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**CHAPTER - 1**

**INTRODUCTION AND DESIGN OF THE STUDY**

**1.1 INTRODUCTION**

A high performance organization evolves by persistence, bytreasuring 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 behaviours (OCB) which motivates employees intrinsically to perform beyond their prescribed role requirements. OCB gauges organizational performance. Organizational citizenship behaviour (OCBs) is 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 eases organizational functioning. While there were many researches carried out in this area, argument continues 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 relating 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.

1.2 ORGANISATIONAL CITIZENSHIP BEHAVIOUR

There evolved a new paradigm in Organizational sciences, Organizational Citizenship Behaviour. OCB was originally thought through by Bateman, T.S., and Organ, D. W. (1983). The concept came into operation by taking series of Managers’ views on those behaviours which they prefer their subordinates to do without forcing or attaching any monitory benefits. The behaviours which evolved by this process formed the base which was later known as Organisation Citizenship Behaviour. These behaviours “lubricate the social machinery of organizations”

OCB are work behaviours that are defined as discretionary, not related to the formal organizational reward system, and collectively taken to promote the organizational effectiveness (Moorman, R.H. 1991).


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Walz, S. M., and Niehoff, B. P. (2000) As OCB are not contractually obligated for reward system, there were many problems from the earlier conceptualization. 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, F., Graen, G., and Haga, W. J. (1975).

Two problems popped up from this explanation. First, performance appraisal led to offer rewards. However, research has exhibited that certain forms of OCB are likely to be considered as in-role performance to attach financial rewards MacKenzie, S. B., Podsakoff, P.M., and Fetter, R. (1991). Secondly, Organ expressed that only a few rewards are assured contractually. Indeed, due to economic crises in the last decade, several employees not only received rewards but also lost their jobs.

Borman, W. C., and Motowidlo, S. J. (1993) came with a construct, contextual performance, though not with an intention to address definitional problems of OCB. The Concept of OCB was initially comprehended as an

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5 Dansereau, F., Graen, G., and Haga, W. J. (1975),” A vertical dyad approach to leadership within formal organizations”,
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 gives importance in personnel selection, whereas behavioural aspects like helping, following rules, persisting and volunteering were not touched upon which also ratified organizational effectiveness. (Borman and Motowidlo 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 questions. “What part of the performance domain is being relatively neglected by selection, research and practice, and how is this part 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 and Motowidlo originated five categories of contextual performance which includes volunteering for activities beyond a person’s formal job expectations, enthusiastic completion of task requirements, assisting others, following rules and prescribed procedures and defending organizational objectives. These behaviours are similar to OCB (general compliance, altruism, courtesy) However, contextual performance is the behaviour of non-task performance which contributes to the overall enhancement and maintenance of the context of the work unlike OCB which explains the behaviours as extra-role or non-rewarded. Organ concedes that though appearing to be “cold, gray and
bloodless,” the construct of contextual performance is required to clean up the concept of OCB. Organ borrowed the similar definitions of contextual performance and retuned OCB as “contributions to the maintenance and enhancement of the social and psychological context that supports task performance”. However, he refused to replace the term “citizenship behaviour” with “contextual performance” because of the nomological constituencies inherent with the former.

Katz. D (1964)\(^8\) asserts that “an organization which depends solely on its blueprints of prescribed behaviour is a very fragile social system.” He goes on to describe five behaviours not specified by role prescriptions that, nevertheless, facilitate the accomplishment of organizational goals. It is also said to be a kind of performance, which is called as non-task performance. It is also called as extra-role behaviour (Van Dyne, L., Cummings, L.L. and Mclean Parks, J. 1995\(^9\)) prosocial behavior (Brief, A.P., and Motowildo, S.J.1986\(^{10}\)) contextual performance.

Organizational spontaneity (George, J. M. and Brief, A. P. 1992\(^{11}\)) as it is not prescribed by the job contract per se. Employees engage in this social exchange, a kind of behaviour which is discretionary and over and above the job contract. It is suggested that the OCB had already become a crucial factor of influence on the development and survival of an organization.

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\(^{10}\) Brief, A.P., and Motowildo, S.J.(1986). Prosocial organizational behaviors, Academy of management Review, 10, 710-725.2

1.2.1 Dimensions of OCB

Organ, D. (1988)\textsuperscript{12} redefined the dimensions of general compliance which resulted in a five-factor model consisting of

(a) Altruism
(b) Courtesy
(c) Conscientiousness
(d) Civic Virtue and
(e) Sportsmanship

Altruism reflects behaviours where employees show interest in helping a co-worker with office work. Examples: To attend to a team member’s work in his absence.

Courtesy aims at preventing work-related conflicts with others. This dimension is a form of helping behaviour, but one that works to prevent problems from arising. It also includes the word’s literal definition of being polite and considerate of others (Organ, D. W., Podsakoff, P. M., and MacKenzie, S. B. (2006)\textsuperscript{13}).

Conscientiousness consists of behaviours that indicate employees’ acceptance and adherence to the rules, regulations and procedures of the organization.

Civic virtue is characterized by behaviours that indicate the employee’s


deep concerns and active interest in the life of the organization (Law, S. K., Wong, C., and Chen, X. Z. (2005)\textsuperscript{14}. This dimension also encompasses positive involvement in the concerns of the organization. Civic virtue has been granularly divided into two behaviours; Civic Virtue Influence and Civic Virtue Information.

Civic Virtue Information includes participating in meeting, though not mandatory and reading company related news. Civic Virtue Influence portrays behaviours comparable to being proactive and making suggestions for change.

Both forms of Civic Virtue are beneficial and result in individual and organizational effectiveness. Conceptually, the two forms of civic virtue are related yet also different.

Sportsmanship signifies the behaviours which show willingness on the part of employees to tolerate less-than-ideal organizational circumstances. Organ et al. (2006) further define sportsmanship as an employee’s “ability to roll with the punches” even if they do not agree with the changes that are occurring within the organization. An employee who portrays such behaviours do not blow up problems out of proportion.

