

FULL PAPER

Impact of organizational citizenship behavior on augmenting the performance of working women: a research study in IT sector

Deepti Mishra^{a,*} | Ipseeta Satpathy^a | B. Chandra Mohan Patnaik^a | Atmika Patnaik^b^a*KSOM, KIIT University, Institute of Eminence, Bhubaneswar, Odisha, India*^b*O.P. Jindal Global University, Institute of Eminence, Sonapat, India*

Organizational Citizenship Behavior (OCB) rate plays an important role in overall performance of female employees who work in IT companies. In this study, we tried to find out the factors which influence OCB rate of female employees as well as the impact of OCB on their behavior. In IT companies, OCB is found higher in female employees than in male. Ethical leadership, organizational justice and organizational support influence employees' OCB rate. It was also found that female employees having high level of OCB showed better performance, high level of organizational commitment, loyalty, higher job satisfaction, improved their work efficiency, and less absenteeism. So, OCB has a major impact on organizational effectiveness.

***Corresponding Author:**

Deepti Mishra

Email: reachdeeptimishra@gmail.com

Tel.: 9853464532

KEYWORDS

Organizational citizenship behavior; working women; IT industry; organizational support; supportive leader; organizational commitment; work efficiency.

Introduction

In the past, societies formulated specific work for male and female. Males used to go out to earn money and females had to do all household work. But now as time passes, women's profile has been changed. She has to do household work as well as go and find a job. Indian women have broken their glass ceiling and put their steps out in this competitive male dominated society. Indian women are more interested in working in software industry. Women constituted 21 per cent of the total IT workforce in 2001 (NASSCOM 2001), increasing to about 30 per cent in 2012 (NASSCOM 2013, cited in Gupta 2015); 28% according to Sudha 2012). At present, for FY 2017–2018, the IT and ITES sector employs 34 per cent women according to Ministry of Electronics and Information Technology [1].

It has been more than 55 years Katz identified three fundamental types of employees' behavior towards their work effectiveness and organization. They are:

1. Some employees are induced to enter and remain within the system.
2. Some employees carry out their role assignments in a dependable fashion.
3. Some employees have innovative and spontaneous activity in achieving organization objectives that goes beyond their role specification. [2]

In this study, we focused on the third type of employees' behavior. In early 1980s, a new term arose meaning the extra role behavior of employees beyond their specific role i.e., OCB, referring to employees' workplace behaviors that are more than basic work requirement. OCB was defined by Organ (1988) as, "individual behavior that is not explicitly or indirectly recognized by the formal reward

system and that behavior plays a vital role in the effective functioning of the organization.” [3]

OCB is directly influenced by leader's behavior, organizational justice and support. Also, higher OCB has major impact on employees' work efficiency, performance and work effectiveness. In female employees OCB rate is higher than that of males especially in case of IT companies.

Literature review

OCB & ethical leadership

Researchers have found that leader's behavior directly affect subordinates OCB. When subordinates get positive support from their leader then their turnover ratio become less. Improved and positive Leader Member Exchange (LMX) behavior increase subordinates' organizational commitment and OCB. As a result, the organization will achieve its goal [4]. Researchers have studied the impact of authentic leadership and its relation with employee's OCB. Authentic leadership includes transparency, self-awareness, and balanced information process, ethical & moral perception of leader towards his employees. They have found that transparency component of authentic leadership is positively related to OCB [5]. The researchers have explored the relation between abusive supervision and its impact on subordinates OCB. They have explored that subordinates of abusive supervisor have lower OCB in comparison to the subordinate of non-abusive supervisor. They have also highlighted that abused employees/subordinates have lower in-role behavior. And abused employees always blame organization for every flat [6]. The researchers have revealed how LMX relation influences employee's job satisfaction and OCB. They have also analyzed the role of proactive personality in job satisfaction and OCB. They have found that proactive personality of employees is strongly associated with high quality exchange relationship and their supervisor or leader's behavior. Further, they have established that there is a strong relation between LMX and

better employee's job satisfaction and their OCB. In addition, they have revealed that proactive personality and OCB is positively and moderately associated within the work group [7]. Also, the researchers have examined the relation between ethical leadership with employees' OCB, stating that employees' motivation towards their organization depends upon ethical leadership of their superior. Superior ethical leadership was positively related with employees' OCB. These scholars have also stated that there are 2-essential pillars of ethical leadership which include moral person and moral manger. Ethical leadership has been shown to enhance employees' citizenship behavior and improve their perception towards organizational concern [8]. As another aspect, the researchers have investigated the impact of spiritual leadership on OCB of employees, showing that leader's positive behavior, values and attitude have positive influence on employees' perception, performance and OCB. Employees having positive and spiritual leader become more responsible towards their co-workers and organization. Spiritual leaders can improve their employees'/subordinates' conscientiousness and organizational commitment. So, the leader has a stronger impact on their employees OCB [9].

