# LIST OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERTIFICATE</td>
<td>i</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>ii</td>
</tr>
<tr>
<td>DECLARATION</td>
<td>iii</td>
</tr>
<tr>
<td>ACKNOWLEDGMENTS</td>
<td>iv</td>
</tr>
<tr>
<td>LIST OF CONTENTS</td>
<td>vi</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>ix</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>x</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>xii</td>
</tr>
<tr>
<td><strong>CHAPTER I: INTRODUCTION</strong></td>
<td>1-37</td>
</tr>
<tr>
<td>1.1 Precursors of Organizational Citizenship Behavior (OCB)</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Definition and Dimension of the Terms</td>
<td>5</td>
</tr>
<tr>
<td>1.2.1 Organizational Citizenship Behavior (OCB)</td>
<td>5</td>
</tr>
<tr>
<td>1.2.2 Organizational Commitment (OC)</td>
<td>6</td>
</tr>
<tr>
<td>1.2.3 Job Satisfaction (JS)</td>
<td>7</td>
</tr>
<tr>
<td>1.2.4 Occupational Role Stress (ORS)</td>
<td>7</td>
</tr>
<tr>
<td>1.3 Frameworks Analogous to Organizational Citizenship Behavior (OCB)</td>
<td>7</td>
</tr>
<tr>
<td>1.4 Overlapping Among OCB and its Analogous Constructs</td>
<td>11</td>
</tr>
<tr>
<td>1.5 A Paradigm Shift in Organizational Citizenship Behavior (OCB): An Outcome of Emotions</td>
<td>12</td>
</tr>
<tr>
<td>1.6 Motive Based View of OCB</td>
<td>16</td>
</tr>
<tr>
<td>1.6.1 Motive Paradigm I: Achievement Motive and OCB</td>
<td>17</td>
</tr>
<tr>
<td>1.6.2 Motive Paradigm II: Affiliation Motive and OCB</td>
<td>17</td>
</tr>
<tr>
<td>1.6.3 Motive Paradigm III: Power Motive and OCB</td>
<td>17</td>
</tr>
<tr>
<td>1.7 Theory of Value/Identity Based Motivation (VIM)</td>
<td>18</td>
</tr>
<tr>
<td>1.8 Social Exchange Theory</td>
<td>19</td>
</tr>
<tr>
<td>1.9 Consequences of OCB</td>
<td>21</td>
</tr>
<tr>
<td>1.10 Antecedents of OCB</td>
<td>26</td>
</tr>
<tr>
<td>1.10.1 Organizational Commitment and Organizational Citizenship Behavior</td>
<td>26</td>
</tr>
<tr>
<td>1.10.2 Job Satisfaction and Organizational Citizenship Behavior</td>
<td>28</td>
</tr>
<tr>
<td>1.10.3 Occupational Role Stress and Organizational Citizenship Behavior</td>
<td>32</td>
</tr>
<tr>
<td>1.11 Anti-Citizenship Behaviors</td>
<td>32</td>
</tr>
<tr>
<td>1.12 Need of the Study</td>
<td>35</td>
</tr>
<tr>
<td><strong>CHAPTER II: REVIEW OF LITERATURE</strong></td>
<td>38-78</td>
</tr>
<tr>
<td>2.1 Heritage of Organizational Citizenship Behavior</td>
<td>38</td>
</tr>
</tbody>
</table>
2.1.1 Conceptual Development 38
2.1.2 Dimensionality 41
2.1.3 Measurement 43

2.2 Antecedents of Organizational Citizenship Behavior 43
2.2.1 Organizational Commitment and Organizational Citizenship Behavior 44
2.2.2 Job Satisfaction and Organizational Citizenship Behavior 51
2.2.3 Occupational Role Stress and Organizational Citizenship Behavior 57
2.2.4 Organizational Commitment, Job Satisfaction, Occupational Role Stress and Organizational Citizenship Behavior 59
2.2.5 Organizational Commitment, Job Satisfaction, and Occupational Role Stress 68

