that has received less attention in previous research to throw light on the potential significance of employee engagement through OCB. We are affirmative that academic efforts that explore how psychological mechanisms encourage and motivate employees to more actively engage in OCB and their impact on organizational effectiveness would most likely provide considerable implications for human resource development scholars and professionals.

Furthermore, as aforementioned, employee engagement encourages OCB (Bakker, Demerouti, & Verberke, (2004); Babcock-Roberson, & Strickland, 2010; Christian et. al., 2011), and OCB have been well documented in literature augmenting the effectiveness of an organization (Walz&Niehoff, 2000).

Taking the same context ahead, it is proposed that employee engagement is related to organizational effectiveness and OCB functions as a mediator in the relationship between employee engagement and organizational effectiveness. The paper does not ostensibly replicate the previous acquisitions linking employee engagement to OCB and OCB to organizational effectiveness, but thoroughly envisages construction of a comprehensive framework that organizes relevant literature to support the connections between employee engagement and organizational effectiveness via OCB. In this direction, the paper seeks to acknowledge this existing yet not explicitly empirically examined link in the extant literature with regard to employee engagement and organizational effectiveness, and exploring organizational citizenship behavior (OCB) as a significant mediator persuading the predicting variable to the criterion variable.

No study, to the best of our knowledge has proposed this unique combination of variables and the potential mediating mechanism of OCB between employee engagement and the organizational effectiveness. Therefore, the paper sets forth a new area of potential interest for research and practice in organizational sciences that could be further explored and build upon.

Employee engagement

Considerable attention is given to the notion of employee engagement in contemporary organizations due to the recently reported positive relationship between engagement and direct measures of organizational effectiveness as job performance, output, quality, customer satisfaction, profits, and business growth (Buckingham & Coffman, 1999; Coffman & Gonzalez- Molina, 2002; Buchanan, 2004; Gallup Organization, 2004; Hewitt Associates LLC, 2005; Fleming and Asplund, 2007; Lockwood, 2007; Sundaray, 2011). Therefore, engaged employees nowadays is at the central focus of various organizations.

Though emergence and vast popularity of the concept has often been attributed to practitioners' community, yet a great deal of research from researchers and academicians establishing the instrumentality of the concept, and identifying its differential antecedents and consequences has been flourishing lately (Sonnetag, 2011; Rurkkhum& Bartlett, 2012). Kahn (1990), in his first and foremost qualitative study on engagement states, "Engaged employees drive personal energies (physical, cognitive, and emotional) into their work roles". In this connection, psychological experiences were identified as significant and necessary for an employee to invest his/her personal energies into their work role performance.

Three psychological conditions were also articulated as a result of this notion a) meaningfulness (identification with one's work/creative and challenging work, autonomy etc.), b) safety (elements of social systems), and c) availability (sense of having physical and psychological resources). In this context, engagement was presumed as having positive outcomes for both individual as well as organizations. The fulgent beginning of engagement literature with the works of Kahn (1990) has drifted considerable attention and inclination of researchers in recent times. Hence, numerous definitions on engagement have been produced thereafter:

Harter et al., (2002) defined engagement as "the individual's involvement and satisfaction with as well as enthusiasm for work". Schaufeli et al., (2002) defined engagement as "a positive fulfilling, work related state of mind characterized by vigor, dedication, and absorption".

Robinson et al., (2004) defined engagement as "a positive employee attitude towards the organization and its values, involving awareness of business context, and work to improve job and organizational effectiveness".

Saks, (2006) defined employee engagement as "a distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance" (p. 602).

Shuck & Wollard, (2010) distinctly defined employee engagement as "an individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcomes".

In sum, an emerging body of research is using a common conceptualization of employee engagement connoting it as high levels of personal investment in terms of physical, cognitive, and emotional energies in the work tasks performed on a job (e.g. Kahn, 1990; Macey & Schneider, 2008; Mayet et al., 2004; Rich, et al., 2010; Schaufeli et al., 2002; Christian et al., 2011). Bakker & Schaufeli (2008) claimed that organizations need more engaged employees who feel energetic, dedicated and absorbed by their work. Schaufeli's three-factor model that captures engagement in terms of

vigor, dedication, and absorption components has been one of the most popular measures (Wefald et al., 2011) due to its vast validity in majority of countries across the world (Bakker et al., 2008).