OCB and organizational justice

Scholars have measured the impact of social power, procedural justice, organizational commitment and job satisfaction on OCB. Social power includes perception of subordinate towards his superior regarding reward power, power to punish, power to control subordinates, more work experience and knowledge etc. Procedural justice includes the fairness in making decision in case of dispute or conflict. Research has displayed that procedural justice and social power of leader and organization leave a strong impact on employees OCB [10]. Based on the previous study, organizational justice positively affects employees OCB. Researchers have documented that if employees receive reward more than they

expect, then they will be more responsible and motivated. And if they receive reward less than the actual gain, it will reduce their work motivation. Additionally, it was found that social exchange relationship between employees and organization has a major impact on employees' citizenship behavior [11]. In this study, they examined the relation of organizational justice with various work-related variables like turnover intention, OCB and job satisfaction. They found organizational justice have positive impact on job satisfaction and OCB. They revealed that if an organization has higher fairness decision making procedure then it will reduce employees' turnover. When employees receive positive organizational justice then their loyalty towards organization will automatically increase. Further, they reported a significant relation between organization justice with employees turnover, their job satisfaction and their OCB [12]. The study revealed the relationship between organizational justice and OCB in employees. They also found that employees experiencing lower organizational justice have lower level of OCB. As organizational justice is directly proportional to OCB. There is a stronger relationship between OCB and organizational justice. In addition, the researchers have explored that the relationship between OCB and organizational justice is stronger in male employees than in female employees [13]. In this study, the researchers explored the relationship between organizational behaviors and OCB and how employees' perception on organizational justice influences their OCB. Also, they found there is a strong relation between organizational justice and OCB. As per author's leader performs as the mediator. And that organizational justice perceived by employees strongly and positively influence their citizenship behavior [14]. Based on this study, the researchers examined the employees' perception towards OCB which is based on organizational fairness. They found

that employees' receiving fair treatment from their organization and leader have higher level of OCB than of those employees who experience unfair treatment from organization. It was additionally shown that organizational justices leave a positive influence on employees' perception towards organization and improve their OCB [15].



FIGURE 1 Factors influencing organizational citizenship behavior of female employees

OCB and Organizational support

In this section, relationship between workers' OCB and their expectation from their organization/ employer are discussed. They stated that workers/employees having lower OCB have negative social exchange relationship with organization. And those employees who have higher OCB level have positive social exchange relationship with their organization. They have higher commitment level towards organization. So, employees having good citizenship behavior have higher expectation level [16]. In this study the researchers investigated the effect of work status on the relationship between organization support, organizational commitment, and citizenship behavior and employees' performance. They found that employees who experience more than their

expectation from organization are more committed and have higher OCB. Part-time employees expect less from their organization than full-time employees. They also stated that the stronger the relationship between organization and employees, the stronger the OCB and higher the commitment level [17]. In this article the researchers analyzed the impact of work-family conflict and work-family culture on employees' OCB and organizational commitment. Their findings supported the idea that supportive work-family culture reduces employees' work-family conflict. Friendly and supportive work environments as well as organizational policies help in minimizing their employees' work-family conflict. They also found that employees who face more role conflict have lower OCB towards their work place and co-workers. And these employees have less job satisfaction. So OCB, job satisfaction and organizational commitment are strongly related to their work-family culture and work-family conflict too [18].

