

# Impact of Organizational Citizenship Behavior on Employee Performance: An Analytical Study of IT Professionals

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## ABSTRACT

The purpose of this study was to evaluate the impact of Organizational Citizenship Behavior (OCB) on IT professionals' performance. The research included a sample size of 200 IT professionals, selected through the random sampling technique, with the entire population considered as participants. A systematic questionnaire that used the Likert Scale for measuring was used to collect the data. Regression analysis was used in the data analysis, and it was done using the SPSS program. The results indicate a noteworthy correlation between OCB and employee performance among IT professionals. Subsequent sections provide a detailed discussion and conclusion based on these findings.

## INTRODUCTION

In recent decades, researchers across psychology, sociology, and organizational behavior have shown significant interest in organizational citizenship practices (Bateman & Organ, 1983; Smith et al., 1983). OCB is defined as practical, extra-role actions that constitute pro-social activities guiding individuals, groups, or organizations. Unlike formal behaviours mandated by the organization, it is often referred to as the "Good Soldier Syndrome." This behavior encompasses altruistic actions such as selflessness, kindness, punctuality, honesty, innovation, volunteering, and helpfulness towards peers and co-workers (Organ, 1988), along with the absence of undesirable actions like complaining, arguing, and fault-finding (Organ, 1990). Supervisors exhibiting higher OCB are known for their helpful, cordial, caring, reassuring, and compassionate approach in resolving subordinates' problems and understanding their work dynamics (Beauregard, 2012).

Performance, in the context of an organization, group, or individual, refers to the overall contribution, both quantitatively and qualitatively, to a job aimed at achieving defined task objectives (Yorgun, 2010; Tengilimoglu et al., 2009). OCB affects organizational performance in three distinct ways. Firstly, it fosters better relationships and collaboration among employees within an organization (Niehoff and Moorman, 1993: 527), facilitating smoother information flow, especially among groups critical for both seasoned and new employees. Secondly, it enhances employees' accountability, as citizenship behavior reflects employees' beliefs about the organization, leading them to exert additional efforts when needed, ultimately contributing to organizational goals. Finally, OCB positively influences employees' attitudes, creating a more positive work climate and a less stressful atmosphere, resulting in higher performance (Ozdevecioglu, 2003).

Researchers concur that employee performance in an organization represents the level of task accomplishment and the capacity to achieve the intended goal (Hakim, 2006). Performance is associated with the quality and productivity of an individual or group, crucial at all levels of management (Kirkpatrick and Locke, 1996). Hersey and Blanchard (1972) state that effective performance implementation necessitates the following: suitable capabilities, strong self-motivation, and a blend of ability and motivation. Similar to the vital role of a heartbeat for human survival, organizations need the best talent for survival and success. Employee performance does not occur in isolation, emphasizing the need for organizations and supervisors to focus on creating environments conducive to effective work. Understanding the conditions and environments where organizational members perform better can lead to improved performance through personnel and organizational behavior (Ripley, 2002).

## LITERATURE REVIEW

In recent decades, scholars have shown considerable interest in the practices of organizational citizenship within the realms of psychology, sociology, and organizational behavior (Bateman & Organ, 1983; Smith et al., 1983). OCB is a concept that

delineates employee behaviours. OCB is characterized as practical, extra-role actions that constitute pro-social activities guiding individuals, groups, or organizations. These behaviours go beyond one's formal duties and are intended to contribute to organizational effectiveness (Organ et al., 2006). Examples of OCB include encouraging new staff to understand the organization's internal workings, motivating co-workers to complete assignments promptly, and volunteering for duties beyond contractual responsibilities. Research consistently highlights the significance of OCB as a key variable for enhancing employee performance across various domains. Chelagat et al. (2015) supported this by conducting a study to look at how OCB affected bank employees' performance in Nairobi County, Kenya. They chose a sample of 173 workers using a random sampling technique, and they discovered a positive and significant impact of kindness and altruism on worker performance.

Kilinc et al. (2014) conducted an investigation into the correlation between employee performance, OCB, and organizational silence in the context of Turkish nurses and physicians. Data from 317 employees in a health services research and application hospital of Cumhuriyet University were analyzed. The findings showed a statistically significant correlation between employee performance, organizational silence, and corporate citizenship behaviour. Furthermore, compared to nurses, assistant physicians were found to exhibit lower levels of conscientiousness, courtesy, performance, and altruism. Compared to the nurses, they demonstrated greater degrees of defensive, acquiescent, and total organizational silence.

