

**FACTORS INFLUENCING ORGANISATIONAL  
CITIZENSHIP BEHAVIOUR OF INFORMATION  
TECHNOLOGY PROFESSIONALS IN  
CHENNAI, INDIA**

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**ASIA e UNIVERSITY  
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FACTORS INFLUENCING ORGANISATIONAL CITIZENSHIP  
BEHAVIOUR OF INFORMATION TECHNOLOGY PROFESSIONALS IN  
CHENNAI, INDIA

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## ABSTRACT

Organization is one of the vital economic factors which coordinates the rest of the other factors such as land, labour and capital. The best organization structure reveals the successful business environment. In a dynamic environment adhered by globalisation, the major challenge for human resource upshots in gaining organizational competitive advantage. The investment scenario of the organisation largely depends on its employee performance as well as citizenship behaviour of the employees. Questionnaire was administered to 834 sample respondents chosen by simple random method. Five-Point Likert Scaling method was used to gather opinion of the respondents regarding constructs of the study. Structural Equation Modelling was used to examine the hidden relationship among the constructs of the study. The study found that personality and organizational commitment has significant effect on overall OCB and overall OCB has significant and positive impact on organizational performance.

**Keywords:** OCB, Civic virtue- Altruism- Courtesy – Conscientiousness- Sportsmanship- Personality, commitment, organisation performance

## **APPROVAL**

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, for the fulfilment of the requirements for the degree of Doctor of Philosophy

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(31 October 2023)

## **DECLARATION**

I hereby declare that the thesis submitted in fulfilment of the PhD degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

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**Signature of Candidate:**

**Date: 31 October 2023**



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## TABLE OF CONTENTS

<b>ABSTRACT</b>	<b>ii</b>
<b>APPROVAL</b>	<b>iii</b>
<b>DECLARATION</b>	<b>iv</b>
<b>ACKNOWLEDGEMENTS</b>	<b>vi</b>
<b>TABLE OF CONTENTS</b>	<b>vii</b>
<b>LIST OF TABLES</b>	<b>ix</b>
<b>LIST OF FIGURES</b>	<b>xvi</b>
<b>LIST OF ABBREVIATION</b>	<b>xviii</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.0 Introduction	1
1.1 Background of the Study	23
1.2 Statement of the Problem	33
1.3 Research Questions	35
1.4 Research Objectives	35
1.5 Significance of the Study	36
1.6 Scope of the Study	36
1.7 Operational Definitions	37
1.8 Organisation of the Chapters	38
<b>CHAPTER 2 REVIEW OF LITERATURE</b>	<b>40</b>
2.0 Introduction	40
2.1 Analysis of the Independent and Dependents Variables and Their Relationship/Effects/Determination	40
2.2 Previous Empirical Studies on the Variables of the Study	41
2.3 Theories and Theoretical Framework to Device the Conceptual Framework	58
2.4 Conceptual Framework	60
2.5 Summary	65
<b>CHAPTER 3 METHODOLOGY</b>	<b>66</b>
3.0 Introduction	66
3.1 Research Philosophy	66
3.2 Research Design	67
3.3 Hypotheses	67
3.4 Description of Dimensions and Measurement of Variables	68
3.5 Population and Sampling Techniques	70
3.6 Description of the Procedures Used to Collect Data	74
3.7 Description of the Statistical Methods Used to Analyse the Data	79
<b>CHAPTER 4 FINDINGS</b>	<b>81</b>
4.0 Introduction	81
4.1 Descriptive Statistics	81
4.2 Statistical Analysis and Findings	82
4.3 Summary of Findings	217
4.4 Summary	221



<b>CHAPTER 5</b>	<b>CONCLUSION</b>	<b>223</b>
5.0	Introduction	223
5.1	Discussion	224
5.2	Research Contribution	229
5.3	Research Implications	229
5.4	Research Limitations	230
5.5	Future Research Suggestions	231
5.6	Conclusions	234
5.7	Summary	236
<b>REFERENCES</b>		<b>237</b>
<b>APPENDICES</b>		<b>251</b>

## **LIST OF TABLES**

<b>Table</b>	<b>Page</b>
1.1 Stages of human growth	8
1.2 Particulars of SEZs in Tamil Nadu	30
3.1 Descriptions of dimensions of OCB factors	68
3.2 Sample size	70
3.3 Estimation of Cronbach's coefficient alpha and CFA loadings for OCB dimensions	76
3.4 Estimation alpha coefficient and CFA loadings for personality dimensions	77
3.5 Estimation of Cronbach's coefficient alpha and CFA loadings for organizational commitment factors	78
3.6 Estimation of Cronbach's coefficient alpha and CFA loadings for performance factors	79
4.1 Gender-wise classification	82
4.2 Age-wise classification	83
4.3 Nativity-wise classification	84
4.4 Position in the management	85
4.5 Qualification-wise classification	86
4.6 Work experience wise classification	87
4.7 Pay scale (CTC per annum)	88
4.8 Non-cash benefits	89
4.9 Reason for providing reward and recognition	90
4.10 Level of satisfaction towards performance appraisal	92
4.11 Level of satisfaction towards company policies	93

