CHAPTER VI

CONCLUSION AND SUGGESTIONS

The chapter discusses the theoretical contributions and survey and statistical findings of the study taking together the support they received from the previous studies. The primary aim of the research was to measure the level of OCB among the IT professional in India and to assess the impact of organizational commitment (OC), occupational role stress (ORS), and job satisfaction (JS) on OCB. The review of literature, research design and analysis helped to meet these objectives. The chapter also acknowledges the “limitations of the study and directions for future research”. Managerial implications of the study and suggestions to foster and augment the OCB among the IT professionals in India have also been presented at the end of the chapter.

6.1 Theoretical Contributions

The term ‘organizational citizenship behavior’ is often used in the different fields such as human psychology, organizational behavior, human resource management, marketing and leadership. The scholars have used the term to represent a set of behaviors that are voluntary, spontaneous and not prescribed in the employment contract thus do not recognized or rewarded through formal system. Examples of such behaviors include helping co-workers who have heavy workloads, orienting new employees about job task voluntarily, obeying rules, punctuality & following timely breaks even when not observed, ready to do overtime, preventing work related problems, participating in important function/meetings and organizing get-together. The behavior contribute to the organization’s effective functioning (Organ, 1988; 1990; 1997) through creating and maintaining the social, psychological environment in which task that directly related to accomplishment of organizational goals are taken place. The environment also encourages knowledge transition, innovation and adaption.
However, the construct OCB is of recent vintage but it has been reminiscent by most important and influential organizational theories for 70 years or more. For example the foundation of OCB has also been found in the Barnard’s (1938) notion of *willingness to cooperate* and in Katz and Kahn’s (1966) study of organizations. Barnard’s (1938) notion of *willingness to cooperate* referred as human disposition that entails spontaneous behaviors to encourage and maintain a stream of cooperative actions among a group of people. Thus, he suggested significance of the spontaneous cooperative endeavors that go beyond contractual obligations, legitimated authority and calculated economic exchanges in terms of remuneration for the benefit of all. Similarly, Katz and Kahn (1966) explicited the three essential patterns of behavior that organizations need to elicit from the members of the organization and one of them is to induce ‘innovative and spontaneous behaviors’ that go beyond the specific formal roles and contribute to the effective functioning of the organization. Such behaviors resembles to OCB which suggests that every successful organization must include cooperative activities, courteous actions, teamwork, altruism, support and gestures that endorse favorable climate in the organization.

The critical literature search introduced many construct which are seemingly analogous to the conceptualization of Organizational Citizenship Behavior (OCB) albeit do differ in some way. These constructs are: “Extra-role Behavior (ERB), ProSocial Organizational Behavior (PSOB), Organizational Spontaneity (OS), and Contextual Performance (CP)”. The ERB encompasses OCB, OS and CP. OS and CP do differ from OCB as they may be formally rewarded. Similary, OCB is a functional behavior but PSOB can be dysfunctional also. Thus due to the overlapping among these constructs they found as behaviors that are analogous to OCB.

The social exchange theory has been suggested as the most prominent theoretical paradigm to understand why one would be expected to exhibit organizational citizenship behavior (OCB). Blau (1964, p: 91) posited that “Social exchange refers to voluntary actions of
individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others.” The theory is formed on the rule of norm of reciprocity which implies that perceived fair treatment by an individual make him obligatory to reciprocate the benefit he/she received from the organization. Based on this notion Konovsky and Pugh (1994) propounded that employees reciprocate the supervisor’s fair treatment and one of the way for reciprocation is likely to be organizational citizenship behavior.

However, there are dark sides to citizenship behaviors. Employees who engaged in OCB may not contribute to the effective organizational functioning. Because, employees who help their co-workers or subordinates may get distracted from performing their own role effectively and thus would be unsuccessful to contribute to the organizational performance (Sevi, 2010). Moreover, the exhibition of such behavior may create a culture of dependency because the employees who were provided with assistance may lose the opportunity to learn from their mistakes (Podsakoff & Mackenzie, 1994).