Vigor-vigor refers to the positive core affect in employees that is characterized by the high levels of positive energy and mental resilience while working, and the willingness to invest time and efforts in job tasks.

Dedication- contains the emotional framework of engagement. It is a state in which employees perceive their work as a significant and meaningful pursuit.

Absorption-refers to the cognitive aspect where employees experience their work as engrossing and something on which they are fully concentrated and one finds it difficult to detach himself from work.

Engaged employees are happily involved and experience their work as engrossing and something to which they can devote their full concentration (Bakker et al., 2010, 2011). Hence, engagement is inferred as a positive experience in itself which has positive consequences for the organizations (Bhatnagar, 2012) in terms of high commitment, task proficiency, less employee turnover, less absenteeism, higher productivity, and consequently, increased performance of the organization.

Employee involvement, commitment, and performance are directly connected to the goals of an organization (Denison et al., 2004). Engaged employees would make a big difference if organizations provide positive psychological climate, good working conditions, job resources, and organizational support to inspire them to give their best and go extra-mile to enhance the effective functioning of the organization. In addition, employees perform better when they experience positive practices at work place for instance, being treated with respect, provided with opportunities to develop their career, adequate reward and recognition for high performance etc.

In fact, employees desire positive feelings about their work experiences that go beyond global attitudes of job satisfaction or commitment (Buckingham & Coffman, 1999; Harter, Schmidt, & Hayes, 2002; Harter, Schmidt, & Keyes, 2003; Wagner & Harter, 2006). Therefore, it is a two way process and much effort is needed on the part of organizations to nurture and leverage engagement. Providing employees a positive work environment is of ominous significance where employees can improvise and consequently help their organization to flourish in the present scenario.

Organizational Citizenship behavior (OCB)

Barnard's (1938) impression of the "willingness to cooperate" has directed considerable interest from industry and management towards that constituent of job performance other than formal role requirement or task performance which has substantial impact on the capability of an organization to achieve its long term goals. In addition, his concern for the cooperative efforts on part of employees in terms of sharing information among organization members to make the organization function smoothly prefigures that willingness of individuals to engage in spontaneous and cooperative gestures are instrumental for the vitality of organizations (Walz & Niehoff, 2000). While expanding and refining his idea, several authors have made significant contributions thereafter to describe employees' positive and cooperative gestures as those extra role behaviors that are instrumental to the organizational effectiveness (Katz & Kahn, 1966, 1978).

Organ, (1988) subsequently conceptualized these efforts as organizational citizenship behaviors that are discretionary, not directly and explicitly recognized by the organizational reward system, and that in aggregate, promote the effective functioning of the organization. Borman & Motowidlo, (1993) conceived the idea as contextual or citizenship performance and defined this type of performance as behaviors that are not directly related to the main task activities but are significant because they support the organizational, social, and psychological context that serves as the critical catalyst for tasks to be accomplished.

Further, while sharing a common belief, these behaviors have been defined and termed differently in literature in terms of extra-role behaviors (Dyne et al., 1995), prosocial behaviors (Brief & Motowidlo, 1986), organizational spontaneity (George & Brief, 1992), and as contextual performance (Motowidlo, 1997), but organizational citizenship behavior (OCB) is more comprehensive and popular term that describes these wide range of cooperative behaviors that are positive, voluntary, non-obligatory, and goes beyond the set requirements of a job (Turnipseed & Wilson, 2009).

More recently, while broadening the scope of the construct, Organ (1997) reshaped the definition of OCB's as behaviors that facilitate "the maintenance and enhancement of social and psychological context that supports task performance", explicating similarity to the conceptualization of contextual performance by Borman & Motowidlo (1993).

Further, although there exists a lack of consensus on the dimensionality of OCB among researchers as almost 30 overlapping or somewhat different forms of OCB's have been identified (Podsacoff et al., 2000), but Organ's (1988) taxonomy delineating citizenship behaviors in terms of altruism, courtesy, civic virtue, conscientiousness, and sportsmanship has been widely accepted, popular and much studied in literature reporting the greatest amount of empirical research (LePine et al., 2002).