4.12	Level of satisfaction towards company training	94
4.13	Opinion about working environment	95
4.14	Opinion about safety standards	96
4.15	Involvement in corporate social responsibility	97
4.16	Performance appraisal bases	98
4.17	Voluntariness to give suggestions	99
4.18	Opportunity to give suggestions in official meetings	100
4.19	Encouragement of manager in personal growth	101
4.20	Awareness of present role in organization	102
4.21	Clear communication on target dates	103
4.22	Frequency of feedback given to you by reporting authority	104
4.23	Rating of morale level in your organization	105
4.24	Frequency of performance assessment	106
4.25	Opinions about dimensions of OCB	107
4.26	Courtesy factors	109
4.27	Conscientiousness factors	111
4.28	Civic virtue factors	113
4.29	Sportsmanship factors	115
4.30	Difference between gender and OCB dimensions	117
4.31	Difference between age and OCB dimensions	118
4.32	Post-hoc test	119
4.33	Difference between nativity and OCB dimensions	120
4.34	Difference between management position and OCB dimensions	121
4.35	Difference between educational qualification and OCB dimensions	122
4.36	Difference between work experience and OCB dimensions	123

4.37	Post-hoc test	124
4.38	Difference between pay scale and OCB dimensions	125
4.39	Post-hoc test	126
4.40	Level of OCB dimensions	127
4.41	Chi-square between level of OCB dimensions and reason for providing reward and recognition	128
4.42	Chi-square between level of OCB dimensions and reason for performance appraisal base	129
4.43	Chi-square between level of OCB dimensions and availing non cash benefits	129
4.44	Extroversion personality factors	130
4.45	Agreeableness personality factors	131
4.46	Conscientiousness personality factors	132
4.47	Neuroticism personality factors	133
4.48	Openness personality factors	135
4.49	Affective commitment factors	137
4.50	Continuance commitment factors	139
4.51	Normative commitment factors	141
4.52	Individual performance factors	142
4.53	KMO and Bartlett's test	143
4.54	Communalities	144
4.55	Total variance explained	147
4.56	Rotated component matrix	148
4.57	Inter-correlation between OCB dimensions	152
4.58	Inter-correlation between personality dimensions	154

4.59	Inter-correlation between organizational commitment dimensions	157
4.60	Correlation between OCB, personality and organizational commitment dimensions	158
4.61	Difference between gender and personality dimensions	159
4.62	Difference between age and personality dimensions	159
4.63	Post-hoc test	160
4.64	Difference between nativity and personality dimensions	161
4.65	Difference between management position and personality dimensions	161
4.66	Post-hoc	162
4.67	Difference between educational qualification and personality dimensions	162
4.68	Difference between work experience and personality dimensions	163
4.69	Post-hoc test	163
4.70	Difference between pay scale and personality dimensions	164
4.71	Post-hoc test	165
4.72	Difference between gender and organizational commitment dimensions	166
4.73	Difference between age and organizational commitment dimensions	166
4.74	Difference between nativity and organizational commitment dimensions	167
4.75	Difference between management position and organizational commitment dimensions	167
4.76	Difference between educational qualification and organizational commitment dimensions	168

4.77	Difference between work experience and organizational commitment dimensions	168
4.78	Post-hoc analysis	170
4.79	Difference between pay scale and organizational commitment dimensions	171
4.80	Post-hoc test	172
4.81	Difference between gender and individual performance factors	173
4.82	Difference between age and individual performance factors	174
4.83	Difference between nativity and individual performance factors	175
4.84	Difference between management position and individual performance factors	176
4.85	Difference between educational qualification and individual performance factors	177
4.86	Difference between work experience and individual performance factors	179
4.87	Difference between pay scale and individual performance factors	180
4.88	Difference between gender and civic virtue improvement factors	181
4.89	Difference between age and civic virtue improvement factors	182
4.90	Difference between nativity and civic virtue improvement factors	183
4.91	Difference between management position and civic virtue improvement factors	184
4.92	Difference between educational qualification and civic virtue improvement factors	184
4.93	Difference between work experience and civic virtue improvement factor	185