Organizational spontaneity refers to extra-role behaviours that are performed voluntarily, and that contribute to organizational effectiveness. George, J. M. and Brief, A. P. (1992)\textsuperscript{15} gave five forms of organizational

\textsuperscript{15} George, J. M. and Brief, A. P. (1992): Feeling good- doing good: A conceptual analysis of the mood
spontaneity namely, helping coworkers, protecting the organization, managing constructive suggestions, developing oneself and spreading goodwill.

Contextual performance is defined as “behaviours supporting organizational, social and psychological environment in which the technical core must function” (Borman, W. C., and Motowidlo, S. J. (1993)\(^\text{16}\)). They conceptualized the five dimensions of contextual performance: Persisting, Volunteering, Helping, Following and Endorsing.

Many researchers have found that OCB factors contribute to organisational success.

1.3 ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND IT EMPLOYEES

The present day organizations realize that, to be successful and to remain competitive, it is imperative to depend on information technology (IT) and to use modern management practices. The demand for qualified IT employees is ascending, highlighting the importance of IT workers to organizations to remain current (Schwalbe, K., 2010)\(^\text{17}\). An organization’s IT employees confront boundary spanning projects and must collaborate with users of organizational units to assure project success (Standing et al., 2006). Due to this boundary spanning nature, IT personnel’s extra-role work behaviours – known as organizational citizenship behaviours (OCBs) – are


recognized as a critical factor for the success of IT units. However, IT employees also work in environments with high ambiguity, high demand for change and learning, a high level of job stress and are subject to the vagaries of the business climate in addition to advances in technology. Unfortunately, IT employees exhibit significantly lower levels of OCBs than do other employees (Moore and Love, 2005)\textsuperscript{18}. Hence, understanding how to encourage IT employees to get involved to benefit their organization is a top concern in reaching strategic goals.

OCBs refer to “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” Organ, D. (1988)\textsuperscript{19}. Benefits of OCBs in IT departments include stronger knowledge-sharing climates, better relationships with other departments and a heightened quality of software development and customer service. It is essential to understand what influences OCB of IT employees. Hence, this study concentrates on the demographic, characteristics, personality and commitment level of IT employees that influence OCB and derives a model that enhances OCB and subsequently the performance.

\subsection*{1.4 NEED FOR THE STUDY}

In India, IT industries contribution is noteworthy in economic as well as employment opportunities. Increasing number of students focuses on IT related studies in order to have better social standards. Nevertheless, IT industries play a vital role in resolving the problems of unemployment and underemployment of IT employees. The top level authorities of IT industries are conscious of the fast developments in science and technology and the growing demands of modern organizations. Changing composition of workforce in organizations and its ever rising aspirations has compelled management all over to ponder Organizational Citizenship Behaviour (OCB). Changes in economic policies, globalization of the economies of the world and the duress of facing competition, both in domestic and international markets, have been posing a serious challenge to IT employees and the management. This, coupled with ever changing technology and increased access to information has necessitated studying organizations with respect to their productivity, efficiency and quality of service rendered. These outcomes transmit to IT employees' OCB and their performance. The IT companies, however, have very little information at the grass root level to comprehend what OCB means in the Indian context. This study attempts to delineate the major dimensions of OCB from a subjective perspective and thereby evaluate the OCB and its outcome. Also it is an attempt to understand the OCB from the IT employees' perspective. These are specific aspects considered and attempted to be addressed in this study.

1.5 STATEMENT OF THE PROBLEM
In a precipitously changing environment and globalization, the major challenge for human resource is gaining organizational competitive advantage. For any organization, an appropriate manpower structuring is one approach to maintain effective organizational performance (Jones, 2007). Information Technology being the growing business in the modern industry, integrates the world economy through removal of blockades. With major investment done worldwide on technology products and related services, it is pivotal to stay ahead in the global competitiveness and Gross Domestic Product (GDP). World Economic Forum (WEF) released 13th Edition of the Global Information Technology Report, 2014 on 14 April 2014 in New York in which India was ranked 83rd among 148 economies in terms of leveraging information and communications technologies for growth and wellbeing. Among emerging market economies, China was ranked 62nd position, Brazil (69th), Mexico (79th) and India (83rd). IT in India has contributed significantly to the Indian economic growth in terms of GDP. Furthermore, this sector has led to massive employment generation, providing direct employment to about 2.8 million, and indirectly employing 8.9 million people in the FY 2012 and still growing. Advances in IT, along with increasing global competition is adding convolution and ambiguity to organizational environment.

To gain organisational competitive advantage and to ensure that India maintains its status as one of the leading IT destinations in the world, it is imperative to keep maintaining the excellent performance standards and improve the quality of the service than quantity. It is found that the investment
in employees is related to stock market performance and employees’ attitude is found to influence service level and market performance of the organisation. Therefore, Employees’ performance, being committed to the organisation and exhibiting Organisation citizenship behaviour leads the organisation in the success path. Hence, this study has made an attempt to exhaustively analyse the various aspects of IT employees’ demographics, Organisation Citizenship Behaviours and performance and find how all these dimensions are related. For research purpose, following research questions were developed for further examination:

- What are the demographic factors of the IT employees that influence OCB?
- What is the impact of OCB on employee performance?
- What management practice will improve the OCB among the IT employees?

1.6 REVIEW OF LITERATURE

The study has thoroughly captured a review of earlier studies pertaining to OCB by referring different international and national journals and studies conducted by different individuals at different periods. Understanding of demography that influences OCB and performance of IT employees will definitely help the organizations to improve the OCB among the employees in the IT industry.
1. Upadhya (2007) studied the employment, exclusion and merit in the Indian IT sector and observed that most of the software engineers come from the middle class and educated families.

2. Krisha and Brihmadesam (2006) concluded the same that most of the software engineers come from middle class.

3. Rothboeck et. al., (2001) found that 44.1 percent of IT employees were from the metros and 43.4 per cent of other urban areas, while 8.4 were from semi-urban and 4.2 per cent from rural areas.

4. Robbins and Langton (2001) examined that skill variety, task identity, task significance, autonomy and feedback are referred to as high commitment elements in the jobs.