- a. Altruism refers to the helping approach of an employee towards fellow employees.
- b. Conscientiousness denotes impersonal behaviours for instance, obeying rules.
- c. Sportsmanship invoke behaviors that includes not complaining on fiddling issues and willingness to tolerate less than ideal circumstances
- d. Civic Virtue behaviors that indicate employees' participation and concern about the life of organization such as participating in meetings, and
- e. Courtesy reflects in discretionary behavior such as positive gestures of consulting and passing along the information, aimed at preventing work related problem with others (Organ, 1988).

Given the rationality for a significant association between OCB and organizational effectiveness (Bateman & Organ, 1983; Organ, 1988; Podsakoff & Mackenzie, 1994; Smith, Organ, & Near, 1983; Williams & Anderson, 1991), it has been observed that employee's extra efforts in form of citizenship behavior enable supervisors to devote more time in planning organizational activities, promote optimum utilization of organizational resources, enhances co-workers' and managerial productivity, make organization a better place to work and thereby resulting into better functioning and smooth running of the organization. In fact, reduced absenteeism, increased employee satisfaction and employee retention, are some other contributions of OCB towards increased organizational performance and effectiveness (Chahal & Mehta, 2010; Chughtai & Zafar, 2006; Khalid & Ali, 2005; Podsakoff & Mackenzie, 1997).

Although there is a considerable agreement about the salience of OCB in extant literature, yet there is no consensus on the understanding of sources of OCB. OCB are largely considered as a matter of personal choice based on three underlying motives (motivational factors): a) prosocial values b) organizational-concern c) self-concern (Thayer, 2008). OCB are conceived as predominantly goal-directed behavior that is initiated by internal goals set by an individual. In addition, researchers have emphasized the attitudinal and dispositional factors which determine the extent to which one exhibit OCB (LePine et al., 2002; Organ & Ryan, 1995; Podsakoff et al., 2000) whereas others focused on its contextual factors articulating OCB as an outcome of situational cues that define role- requirements and responsibilities to employees, motivate and provide opportunities or constrains the display of OCB (Farh et al., 2004).

III. OBJECTIVES

This study focuses on the following two objectives:

1. To identify the interrelationship among factors of Organizational Citizenship Behaviour (OCB).
2. To find-out the impact of independent factors on Organizational Citizenship Behaviour (OCB).

IV. RESEARCH METHODOLOGY

- Sample Size: 120 respondents
- Sampling Method: Convenience sampling
- Method of Data Collection: Questionnaire
- Analysis of Tools:
 - ✓ Bi-variate correlation
 - ✓ Multiple regression analysis
- Research Hypothesis:

H₀₁: There is no significant relationship between Work-Life Balance and OCB

H₀₂: There is no significant relationship between Communication at Workplace and OCB

H₀₃: There is no significant relationship between Employee Engagement and OCB

H₀₄: There is no significant relationship between Employee Retention and OCB

H₀₅: Independent variables do not have significant effect on Organizational Citizenship Behaviour

V. RESULTS AND DISCUSSION

Relationship between independent variables and Employee engagement:

To test the significant relationship between independent variables (Work-Life Balance, Communication at Workplace, Employee Engagement and Employee Retention) and Organizational Citizenship Behaviour (OCB), bi-variate correlation is applied to ascertain the relationship between independent variables and Organizational Citizenship Behaviour.