4.94	Post-hoc test	186
4.95	Difference between pay scale and civic virtue improvement factors	187
4.96	Post-hoc test	188
4.97	Correlation between satisfaction factors	188
4.98	Correlation between civic virtue and level of satisfaction towards performance appraisal	190
4.99	Correlation between civic virtue and level of satisfaction towards company policies	192
4.100	Correlation between civic virtue and level of satisfaction towards company training and development programs	194
4.101	Level of personality dimensions	195
4.102	Chi-square between level of personality dimensions and reason for providing reward and recognition	195
4.103	Chi-square between level of personality dimensions and reason for performance appraisal bases	196
4.104	Chi-square between level of personality dimensions and availing non cash benefits	196
4.105	Level of organizational commitment dimensions	197
4.106	Chi-square between level of organizational commitment factors and reason for providing reward and recognition	198
4.107	Chi-square between level of organizational commitment factors and reason for performance appraisal bases	198
4.108	Chi-square between level of organizational commitment factors and availing non cash benefits	199
4.109	ANOVA table	200

4.110	Summary of the regression model	200
4.111	Regression coefficient for impact of different levels of personality on overall OCB	201
4.112	ANOVA table	203
4.113	Summary of the regression model	203
4.114	Regression coefficient for impact of different levels of organizational commitment factors on overall OCB	204
4.115	ANOVA table	205
4.116	Summary of the regression model	206
4.117	Regression coefficient for impact of different levels of OCB dimensions on overall performance	207
4.118	Paired T test with overall level of personality and OCB	208
4.119	Paired samples correlations	208
4.120	Paired sample test result	208
4.121	ANOVA table	209
4.122	Summary of the regression model	210
4.123	Regression coefficient for impact of different levels of personality dimensions on overall performance	211
4.124	Multiple regression analysis between organizational commitment factors and overall level of performance	212
4.125	Regression coefficient for impact of different levels of Organizational commitment factors on overall performance	213
4.126	Model fit statistics	215
4.127	Standardized regression weights: (Group number 1 - Default model)	216



## LIST OF FIGURES

Figure		Page
1.1	Trends of IT export growth in Tamil Nadu	29
1.2	IT product-wise export from Tamil Nadu	29
3.3	Measurement model for OCB dimensions	75
3.4	Measurement model for personality dimensions	76
3.5	Measurement model for organizational commitment factors	77
3.6	Measurement model for performance factors	78
4.1	Gender wise classification	82
4.2	Age-wise classification	83
4.3	Nativity-wise classification	84
4.4	Position in the management	85
4.5	Qualification-wise classification	86
4.6	Work experience-wise classification	87
4.7	Pay scale-wise classification	88
4.8	Non-cash benefits	90
4.9	Reason for providing reward and recognition	91
4.10	Level of satisfaction towards performance appraisal	92
4.11	Level of satisfaction towards company policies	93
4.12	Level of satisfaction towards company training	94
4.13	Opinion about working environment	95
4.14	Opinion about safety standards	96
4.15	Involvement in corporate social responsibility	97
4.16	Performance appraisal bases	98
4.17	Voluntariness to give suggestions	99

4.18	Opportunity to give suggestions in official meetings by reporting authority	100
4.19	Encouragement of manager in personal growth	101
4.20	Awareness of present role in organization	102
4.21	Clear communication on target dates	103
4.22	Frequency of feedback given to you by reporting authority	104
4.23	Rating morale level in your organization	105
4.24	Frequency of performance assessment	106
4.25	Effect of structure equation model	215

## **LIST OF ABBREVIATION**

16PF	The Sixteen Personality Factors Questionnaire
ADM	Application Maintenance and Development
ANOVA	Analysis of Variance
BPM	Business Process Management
BPO	Business Processing Outsourcing
CADM	Custom Application Development and Maintenance
CAGR	Compound Annual Growth Rate
CANOE	Conscientiousness, Agreeableness, Neuroticism, Openness, Extraversion
CFA	Cronbach Alpha Value
CTC	Cost to Company
DIPP	Development of Industrial Policy and Promotion
ENTJ	Extraversion, Intuition, Thinking, Judging
EOU	Export Oriented Units
ER&D	Engineering, Research and Development
ESDM	Electronic System Design Management
ESTJ	Extraversion, Sensing, Thinking, Judging
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GICs	Global Industrial Classification Standards
IANS	Indo Asian News Service
ISFJ	Introversion, Sensing, Feeling, Judging
iSPIR	Indian Software Product Industry Roundtable

IT	Information Technology
ITBPM	Information Technology Business Process Management
ITeS	Information Technology enabled Services
KMO	Kaiser-Meyer-Oklin
MGS	Multiplier Grants Scheme
MMPI	The Minnesota Multiphasic Personality Inventory
MSA	Measure of Sampling Adequacy
NASA	The National Aeronautics and Space Administration
NASSCOM	The National Association of Software and Service Companies
NDA	National Democratic Alliance
NEO-FFI	The Neo Five-Factor Inventory
NEO-PI-R	The Revised NEO Personality Inventory
NSL	Nuziveedu Seeds Limited
OCB	Organisation Citizenship Behaviour
OCEAN	Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism
OSS	Open Source Solutions
PC	Personal Computer
PE	Private Equity
R&D	Research and Development
SEEPZ	Santacruz Electronics Export Processing Zone
SEZ	Special Economic Zones
SIP-EIT	Support International Patent Protection in Electronics & IT
SMEs	Small and Medium Enterprises