The literature search has illuminate that OCB has outcomes individual and organizational level. Managerial evaluations, managerial decisions concern to formal or informal reward allocation, Promotion, training, and withdrawal-related activities of employee such as intentions to turnover, actual turnover, and absenteeism were searched at individual level (Allen & Rush, 1998; Podsakoff & MacKenzie, 1994; Podsakoff et al., 2000; Podsakoff, Whiting, Podsakoff, & Blume, 2009; Van Scotter & Motowidlo, 1996; Werner, 1994). At the Organizational Level increased unit and/or organizational effectiveness (Podsakoff & Mackenzie, 1997; Podsakoff et al., 2000) including enhanced productivity, profitability, efficiency, and reduced costs, improved overall performance of the unit/organization (Podsakoff & MacKenzie, 1994), substantial impact on quality and quantity of work group performance (MacKenzie, Podsakoff, & Ahearne, 1996) and increased operating efficiency and customer
satisfaction (Walz & Niehoff, 2000) were found as consequents of OCB that collectively contribute to organization’s effectiveness.

Thus OCB has positive outcomes thus it can be used as a lubricating machinery to improve the organizational functioning and effectiveness. This derives the attention of scholars towards determining the factors that affect the exhibition of such voluntary behaviors. The Figure 6.1 enlightens the holistic framework of the OCB developed based on the containments of the conventional wisdom. The framework displays the empirically evident antecedents and consequents of OCB.

6.2 Discussion

The section contains the discussion on the findings. Some fact had been recognized during the survey through an interview of IT professionals, which are discussed under survey findings. The results from statistical analysis have also been discussed and concluded mentioning their consistency or contradiction with the results reported by the previous studies.

6.2.1 Survey Findings

The following are the key facts that came to know during the interview of some IT professionals drawn from the sample of the study.

- The IT professionals perceive the instances of organizational citizenship behavior such as helping coworkers even when they are not asked for, follow timely breaks, less complaining, participation and organization of meetings and functions as extra-role. They do not comprise these behaviors in-role.
- They showed unwillingness for the engagement in OCB and ready to perform such behaviors only when it is not compromising their own comfort. Engaging in helping behaviors can distract them from performing their main activities and thus they may fail to accomplish their tasks.
Figure 6.1: Conceptual Framework of Organizational Citizenship Behavior
Source: Sharma and Agrawal (2014)
They were found not intended to exhibit OCB but they do exhibit such behaviors because they struggle with their in-roles. In such situation they need help from their supervisors and co-workers. Thus, they help, support and cooperate with their colleagues just to establish social exchange based on that they can expect or ask help in return of the favor they did or to return the favor they received.

Another reason for this that came to know is that the IT organizations do consider OCBs as critical derivers for the organization’s effective functioning. Such that they have started to reward the exhibition of such behavior formally through performance evaluation. Now the IT organizations have started to evaluate the performance of the employee not only as Business Operator but also for the Value Creator and People Developer. Thus, employees demonstrate OCBs because they know that it will be recognized and rewarded and thus contribute to their career growth.

However, the extra-role behaviors are also informally rewarded and several ways have been adopted by the IT organizations such as Thanks e-card, celebrity performance points, certificate for the maximum votes for helping behavior to recognize citizenship behaviors.

6.2.2 Statistical Findings

The analysis was carried out to meet the objectives of the study. The inferences and conclusions are drawn from the analysis. The summary of findings has been captured by the Table 6.1. The first objective of the present study is “To measure the Organizational Citizenship Behavior exhibited by the IT Professionals in India”. The first objective has two sub-objectives. First is to identify the Status of Organizational Citizenship Behavior among IT Professional in India. Second is comparing the organizational citizenship behavior between demographic backgrounds (Gender, Age, and Hierarchy Level). In order to meet these sub-objectives descriptive analysis and test of significance were used.
Table 6.1: Summary of Statistical Findings

<table>
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<tr>
<th>Sub-objectives</th>
<th>Purposive Analysis</th>
<th>Summary of Findings</th>
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<tbody>
<tr>
<td>To identify the Status of Organizational Citizenship Behavior among IT Professional in India</td>
<td>Descriptive Analysis</td>
<td>● The level of OCB is moderately high</td>
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<td>● Altruism is the highest performing behavior Out of five OCB behaviors</td>
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<td>Comparison of organizational citizenship behavior between demographic backgrounds (Gender, Age, Hierarchy Level)</td>
<td>Test of significance (Z-test, ANOVA)</td>
<td>● Insignificant difference in OCBs between male and female IT professionals</td>
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<td></td>
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<td>● Significant difference only in courtesy behavior (highest in 31-40 age group) among the different age group. Others are insignificantly different</td>
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<td>● Significant difference only in conscientiousness behavior (highest at senior level) among the three hierarchy levels. Others are insignificantly different</td>
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Objective I

To measure the Organizational Citizenship Behavior exhibited by the IT Professionals in India.

