4.18 CONCLUSION

This chapter concluded that except civic virtue all other dimensions of OCB like Altruism, Courtesy, Conscientiousness and Sportsmanship OCB dimensions are the main predictors of different levels of employee performance. The structural equation model fit has confirmed that there is a strong relationship between the OCB dimensions and employee performance.

CHAPTER - V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. INTRODUCTION

The objectives of the present study were accomplished in stages. First of all, the demographic profile of the IT professionals in IT industry was analysed. It was followed by the study of the IT professionals’ opinions towards the various dimensions of OCB, the impact of OCB on performance of IT employees and their views on the improvement of OCB. The results of the analyses were presented and discussed in the earlier chapters.

The methodology was formulated according to the objectives of the study with the help of comprehensive reviews of previous studies. The secondary data of IT employees on the various websites were collected from the offices of the IT industry and primary data were collected from the employees of the IT industry. The collected data were analysed with the help of appropriate statistical tools. The various findings of the present study are summarised below:
5.2 FINDINGS

5.2.1 Demographic profile of the respondents

Gender wise classification is very important in studying the organizational citizenship behaviour and its impact on employee performance in IT industry. Because the proportion of male and female respondents differs at different levels of management. So it is essential for the researcher to classify the respondents’ gender. It is inferred from the above table that male respondents are more (358 respondents) in Jr. Management and female respondents are (164) in Jr. Management. In the overall case also male respondents are dominating female by 73.72 percent.

Respondents at a particular level of management comprise of different age groups, so it is important for the researcher to study the age wise classification. The researcher classified respondents into four different age groups like between 20-30 years, between 31-40 years, between 41-50 years and 51-60 years. It is determined from the above table that, age group between 20-30 in Jr. Management are more (455 respondents), in the mid management age group of 31-40 years are more (83 respondents) and age group of 51-60 (9 respondents), and in the age group of 41-50 years the sr. management are more with (10 respondents). In the overall analysis the people between the age group of 20-30 years are more in Jr. Management with 78.9 percent in the IT industry.
Native wise classification is important in studying organizational citizenship behaviour and its impact on employee performance in IT industry. Because employees from rural and urban respondents differ based on the level of the management. So it is essential for the researcher to classify the respondents on the basis of their native. It is inferred from the above table that, respondents from urban area are 266 respondents in Jr. Management, 90 in mid management and 10 in sr. management. The respondents from rural area are (256, 30, 10) in Jr. Management, Mid management and Sr. management respectively. In the overall case, the respondents from urban area are more with 55.29 percent.

Respondents at different levels of management hold various designations in the management, so the researcher studied the position in the management classification bases. The researcher classified respondent’s position into nine different groups. It is determined from the above table that, position in the management group Jr. management (114, 294, 56 respondents) are more in engineer, sr. engineer/ software development/ program analyst, software testing offices/ quality testing office and team leader respectively. In the mid management (30, 18, 10, 62 respondents) project leader, project director, sr. project leader/project leader/ sr. technical head / technical head respectively are more. In sr. management VP and above position, there are 20 respondents. In the overall analysis the sr. engineer/
software development/ program analyst position in the management are more with 44.41 percent in the IT industry.

Respondents at different levels of management have various qualifications. So the researcher has to study the qualification wise classification bases. The researcher classified respondent’s position into two different groups. Those are IT professional and Non IT professional + completion of IT professional course. It is determined from the above table that, qualification wise group Jr. management (456, 66 respondents) are more in both IT professional and Non IT professional + completion of IT professional course respectively. In sr. management IT professionals available are 20 respondents. In the overall analysis the IT professionals are more with 82.93 percent in the IT industry qualification wise.

Respondents at different levels of management have various years of work experience, so the researcher has to study the work experience wise classification. The researcher classified respondent’s work experience into four different groups. Those are less than 1 year, 1-5 years, 5-10 years and above 11 years. It is determined from the above table that, work experience of Jr. management (75, 327, 111 respondents) less than 1 years, 1-5 years and 5-10 years respectively. 53 respondents are with above 11 years in mid management. IT employees with work experience between 1-5 years in IT industry constitute 49.40 percent of the total number of respondents.
Respondents at different levels of management are placed at various pay scales (CTC per annum). The researcher classified respondents into four different groups based on their pay scale. It is determined from the above table that, in the pay scale of the employee most of the respondents (406) were into less than Rs.5 lakhs category, about 144 respondents are between the pay scale of 5-10 lakhs, 64 respondents are between 10-15 lakhs and 48 are between 15-30 lakhs pay scale.