5. Guha (1965) found that job satisfaction has negative relation with neuroticism and positive relation with extraversion. Satisfaction tends to increase towards middle age. Marital status and job satisfaction are not interrelated.

6. Furnham and Zacherl (1986) examined the relationship between the dimensions of personality (extraversion, neuroticism and psychoticism) and different dimensions of job satisfaction in a group of computer employees. It was observed that extraversion and Lie scores correlated positively with all the aspects of job satisfaction whereas the rest were negatively correlated.

7. Van den Berg and Feij (1993) established that work experiences are visibly determined by personality and job characteristics, although in an
additive rather than in an interactional way.

8. Stewart and Carson (1995) found in the study conducted from a sample of 105 workers that conscientiousness and extraversion were correlated with specific job performance. On the contrary, extraversion-performance relationship was found to be negative.

9. Salgado (1997) analysed the five factor model of personality (Conscientiousness, Emotional stability, Extraversion, Agreeableness and Openness) and job performance in the European community. The results revealed that Conscientiousness and Emotional stability were valid predictors of job performance across a range of job criteria and different occupational groups. Rest of the factors are valid only for certain criteria and for certain occupational groups. Extraversion was found to be the predictor of two occupational groups; Openness and Agreeableness were found to be valid predictors of training proficiency.

10. Tokar and Subich (1997) in a study on job satisfaction among 395 diversely employed adults determined that congruence did not predict job satisfaction, However, the Big-Five personality dimensions contributed significantly to the prediction of job satisfaction and also showed that personality did not moderate the congruence–satisfaction relation.

11. Spangler et al. (1997) studied the influence of personality on leadership style among sales managers. The findings revealed that extraversion and neuroticism are strongly related to three prominent leadership styles-
laissez-faire, transactional and charismatic.

12. Kichuk and Wiesner (1997) examined the three-member product design team on their relationships between the “Big Five” personality factors (Conscientiousness, Extraversion, Neuroticism, Agreeableness and Openness) and objective team performance. It was apparent during the short duration of the study that successful teams were characterized by higher levels of general cognitive ability, higher extraversion, higher agreeableness and lower neuroticism than their unsuccessful counterparts. In successful teams, conscientiousness was negatively related to increments in product performance.

13. Tanoff (1999) in his study among 804 participants in a major international corporation across six occupational areas found that there was a significant inverse relationship between Neuroticism and job satisfaction except in one job category.

14. Dole and Schroeder (2001) conducted a study among professional accountants to examine the relationship among personality, job satisfaction and turnover intentions, and to determine if the moderating variables – ethnicity, gender, occupational setting and level of decision making authority – have an impact on these relationships. The result revealed an inverse relationship between job satisfaction and turnover intentions in line with earlier research findings. Additionally, occupational setting and level of decision making authority influenced primary variables.
15. Gellatly and Irving (2001) did a study among a sample of 79 public-sector managers, to understand the relationship among personality (extroversion, agreeableness, conscientiousness), job autonomy and contextual performance and tested the moderating role of autonomy on personality and performance relations. The result revealed positive relations between autonomy and contextual performance and positive relations between both extroversion and agreeableness when job autonomy was high. Simultaneously, Negative relations were found between conscientiousness and contextual performance, and between extroversion agreeableness when autonomy was low.

16. Barrick, Mount and Judge (2001) examined the relationship between Big Five personality traits (Conscientiousness, Emotional stability, Extraversion, Agreeableness and Openness to experience) and job performance. The result revealed that conscientiousness predicted job performance across different performance criteria and organizational settings. Though emotional stability (often labeled by its opposite pole, neuroticism) also predicts overall job performance, albeit generally more weaker than conscientiousness. Extraversion and agreeableness predict teamwork, performance (where interpersonal relationships are important) while openness (entails intellectual curiosity) predicts training performance.

17. Seibert and Kraimer (2001) examined among 496 employees in diverse occupations and organisations, the relation between Big Five personality
dimensions (Neuroticism, Conscientiousness, Extraversion, Agreeableness and Openness) and career success. The results revealed that extraversion was related positively to salary level, promotions and career satisfaction, and neuroticism was negatively related to career satisfaction. Agreeableness was related negatively only to career satisfaction and openness was related negatively to salary level. Also, there was a significant negative relationship between agreeableness and salary among individuals in people-centric occupations, but no relationship for those in occupations not involving a strong “people” component.

18. Silverthorne (2001) compared samples of effective and non-effective leaders in cross cultural context in US, Republic of China and Thailand. The study evidenced all five factor personality model supported US, four factors supported in Republic of china and only two factors supported in Thailand. The results showed inconsistency in western and non-western countries.

19. Salgado (2002) investigated if Big Five dimensions are predicting to follow counterproductive behaviours such as absenteeism, accidents, deviant behaviours and turnover etc. The results showed that conscientiousness predicted deviant behaviours of turnover, whereas extroversion, openness, agreeableness and emotional stability predicted the turnover. Nevertheless, none of the Big Five personality measures found to be predictors of absenteeism or accidents.
20. Furnham et al. (2002) examined the relationship between personality factors and job satisfaction. The results concluded that personality factors have no influence on work environment or levels of job satisfaction.

21. Judge and Ilies (2002) studied the relationship between the Big Five traits and different measures of motivation (i.e., goal-setting motivation, self-efficacy, expectancy motivation) and found that neuroticism displayed negative correlations with work motivation while conscientiousness displayed positive correlations with work motivation.

22. Lounsbury et al. (2003) examined personality traits with career satisfaction and job satisfaction. This study revealed that personality traits influenced job satisfaction.

23. Van den Berg and Feij (2003) investigated the additive, mediating and moderating effects of personality traits (extraversion, neuroticism, achievement motivation and experience seeking) and job characteristics on work behaviour. Perceived feedback mediated the relationship between achievement motivation and job performance. Extraversion predicted work self-efficacy and job satisfaction. Work stress mediated the relationship between neuroticism and job satisfaction. Job satisfaction and experience seeking were related to propensity to leave. Autonomy, skill variety and feedback were related to job satisfaction.

