RESEARCH SUMMARY

The study is exploratory and descriptive in nature. The objectives of the study were first, “To measure the Organizational Citizenship Behavior exhibited by the IT Professionals in India”. Second “To study the relationships between Organizational Citizenship Behavior and its antecedents Organizational Commitment, Job Satisfaction, and Occupational Role Stress”. Last, “To suggest effective strategies that shall help to enhance the Organizational Citizenship Behavior among the IT professionals”. The current Research was carried out into two phases. The first phase was comprised of extensive review of literature. The review of literature was conducted to understand organizational citizenship behavior (OCB) as a construct, its dimensions and its relationship with the selected antecedents of OCB these are organizational commitment (OC), job satisfaction (JS) and occupational role stress (ORS). OCB was defined as voluntary positive behaviors which are beyond the extra-role and contribute to organizational functioning. Organ (1988) has given the five factor model of OCB which comprises five dimensions of OCB these are: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. During review of literature it was identified that previous studies reported positive relationship between OC, JS and OCB but ORS has negative impact on OCB. Along with the phase I the phase II was also started which included series of steps to carry out the research. At the first step hypotheses were formulated. The population of the study was IT professionals of leading IT companies in India these are: Tata Consultancy Services Limited, Infosys Limited and Wipro Limited located in Bangalore. By using Cochran’s formula to determine sample size, 384 sample size was decided. The standard measurement tools were selected to measure the four variables of the study. Podsakoff, MacKenzie, Moorman, and Fetter’s (1990) measurement scale was selected to assess Organizational Citizenship Behavior. Measurement tool developed by Meyer, Allen, and Smith (1993) was selected in the present study to measure OC. Hackman and Oldham’s (1980) Job Diagnostic Survey was for assessing JS. Lastly, measurement scale developed by Rajeswari and Anantharaman (2003) was selected to measure occupational role stress. Tools were modified based on experts’ recommendations then final questionnaire was developed and sent to the selected IT professionals after pretesting. To select respondents
snowball and convenience sampling was used. After data screening the number of usable responses was 357. To analyze the collected data an analytical procedure was followed. Descriptive analysis indicated that the level of OCB among IT professionals is moderately high. Moreover, results also enlighten that the level of organizational commitment and job satisfaction is moderately high. Lastly, the level of ORS is found moderately low. The Partial-Least Square Structural Equation Modeling (PLS-SEM) Analysis was used to test the hypotheses. The analysis includes two important subsequent activities these are: Evaluation of measurement model and Evaluation of structural model. Construct reliability and validity was examined to evaluate the measurement model. The results found that the constructs in the measurement model were adequately reliable. Thus, it reflects the fitness of the measurement theory on data well. The Structural model has contained six proposed hypotheses out of them three hypotheses are supported by the results. The impact of OC (H₁) and ORS (H₃) on OCB is found insignificant but JS (H₂) has been noticed as a significant predictor of OCB. These three variables have accounted 39% variance in OCB but the effect size of job satisfaction is greater than other two variables. Moreover, it has been found that occupational role stress significantly impacts job satisfaction (H₄) with the 16% R² and effect size is medium but it fails to impact organizational commitment (H₅). Organizational commitment is significantly predicted by job satisfaction (H₆) with the medium effect size. The high engagement of IT professionals in OCB reflects the strong implication of social exchange theory in the Indian IT Industry. 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. Thus, HR practitioners of IT industry are suggested to elicit the positive assessment of the job components from the employees.

This will help to enhance satisfaction among professionals from both intrinsic and extrinsic facets of their job. At the end in order to attain the last objective of the study some strategies and measures are suggested to cultivate and/or improve the level of OCB among the IT professionals in India. 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. Second, 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. Additionally, 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.