Review: Organizational Citizenship Behavior in the IT Industry

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Abstract

The attainment of sustainability and profitability hinges upon a fundamental aspect of organizational performance. Effectiveness is gauged by evaluating profitability, cost efficiency, production output, efficacy, and Organizational Citizenship Behavior (OCB). OCB refers to employees' voluntary involvement in actions not expressly mandated by their company, thus falling outside the scope of official compensation as per contractual agreements. This discretionary conduct consistently correlates with organizational improvement.

This research delves into a scholarly exploration of the concept of organizational citizenship behavior over the past three decades, with a focused review on literature published between 2013 and 2023. The investigation has unveiled pivotal findings related to OCB, encompassing compliance, altruism, organizational justice promoting a fair workplace, and Perceived Organizational Support (POS) influenced by factors such as higher levels of collectivism, power distance, and uncertainty avoidance. Moreover, factors like Procedural Justice (PJ), Transformational Leadership (TSL), and the Psychological Contract (PC) were identified as significant elements within this framework.

The objective of this study is to present a comprehensive analysis that enriches the comprehension of this concept among academics, corporate practitioners, and the wider audience.

Keywords: Organizational citizenship behavior, Human Resource Management, Organizational Behavior,

Introduction

Organizational Citizenship Behavior (OCB) represents a crucial concept within the realm of organizational behavior. Ever since Organ (1988) introduced this concept, research in the field has been ongoing. However, due to the extensive volume of OCB studies conducted over time, some scholars have undertaken comprehensive literature reviews to consolidate the findings from that period. These reviews typically encompass the definition and dimensions of OCB, associated influencing factors, as well as both positive and negative aspects of OCB. Despite the advancements made in the study of OCB, recent research appears to have encountered a predicament. There seems to be a reduction in new explorations within the field, and scholars are showing diminished interest. Current studies primarily tend to replicate prior research, lacking in innovative discoveries. Consequently, there is a need to assess the present status of OCB, analyze its progression, and endeavor to identify potential future directions in OCB research, especially in the IT Industry.

Definition of Organizational Citizenship Behavior

According to Organ (1988), organizational citizenship behavior (OCB) can be described as discretionary individual behavior that is not expressly acknowledged or rewarded by the official incentive system. In their seminal work, Williams and Anderson (1991) delineated two overarching dimensions of Organizational Citizenship Behavior (OCB). The first dimension, referred to as OCBO, encompasses general compliance behaviors that are aimed at benefiting the organization as a whole. The second dimension, known as OCBI,

encompasses altruistic behaviors that directly benefit specific individuals within the organization while indirectly contributing to the overall effectiveness of the organization.

Podsakoff et al., (2000) provided clarification on the distinctions and conceptual overlap of ideas discussed in the literature. They identified and categorized seven distinct types of Organizational Citizenship Behavior (OCB), as follows: Helping behavior encompasses the voluntary willingness to assist others and proactively mitigate work-related issues. Sportsmanship includes the willingness to acknowledge unverifiable incidents and the notion of prioritizing the collective interests of a group or organization over one's self-interest. Organizational loyalty encompasses the active promotion of the organization to external stakeholders, the safeguarding and defense of the organization against external challenges, and the unwavering commitment to the organization even in the face of unfavorable circumstances. Organizational compliance refers to the comprehensive adherence to an organization's rules, regulations, and processes. The diligent observation of employees, even in the absence of monitoring. Individual initiative refers to the act of actively participating in task-related activities with heightened excitement and a strong will to accomplish tasks, surpassing any professional obligations. Civic virtue encompasses a propensity to engage actively in the governance of organizations. Self-development encompasses the active pursuit of enhancing one's knowledge, skills, and abilities to augment one's overall contribution to the organization.

The amalgamation of various research findings leads to the consensus that Organizational Citizenship Behavior (OCB) adheres to a consistent set of traits. OCB delineates discretionary actions by employees, signifying behaviors not mandated by the job but voluntarily initiated by the individual. These actions transcend the basic job expectations, fostering the well-being of colleagues, work units, or the organization itself. Consequently, OCB represents a form of general compliance directed towards both organizational and individual benefits within the organizational framework.

This study aims firstly to grasp the essence of OCB and secondly to explore its determinants as outlined in existing literature, especially within the IT Industry. The practical application of OCB in workplaces spans across various organizational initiatives such as management leadership development, team cohesion, succession planning, and performance management. It stands as a foundational skill set for numerous corporations.

Moreover, this paper underscores the correlation between OCB and sustainable competitive advantage, elucidating its role in driving innovation within workplaces. Furthermore, it sheds light on how OCB contributes to augmenting employee creativity, engagement, and overall job satisfaction. Ultimately, it underscores the pivotal role OCB plays in fostering a conducive and thriving work environment.

Recent Contributions and Results in the IT Industry

The comprehensive exploration of Organizational Citizenship Behavior (OCB) within the Information Technology (IT) sector, spanning fifteen distinct studies, unveils a multifaceted landscape of factors influencing employee behaviors and organizational dynamics. Subramanian and Rajee (2017) illuminated the pivotal role of work-life balance, communication, engagement, and retention in predicting OCB in the IT industry, stressing the need for organizational prioritization of these elements to foster a positive work environment. Neo (2021) findings underscored the positive relationship between telecommuting, employee satisfaction, and OCB, albeit with insignificant correlations with other variables, highlighting the evolving nature of work arrangements in the industry. Shi Hu (2022) research revealed intricate connections between job satisfaction, emotional commitment, and OCB, emphasizing the mediating role of affective commitment in this relationship.