5.2.2 Non-Cash benefits

In the non-cash benefits wise classification mediclaim is availed by most of the respondents. Out of 164 respondents in mediclaim 59.1 percent are in jr. management, 34.8 percent of them are in mid management, remaining 6.1 percent are in sr. management. Festival bonus availed by 91 respondents in which all of them are into jr. management, then sick leave is availed by 88 respondents who fall into jr. management. 66 respondents availed housing facility in which, 90.9 percent are in junior management level and 9.1 percent are into mid management level. Followed by insurance which is availed by 57 respondents. Among them, 66.7 percent are in jr. management and 33.3 percent are in mid management.

5.2.3 Reasons for providing reward and recognition

The reason for providing reward and recognition has been analysed. Out of 248 respondents 70.6 percent are in jr. management and 29.4 percent
of them are in mid management. Process improvement / increased efficiency, creativity and innovation and customer satisfaction have been cited as the reasons for providing reward and recognition by 166, 106, 105 respondents respectively.

5.2.4 Level of satisfaction towards performance appraisal

The level of satisfaction towards performance appraisal in which most of the respondents (411) are satisfied. Out of 411 respondents, 81.8 percent are in jr. management, 13.4 percent are in mid management and 4.9 percent are in sr. management. This is followed by neither satisfied nor dissatisfied 195 respondents, dissatisfied 38 respondents, very much satisfied 37 respondents and very much dissatisfied 9 respondents out of 662 total respondents.

5.2.5 Level of satisfaction towards company policies and guidelines

The level of satisfaction towards company policies in which most of the respondents (379) are satisfied. Out of 379 respondents 79.7 percent are in jr. management, 17.7 percent are in mid management and 2.6 percent are in sr. management. This is followed by 131 respondents neither satisfied nor dissatisfied, 82 respondents are very satisfied and 70 respondents are dissatisfied.
5.2.6 Level of satisfaction towards training and development programs

The level of satisfaction towards company training among various management positions in which most of the respondents (416) are satisfied. Out of 416 respondents 88.5 percent are in jr. management and 11.5 percent are in mid management. About 177 respondents are neither satisfied nor dissatisfied, 41 respondents are very satisfied, 18 respondents are dissatisfied and 10 respondents are very dissatisfied.

5.2.7 Opinion about working environment

The opinion about working environment among various management positions in which most of the respondents (310) say the work environment is above average. Out of 310 respondents 78.4 percent are in jr. management, 18.4 percent are in mid management, and 3.2 percent are in sr. management. 223 respondents say that work environment is average, 123 respondents it is excellent and 6 respondents say it is below average.

5.2.8 Opinion about safety standards

The opinion about safety standards among various management positions Most of the respondents (281) have given above average opinion. Out of these 281 respondents, 79.7 percent are in jr. management, 16.7 percent are in mid management and 3.6 percent are in sr. management. 187
respondents have said average, 146 respondents excellent and below average by 48 respondents out of 662 total respondents.

5.2.9 Involvement in corporate social responsibility

The involvement in corporate social responsibility among various management position in which most of the respondents (277) say they rarely involve in CSR. Out of 277 respondents, 89.5 percent are in jr. management and 10.5 percent are in mid management. 154 respondents say they involve sometimes, 119 respondents say often, 77 respondents say regularly and 35 respondents out of 662 total respondents say always.

5.2.10 Performance appraisal basis

The performance appraisal basis among various management position in which most of the respondents (484) say it is a combination of both option. Out of 484 respondents, 77.1 percent are in jr. management, 18.8 percent are in mid management, and 4.1 percent are in sr. management. 126 respondents say it is based on performance objective, and 52 respondents out of 662 total respondents say it is based on behavioural objectives.

5.2.11 Voluntariness to give suggestions

The voluntariness to give suggestions among various management position in which most of the respondents (266) say sometimes. Out of 266 respondents 86.5 percent are in jr. management and 13.5 percent are in mid
management. 173 respondents say it is on rare basis, 123 respondents say they often give suggestions, 75 respondents always give voluntary suggestions and 25 respondents out of 662 total respondents give voluntary suggestions regularly.

5.2.12 Welcoming to give suggestions in official meetings by reporting authority

The welcoming to give suggestions in official meetings by reporting authority among various management position in which most of the respondents (161) sometimes give suggestions. Out of 161 respondents 77 percent are in jr. management and 23 percent are in mid management. 151 respondents welcome to give suggestions regularly, 133 respondents give always, 128 respondents give rarely and 89 respondents out of 662 total respondents give suggestions often.