2.3 Organizational Citizenship Behavior and its Determinants in Information Technology (IT) Industry Context 71

2.4 Literature Gap 76
2.5 Literature Summary 77

CHAPTER III: RESEARCH METHODOLOGY 79-99
3.1 Objectives of the Study 79
3.2 Conceptual Research Model and Hypotheses 79
3.3 Research Process 83
3.4 Scope of the Study 85
3.5 Sample Design 86
3.6 Determination of Sample Size 87
3.7 The Study Area 88
3.8 Data Collection 90
3.8.1 Sources of Primary Data Collection 91
3.8.1.1 Final Measurement Instruments 92
3.8.2 Sources of Secondary Data Collection 94
3.9 Data Analysis and Statistical Tools 94
3.10 Organization of Thesis 99

CHAPTER IV: PROFILE OF SELECTED IT ORGANIZATIONS 100-120
4.1 Structure of Information Technology (IT) Industry in India 100
4.2 The Present Scenario of IT Industry in India 101
4.3 Impact of IT Sector of Indian Economy 102
4.4 The Leading IT Companies in India 103
4.4.1 Profile of Tata Consultancy Services (TCS) Limited 104
4.4.1.1 Business Overview 104
4.4.1.2 Financial Sustainability 105
4.4.1.3 Human Capital 105
4.4.2 Profile of Infosys Limited
   4.4.2.1 Business Overview
   4.4.2.2 Financial Sustainability
   4.4.2.3 Human Capital
4.4.3 Profile of Wipro Limited
   4.4.3.1 Business Overview
   4.4.3.2 Financial Sustainability
   4.4.3.3 Human Capital

CHAPTER V: ANALYSIS & RESULTS

5.1 Data Descriptions
   5.1.1 Demographic Profile of Respondents
5.2 Data Screening
   5.2.1 Evaluation of missing data
   5.2.2 Identification of unengaged responses and Outliers
   5.2.3 Testing of the Multivariate Analysis Assumptions
5.3 Descriptive Analysis
   5.3.1 Descriptive Analysis: Results and Interpretation
5.4 Analysis of Organizational Citizenship Behavior (OCB) between Different Backgrounds: Gender, Age Groups, and Hierarchy Levels
   5.4.1 Analysis Based on Demographics: Gender
   5.4.2 Analysis Based on Demographics: Age Groups
   5.4.3 Analysis Based on Demographics: Hierarchy Levels
5.5 Exploratory Factor Analysis (EFA)
   5.5.1 Organizational Citizenship Behavior (OCB)
   5.5.2 Organizational Commitment
   5.5.3 Job Satisfaction
   5.5.4 Occupational Role Stress (ORS)
   5.5.5 Exploratory Factor Analysis: Results and Interpretation
   5.5.6 Harman’s One-factor (or Single-factor) Test
5.6 Partial Least Square-Structural Equation Modeling (PLS-SEM) Analysis
   5.6.1 Measurement Model
   5.6.2 Evaluation of Measurement Model
      5.6.2.1 Reliability Analysis
      5.5.6.2 Construct Validity
      5.6.2.3 Evaluation of Measurement Model: Results and Interpretation
   5.6.3 Structural Model
   5.6.4 Evaluation of Structural Model
      5.6.4.1 Evaluation of Structural Model: Results and Interpretation
5.6.2 Mediation Analysis
5.6.5 Comparison to a Nested Model
5.7 Findings
CHAPTER VI: CONCLUSIONS AND SUGGESTIONS
6.1 Theoretical Contributions
6.2 Discussion
   6.2.1 Survey Findings
   6.2.2 Statistical Findings
6.3 Limitations and Future Research
6.4 Managerial Implications
6.5 Suggestions
   6.5.1 Managing Forcing and Resisting Factors
   6.5.2 Citizenship Cultivating HRM Practices
   6.5.3 Citizenship Cultivating Work Settings
REFERENCES
BIBLIOGRAPHY
Appendix A
Appendix B
Appendix C
Appendix D
Appendix E
Appendix F