## **HYPOTHESES**

**H<sub>1</sub>: There is a significant impact of OCB on employee performance.**

### **Methods**

Ensuring the credibility of research involves careful consideration of the chosen methods for data collection. With the goal of determining how OCB affects employee performance in the IT industry, the current study takes a descriptive approach. Quantitative methods, widely recognized for interpreting causal relationships, are chosen for this study. A total of 250 respondents within the IT service sector were initially identified, and out of these, 200 respondents provided complete and necessary information. An online survey was used to collect data for this study from the 200 participants. Quantitative methods are deemed effective for examining internal and external relationships between variables and understanding their mutual influences. A five-point Likert scale was used to rate each element, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." To ensure face validity, the final questionnaire was administered to professionals within the IT sector, seeking their viewpoints and feedback. Regression analyses were used for the data analysis in order to achieve the goals of the study. This approach contributes to a thorough understanding of the research topic by enabling an in-depth investigation of the relationships between different variables and how they may impact one another.

## **RESULT ANALYSIS**

### **Demographic**

Among the 200 respondents, there were 114 males and 86 females. Regarding age distribution, 80 respondents (40%) fell into the age group of over 45 years, 71 respondents (35.5%) were between 30 and 45 years, and 49 respondents (24.5%) were less than 30 years old. In terms of income, 92 respondents (46%) reported an income greater than ₹10 lakhs, 55 respondents (27.5%) had an income between ₹5 lakhs and ₹10 lakhs, and 49 respondents (24.5%) reported an income less than ₹5 lakhs. In terms of professional roles, 50 respondents (25%) identified as software engineers, 80 respondents (40%) as middle managers, and 70 respondents (35%) as senior managers.

### **Impact of OCB on employee performance**

Regression analysis was used to examine how OCB affected IT professionals. Employee performance was the dependent variable in this investigation, and organizational citizenship behavior was the independent variable.

**Table 1: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	.935 <sup>a</sup>	.869	.867	.42123
<b>a. Predictors: (Constant), Organizational Citizenship Behavior</b>				

To examine the hypothesis, a regression equation was constructed. Table 1 displays the R value (.935), signifying a robust correlation between OCB and employee performance. Moreover, the Adjusted R<sup>2</sup> value (.867) indicates a high degree of explanation for employee performance by OCB or its dimensions, which significantly influence employee performance. As illustrated in Table 1, the Adjusted R<sup>2</sup> value of .867 implies that organizational citizenship behavior accounts for 86% of the variation in the dependent variable, namely employee performance.

**Table 2: ANOVA Analysis**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	423.534	1	423.534	14777.253	.000 <sup>b</sup>
	Residual	15.210	498	.037		
	Total	438.744	499			
<b>a. Dependent Variable: Employee performance</b>						
<b>b. Predictors: (Constant), Organizational Citizenship Behavior</b>						

Table 2, presenting the ANOVA results, assesses the overall fitness of the model. The F-statistics, along with its associated p-value, suggest that the regression model effectively predicts the dependent variable; given the significance value is below .000, which is less than 0.05. This outcome indicates the model's goodness of fit

**Table 3: Regression Results**

Model		Standardized Coefficients	t	Sig.
		Beta		
1	Organizational citizenship behavior	0.935	112.52	0.000

In Table 3, the calculated beta coefficient for organizational citizenship behavior (0.935) is both positive and statistically significant. This finding suggests a substantial positive influence on the employee performance of software professionals. Therefore, we reject Hypothesis H1, which posited that there is no significant impact of organizational citizenship behavior on employee performance.

## CONCLUSION

This study set out to investigate how OCB affected IT professionals' performance. The findings show that OCB has a significant and advantageous effect on IT professionals' performance. Good OCB boosts organizational effectiveness overall in addition to improving individual performance. It fosters an attractive, committed, and supportive workplace environment. Organizations characterized by high levels of OCB experience lower rates of absenteeism and turnover, making them more successful. In the IT industry, companies that actively support their employees tend to have a higher proportion of employees exhibiting positive organizational citizenship behavior, leading to elevated organizational performance.

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