OCB and Work efficiency

Here the relationship between employees' OCB with their self-efficiency, their education level, locus of control and their position in the organization are discussed. Research has shown that there is a significant relationship between OCB and self-efficiency. Also education level of employees is indirect proportional with OCB. As the higher the education level, the lower their OCB become. This is because employees put more focus on their job performance for promotion rather than OCB. In the study, it was highlighted that women have better organizational citizen than men employees [19]. In this article the researchers investigated the relation between employee engagement, OCB and organizational effectiveness. They found that highly engaged employees have higher level of OCB and high level of work effectiveness which ultimately achieve organizational

effectiveness. They supported the view that engaged employees are more dedicated towards their work and organization. These employees show positive OCB; as a result, it improves organizational effectiveness. OCB is a mediating factor between organizational effectiveness, work effectiveness and employee's engagement [20]. In this inquiry, the researcher traced the behavior of employees before and after promotion who use OCB as their instrument for promotion. Research has shown that those employees who used OCB as a tool for promotion, their performance level and citizenship behavior decline after they promoted. Whereas those employees who did not use OCB as promotional instrument, their citizenship behavior remained constant [21].

OCB and Job satisfaction

In this section, the relationship between employees' job satisfaction and OCB with their team commitment is discussed. The researchers found that job satisfaction and OCB have positive and moderate relation with team commitment. They also explored that there is a significant relationship between job satisfaction and OCB [22]. In this study the scholars probed into the impact of co-workers OCB on fellow employees' job satisfaction and organizational commitment. They revealed that positive OCB of co-workers have beneficial effect on fellow employees' job satisfaction and organizational commitment. They found that when abusive supervision is low then co-workers OCB will be high with high level of job satisfaction and organizational commitment. So non-abused employees have high OCB and high level of job satisfaction [23].



FIGURE 2 Impact of organizational citizenship behaviour on female employees

Methodology

In this research, we reviewed different research articles, studies and compared case studies, government records and web sites. Most of the literature was from 1997 to 2020. We located research article by using keywords like organizational citizenship behavior, job satisfaction, female employees in IT sector, organizational commitment, organizational justice, leadership style, organizational effectiveness, employees' turnover, organizational support, employees' work efficiency.

We organized our study in two categories, one on factors influencing OCB of employees and secondly on impact of OCB on employees' behavior especially female employees.

Discussion

OCB has a major impact on organizational effectiveness. Higher level of OCB influence fellow employees' attitude in a positive manner. OCB is a 2-way process for which both employee and employer (organization) have to participate sincerely. Organizational support and supervisor support play an important role in it. Supportive leader and favorable organizational policies help to enhance their employees' OCB level (both male and female employees). In Figure 1, it was shown that Ethical leadership, supportive organization and organizational

justice have direct and major impact on improving female employees OCB. Here ethical leadership is supportive and unbiased leaders encourage and motivate his subordinates. Supportive organization symbolizes organizational policies which are flexible and understand female employees' needs. And organizational justice is an unbiased organization which judges his employees on basis of their performance only. In Figure 2, it was shown how employees especially female employees OCB rate influence other variables like their work effectiveness, job satisfaction, their commitment towards organization and organizational effectiveness. When an employee has higher level of OCB then his commitment and loyalty towards her organization also increase as she is satisfied with job. Female employees with high level of OCB show less absenteeism. These female employees are supportive towards their co-workers. Their performances also improve. And ultimately it enhances overall effectiveness of organization. In India there are many IT companies which implement favorable policies for their employees especially female employees, which eventually improve female employees' OCB. And this increases their loyalty and commitment towards their organization and co-workers.

Conclusion

Based on the studied reviewed, we conclude that organizational citizenship behavior has a major impact on female IT employees' over all work attitude like their job satisfaction, performance, commitment towards organization, behavior with fellow co-workers, loyalty towards organization, their turnover rate, absenteeism etc. A positive OCB can improve organizational effectiveness too. It makes the work place more attractive, committed and supportive. So we can say ethical leadership, organizational justice and

supportive organizational policies strongly affect OCB rate of female employees who work in IT companies. And this OCB directly influence their job satisfaction level, commitment towards work and organization, their performance, work attitude and their turnover rate. An organization having high level OCB employees is more attractive and effective with low rate of absenteeism and turnover. These organizations are therefore more successful. Those IT companies which are supportive towards their employees get high OCB rated employees. OCB rate is quite high in female employees than in male employees in IT sectors, because female IT employees have less expectation from their company. They follow supportive policies like maternity leave, less overtime work, time flexibilities etc. In India IT companies and their policies are little liberal for their female employees in comparison to male employees.

So to improve companies' overall performance and effectiveness, companies have to increase employees' OCB level.

Acknowledgments

I would like to express my deep and sincere gratitude to my research supervisor, Dr. Ipseeta Satpathy (Post Doc.) Senior Professor, School of Management, KIIT University, Bhubaneswar and Dr. BCM Patnaik Professor, School of Management, KIIT University, Bhubaneswar, for providing me their invaluable guidance, help and encouragement throughout this paper.