5.2.13 Encouragement of Manager in personal growth

The encouragement of manager in personal growth among various management position in which most of the respondents (162) say sometimes. Out of 162 respondents, 88.3 percent are in jr. management and 11.7 percent are in mid management. This is Followed by 157 respondents say regularly and 157 respondents say often, 100 respondents say always and 86 respondents out of 662 total respondents say rarely.
5.2.14 Awareness of present role in organization

The awareness of present role in organization among various management position in which most of the respondents (350) are aware. Out of 350 respondents, 81.4 percent are in jr. management, and 18.6 percent are in mid management. This is followed by 268 respondents who are fully aware. 20 respondents are somewhat not aware, 14 respondents are somewhat aware and 10 respondents out of 662 total respondents are not aware.

5.2.15 Clear communication on target dates

The above table shows that most of the respondents (238) are of the opinion that the clear communication on target dates takes place regularly. Out of these 238 respondents, 61.3 percent are in jr. management, 34.5 percent are in mid management and 4.2 percent are in sr. management. 167 respondents says always, 103 respondents says often, 78 respondents says sometimes and 76 respondents out of 662 total respondents says rarely. The target dates are communicated clearly.

5.2.16 Frequency of feedback given by reporting authority

The above table shows that most of the respondents (260) opine that the frequency of feedback by reporting authority is regular. Out of these 260 respondents, 77.3 percent are in jr. management, 15 percent are in mid management and 7.7 percent are in sr. management. 142 respondents have
opined that the feedback by reporting authority is given often, 133 respondents as rare and 46 respondents as always.

5.2.17 Rating morale level in organization

The rating of morale level in your organization among various management position in which most of the respondents (341) have rated it as average. Out of these 341 respondents, 80.1 percent are in jr. management, 17 percent are in mid management and 2.9 percent are in sr. management. 243 respondents say it is above average, 50 respondents say below average, and 28 respondents out of 662 total respondents say it is excellent.

5.2.18 Frequency of performance assessment

The frequency of performance assessment among various management position in which most of the respondents (265) have opined it as regular. Out of these 265 respondents, 68.7 percent are in jr. management, 23.8 percent are in mid management and 7.5 percent are in sr. management. 180 respondents say it is often, 114 respondents say it is sometimes, 59 respondents say it is rare and 44 respondents out of 662 total respondents say it happens always.
5.3 OPINIONS ABOUT Organisational Citizenship Behaviour

5.3.1 Altruism factor

“Helps co-worker during trouble shooting” is the top ranked Altruism factor with a mean value of 3.8535, “Orient new team member in getting used to their work” is the second ranked Altruism factor with a mean value of 3.7734, “Mentor co-worker” is the third ranked Altruism factor with a mean value of 3.7568, “Makes report for co-worker when he/she is sick” is the fourth ranked Altruism factor with a mean value of 3.5740, “Helps in attending calls when co-worker is absent” is the fifth ranked Altruism factor with a mean value of 3.5242, “Coordinate with team members and share their jobs” is the sixth ranked Altruism factor with a mean value of 3.4879, “Volunteer to helping co-worker with heavy workloads” is the seventh ranked Altruism factor with a mean value of 3.3187, “Covered co-workers errors” is the eighth ranked Altruism factor with a mean value of 3.2296, “Take up work of employee who is absent” is the ninth ranked Altruism factor with a mean value of 3.0619, and “Do knowledge sharing with co-worker” is the tenth ranked Altruism factor with a mean value of 2.7764.

5.3.2 Courtesy factors
“Help employees to take copies or send fax” is the top ranked Courtesy factor with a mean value of 4.0514, “Buy gift for co-worker child’s birthday” is the second ranked Courtesy factor with a mean value of 4.0332, “Empathies with employee personal problem” is the third ranked Courtesy factor with a mean value of 3.9079, “Get food when co-worker is busy with work and could not move for lunch” is the fourth ranked Courtesy factor with a mean value of 3.8943, “Send Birthday greetings to co-worker” is the fifth ranked Courtesy factor with a mean value of 3.5468, “Accommodate co-worker need by cancelling scheduled personal work” is the sixth ranked Courtesy factor with a mean value of 3.4758.

“Accommodate out of town employees for shopping or personal work” is the seventh ranked Courtesy factor with a mean value of 3.4547, “Assist co-worker in moving files/things in office” is the eighth ranked Courtesy factor with a mean value of 3.0544, “Help co-worker personally to reach their destination after work” is the ninth ranked Courtesy factor with a mean value of 2.8746, and “Get Coffee/Tea for your colleague when you get your own” is the tenth ranked Courtesy factor with a mean value of 2.3399.