24. Nikolaou (2003) studied the relationship between personality and job performance. The results highlighted the relationship between
personality and job satisfaction, however not between personality and the performance-related variables,

25. Bozionelos (2004) analyzed the relationship between the big five of personality model and work involvement. The findings revealed the existence of relationship between the big five of personality and work involvement.

26. Thomas et al. (2004) studied the relationship between job characteristics, personality and job satisfaction. The results revealed that personality had neither a direct effect on satisfaction nor a moderating effect on the job characteristics and job satisfaction relationship.

27. Silva (2006) studied the relationship of personality traits and job attributes in a hotel environment. The result highlighted that organizational commitment and job satisfaction are significantly related to the personality traits.

28. Erdheim et al. (2006) in their study explored the linkages between personality and Organizational Citizenship Behaviour results depicted that Extraversion has influence on affective, continuance and normative commitment. Neuroticism, conscientiousness and openness has significance on continuance commitment. Finally, Agreeableness was significantly related to normative commitment.

29. Barrick and Mount (2006) studied the relationship between Big Five personality dimensions with job performance criteria (job proficiency, training proficiency and personnel data) for five occupational groups
(employees, police, managers, sales and skilled/semi-skilled). Results revealed that conscientiousness showed consistent relations with all job performance for all occupational groups. Extraversion influenced social interaction among managers and sales (across criterion types). Openness to Experience and Extraversion influenced training proficiency. The findings have many effects for research in personnel psychology, mainly in the subfields of personnel selection, training and development and performance appraisal.

30. Kotterman (2006) studied the relationship between Personality and Management Effectiveness. The overall results revealed that all the five personality dimensions were significantly correlated with management effectiveness.

31. Day and Silverman (2006) studied among the accountants, the relationship between specific personality variables and job performance. The results indicate that three personality scales (orientation towards work, degree of ascendancy and degree and quality of interpersonal orientation) are significantly related to job performance. It suggested that the overall selection strategies include personality dimensions and measure it relevant to an occupation and organization.

32. Andersen (2006) analyzed the relationship between leadership, personality and organizational effectiveness. Traditional and contemporary research reveals that personality does not influence leadership. Also, traits of leaders don’t influence organizational
effectiveness. Leadership appears to have a minor impact on organizational effectiveness and the personality dimension is less relevant to management.

33. Matzler and Renzl (2007) studied among the utility sector, the personality traits as predictors of employee satisfaction and employee satisfaction as consequences of affective commitment in an organisation. The study revealed that neuroticism is negatively related to employee satisfaction, Conscientiousness has no impact and agreeableness positively influences satisfaction. The study revealed that more than 20% of the variance of employee satisfaction is caused by personality traits.

34. Ones et al. (2007) in their study revealed that conscientiousness is the single best predictor of overall job performance and general task performance across all occupational groups-sales, managerial, skilled, professional, semi-skilled, customer services and essential services.

35. Furnham and Fudge (2008) studied the relationship between personality factors and sales performance among 66 sales consultants from a sports organization. The study revealed that Conscientiousness and Openness influence sales performance while Agreeableness does not influence sales performance. Extraversion and Neuroticism had no significant relationship to sales performance.

36. Clarke and Robertson (2008) studied personality in work accidents. The study reported that, except for openness, the personality traits were
strongly associated with accidents, in particular those with high levels of openness and neuroticism and those with low levels of agreeableness and conscientiousness. Also with the exception of agreeableness, the variability in the correlations was quite high.

37. Singh (2009) studied among the IT employees working in northern India, the influence of personality traits on leadership effectiveness. The findings revealed that openness to experience emerged as the best predictor of leadership effectiveness followed by conscientiousness, extraversion and agreeableness. Overall, the findings suggest that personality traits influence leadership effectiveness.

38. Bruk-Lee et al. (2009) studied cross-sectional and longitudinal relationships between job satisfaction and personality summarizing results from 187 studies. The study depicted that Neuroticism related most strongly and negatively to job satisfaction, followed by Conscientiousness and Openness to Experience.

39. Sawyerr et al. (2009) studied the influence of personality on job performance among call center employees. The result showed that extraversion/introversion, rest of the personality dimensions (conscientiousness, agreeableness, openness to new experience, emotional stability and locus of control) influence one or more of the performance measures.

40. Yavas, Karatepe and Babakus (2010) studied the personality traits in predicting frontline employees' service recovery and job performance
among 723 frontline hotel employees in Turkey. The results showed that the overall job performance is more liable to be influenced by personality traits. Nevertheless, organizational support is more effective in differentiating high and low performing frontline employees in the case of service recovery performance.

41. Suliman et al. (2010) studied the relation between personality traits and employees' work performance among 582 employees from a duty-free organization. The results revealed that some personality traits influenced employees’ work performance and the gender factor was found to be mediating the link between traits and performance.

42. O’Neill and Allen (2011) studied the influence of personality on team performance. The results revealed that Conscientiousness and its facets predicted team performance. Agreeableness, Extraversion and Neuroticism do not influence team performance whereas Openness had a modest negative relation with team performance.

43. Salami and Omole (2005) discovered significant relationship between job tenure and organizational commitment.

44. Sundas et. al., (2009) established that positive and significant relationship influenced work motivation, overall job satisfaction and organizational commitment. Although both independent variables were strongly associated with organizational commitment, the impact of job satisfaction on organizational commitment was relatively stronger than that of the work motivation on organizational commitment.
45. Balfour and Wechsler (1996) revealed that organizational commitment influenced organizational productivity and performance to a great extent. He suggested designing incentives to address organizational commitment and to manage employee performance.

46. Ayeni and Phopoola (2007) found a strong relationship between job satisfaction and organizational commitment. According to them job satisfaction was mostly determined by how well the organization meets employees’ expectations. The relationship between job satisfaction and organizational commitment was very crucial because people did not prefer to stay with the same organization for long. It has become hard for the organizations to exercise influence on the employees for retaining them.