Objective II

“To study the relationships between Organizational Citizenship Behavior and its antecedents Organizational Commitment, Job Satisfaction, and Occupational Role Stress”.

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<th>Sub-objectives</th>
<th>Purposive Analysis</th>
<th>Summary of Findings</th>
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<tr>
<td>To identify the relationship between Organizational Citizenship Behavior and Its antecedents</td>
<td>Correlation Analysis</td>
<td>● All relationships are significant between OCB, OC, JS, and ORS</td>
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<td>To measure the impact of Organizational Commitment, Occupational Role Stress, and Job Satisfaction on Organizational Citizenship Behavior</td>
<td>Partial Least Square-Structural Equation Modeling (PLS-SEM) Analysis</td>
<td>● Measurement Model is Valid</td>
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<td>● Hierarchy level significantly impacts the exhibition of OCB.</td>
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<td>● Structural model is partially supported as H₁, H₃, H₅ were insignificant.</td>
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<td>● JS fully mediates the ORS-OCB and ORS-OC relationship</td>
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<td>● OC is not able to explain variance in OCB beyond Job Satisfaction.</td>
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The level of OCB was found moderately high among the Indian IT professionals and this reflects the strong implication of social exchange theory in the Indian IT Industry. The social exchange establishes when two parties exchange benefits to return the favors. The selected IT companies TCS Ltd., Infosys Ltd., and Wipro Ltd. are leading IT companies in India also regarded as top employers due to their concern for people approach. The approach has accumulated several employee beneficial programs operated by the companies for talent retention, learning and development (integrated competency management system- training sessions, workshops), career development, reward and recognition, Challenging assignments, employee engagement and motivation (picnics and social gathering under informal settings), Healthy work culture and number of networking and onboarding activities and development programmes. In order to revert back the favor the IT professionals are intended to perform non-task behaviors which are not prescribed in their formal role but benefit the organization.

The OCB behavior that had highest frequency of exhibition among the IT professionals was altruism. IT jobs are complex and to cope with complexity IT professionals need to spend long working hours and perform expanded organizational roles due to broad project with narrow deadlines. The role of supervision is also very less because IT jobs are autonomous and thus there is low interaction and communication with the supervisor (Moore & Love, 2005). To deal with the complexity of the job which variate across the different jobs, IT professionals help each other to perform the task within the given time deadline. The Culture of the IT organizations also encourages the altruism behavior, as many programs and procedures are oriented to provide opportunity to IT professionals to help their co-workers and create supportive and cooperative work environment. For example, Peer Support Programmes, Special/Social events, networking groups on Social media (e.g. Facebook, Twitter), assigning mentor to the new employees, networking events for new employees and other networking activities such as sports club, alumni club, flexible workspaces, online chat/instant messaging. (Source: TCS Ltd. Corporate Sustainability Report 2013-14; Infosys Sustainability Report 2011-12; Wipro Sustainability Report 2012-13). These all in aggregate promotes helping behavior at IT workplace.
Similarly, the IT professionals were found moderately committed towards their organization due to the considerations they receive from the organization. The affective commitment was found higher than continuance and normative commitment. Thus, the fairness, support from the senior IT staff and co-workers and recognition to individual contribution and feeling of belongingness to the organization imputes IT professionals’ psychological empowerment and internalization with their organization.

The IT professionals had been found to derive moderately high satisfaction from both intrinsic and extrinsic factors on job. The organizations efforts to improve their personal growth, career advancement, fairness in reward and recognition, and support from supervisors and coworkers, assigning challenging assignment make IT professional in India satisfied from their job.

Consequently, the occupational role stress was found less intense among the IT professionals in India. The stressor that found most intense among the IT professionals in India was role constraints. The work of the IT professionals is not standardized. The nature of projects is complex and the required expertise may lacks due to the requirement of the variant technical skills. Thus it leads to shortage of skilled employees subsequently it makes the planned schedules unrealistic. Moreover, IT professionals have to face technical difficulties concerning with hardware and software.