5.3.3 Conscientiousness factors

“Always punctual to office” is the top ranked Conscientiousness factor with a mean value of 3.8036, “Give advance notice to ensure smooth functioning of work” is the second ranked Conscientiousness factor with a
mean value of 3.7825, “Avoids unwanted breaks during working hours” is the third ranked Conscientiousness factor with a mean value of 3.5363, “Follow companies process without questioning” is the fourth ranked Conscientiousness factor with a mean value of 3.3399, “Finishes work on time” is the fifth ranked Conscientiousness factor with a mean value of 3.3248.

“Keep workplace clean” is the sixth ranked Conscientiousness factor with a mean value of 3.2840, “Work late evening to complete the work” is the seventh ranked Conscientiousness factor with a mean value of 3.2704, “Come to office even during adverse weather condition” is the eighth ranked Conscientiousness factor with a mean value of 3.2024, “Take urgent work home during weekend and complete it” is the ninth ranked Conscientiousness factor with a mean value of 3.1012, and “Come to office even with sick to complete the task” is the tenth ranked Conscientiousness factor with a mean value of 3.0468.

5.3.4 Civic Virtue factors

“Participates in Company's activity even if not mandatory” is the top ranked Civic virtue factor with a mean value of 3.9381, “Dares to speak up even in all the other member’s speak incorrect” is the second ranked Civic virtue factor with a mean value of 3.8912, “Contribute to effective policies and procedure” is the third ranked Civic virtue factor with a mean value of 3.8686,
“Aware of details in intranet and developments in the company” is the fourth ranked Civic virtue factors with a mean value of 3.8444, “Gives innovative suggestions during meetings” is the fifth ranked Civic virtue factors with a mean value of 3.8248.

“Collects information and pays attention to printed materials about the company” is the sixth ranked Civic virtue factor with a mean value of 3.7704, “Protect company while other company workers talk bad” is the seventh ranked Civic virtue factor with a mean value of 3.6722, “Attends all meetings, small or big, important or not important” is the eighth ranked Civic virtue factor with a mean value of 3.6495, “Gives suggestions in meetings for better working and for business growth” is the ninth ranked Civic virtue factor with a mean value of 3.6178, and “Being proactive and make suggestions for change” is the tenth ranked Civic virtue factor with a mean value of 3.5.

5.3.5 Sportsmanship factors

“Do not argue with co-worker even if they argue” is the top ranked Sportsmanship factor with a mean value of 4.3097, “Avoids speaking ill of supervisor and co-worker” is the second ranked Sportsmanship factor with a mean value of 4.0423, “Do not express resentment with changes introduced by the management” is the third ranked Sportsmanship factor with a mean value of 4.0317, “Tolerate less than ideal Organization situations” is the fourth ranked Sportsmanship factor with a mean value of 4.0287, “Not blow up
problems to Management” is the fifth ranked Sportsmanship factor with a mean value of 3.9517.

“Avoids petty grievances” is the sixth ranked Sportsmanship factor with a mean value of 3.9048, “Do not make any complaint and take things easily” is the seventh ranked Sportsmanship factor with a mean value of 3.9033, “Helps save time and energy in sorting out interpersonal conflicts” is the eighth ranked Sportsmanship factor with a mean value of 3.8225, “Avoids finding fault with the organization” is the ninth ranked Sportsmanship factor with a mean value of 3.7190, and “Does not complain about work assignment” is the tenth ranked Sportsmanship factor with a mean value of 3.6782.

5.3.6 Inter correlation between OCB dimensions

Altruism dimension has 64 per cent significant and positive relation with courtesy dimension, 15 per cent significant and positive relation with conscientiousness dimension, 8 per cent significant and positive relation with civic virtue dimension, 6 per cent significant and positive relation with sportsmanship dimension and 63 per cent significant and positive relation with overall OCB dimensions.

Courtesy dimension has 35 per cent significant and positive relation with conscientiousness dimension, 23 per cent significant and positive relation with civic virtue dimension, 37 per cent significant and positive relation with
sportsmanship and 79 per cent significant and positive relation with overall OCB dimensions.

Conscientiousness dimension has 24 per cent significant and positive relation with civic virtue dimension, 32 per cent significant and positive relation with sportsmanship and 58 per cent significant and positive relation with overall OCB dimensions.

Civic virtue dimension has 58 per cent significant and positive relation with sportsmanship and 63 per cent significant and positive relation with overall OCB dimensions. Sportsmanship dimension have 67 per cent significant and positive relation with overall OCB dimensions.

5.4 Difference between demographic profile of the respondents and Organisational Citizenship Behaviour dimensions

5.4.1 Gender and OCB dimensions

Since p value is greater than 0.05 for OCB dimensions like Altruism, Courtesy, Conscientiousness and Civic Virtue, null hypothesis is accepted and it concludes that there is no significant difference between gender differences and Altruism, Courtesy, Conscientiousness and Civic Virtue dimensions. There is a significant difference between male and female respondents and
sportsmanship dimension. Male respondents have more sportsmanship compared to female respondents.