47. Abdullah et.al.,(2007) revealed that the level of job commitment is influenced by various factors such as demography, pay, co-workers, work, supervision, company’s background and employees’ job satisfaction level. The findings also showed that 91.40 per cent of the respondents have high commitment towards their organizations.

48. Beh and Rose (2007) identified 7 dimensions of Job performance namely, (1) effort (2) consistent, (3) time, (4) work, (5) competent, (6) commitment and (7) excel.

49. Campbell et al., (1990) identified eight major dimensions of performance namely (1) job-specific task proficiency, (2) non-job-specific task proficiency, (3) written and oral communication tasks, (4)
demonstrating effort, (5) maintaining personal discipline, (6) facilitating peer and team performance, (7) supervision and (8) management and administration.

50. Wasti (2005) concluded that affective commitment is the primary determinant of positive work outcomes such as change success, although it is uncertain whether this relationship is stronger when low levels of Continuous commitment exist.

1.7 RESEARCH GAP

The current study is an endeavour to fill the lacunae in the empirical research by exploring the role of organizational citizenship behaviour and performance in the organizational setting by evaluating the constructs rigorously through dyadic design. Furthermore, this study will also delve into dimensions of OCB such as Altruism, Conscientiousness, Courtesy, Sportsmanship, Civic virtue and improvement factors.

1.8. OBJECTIVES OF THE STUDY

The objectives of the study are

1. To exhibit the growth and development of organizational citizenship behaviour in IT industry.

2. To reveal the demographic profile of IT employees and association with OCB dimensions.

3. To identify the factors influencing the various dimensions of OCB in IT
industry.

4. To examine the impact of OCB on employee performance and

5. To suggest the measures to improve OCB and enhance employee performance in IT industry.

1.9 HYPOTHESIS

- There is no significant relationship between OCB dimensions and employee performance

1.10 OPERATIONAL DEFINITIONS

1.10.1 Organisation: Organisation may be defined as a group of individuals, large of small, that is cooperating under the direction of executive leadership in accomplishment of certain common object.

1.10.2 Organisational Citizenship Behaviour: Individual behavior 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"

1.10.3 Civic virtue: A subordinate’s participation in organization political life and supporting the administrative function of the organization. It is referring to the responsibility of the subordinates to participate in the life of the firm such as attending meetings which are not required by the firm and
keeping up with the changes in the organization. This dimension of OCB is actually derived from Graham’s findings which stated that employees should have the responsibility to be a good citizen of the organization. These behaviors reflect an employees’ recognition of being part of organization and accept the responsibilities which entails. Other researchers have found that civic virtue enhances the quantity of performance and help to reduce customer complaints.

1.10.4 Conscientiousness: It is used to indicate that a particular individual is organized, accountable and hardworking. It is dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties. In addition to that, studies have also revealed that conscientiousness can be related to organizational politics among employees.

1.10.5 Altruism: It is a voluntary behavior where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances. Altruism refers to a member helping other members of the organization in their work.

1.10.6 Courtesy: It includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the
problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development. Early research efforts have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishes the time spent on conflict management activities.

1.10.7 Sportsmanship: The behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting.

1.10.8 Morale: Average feeling of contentment or satisfaction about the major aspects of the work situation

1.10.9 Corporate social responsibility: The obligations of business to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society.

1.10.10 Training: Training is the act of increasing the knowledge and skills of an employee for doing a particular job.

1.11 METHODOLOGY

The research methodology shows the ways and means to be followed in the research activities starting from investigation to presentation of research report. It includes the research design, population of the study, sampling
framework, construct development, data collection, framework of analysis and limitations. The methodology followed in the present study is summarized below.

1.11 RESEARCH DESIGN OF THE STUDY

A research design is a framework for guiding a research project. It describes the procedures essential for obtaining the information required to structure and/or solve the research problems. It enumerates the information needed, the design of the research, the specified measurement and scaling procedures, the construction and pretest of questionnaire, the sampling process, the sample size and the plan of data analysis.

In the present study, the applied research design is descriptive. The study satisfies all aspects related to the characteristics of a descriptive research design as it has its own confined objectives and predetermined methodology. It is portraying the profile of IT employees, various factors leading to OCB, outcomes of OCB, impact of OCB on employee performance.

1.11.2 PROFILE OF THE STUDY AREA

The study area is Chennai. Chennai is the state capital of Tamil nadu in India and it is located at the north-eastern part of the state. It is a thickly populated city, surrounded by a large number of domestic and multinational corporations. The past two decades have witnessed spiraling growth of IT
companies, providing openings to thousands of engineering graduates throughout the country. Some of the IT majors include Tata consultancy services, Cognizant, Perot systems, Bosch and others.

1.11.3 DETERMINATION OF SAMPLE SIZE

The determination of sample size is a very important issue, because samples that are too large may waste time, resources and money. While samples that are too small may lead to inaccurate results. According to Saunders et al., (2000) researchers normally work to a 95 percent level of certainty. This means that if samples are selected 100 times, at least 95 of these samples would be certain to represent the characteristics of the population. The margin of errors describes the precision of the estimation of the population. For most business and management researches, a researcher estimates the population’s characteristics by plus or minus 3 to 5 percent of its true values.

In order to find the sample standard deviation, researcher asked simple question regarding their level of overall performance in the present job in five point likert scale starting from strong agree to strongly disagree.

The researcher has applied the following formula to determine the sample size.

$$n = \left(\frac{ZS}{E}\right)^2$$

Where

$$Z = \text{Standardized value corresponding to a confidence level of 95\%} = 1.96$$
S = Sample SD from Pilot study of 100 samples (0.65628)
E = Acceptable Error = 5% = 0.05

1.11.4 SAMPLE SIZE DETERMINATION

\[ n = \left( \frac{1.96 \times 0.65628}{0.05} \right)^2 \]

\[ n = 661.8361 \]

Total number of samples = 662

Hence, 900 IT employees’ are taken as a sample for the present study.