I am extremely grateful to Mrs. Jagruti Mohapatra, HR Manager Infosys, Bhubaneswar, Mr. Asish Dash, Asst. HR Manager Wipro and Mr. Deepen Mishra, Senior Engineer, FIS for their sincere support and reference throughout the writing process.

Orcid:

Deepti Mishra: <https://orcid.org/0000-0002-7550-2617>

Ipseeta Satpathy: <https://orcid.org/0000-0002-0155-5548>

B. Chandra Mohan Patnaik:

<https://orcid.org/0000-0002-5979-0989>

Atmika Patnaik: <https://orcid.org/0000-0002-6782-1271>

References

- [1] The Print, Indian IT industry attract more women but many exit within first five years in the job, Nov 1 2020; <https://theprint.in/pageturner/excerpt/indian-it-industry-attracts-more-women-but-many-exit-within-first-5-years-in-the-job/368504/>; (Nov 1, 2020).
- [2] D.S. Bolon, *Hospital and Health Services Administration (HHSA)*, **1997**, 42, 221-242.
- [3] M. Pavalache-Ilie, *Procedia. Soc. Behav. Sci.*, **2014**, 127, 489-493.
- [4] Y.B. Truckenbrodt, *Acquis. Rev. Q.*, **2000**, 7, 233-244.
- [5] S.E. Valsania, J.A. Moriano León, F.M. Alonso, G.T. Cantisano, *Psicothema*, **2012**, 24, 561-566.
- [6] K.L. Zellars, B.J. Tepper, M.K. Duffy, *J. Appl. Psychol.*, **2002**, 87, 1068-1076.
- [7] N. Li, J. Liang, J.M. Crant, *J. Appl. Psychol.*, **2010**, 95, 395-405.
- [8] S. Mo, J. Shi, *J. Bus. Ethics*, **2017**, 144, 293-303.
- [9] C.Y. Chen, C.F. Yang, *J. Bus. Ethics*, **2012**, 105, 107-114.
- [10] N. Jahangir, M. Akbar, N.B. Begum. *Abac Journal*, **2006**, 26, 21-36.
- [11] W. Guangling, *Energy Procedia*, **2011**, 5, 2030-2034.
- [12] H. Nadiri, C. Tanova, *Int. J. Hosp. Manag.*, **2010**, 29, 33-41.
- [13] J-L. Farh, P.C. Earley, S-C. Lin, *Adm. Sci. Q.*, **1997**, 42, 421-444.
- [14] J.H. Karriker, M.L. Williams, *J. Manage.*, **2009**, 35, 112-135.
- [15] B.A.E. Messer, F.A. White, *J. Bus. Psychol.*, **2006**, 21, 65-82.
- [16] L. Van Dyne, S. Ang, *Acad. Manage. J.*, **1998**, 41, 692-703.

- [17] S. Cho, Seonghee, M.M. Johanson, *J. Hosp. Tour.*, **2008**, *32*, 307-326.
- [18] J.D. Bragger, O. Rodriguez-Srednicki, E.J. Kutcher, I. Lisa, R. Erin, *J. Bus. Psychol.*, **2005**, *20*, 303-324.
- [19] M. Pavalache-Ilie, *Procedia-Social and Behavioral Sciences*, **2014**, *127*, 489-493.
- [20] A. Kataria, P. Garg, R. Rastogi, *International Journal of Business Insights & Transformation*, **2012**, *6*, 102-113.
- [21] C. Hui, S.S.K Lam, K.K.S Law, *J. Appl. Psychol.*, **2000**, *85*, 822-828.
- [22] D.A. Foote, T.L-P. Tang, *Management Decision*, **2008**, *46*, 933-947.

- [23] B.J. Tepper, M.K. Duffy, J. Hoobler, M.D. Ensley, *J. Appl. Psychol.*, **2004**, *89*, 455-465.

How to cite this article: Deepti Mishra*, Ipseeta Satpathy, B. Chandra Mohan Patnaik, Atmika Patnaik. Impact of organizational citizenship behavior on augmenting the performance of working women: a research study in it sector. *Eurasian Chemical Communications*, 2020, 2(12), 1188-1194.

Link:

http://www.echemcom.com/article_119713.html