5.4.2 Age and OCB dimensions

Since p value is greater than 0.05 for OCB dimensions like Altruism, Courtesy, Conscientiousness and Sportsmanship, null hypothesis is accepted and it concludes that there is no significant difference between age differences and Altruism, Courtesy, Conscientiousness and Sportsmanship dimensions. There is a significant difference between age of the respondents and civic virtue dimension.

Post hoc test shows that between 31-40 years and between 20-30 years age groups have significant differences and other age groups don’t have any significant differences.

5.4.3 Nativity and OCB dimensions

Since p value is greater than 0.05 for OCB dimensions like Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic Virtue, null hypothesis is accepted and it concludes that there is no significant difference between nativity differences and Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic Virtue dimensions.
5.4.4 Management position and OCB dimensions

Since p value is greater than 0.05 for OCB dimensions like Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic Virtue, hence null hypothesis is accepted and it concludes that there is no significant difference between management position and Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic Virtue dimensions.

5.4.5 Educational qualification and OCB dimensions

Since p value is greater than 0.05 for OCB dimensions like Courtesy, Conscientiousness, Sportsmanship and Civic Virtue, null hypothesis is accepted and it concludes that there is no significant difference between educational qualification and Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic Virtue dimensions. Since P value is less than 0.05, Altruism OCB dimension, hence null hypothesis is rejected. Then significant difference exists between educational qualification and Altruism.

5.4.6 Work experience and OCB dimensions

Since p value is greater than 0.05 for OCB dimensions like Altruism, Courtesy, Conscientiousness and Sportsmanship, null hypothesis is accepted and it concludes that there is no significant difference between work experience differences and Altruism, Courtesy, Conscientiousness and
Sportsmanship dimensions. There is a significant difference between work experience of the respondents and civic virtue dimension.

Post hoc LSD method shows that between 1-5 years experienced group has significant difference with between 5-10 years and above 11 years experienced group and does not have any significant difference with less than 1 year experienced group.

5.4.7 Pay scale and OCB dimensions

Since p value is greater than 0.05 for OCB dimensions like Altruism, Courtesy and Conscientiousness, null hypothesis is accepted and it concludes that there is no significant difference between pay scale differences and Altruism, Courtesy, Conscientiousness dimensions. There is a significant difference between pay scale of the respondents and civic virtue and Sportsmanship dimensions.

Post hoc analysis shows that less than Rs.5 lakhs pay scale group has significant difference with between Rs.15-30 lakhs pay scale group, remaining pay scale groups such as between Rs.5-10 lakhs and between Rs.10-15 pay scale group don’t have any significant differences on civic virtue dimensions. Post hoc for sportsmanship dimension shows that between Rs.15-30 lakhs pay scale groups has significant differences with less than Rs.5 lakhs and between Rs.5-10 lakh pay scale groups.

5.4.8 Gender and individual performances
Since p value is greater than 0.05 for Individual performance factors like adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs individuals that are expected, null hypothesis is accepted and it concludes that there is no significant difference between gender differences and adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs tasks that are expected of him or her.

5.4.9 Age and individual performances

Since p value is greater than 0.05 for Individual performance factors like adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs individuals that are expected, null hypothesis is accepted and it concludes that there is no significant difference
between age differences and adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs tasks that are expected of him or her.

5.4.10 Nativity and individual performances

Since p value is greater than 0.05 for Individual performance factors like adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs individuals that are expected, null hypothesis is accepted and it concludes that there is no significant difference between nativity differences and adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs tasks that are expected of him or her.
5.4.11 Management positions and individual performances

Since p value is greater than 0.05 for Individual performance factors like adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs individuals that are expected, null hypothesis is accepted and it concludes that there is no significant difference between management position differences and adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs tasks that are expected of him or her.

5.4.12 Educational qualification and individual performances

Since p value is greater than 0.05 for Individual performance factors like engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs individuals that are
expected, null hypothesis is accepted and it concludes that there is no
significant difference between educational qualification differences and
engages in activities that will directly affect his or her performance evaluation,
fails to perform essential duties, fulfils responsibilities specified in job
description, meets formal performance requirements of the job, neglects
aspects of the job that is obliged to perform and performs tasks that are
expected of him or her. Adequately completes assigned duties factor have
significant difference with educational qualifications. Non IT Professional and
completion of IT professional course has significant difference with Individual
performance compared to IT professionals.