Nine hundred questionnaires were distributed equally among the three IT parks, they are Ascendas IT Park Chennai Ltd., Tidel Park Ltd. and Tata Reality Infrastructure Ltd. as shown in the table 1.1.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of IT park</th>
<th>No. of questionnaire distributed</th>
<th>Filled-up questionnaire received</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ascendas IT Park Chennai Ltd.</td>
<td>300</td>
<td>228</td>
</tr>
<tr>
<td>2</td>
<td>Tidel Park Ltd.</td>
<td>300</td>
<td>223</td>
</tr>
<tr>
<td>3</td>
<td>Tata Reality Infrastructure Ltd.</td>
<td>300</td>
<td>211</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>900</strong></td>
<td><strong>662</strong></td>
</tr>
</tbody>
</table>

The total number of questionnaires distributed in the self-administered survey was 900 sets. Purposive sampling method is applied in this research for selecting the sample. A form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the
researcher, based upon a variety of criteria which may include specialist knowledge of the research issue, capacity and willingness to participate in the research. Some types of research design necessitate researchers taking a decision about the individual participants who would be most likely to contribute appropriate data, both in terms of relevance and depth. For example, in life history research, some potential participants may be willing to be interviewed, but may not be able to provide sufficient data. Researchers may have to select the samples carefully. Based on the collected questionnaires, 141 sets of questionnaire were incomplete and 97 sets of questionnaires were not returned. Assumption was made that the respondents were either reluctant to collaborate or did not want to answer the questionnaire seriously. As a result, only 662 valid sets of questionnaires (74 percent) were available and then used for further analysis using SPSS software version 21. The data analysis methods carried out for this research was descriptive analysis, scale measurement analysis and inferential analysis.

1.11.5 SOURCES OF DATA

The present study is completely based on the primary data. The secondary data collected from the books, journals and magazines were used to form the conceptual framework of the study and the review of literature. The primary data are collected with the help of structured questionnaire.

1.11.6 CONSTRUCT DEVELOPMENT
The structured questionnaire was divided into five parts. The first part elicits demographic information about the employee. The second part is related to the opinion towards company’s policy, like reward, recognition, performance appraisal system, training and development programs, working environment, safety, reporting system, encouragement and corporate social responsibility. The third part of the questionnaire includes five dimensions of OCB namely Altruism, Courtesy, Conscientiousness, Civic virtue and Sportsmanship. Each dimension consists of ten variables. All the fifty variables were identified through the review of literature and past studies. The organisational citizenship behavior was measured with the help of a five point likert scale. The fourth part studying their employee performance scale, the seven variables are used to measure employee performance generated from the reviews. The fifth part illustrating the improvement needed on OCB, the thirty two variables generated from reviews and the experts opinion. Five point likert scales were framed to measure employee performance scale and improvement needed on OCB in the organisation. A pilot-study was conducted among 50 IT employees. Based on the feedback, certain modifications, additions and deletions had been carried out to prepare the final questionnaire.

1.11.7 THE RELIABILITY AND VALIDITY OF THE SCALE

Reliability and validity of the scale is essential for obtaining meaningful results and are used to evaluate the characteristics of a good measurement. These tools involve a measurement of accuracy and applicability (Malhotra, 2004; Cooper and Schindler, 2001). The main concern for performing validity
and reliability is to develop a measurement that reflects a true score of the variables being measured (Churchill and Iacobucci, 2002)

1.11.7.1 Reliability of the Scale

A test must be reliable, that is, it must have the ability to consistently yield the same results when repeated measurements are taken from the same individuals under the same conditions (Hair, 2006). In other words, reliability is an indication of how consistent the findings are based on the method of data collection and analysis (Saunders, Lewis and Thornhill, 2007). Furthermore, reliability is more important when the questionnaire is a Likert-type because there are many variables testing the concept.

In the words of Freeman (1965) the term reliability is too closely related but somewhat different connotations in psychological testing. First, it refers consistency of test, that is, the accuracy of test measuring a particular item. Second, reliability refers to the extent to which a measuring device yields consistent results upon testing and retesting. That is, how dependable it is for predictive purposes.

Usually, the Cronbach’s alpha is used to measure the reliability of the instrument (Pallant, 2007; Green et al., 2000; Hair et al., 1998). Cronbach’s alpha estimate tells us how highly the items in the questionnaire are interrelated. Unlike the split-half reliability method, however, this estimate does not have to be corrected for length. Cronbach’s Coefficient Alpha which is derived from the assumption that if all the items are drawn from the domain
of a single construct, responses to the items composing the measurement model should be highly correlated (Hatcher, 1994).

Calculation of Cronbach’s estimate is usually done with the help of a statistical package designed to calculate this reliability estimate. Cronbach’s (1951) estimate of reliability is calculated using the variance of individual items and co-variances between the items. This estimate, however, can also be calculated using the correlations between the items. Given those items within a questionnaire use the same scale, both approaches give similar estimates but the latter approach is easier to understand.

The Cronbach alpha coefficient ranges from 0 to 1 with a minimum of 0.6 while other studies suggest that anything above 0.7 suggest high levels of internal reliability (Hair et al., 1998). Nunnally (1978) suggested that an alpha value of 0.7 is acceptable. Many studies have used reliability to test their modified service quality scale that ranged from 0.6 to 0.96 (Chowdhary and Prakash, 2007; Caro and Garcia, 2007; Akbaba, 2006; Jabnoun and Khalifa, 2005; Sureshchandar, Rajendran and Anantharaman, 2002; Dabholkar, Thorpe and Rentz, 1996; Malhotra, 1993). For the purpose of this research, the researcher had used Cronbach alpha coefficient (Cronbach, 1951), the most common method for testing reliability, and 0.6 will be used as the minimal accepted level. Using SPSS version 21.0, an internal consistency analysis was performed to assess the reliability aspect of the instrument.

