ABSTRACT

Today the organizations very well recognize the human resource are critical at each stage of development. Prescribed work behaviors of the employees may assure the desired state and volatile environment. But, Employees may be asked to perform behaviors that do not constitute the part of their formal roles. These behaviors are not rewarded by formal system but contribute to organization’s effective functioning. Such behaviors are termed as “organizational citizenship behavior (OCB)”. The Indian IT industry is one of the important pillars for the growth of Indian economy. But, the biggest persistent HR challenge facing by the Indian IT industry is to retain and motivate their highly skilled professionals. To face the prominent HR challenge in today’s IT industry i.e. reducing employee turnover rate and absenteeism so as to improve organizational performance and effectiveness, there is need to adapt some High Involvement-Innovative Human Resource Practices to keep employees engaged. There are various factors that affect employees’ intent to quit; one of them is organizational citizenship behavior (Organ et al., 2006; Podsaooff et al., 2000; Podsakoff et al., 2009). Thus, the study has determined whether the factors: organizational commitment, job satisfaction and occupational role stress describe organizational citizenship behavior in context of IT industry. Sample of the study has been drawn from IT workforce of three leading IT companies in India these are Tata Consultancy Services Limited, Infosys Limited and Wipro Limited. Data have been analyzed by using Partial Least Square - Structural Equation Modeling (PLS-SEM) Analysis. Results reveal that 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. Moreover, job satisfaction is found stronger predictor of OCB than organizational commitment and occupational role stress. Organizational commitment is found unable to explain variance in OCB beyond the explanatory power of job satisfaction. Through mediation analysis it was found that occupational role stress has indirect effect on OCB via job satisfaction. Findings are implacable to HR professionals of IT industry and different strategies are suggested to augment the level of OCB among IT Professionals.