5.4.13 Work experience and individual performances

Since p value is greater than 0.05 for Individual performance factors
like adequately completes assigned duties, engages in activities that will
directly affect his or her performance evaluation, fails to perform essential
duties, fulfils responsibilities specified in job description, meets formal
performance requirements of the job, neglects aspects of the job that is
obliged to perform and performs individuals that are expected, null
hypothesis is accepted and it concludes that there is no significant difference
between work experience differences and adequately completes assigned
duties, engages in activities that will directly affect his or her performance
evaluation, fails to perform essential duties, fulfils responsibilities specified in
job description, meets formal performance requirements of the job, neglects

aspects of the job that is obliged to perform and performs tasks that are expected of him or her.

5.4.14 Pay scale and individual performances

Since p value is greater than 0.05 for Individual performance factors like adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs tasks that are expected of him or her, null hypothesis is accepted and it concludes that there is no significant difference between pay scale differences and adequately completes assigned duties, engages in activities that will directly affect his or her performance evaluation, fails to perform essential duties, fulfils responsibilities specified in job description, meets formal performance requirements of the job, neglects aspects of the job that is obliged to perform and performs tasks that are expected of him or her.
5.5 Organisational Citizenship behaviour’s qualities among IT professionals

Most of the IT professionals have medium level of OCB qualities. 171 IT professionals have low level of Altruism, 324 IT professionals have medium level of Altruism and 167 IT professionals have high level of Altruism. 226 IT professionals have low level of Courtesy, 258 IT professionals have medium level of Courtesy and 178 IT professionals have high level of Courtesy. 188 IT professionals have low level of Conscientiousness, 310 IT professionals have medium level of Conscientiousness and 164 IT professionals have high level of Conscientiousness. 176 IT professionals have low level of Civic Virtue, 315 IT professionals have medium level of Civic Virtue and 171 IT professionals have high level of Civic Virtue. 196 IT professionals have low level of Sportsmanship, 292 IT professionals have medium level of Sportsmanship and 174 IT professionals have high level of Sportsmanship.

5.5.1 Association between level of OCB dimensions and reason for proving reward and recognition

Since p value of chi square value is greater than 0.05 for all OCB dimensions, null hypothesis is accepted and it concludes that there is no significant association between OCB dimensions and reason for proving reward and recognition. It means creativity, innovation, process improvement, increased efficiency, customer satisfaction are the main reason for giving reward and recognitions, this reason does not have any association with the level of OCB dimensions.
5.5.2 Association between level of OCB dimensions and reason for performance appraisal bases

Since p value of chi square value is greater than 0.05 for all OCB dimensions, null hypothesis is accepted and it concludes that there is no significant association between OCB dimensions and reason for performance appraisal bases. It means performance objective and behavioural objectives are the main reasons for giving performance appraisal. This reason does not have any association with the level of OCB dimensions.

5.5.3 Association between level of OCB dimensions and availing non cash benefits

Since p value of chi square value is greater than 0.05 for all OCB dimensions, null hypothesis is accepted and it concludes that there is no significant association between OCB dimensions and availing non cash benefits. It means availing non cash benefits like housing, loan, medic clam, festival bonus, educational reimbursement, vehicle allowances, sick leave, insurance, vacation pay, food and laptops, does not have any association with level of OCB dimensions.

5.5.4 Gender and OCB improvement factors
Since p value is less than 0.05 for OCB improvement factors like Timely communication is essential to build trust, skill utilization of employee increases valence of employees, trust between workgroup and peers should be cordial to better output, interactional justice captures the perceived fairness of how company policies are applied and carried out and the management should restrict placing unrealistic and arbitrary goals (Factors 2) and Manager Trust enhances the room for open discussing and improves OCB, employer manager communication should be open and clear, managers must consistently work that built trust and confidence and managers should listen and give confidence that practices and decisions are perceived as fair (Factors 3), null hypothesis is rejected and it concludes that there is a significant difference between gender differences and Timely communication is essential to build trust, skill utilization of employee increases valence of employees, trust between workgroup and peers should be cordial to better output, interactional justice captures the perceived fairness of how company policies are applied and carried out and the management should restrict placing unrealistic and arbitrary goals and Manager Trust enhances the room for open discussing and improves OCB, employer manager communication should be open and clear, managers must consistently work that built trust and confidence and managers should listen and give confidence that practices and decisions are perceived as fair factors. Female respondents have
significant differences in factor 2 and factor 3 compared with male respondents.

5.5.5 Age and OCB improvement factors

Since p value is greater than 0.05 for all OCB improvement factors, null hypothesis is accepted and it concludes that there is no significant difference between age differences and all OCB improvement factors.