1.11.7.2 Validity of the scale
The test, as a data collection tool, must produce information that is not only relevant but free from systematic errors; that is, it must produce valid information. In general, a test is valid, if it measures what it claims to measure. A test, however, does not possess universal and eternal validity. It may be valid for use in one situation but invalid if used in another. Cronbach (1964) states that a test which helps in making one decision in a particular research situation may have no value at all for another. According to Zikmund and Babin (2010) validity is the accuracy of a measure or the extent to which a score truthfully represents a concept. In other words, Validity is concerned with the test being capable of testing what it was designed for, which is not as simple as it seems (Hair, 2006).

**Figure 1.1:** Measurement model for OCB dimensions

**Table 1.2**

<table>
<thead>
<tr>
<th>OCB dimension</th>
<th>CFA loadings</th>
<th>Cronbach alpha</th>
<th>Overall Cronbach alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courtesy</td>
<td>6.48</td>
<td>0.741</td>
<td>0.872</td>
</tr>
</tbody>
</table>
Table 1.2 illustrates the Cronbach Alpha-value and Confirmatory Factor Analysis loadings. It presents the mean for the 50 items of OCB dimensions, consisting of the five point scale. As can be seen in the reliability item statistics (Cronbach Alpha = 0.872), all the 50 items seems to be reasonably well to the scale’s reliability. Cronbach Alpha ranges from 0.706 to 0.810. The CFA loadings are indicated in the above table and also suggest that all the items taken for scale construction qualify to develop the scale. This is due to the fact the CFA loadings are greater than 0.50 for all the items.

**Figure 1.2: Measurement model for performance factors**
Adequately completes assigned duties
Engages in activities that will directly affect his or her performance evaluation
Fails to perform essential duties
Fulfills responsibilities specified in job description
Meets formal performance requirements of the job
Neglects aspects of the job that is obliged to perform
Performs tasks that are expected
Table 1.3
Estimation of Cronbach’s coefficient alpha and CFA loadings for performance factors

<table>
<thead>
<tr>
<th>Performance</th>
<th>CFA loadings</th>
<th>Cronbach alpha</th>
<th>Overall Cronbach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance 1</td>
<td>0.691</td>
<td>0.790</td>
<td>0.829</td>
</tr>
<tr>
<td>Performance 2</td>
<td>0.693</td>
<td>0.793</td>
<td></td>
</tr>
<tr>
<td>Performance 3</td>
<td>0.753</td>
<td>0.779</td>
<td></td>
</tr>
<tr>
<td>Performance 4</td>
<td>0.704</td>
<td>0.787</td>
<td></td>
</tr>
<tr>
<td>Performance 5</td>
<td>0.693</td>
<td>0.789</td>
<td></td>
</tr>
<tr>
<td>Performance 6</td>
<td>0.660</td>
<td>0.800</td>
<td></td>
</tr>
<tr>
<td>Performance 7</td>
<td>0.040</td>
<td>0.881</td>
<td></td>
</tr>
</tbody>
</table>

Table 1.3 illustrates the Cronbach Alpha-value and CFA loadings. It presents the mean for the seven items of performance factors, consisting of the five point scale. As can be seen in the reliability item statistics (Cronbach Alpha = 0.829) all the seven items seems to be reasonably well to the scale’s reliability. Cronbach Alpha ranges from 0.779 to 0.881. The CFA loadings are indicated in the above table and also suggest that all the items taken for scale construction qualify to develop the scale. This is due to the fact the CFA loadings are greater than 0.50 for all the items except last performance factor.

1.12 FRAMEWORK OF ANALYSIS

The analysis of data in a research plays a pivotal role in the sense that it interprets, justifies and proves the hypothesis and the proposals. The judicious blend of analytical tools used has its own impact on the findings of the research, thereby making it highly objective and scientific. In this context, the tools for analysis have been rightly chosen as follows.
### 1.12.1 CHI SQUARE TEST

In order to examine the relation between the degree of consultation and profile variables, the Chi-Square test of the following formula was applied:

$$\text{Chi Square} = \sum \frac{(O - E)^2}{E} \quad \text{with} \quad (c - 1)(r - 1) \text{ degrees of freedom.}$$

Where, $$E = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

$O =$ Observed Frequency,

$E =$ Expected Frequency,

$r =$ Number of Rows,

$c =$ Number of Columns

Chi-Square test has been administered to test the association between;

(i) demographics profile, (ii) opinion towards company’s policy, (iii) organizational citizenship behaviour scale (iv) task performance scale and (v) improvement needed on OCB.

### 1.12.2 CORRELATION COEFFICIENT

The most familiar measure of dependence between two quantities is the Pearson product-moment correlation coefficient, or "Pearson's correlation." It is obtained by dividing the covariance of the two variables by the product of their standard deviations. Karl Pearson developed the coefficient from a similar but slightly different idea by Francis Galton.

The population correlation coefficient $\rho_{X,Y}$ between two random variables $X$ and $Y$ with expected values $\mu_X$ and $\mu_Y$ and standard deviations $\sigma_X$ and $\sigma_Y$ is defined as:
\[ \rho_{X,Y} = \text{corr}(X, Y) = \frac{\text{cov}(X, Y)}{\sigma_X \sigma_Y} = \frac{E[(X - \mu_X)(Y - \mu_Y)]}{\sigma_X \sigma_Y}, \]

Where \( E \) is the expected value operator, \( \text{cov} \) means covariance, and, \( \text{corr} \) a widely used alternative notation for Pearson's correlation.

The Correlation Co-efficient has been applied on organizational citizenship behaviour dimensions like altruism, courtesy, conscientiousness, civic virtue and sportsmanship.

1.12.3 T-Test

The ‘t’ test is used to find out the significant difference among the two group of samples regarding any intention variable which is internal scale. The ‘t’ statistics is calculated by

\[
t = \frac{\overline{X}_1 - \overline{X}_2}{\sqrt{\frac{(n_1 - 1)\sigma_1^2 + (n_2 - 1)\sigma_2^2}{n_1 + n_2 - 2}} \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}}
\]

Degree of freedom of \((n_1 + n_2 - 2)\)

Whereas

- \( t \) – ‘t’ statistics
- \( X_1 \) – Mean of the first sample
- \( X_2 \) – Mean of the second sample
- \( \sigma_1^2 \) – Variance in the first sample
- \( \sigma_2^2 \) – Variance in the second sample
- \( n_1 \) – Number of samples in first group
- \( n_2 \) – Number of samples in second group

In the study, the ‘t’ test has been used to find out the significant difference between (i) demographic and OCB dimensions, (ii) demographic
and individual performance factors and (iii) demographic and OCB improvement factors.