The level of OCB among male and female IT professionals, three age groups and IT professionals working at senior, middle, and junior level was found insignificant. All members of the organization are equally and fairly treated. The IT organizations are equal opportunity employer and no discrimination in remuneration, working condition and recognition practices are justified across the diversity at the workplace. All benefiting opportunities and programs conducted by the organizations are open to all. Thus, to establish the social exchange the IT professional in India engage themselves in the extra-role behaviors. However, the exhibition of
courtesy behavior was found significantly different among the IT professionals belonged to three different age group that are 21-30 age group, 31-40 age group and 40 above age group. The courtesy behavior was found highest among the IT professionals belonged to 31-40 age group and lowest among the IT professionals belonged 40 and above age group. The most of the IT professionals in Indian belonged to the 31-40 age group were working at middle level where the goals are translated into action and accordingly direction has been given to junior level. Thus, at the time of planning and direction they undertake work-related problems into consideration those may occur to subordinate at the time of execution. Moreover, the significant difference was also found in conscientiousness behavior among the IT professionals working at senior, middle and junior level. The IT professionals working at senior level were found more inclined to the compliance behaviors towards the organization as a whole such as obeying rules and regulations, punctuality and following timely breaks even when they are not observed. They engage in such behavior to set examples of ideal behaviors to the subordinate with the intension that when the seniors engage in such behaviors then only their subordinates can be expected to exhibit such behaviors for the adherence to the rules and norms of the organization.

In order to meet the second objective “To study the relationships between Organizational Citizenship Behavior and its antecedents Job Satisfaction, Organizational Commitment, and Occupational Role Stress” in total six hypotheses were tested drawn from the research model. Out of six, three alternative hypotheses were found support and remaining three were found insignificant at the 5% level of significance. However, correlation analysis found significant relationship between the four constructs. On the basis of previous researches (Bragger, Rodriguez-srednicki, Kutcher, Indovino, & Rosner, 2005; Cohen, 2007; Cohen & Keren, 2008; Van Dyne & Pierce, 2004; Golparvar & Javadian, 2012; Kwantes, 2003; Lambert, Hogan, & Griffin, 2008; Lavelle et al., 2009; Mackenzie, Podsakoff, & Ahearne, 1998; O'Reilly & Chatman, 1986; Shore & Wayne, 1993) we hypothesized (H₁) that OC significantly impact organizational citizenship behavior OCB and the nature of impact is positive. Instead, the outcomes found insignificant impact of OC on OCB. The step-wise analysis of independent
variables enlighten that the impact of OC is insignificant due to the presence of the impact of job satisfaction (JS) on OCB. Thus, OC was not found able to explain variance in OCB beyond job satisfaction. On the other hand, JS was able to explain significant variance in OCB beyond OC. The result for $H_1$ is consistent with the work of Williams and Anderson (1991). They studied the relationship of both OC and JS to OCB by controlling the one relationship for another. They found that when the JS-OCB relationship was controlled the relationship between OC and OCB found insignificant. On the other hand when the OC-OCB relationship was controlled JS still explained significant variance in OCB. The high correlation between OC and JS causes such relationship. Job satisfaction is the positive assessment of the workplace settings thus would cultivate more quickly than OC, Which is the result of the global assessment of the organization as a whole. The “attitude-intension-behavior relation model developed by Bagozzi (1992)” suggests that JS is an attitude developed on the positive assessment of the job facets, OC is the positive emotional response to it and OCB is the coping behavior. Thus, OC is the reflection of JS.

Hypothesis 2 ($H_2$) proposed that job satisfaction (JS) has significantly influence OCB and the nature of influence is positive. The results of testing found positive significant impact of JS on OCB. The relationship has been widely confirmed by conventional wisdom (Bateman & Organ 1983; Kyos, 2001; Puffer, 1986; MacKenzie et al., 1998; Motowidlo, 1984; Murphy, Athanasou, & King 2002; Organ & Ryan, 1995; Smith et al., 1983; William & Anderson; 1991). The rationale to justify the JS and OCB relationship is that to reciprocate the favor which IT professionals received from their organization, engage in the roles beyond the call of duty. They may not have the ability or opportunity to generate greater output or creative solutions but gestures of citizenship behavior are under control. Thus, they consider engagement in OCB a good mode to reciprocate the benefits provided by the organization which make the assessment of job positive and bring the feeling of satisfaction.
Hypothesis 3 (H₃) proposed that occupational role stress (ORS) has negative significant impact on OCB. As ORS is a negative emotional state thus it tends to restrain someone to exhibit OCB. Many researchers (Lambert, Hogan & Griffin, 2008; Golparvar, Kamkar & Javadian, 2012; Golparvar & Javadian, 2012; Jain, Giga & Cooper, 2013) have approved the negative relationship between ORS and OCB. In the contrary, the results found insignificant impact of ORS on OCB. The direct impact of ORS on OCB is insignificant but the indirect impact of ORS on OCB was found significant. Job satisfaction was found as the complete mediator for the ORS-OCB relationship. The insignificant direct linkage between ORS and OCB is evident by the previous studies (Boerner, Dutschke and Wied, 2008; Golparvar and Javadian, 2012; Golparvar, Kamkar, and Javadian, 2012) and the previous studies MacKenzie, Podsakoff and Ahearne, 1998; Paille, 2011 have also reported indirect effect of ORS on OCB through JS. Thus, when an IT professional experiences stress in his occupational role it deteriorates his positive assessment of the job facets, subsequently, impedes the engagement in citizenship behavior. The IT professionals who struggle with their in-role would not expected to perform extra-role behaviors.