5.5.6 Difference between nativity and OCB improvement factors

Since p value is less than 0.05 for OCB improvement factors like Managers should have healthy interactions with staffs to have constructive solutions that benefit both employee and the organization, I am able to value add to my work after attending the training and management gains the confidence in distributional justice, null hypothesis is rejected and it concludes that there is a significant difference exists between nativity differences and Managers should have healthy interactions with staffs to have constructive solutions that benefit both employee and the organization, I am able to value add to my work after attending the training and management gains the confidence in distributional justice factors. And also p value is less than 0.05 for factor 3 components and it concludes that there is significant difference between nativity differences and third OCB improvement factors. Rural respondents have significant differences with urban respondents on all OCB improvement factors.
5.5.7 Management position and OCB improvement factors

Since p value is greater than 0.05 for all OCB improvement factors, null hypothesis is accepted and it concludes that there is no significant difference between management position differences and all OCB improvement factors.

5.5.8 Educational qualification and OCB improvement factors

Since p value is greater than 0.05 for all OCB improvement factors, null hypothesis is accepted and it concludes that there is no significant difference between educational qualification differences and all OCB improvement factors.

5.5.9 Work experience and OCB improvement factors

Since p value is less than 0.05 for OCB improvement factors like Timely communication is essential to build trust, skill utilization of employee increases valence of employees, trust between workgroup and peers should be cordial to better output, interactional justice captures the perceived fairness of how company policies are applied and carried out and the management should restrict placing unrealistic and arbitrary goals, null hypothesis is rejected and it concludes that there is a significant difference between work experience differences and Timely communication is essential to build trust, skill utilization of employee increases valence of employees, trust between workgroup and peers should be cordial to better output,
interactional justice captures the perceived fairness of how company policies are applied and carried out and the management should restrict placing unrealistic and arbitrary goals factors.

**Post hoc test**

Post hoc analysis for OCB improvement factor 2 and work experience shows that, between 1-5 years experienced group has significant differences with and between 5-10 years experienced group.

**5.5.10 Pay scale and OCB improvement factors**

Since p value is less than 0.05 for OCB improvement factors like timely communication is essential to build trust, skill utilization of employee increases valence of employees, trust between workgroup and peers should be cordial to better output, interactional justice captures the perceived fairness of how company policies are applied and carried out and the management should restrict placing unrealistic and arbitrary goals, null hypothesis is rejected and it concludes that there is a significant difference between pay scale differences and timely communication is essential to build trust, skill utilization of employee increases valence of employees, trust between workgroup and peers should be cordial to better output, interactional justice captures the perceived fairness of how company policies are applied and carried out and the management should restrict placing unrealistic and arbitrary goals factors.
Post hoc test

Post hoc analysis for OCB improvement factor 2 and pay scale shows that less than Rs.5 lakhs pay scale has significant difference with Between Rs10-15 lakhs pay scale group.

5.6 Structural Equation Model

The significance test is the critical ratio (CR), which represents the parameter estimate divided by its standard error. The parameter estimate is significant at p≤0.01 and value of C.R is > 2.58. Four significant structural paths among the exogenous and endogenous latent variables are found to be significant. The probability of getting a critical ratio for 6.606, 4.04, 3.182 and 6.686 are having an absolute value which is less than 0.01.

In other words, the regression weight for altruism, courtesy, conscientiousness and civic virtue have an impact on overall satisfaction, which is significantly different from zero at the 0.01 level (two-tailed). The critical ratio index can be used as a guide for eliminating the existing paths. In this model, all the structural paths are accepted because CR values are greater than 2.58.

This regression weight represents the degree of association between the constructs and the manifesting variables. For example, if altruism factor increased by 1, level of overall performance would have increased by 0.266. These results are salient in identifying the elements of altruism, courtesy,
conscientiousness and civic virtue factors that can improve the employee performance.

5.7 Regression coefficient for impact of different levels of OCB dimensions on overall performance

The coefficient shows three predictors in the model of IT professional’s performance. The four significant coefficients are Altruism, Courtesy, Conscientiousness and Sportsmanship OCB dimensions. Altruism OCB dimension has the highest standardized coefficient with the lowest significance (p=0.05) which means that Altruism, Courtesy, Conscientiousness and Sportsmanship OCB dimensions is the main predictor of different levels of performance. Since the non-significant coefficients exceed 0.05 indicating that civic virtue OCB dimensions do not contribute much to the model. It also shows that the relative importance of significant predictors is determined by looking at the standardized coefficient.
5.8 CONCLUSION

IT companies in Chennai have majority of the staff who fit into younger generation in the age group of 20 to 30 yrs and are Male overshadowed. While the companies possess a male dominated staff increasingly, results show sportsmanship behaviour pops out which expands to enhanced productive time. Tolerance level of younger generation in IT companies is observed to be high which reduces the friction with the team members. It also reduces the time and energy of administrator in resolving petty grievances. The initiative by the management to fetch in added projects receives acknowledgement from the majority of the employees without resentment which enhances the growth of the organisation. When the employees get extensive pay, sportsmanship and Civic Virtue OCB prevail and this is a positive feature.