Moreover, Sharma and Pandey (2019) study delved into the complexities of psychological contract breach, perceived organizational support, and negative emotions in influencing voluntary behavioral outcomes, elucidating the intricate interplay of these factors within the Indian IT sector. Nijhawan et al., (2022) of Emotional Intelligence's impact on OCB while considering demographic moderators unveiled crucial insights into the nuanced influences shaping OCB in the context of individual differences. Soni and Dwivedi (2013) highlighted

mindfulness as positively correlated with OCB, albeit moderated by workplace stress, presenting avenues for understanding employees' mental states in fostering organizational behaviors.

Thakur et al., (2020) addressed the link between work values and OCB within IT firms operating in India, offering insights despite limited methodological details. Kapil and Rastogi (2019) into the leader-member exchange, work engagement, job embeddedness, and OCB provided a comprehensive model illuminating these relationships. Han et al., (2019) explored perceived organizational support's impact on knowledge-sharing intention mediated by OCB, moderated by job characteristics, emphasizing the significance of organizational support systems. Mohapatra et al., (2019) discovered the considerable impact of OCB on job satisfaction among IT professionals, stressing the importance of positive organizational behaviors in enhancing employee satisfaction.

Kavita (2018) investigated the relationship between work-life balance, Corporate Social Responsibility (CSR), and OCB, illuminating their positive association and highlighting the ethical dimensions influencing workplace behaviors. Deotale and Naidu (2018) findings suggested a significant correlation between OCB and employee retention, emphasizing the potential role of citizenship behaviors in retaining talent within the IT industry. Kumar and Ranjith (2021) investigated the influence of organizational justice and psychological ownership on Organizational Citizenship Behavior (OCB), uncovering that psychological ownership plays a mediating role within this association.
Niranga & Dharmadasa (2019) unveiled the influence of extroverted leadership on OCB, moderated by the leader-member relationship, offering nuanced insights into leadership behaviors shaping organizational citizenship. Lastly, Annalakshmi et al., (2022) study on workplace incivility and its impact on employee stress shed light on the sources of stress within organizational settings.

Collectively, these diverse studies underscore the intricate web of factors shaping OCB within the IT industry, ranging from individual traits to organizational contexts. These insights offer invaluable guidance for organizational leaders and practitioners in devising strategies to foster positive workplace behaviors, enhance employee satisfaction, and mitigate stressors within the dynamic landscape of the IT sector.

Conclusion
The comprehensive literature review on Organizational Citizenship Behavior (OCB) within the IT industry illuminates several crucial insights. These studies collectively contribute to a deeper understanding of the multifaceted factors influencing OCB and its implications for organizational effectiveness.

The key contributions of the reviewed literature encompass the identification of significant predictors of OCB, such as work-life balance, work communication, employee engagement, retention, and telecommuting. Additionally, the mediating role of variables like job satisfaction, emotional commitment, organizational commitment, and incivility sources in influencing OCB is highlighted.

Moreover, the review underscores the importance of fostering an ethical organizational environment, understanding the nuances between genuine OCB and coerced compliant behaviors (CCBs), and recognizing the evolving nature of OCB in the turbulent business landscape.

Results
The synthesis of the reviewed literature presents compelling results regarding the dynamics of OCB within the IT sector. It delineates the positive associations between various determinants and OCB, emphasizing the potential impact of these factors on organizational performance.

The results indicate that fostering work-life balance, effective communication, employee engagement, and retention can significantly enhance employees' OCB, contributing to a more positive and productive work environment. Telecommuting positively relates to employee satisfaction and OCB, highlighting its potential as a conducive work arrangement.

Furthermore, the findings elucidate the relationships between job satisfaction, emotional commitment, family-supportive supervision, demanding work, and their mediation in influencing OCB. The impact of workplace incivility from specific sources, such as supervisors and clients, on employee stress underscores the importance of addressing these sources to mitigate adverse effects on OCB and employee well-being.

Overall, the results signify the intricate interplay between various factors and their cumulative impact on fostering or hindering OCB within the IT industry. Understanding these dynamics is pivotal for organizations aiming to cultivate a conducive environment that encourages genuine OCB and thereby enhances organizational effectiveness and sustainability.

Future research directions

Future research directions in Organizational Behavior within the IT industry hold substantial potential for exploration and advancement. To propel this field forward, there is a need to delve deeper into various dimensions. One pivotal focus area is studying the influence of advancing technologies on the behavioral dynamics within IT enterprises, Understanding how these technologies influence employee behavior, job design, and organizational structures can provide invaluable insights for optimizing productivity and fostering a positive work environment. Additionally, exploring the dynamics of remote work, especially after the global shift towards remote and hybrid work models, presents an opportune area for study. Understanding the implications of remote work on team collaboration, employee engagement, and organizational culture is crucial for effectively managing and maximizing the potential of remote teams. Moreover, delving into the ethical implications of technology use within organizations and its effects on employee behavior and decision-making processes presents another promising avenue for research.

Exploring these and additional emerging trends in the IT industry will not just improve our comprehension of organizational behavior, but also facilitate the development of more efficient strategies and interventions to enhance workplace dynamics and promote employee well-being.

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