The three predictors: OC, JS and ORS were found very closely correlated to each other in the rigorous review of literature. Thus, it was hypothesized that occupational role stress has significant negative impact on job satisfaction (H₄). The results found full support for the hypothesis. The inverse relationship between ORS and JS is consistent with previous studies (Beehr, Walsh, & Taber, 1976; Fairbrother and Warn, 2002; Fox, Dwyer, and Ganster, 1993; Kim, Murrmann & Lee, 2009; Lapierre et al., 2008; Lehal, 2007; Lu, Shiau, & Cooper, 1997; Richardsen & Burke, 1991). IT professionals who experience stress due to inability to cope with the demands at the workplace are surrounded by negative emotions such as anxiety and tension that attenuate their satisfaction to the job. The Impact of ORS on OC was also measured (H₅). The direct impact was found insignificant but ORS was found able to impact OC indirectly through job satisfaction. Many studies (Anton, 2009; Firth, Mellor, Moore, and Loquet, 2004; Gaertner, 1999) with the same results were noticed in the literature. Thus, it could be asserted
that negative affects caused by job stressors such as role constraints, role ambiguity, work-family interface, control and others buffer a state of displeasure or dissatisfaction that hinders the development of commitment towards organization. The last hypothesis (H₆) was proposed to test the impact of two highly correlated variables job satisfaction and organizational commitment. The Impact of JS on OC was found strong and significant. The result is consistent with previous researches (Brooke, Russell, & Price, 1988; Freund, 2005; Lin, 2003; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Porter, Steers, Mowday, & Boulian, 1974; Williams & Hazer, 1986). Job satisfaction is the positive evaluation of the job facets which help to build positive emotional response to the organization in terms of commitment to it.

The hypothesized paths from OC, JS and ORS to OCB were compared to a nested model which contained these paths in reverse order. The regression paths were drawn from OCB to OC, JS and ORS. Thus, comparison is made between when OCB is dependent on OC, JS and ORS variables (OCB is a dependent variable) and when OC, JS and ORS variables are dependent on OCB (OCB is an independent variable). As during survey it was found that many IT professionals carry out the motive of being rewarded for the exhibition of OCB to engage in OCB which make them satisfied and committed. Thus, it seems worthy to determine whether OC, JS, and ORS predicts OCB more strongly than OCB predicts these three constructs. Results found that the impact of OCB on OC, JS and ORS is stronger than the impact of these three constructs on OCB. When engagement in OCB is rewarded by the organization it reduces the state of stress, accelerates the satisfaction from job and develops commitment to the organization. Some empirical evidences for the impact of OCB on OC, JS (Lambert, 2010), and ORS (Singh & Singh, 2010) were found during the literature survey.

6.3 Limitations and Future Research

It would be appropriate to discuss the practical applications of the research outcomes in the concerned framework after acknowledging some of the limitations of it. First limitation is findings cannot be generalized for medium and small scale IT organizations because the study
selected large scale IT companies, these are: TCS Ltd., Infosys Ltd., and Wipro Ltd to select the respondents because these are the top leading IT companies in India. Thus, future research are suggested to take respondents from medium and small scale IT organizations also to generalize the results for the whole Indian IT industry. Second, the study is cross-sectional in nature thus it precludes any inferences on causality among the hypothesized relationships. A longitudinal study is suggested for future research to draw conclusions on the causality among the variables. Furthermore, the self-rated predictors and criterion variable may share common method variance. Although, Harman’s Single Factor test which took into consideration during exploratory factor analysis suggested that common method variance is not a problem for the study. Still, future researches are advised to get the ratings for predictor and criterion variables from different source at different intervals to minimize the chances of biasness. The ratings from supervisors or superiors would be preferable for OCB. However, one potential reason to use self-rated OCBs is that there might be many OCB gestures exhibited by an employee but supervisor is not aware about them (Organ, 1988).