Nevertheless, courtesy has been the predominant factor in this study. Civic virtue OCB is also witnessed to dominate in the age groups of 20-30 and 31-40 yrs. The larger number of employees in the age group of 20 – 40 yrs establishes the fact that Civic OCB stays soaring among the IT employees in Chennai. This is a positive sign in an organisation. When Civic Virtue OCB governs, it reflects that employees contribute to the progress and performance of the organisation. This might be considered as one of the reasons for IT sector in India to perform well globally. With civic virtue,
companies can further lure the employees by recognizing their engrossment. The companies can provide employees possible opportunities to fulfil their interests.

Majority of the staff being IT professionals nevertheless, the performance of the non IT professionals with IT professional course adequately satisfies the performance. This stretches an opportunity for the organisation to consider non IT professionals with IT professional course for recruitment. The results also depict that majority of the corporates give due prominence to behaviour characteristics apart from performance and this shows a positive sign. IT work being a team work, it continues to be imperative that behavioural aspects are recognized.

The study affirms that the majority of the IT professionals (younger generation) takes up greater interest in the company’s growth by exhibiting OCB, mainly courtesy, sportsmanship and civic virtue. They also have extroversion personality and stay committed to the organisation. This consequently enhances the overall performance of the individual and the organisation.

It is concluded that the dimensions of OCB contribute to employee performance. This proven model can be used to improve the OCB and increase the employee performance and the growth of IT Industry and the country.
5.9 SUGGESTIONS

The results of the study revealed that the IT employees have OCB which enhance the performance of the IT industry. Further, it is indispensable to ensure that these factors are consistent for sustainable growth of the individual, organisation and the industry to stay ahead in the global market. It is not always expected that the organisation has to invest in drastic improvement and changes; however, certain small, determined and consistent changes in behavioural patterns will act as active nutrients for the organisation to grow from better to best.

IT Professionals stay sensitive to certain factors and perceive that the changes around them will make them perform even better and bring out their full potential for the growth of the organisation. Past studies indicated that IT companies have taken adequate steps to reduce the job stress in employees due to work pressure. Adding to that, the interactional justice, skill utilization and the manager trust, influence the working environment and OCB amid employees. In the modern organisation, it is an advantage to have younger people as the predominant force of the IT professionals. The younger generation can be moulded aptly by the management.

It was observed that timely communication is one of the essential factors to enhance manager trust. The encumbrance of sending mails or text messages even for trivial communication involves time and energy. It is suggested that, with the advancement in technology and social media like
“Whatsapp”, the work group can be formed, which can be an auxiliary interaction medium. It is a two way communication medium and is spontaneous. Furthermore, even photos and video can be uploaded apart from the text and this technology is a bliss to the modern organisation to explore the communication channel constructively for business growth.

The Managers apart from routine work shall ensure that they spend focused time with their subordinates in knowledge sharing sessions and mentoring the employees on the company’s growth and performance. Manager can expose employees to view the work in a conceptual manner. It helps to gain the Manager trust.

The Management should stretch the fair perception among employees always and be extra sensitive to interactional justice. Transparent communication to all rather than restricting to certain employees/groups will open up the perception of common practice to all employees.

The younger generation is brimming with energy and enthusiasm. It is also attracted to the technological advancement which is reflected in the growth of IT sector in India. It is wiser for the Manager to channelize and utilize the skill properly to have positive job valence. Manager may enhance the skills of IT professionals by providing them opportunities to work individually and assign them innovative tasks, not related to immediate work, and to motivate them in case of failure.
While there remain several formulating changes suggested for the management and the organisation, the employees due to technical advancements are found to be exceedingly interactive with the gadgets and social media in an unproductive way during operational hours as it is available at their fingertips. The management can utilize the social media for organizational growth and create an atmosphere to enhance productivity in an exciting way so as to ensure the employee enjoy the work.

5.10 Scope for future study

Majority of the employees are captivated to the gadgets which reflect the growth of IT, Electronics and Communication sectors. With the growth of internet and communication usage, the accessibility is at their fingertips. It is imperative to study the time spent by IT professionals during working hours on gadgets in an unproductive way and its impact on individual and Organizational performance. The future study may also include the personality characteristics of the employees, commitment level and organisational development with OCB.

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