STPI	Software Technology Parks of India
TAT	The Thematic Appreciation Test
TCS	Tata Consultancy Services
USA	United States of America
WEF	World Economic Forum

# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Introduction**

The thesis deals with the effectiveness of organisational citizenship behaviour factors in the organisation's success. The success of an organization no longer stands on its ability to only meet individual goals and performance metrics in today's ultra-competitive business environment. When coworkers help each other or are willing to go the extra mile, it generates a good environment for collaboration and innovation. Companies that can tap into the discretionary effort of their workforces by giving employees reasons to volunteer extra value than what is outlined as their formal job responsibilities and take maximum organizational success out of this added effort will delight customers, retain more employees for longer periods and enjoy better overall organizational performance.

An excellence driven organization evolves by dedication, by treasuring employees' efficiency, merits and providing them high job satisfaction. An organization which aims at success prefers employees who can perform over and beyond specified job scope. This behaviour is coined as Organizational Citizenship Behaviour (OCB) which motivates employees intrinsically to perform beyond their prescribed role requirements. In a basket of success lies one crucial — albeit sometimes forgotten — piece: Organizational Citizenship Behavior (OCB). Companies that build an OCB culture often have better collaboration, employee engagement, and productivity. Organizational citizenship behaviour (OCB) as defined by Dennis Organ, generally considered as the father of OCB, as “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and

that in the aggregate promotes the effective functioning of the organization”. OCB is an extra role behaviour which facilitates organizational functioning. While there are many researches in this area, studies continue with the operationalization or definition of OCB. The reason may be that OCB research is yet to define the construct while studies were carried out to understand the OCB and related factors. Nevertheless, employees do not look for rewards and even managers cannot insist their subordinates to execute OCB. However, as observed by Organ, Managers do consider the accomplishments of their subordinates and recognize them in the form of promotion or better ratings in performance appraisals.

### **Citizenship Behaviour**

In Organizational Management Science, a new paradigm Organizational Citizenship Behaviour propounded by Bateman and Organ in 1980's (Bateman & Organ, 1983; Smith et al., 1983). The concept came into operation by taking series of Managers views on the behaviour which they prefer their subordinates to evince without forcing or attaching any monetary benefits. The behaviour which evolved by this process formed the basis for the idea of organization Citizenship Behaviour. These behaviours “lubricate the social machinery of organizations” (Smith et al., 1983).

OCB is work behaviour that is defined as discretionary, not related to the formal organizational reward system, and collectively taken to promote the organizational effectiveness (Moorman, 1991; Niehoff, 2005; Podsakoff) Organ (1997) observed certain issues with OCB as extra-role behaviour. (Mackenzie, 1994; Walz & Niehoff, 2000; Yen & Niehoff, 2004) As OCB is not contractually obligated for reward system there were many problems in the earlier conceptualization (Organ 1997). The definition of the terms “role” and “job” were in the grey area and there were problems due to this. The advancement of Leader-member exchange theory

explained the roles evolved from leader-subordinate interactions, which helped to explain the difficulties (Dansereau et al., 1975; Graen & Uhl- Bien, 1995).

Two problems emerged from this explanation. First, performance appraisal was followed to offer rewards. However, research has exhibited that certain forms of OCB is likely to be considered as in-role performance to attach financial rewards (Mackenzie et al., 1991; Podsakoff & MacKenzie, 1994; Werner, 1994). Secondly, Organ (1997) expressed that only a few rewards are assured contractually. Indeed, due to economic crises in the last decade, several employees were not only denied of rewards but also lost their jobs.

Borman & Motowidlo (1983) came with the construct of contextual performance, though not with an intention to address definitional problems of OCB. The concept of OCB was initially comprehended as an interest on behavioural consequences of job satisfaction which results in organisational effectiveness. Contextual performance was developed from the keenness to know why only task performance is given importance in personnel selection, whereas behavioural aspects like helping, following rules, persisting and volunteering are not touched upon which also get ratified in organizational effectiveness. (Motowidlo, 2000). Borman & Motowidlo (1993, p. 73) debated that these behaviours are valuable for the organisation as they “support the organizational, social, and psychological environment in which the technical core must function”. Accordingly, contextual performance was mooted in response to the question “What part of the performance domain is being relatively neglected by selection research and practice, and how this part is different? Contextual performance is defined as “behaviours that do not support the technical core itself so much as they support the broader organizational, social, and psychological environment in which the technical core must function” (Borman