Moreover, the common attitudinal antecedents (for example: perceived fairness, leader-member exchange, psychological empowerment, individual values, job involvement, employee engagement, motivation, organizational politics) of predictor and criterion variables (organizational citizenship behavior) are suggested to be included in the model for the future research as this makes the relationships more clear in term of direct, indirect and spurious effects. The model is suggested to be extended on its right side by including consequents of the organizational citizenship behavior in the model. The most appropriate that should have been studied in the context of IT industry is Turnover intensions of the IT professionals.

6.4 Managerial Implications

The IT professionals in India have reported the moderately high level of OCB exhibited by them. As it is a vital factor for the organizational effectiveness through managing profitability, productivity, customer satisfaction and turnover intensions of the key IT professionals. It lubricates the social machinery of the organization, therefore, HR practitioners
of IT industry need to ameliorate the level of OCB to its highest. This will help to improve the organizational functioning and subsequently increase the IT sector’s contribution to Gross Domestic Production (GDP) of the economy.

The job satisfaction is found to be vitally important as the predictor of OCB. It has found significant influence on OCB and also fully mediates the relationship between occupational role stress and OCB. Therefore, when an IT professional experiences the pleasurable state due to the positive evaluation of the job components, exhibit OCB. A satisfied IT professional behave altruistically for the well being of the organization and assist the smooth functioning of it by engaging in conscientious, sportsmanship and civic virtue behavior. Moreover, even if he/she is experiencing stress but satisfied from some facets of job then negative emotions will not overcome his positive emotions and trigger the willingness to exhibit OCB to reciprocate the benefit provided to him by the organization. This enlightens the importance of the feeling of satisfaction in IT professionals with their jobs to foster the desire to become good soldier of the organization. Thus, HR practitioners of IT industry are suggested to elicit the positive assessment of the job components from the employees. Besides, flexible working hours, virtual work settings, career advancement opportunities, competitive compensation, challenging assignment, training, rewards and benefits the practitioners are required, not just to identify the particular fact for which employee is not satisfied, rather also seek out the suggestions for the desired state that make them satisfied. This will help to enhance satisfaction among professionals from both intrinsic and extrinsic facets of their job.

Futhermore, it is in need to understand that the consistent and long-term engagement in OCB brings the organizational effectiveness rather than its temporal existence. The HR practitioners can use the citizenship behaviors as a tool not only for talent retention also to make the organization a learning organization. Even with few IT professionals who behave altruistically an organization can become learning organization through knowledge transition.
Thus, it also brings positive effect and successful *peer training* which helps to transit the vast IT knowledge to fulfill customized requirements of the clients.

### 6.5 Suggestions

The findings of the study enlighten that the level of OCB among the IT professionals in India is moderately high. The importance of such behaviors for the organizational success creates a need to elicit the high level of citizenship behavior among the IT professionals that will subsequently increase the pace of the productivity, profitability, operating efficiency, cost reduction, and customer satisfaction and could become a driver of competitive advantage for the IT organizations. Thus, to attain the last objective of the study that is “To suggest effective strategies that shall help to enhance the Organizational Citizenship Behavior among the IT professionals” the following are some strategies and measures that have been suggested to cultivate and/or improve the level of OCB among the IT professionals in India.