The following null hypotheses were framed:

H₀₁: There is no significant relationship between Work-Life Balance and OCB

H₀₂: There is no significant relationship between Communication at Workplace and OCB

H₀₃: There is no significant relationship between Employee Engagement and OCB

H₀₄: There is no significant relationship between Employee Retention and OCB

Table 5.1: Relationship between independent variables and Organizational Citizenship Behaviour

Independent variables	Organizational Citizenship Behaviour	
	r-value	p-value
Work-Life Balance	0.704**	<.001
Communication at Workplace	0.664**	<.001
Employee Engagement	0.782**	<.001
Employee Retention	0.810**	<.001

** Significant at 1% level

Source: Survey Data

Positive significant correlation is observed between Work-Life Balance and Organizational Citizenship Behaviour ($r = 0.704$). Hence the null hypothesis “There is no significant relationship between Work-Life Balance and Organizational Citizenship Behaviour” is rejected at 1% level. This shows that Work-Life Balance improves Organizational Citizenship Behaviour in IT organizations by 70.4%

Positive significant correlation is observed between Communication at Workplace and Organizational Citizenship Behaviour ($r = 0.664$). Hence the null hypothesis “There is no significant relationship between Communication at Workplace and Organizational Citizenship Behaviour” is rejected at 1% level. This shows that Communication at Workplace increases Organizational Citizenship Behaviour in IT organizations by 66.4%

Positive significant correlation is observed between Employee Engagement and Organizational Citizenship Behaviour ($r = 0.782$). Hence the null hypothesis “There is no significant relationship between Employee Engagement and Organizational Citizenship Behaviour” is rejected at 1% level. This shows that Employee Engagement improves Organizational Citizenship Behaviour in IT organizations by 78.2%

Positive significant correlation is observed between Employee Retention and Organizational Citizenship Behaviour ($r = 0.810$). Hence the null hypothesis “There is no significant relationship between Employee Retention and Organizational Citizenship Behaviour” is rejected at 1% level. This shows that Employee Retention increases Organizational Citizenship Behaviour in IT organizations by 81.0%

Effect of independent variables on Organizational Citizenship Behaviour:

Multiple regression analysis is conducted to identify the effect of independent variables (Work-Life Balance, Communication at Workplace, Employee Engagement and Employee Retention) on Organizational Citizenship Behaviour. Work-Life Balance, Communication at Workplace, Employee Engagement and Employee Retention are taken as independent variables and Organizational Citizenship Behaviour is taken as Dependent variable.

H₀₅: Independent variables do not have significant effect on Organizational Citizenship Behaviour

Table 5.2: Regression analysis for Organizational Citizenship Behaviour

Variables	R ²	Beta	F-statistics	t- value
Work-Life Balance	0.721	0.602	59.761**	6.564**
	Adjusted R²			
Employee Engagement		0.841		
Employee Retention	0.717	0.745		

** Significant at 1% level

Source: Survey Data

It is observed from the table 4.32, the regression model’s F value is **59.761** and it is significant, the null hypothesis “Independent variables do not have significant effect on Organizational Citizenship Behaviour” is rejected at 1% level. The regression model’s coefficient of determination (R²) is **0.721** (72.1% of variability) and adjusted R² value of **0.717** shows better coefficients. Work-Life Balance, Communication at Workplace, Employee Engagement and Employee Retention significantly predicts and has positive effect on Organizational Citizenship Behaviour at 1% level of significance. One unit increase in Employee Engagement leads to an increase of **0.841** units in OCB in IT industry, which shows that Employee Engagement is one of the main reasons for OCB. Work-Life Balance, Employee Retention

and Communication at Workplace serves as significant predictors of Organizational Citizenship Behaviour in IT industry and improves Organizational Citizenship Behaviour positively by **0.602**, **0.745** and **0.431** units respectively.

Hence Work-Life Balance, Communication at Workplace, Employee Engagement and Employee Retention serves as significant predictors of Organizational Citizenship Behaviour in IT organizations. Employee Engagement followed by Work-Life Balance, Employee Retention and Communication at Workplace predicts Organizational Citizenship Behaviour (OCB) more.

VI. CONCLUSION

In the situation of change and competition, all organizations have to define the operational strategies and follow up the action plans effectively concerning the good management and planning especially for human resource management to expand organizational potential. OCB in Indian information technology industry is playing a vital role, so in this context can be explained by the changes in employee engagement which in itself is influenced by changes in industry's best HR practices. Employee engagement is therefore a significant mediator between the HR practices and OCB. This research has validated and extended the engagement and social exchange theory by establishing that role clarity, collaboration, compensation fairness, job security, and development are significant predictors of OCB.

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