1.12.4 Analysis of Variance (ANOVA)

Analysis of variance is used for examining the differences in the mean values of the dependent variable associated with the effect of the controlled independent variables, after taking into account the influence of the uncontrolled independent variables. One-way analysis of variance involves only one dependent variable or a single factor. The null hypothesis may be tested by the F statistic based on the ratio between these two estimates:

\[ F = \frac{SS_x / (c - 1)}{SS_{error} / (N - c)} = \frac{MS_x}{MS_{error}} \]

Where \( SS_x = \sum_{j=1}^{c} n \cdot (Y_{j} - \bar{Y})^2 \)

Where \( SS_{error} = \sum_{j=1}^{c} \sum_{i=1}^{n} (Y_{ij} - Y_{j})^2 \)

\( Y_i \) = Individual observation
\( Y_{j} \) = Mean for category (j)
\( Y \) = Mean over the whole sample, or grand mean
\( Y_{ij} \) = \( i^{th} \) observation in the \( j^{th} \) category
\( C \) = Number of independent variables or groups
\( N \) = Total sample size (nc)

The ‘F’ statistic follows the F distribution, with (c-1) and (N-c) degree of freedom. The ANOVA tool has been deployed to find the difference between OCB dimensions as independent variables and employee performance.

1.12.5 Multiple Regression Analysis
When there is a variable which is dependent on more than one independent variable, then no one analysis will reveal the relationship. For this purpose, the multiple regression analysis was administered. The cause and effect relationship between dependent and independent variables are carried out by the Multiple Regression Analysis.

The general form of the regression model is:

\[ Y = a + b_1 X_1 + b_2 X_2 + \ldots + b_n X_n + e \]

Where

- \( Y \) = Dependable Variable
- \( X_1, X_2, \ldots X_n \) = Independent Variables
- \( b_1, b_2, \ldots, b_n \) = Regression Coefficient of Independent variables
- \( a \) = Constant; and
- \( e \) = Error Term

In the study, the multiple regression analysis has been used to find out the impact of different levels of OCB dimensions on employee performance.

1.12.6 Structural Equation Modelling (SEM)

Structural equation modelling was used to test the hypothesized model by applying AMOS version 21 (Joreskog and Sorbon, 1993)\(^{20}\) to covariance matrix. It is used to measure the direct and indirect effect of five dimensions of OCB like altruism, courtesy, conscientiousness, civic virtue and sportsmanship.

---

on the overall performance of employee. The given figure represents the hypothetical model.

**Figure 1.3: Hypothetical relationship between OCB and Performance**

- Altruism
- Courtesy
- Conscientiousnes
- Civic Virtue
- Sportmanship

**Figure 3: Hypothetical Model**

### 1.12.7 Confirmatory Factor Analysis (CFA)

The Confirmatory Factor Analysis has been used to analyse the reliability and validity of the variables included in each factor. The convergent validity of the factor was assessed by three measures: Item Reliability, Construct (Composite) Reliability and Average Variance Extracted (AVE) (Fornell and Larcker, 1981)\(^{21}\). Item Validity was evaluated by the size of the standardized factor loading of the variables on their corresponding factors. The loading should be at least 0.60 and ideally at 0.7 or above (Chin, 1998)\(^{22}\).


The Composite Reliability was assessed on the basis of internal consistency. It is similar to Cronbach’s Alpha. The minimum acceptable level of composite reliability is 0.5 (Gerbing and Anderson, 1988)\textsuperscript{23}. The convergent validity was assessed with the help of the AVE which is at least 0.50 (Fornell and Larcker, 1981)\textsuperscript{24}.

In the present study, the CFA has been used to analyze the validity and reliability of variables included in measuring the five dimensions of Organisational Citizenship Behaviour among the IT employees and the Variables related to measure the performance of the IT employees.

1.13 LIMITATIONS OF THE STUDY

The scope of the study remains confined to IT companies present in IT Parks in Chennai, joint venture with Tamilnadu Industrial Development Corporation, Government of Tamilnadu. The variables related to OCB, Performance and improvement of OCB were drawn from the review of previous studies and the views of experts in the field.

The empirical study captured demography, OCB, improvements needed on OCB and employee performance scale and all questions obligate vital contribution to the research. Apparently, IT employees require to dedicate time for answering the questionnaire in spite of their busy work schedule. Hence the adequate time was given to fill and submit the questionnaire. While most of the


companies responded, few of them denied participation of their employees in the survey due to the sensitivity of the management questions albeit the questionnaire being anonymous. 900 questionnaires were circulated out of which 74% of the questionnaires were complete in all aspects and few did not return the questionnaire. With the questionnaire being anonymous, it is expected that the data be truthful to an extent possible.

1.14 CHAPTERISATION

The present study is given in five chapters for a clear presentation.

Chapter–I Contains introduction and design of the study, need for the study, statement of the problem, review of Literature and research methodology

Chapter–II presents the growth and development of IT industry.

Chapter–III exhibits the demographic profile of the IT employees and discusses the various dimensions of OCB namely altruism, conscientiousness, courtesy, sportsmanship and civic virtue. It analyzes the association between the demographic profile of the IT employees and their Organizational Citizenship Behaviour.

Chapter–IV explains the impact of OCB, performance among the IT employees and the opinions of IT employees' towards improvement of OCB.

Chapter–V reveals the summary of findings, suggestions, conclusion and scope for future research.

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 CHAPTER – II

ANALYSIS OF GROWTH AND DEVELOPMENT OF IT INDUSTRY

2.1 INTRODUCTION

This chapter gives us a clear idea about the growth and development of IT sector in India. It also throws light about the IT industry in Tamilnadu and a list of notified IT/ITES Special Economic Zones in Tamil Nadu.