#### 6.5.1 Managing Forcing and Resisting Factors:

To enhance the level of OCB among IT professional first there is need to determine the factors that positively (Forcing factors) and negatively (Resisting factors) influence citizenship gestures of an IT professional. For example the study has found that an IT professional from his/her job facets derives the motive to display citizenship behavior from his/her job facets to establish social exchange with organization. Thus job satisfaction is a forcing factor of the citizenship behaviors. Similarly, perceived fairness (konovsky & Organ, 1996; Organ & Konovsky 1989; Schappe, 1998), leader-member exchange (Kamdar & Van Dyne, 2007; Wayne, Shore & Liden, 1997), job involvement (Chiu & Tsai, 2006; Stephens & Sommer, 1995), level of trust, employee engagement (Ludwig & Frazier, 2012; Rurkkhum & Bartlett, 2012), motivation (Wang, Howell, Hinrichs & Prieto, 2010), individual values and affective commitment (Organ & Ryan, 1995; O'Reilly & Chatman, 1986; Srivastava, 2008) are some other determinant of OCB found in literature.
Employees feel obligated to exhibit OCB when they are fairly treated. The sound leader-member exchange which specifically addresses the relationship between leader and member inculcates the motivation for functional voluntary behaviors. Moreover, the internalization with the job and organization urges efforts oriented towards the success of the organization.

Furthermore, the restraining factors which limit the engagement in citizenship behaviors are stress (Golparvar & Javadian, 2012; Lambert et al., 2008) and different stressors such as role conflict (Etaough et al., 2011), role ambiguity (Tang, 2008), work overload (Etaough et al., 2011), work-family conflict (Bragger et al., 2005). Some others are organizational politics (Randall et al., 1999) and continuance commitment (Srivastava, 2008). Therefore, the factors that create state of displeasure or disappointment restrain the engagement in citizenship behaviors. These are the attitudinal factors that govern OCB but there are other factors also such as personality, task characteristics, and contextual factors.

Hence, HR practitioners should have proper awareness about the causing factors of OCB and their status in their organization. Systemic dynamic loops should be created to identify the reinforcing and balancing mechanism of attitude that exerts positive behaviors and emotions. Therefore, the factors should be regulated according to the direction and degree of their influence on OCB.

6.5.2 Citizenship Cultivating HRM Practices: An HR practice develops a positive state of mind in employees (Smith et al., 1983). Therefore, HRM practices should be taken into consideration to foster OCB among all the employees of the organization such that they behave as a citizen. Following are the citizenship fostering human resource practices:

**Recruitment and Selection:**
- An extrovert, helpful, enthusiastic employee with a positive outlook and ‘can do’ attitude are tend to engage in citizenship behaviors. Seek out such applicants by using psychometric testing during the interview/hiring process.
- Simulate situational interviews to identify the engagement tendency of the applicant in the citizenship behaviors.

**Training and Development**

- Technical trainings are very prominent in the IT organizations but they should also sponsor training programs to describe the importance of voluntary and innovative work behaviors for their career advancement and growth alongwith the organization’s success. Also explain the role of teamwork and cooperation in the cultivation of such behaviors at the workplace.

- Design training programs that teach and improve interpersonal relationships between superior and subordinate and among coworkers.

**Reward and Recognition:**

- Recognize the citizenship gesture of the employees and reward tangibly to such gestures to show a feeling of gratitude for their contribution to the organization’s effectiveness by engaging in behaviors beyond their call of duty.

- Behavior-based IT workforce control system should also be adapted alongwith outcome-based control system.

- Encourage and make it easy to engage in citizenship behaviors by initiating flexible and family-friendly workplace benefits.

**Empowerment Practices:**

- IT jobs are autonomous thus employees must be involved in decision making which make them believe that organization bestows value to them. This develops a sense of belongingness among the employees which elicits beyond the formal role performance directed towards the wellbeing and accomplishment of the goals of the organizations.

**6.5.3 Citizenship Cultivating Work Settings:** The employers must provide work settings that encourage and facilitates OCB. For example, develop the corporate culture that defines the prominence of clients, colleagues or the organization itself. Hence, employees should feel
responsible to serve them and ready to go extra miles. Furthermore, a manager or supervisor should set an example as a citizen of the organization to its subordinates, to elicit citizenship behaviors from them. Initially, new employees should be assigned to work in those groups which has reported high level of citizenship behavior; this inculcates the OCB tendencies among them new employees and the understanding about the citizenship oriented work culture of the organization.

Conclusion

The one of the objective of the current study was to gauge the level of OCB among IT professionals in India after highlighting its importance for the organizational success through lubricating social machinery, making an organization learning organization and facilitating effective peer training. The level was found moderately high, thus, the IT organizations still have some potential to be effective in their functioning by increasing the level of OCB at maximum. Second objective is to study the impact of OC, JS and ORS on OCB and job satisfaction was found robust predictor of OCB which also plays a vital role of mediator for the ORS-OCB relationship. Lastly, to serve the last objectives several suggestions have been provided to enhance the level of OCB.