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## Organisational citizenship behaviour and employee engagement in IT employees

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**Abstract:** The study focuses on understanding the association between organisational citizenship behaviour and employee engagement in the IT industry. Employee engagement is studied with two dimensions namely job engagement and organisational engagement. Convenience sampling method is used to collect data from 62 employees. Multiple linear regression is used to analyse the data. The results prove that both job engagement and organisational engagement are significant positive predictors of above citizenship behaviour. Suggestions for incorporating employee engagement activities in the workplace is provided for HR managers.

**Keywords:** IT industry, Citizenship behaviour, Employee engagement, Innovation

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### INTRODUCTION

Organizational citizenship practices (OCB) are individual, optional activities by representatives that are outside their conventional expected set of responsibilities. Supervisors who know about the upsides and downsides of OCB can assist workers with contributing ideally to the association and maintain a strategic distance from burnout. Employees who feel authoritative citizenship will "go the additional mile" out of close to home inspiration distinguishing these inspirations can prompt expanded execution and employment fulfilment. Expecting or formalizing this conduct can prompt occupation creep or an undesirable work/life balance; however, releasing it unrecognised may decrease inspiration. Positive OCB decreases the requirement for oversight, improves work environment spirit and result in cost-sparing recommendations all of which save administrative time. People are ground breaking in the practices they display, and will in general choose those practices that they expect will be essential for their future job. Employees who are willing and glad to go past conventional occupation necessities will assist associations with adapting to change and unpredictable circumstances. The employees can show citizenship behaviour, yet there are five settled upon types and decides that representatives can optimise while taking an interest in OCB. They are identified with a portion of the basic connections from a prior referred to consideration. Every one likewise incorporates a model.

**Altruism:** This kind of organizational citizenship behaviour is the point at which an individual chooses to help another person without anticipating anything consequently. In a business setting, this would almost certainly appear as a specialist deciding to help a co-worker finish a project or a set of tasks despite the fact that the work doesn't really identify with what they need to complete in their ordinary workday.

**Courtesy:** This is the point at which employee is obliging or well mannered to those they work with. This could appear as though a worker taking consideration to watch their commotion levels in the event that they need to talk on the phone with customers or checking in with colleagues about a troubling private matter that could affect their presentation.

**Sportsmanship:** This rule implies an employee chooses to remain feeling great in any event, when something doesn't turn out well for them, or when something that makes a lot of inconvenience or disappointment. In a standard business setting, this could be exemplified by an employee abstaining from complaining or gossiping about a rejected undertaking proposition.

**Conscientiousness:** When employees do an amazing job, the nature of good faith is likely at work. Coming into work ahead of schedule to complete a project, attempting to guarantee group objectives are exceeded for the quarter, building up another approach to move toward a cycle or method in any event, when this obligation isn't plot part of their expected set of responsibilities are on the whole ways that specialists can optimise this quality.

Employee engagement is a work environment approach bringing about the correct conditions for all individuals from an organization to give of their best every day, focused on their organization objectives and qualities, inspired to add to hierarchical achievement, with their very own upgraded feeling of prosperity. Worker commitment depends on trust, respectability, two-way duty and correspondence between an organization and its individuals. It is a methodology that builds the odds of business achievement, adding to authoritative and singular execution,

profitability and prosperity. It tends to be estimated. It changes from poor to incredible. It very well may be sustained and significantly expanded; it tends to be lost and discarded. Worker commitment is tied in with understanding one's part in an association, and being located and stimulated on where it fits in the association's motivation and destinations.

Employee engagement is tied in with having an away from how an association is satisfying its motivation and goals, how it is changing to satisfy those better, and being given a voice in its excursion to offer thoughts and express perspectives that are assessed as choices are made.

Employee engagement is tied in with being incorporated completely as an individual from the group, focussed on clear objectives, trusted and enabled, accepting ordinary and productive input, upheld in growing new abilities, expressed gratitude toward and perceived for accomplishment. Our research idea is based on the rich knowledge acquired by our peer teams across the university. (A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiqc, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014). The study aims to identify the effect of employee engagement on citizenship behaviour of employees.

## REVIEW OF LITERATURE

(Cohen and Avrahami, 2006) have studied the relationship between individualism, collectivism, the perception of justice, demographic characteristic and organizational citizenship behaviour this study examines the relationship between individualism, collectivism, the perception of justice, and demographic variables and organisational citizenship behaviour. This research design is based on survey data acquired from questionnaires and is distributed to 241 certified nurses and their superiors in 20 units of one of the hospitals in northern Israel. The findings showed that collectivist employees would in general show OCB more frequently than individualistic employees. Positive connections were found between equity factors and OCB. The demographic variables, married representatives would in general show OCB more than unmarried representatives. The more experienced employees exhibited fewer organisational citizenship behaviours than did their less experienced colleagues.

(Ahmed et al., 2012) have studied an exploration of Predictors of authoritative citizenship behaviour and its critical connection to employee engagement. Organizational citizenship behaviour (OCB) is assumed as one of the arising the executives ideas that are being underscored for the organizational effectiveness. This study plans to investigate OCB and its importance for the associations in the present situation especially the banking sector. The researchers explain organizational citizenship behaviour and its huge connection with Job fulfillment and responsibility, employee engagement and Human resource development environment (HRDE). OCB may prompt advance required practices among representatives for improved execution and negative willful aims. The findings in this study the researchers explaining organizational citizenship behaviour and its huge connection with Job fulfillment and responsibility, employee engagement and Human resource development environment (HRDE). OCB may prompt advance required practices among representatives for improved execution and negative willful aims.

(Saoula et al., 2018) have researched about a conceptualisation of the job of organizational learning culture and organizational citizenship behaviour in reducing turnover goal this paper aims to study the connection between organizational learning culture (OLC), organizational citizenship behaviour (OCB) (profiting the individual OCB-I and profiting the organization OCB-O) and turnover intention(TI). This study proposed a structure to study the impact of organizational learning culture on turnover aim through the intercession part of organizational citizenship behaviour (OCB-I, OCB-O). The number of samples required to represent this population (128,859 employees) is 382. The survey questionnaire will be distributed among the targeted employees to collect important data. This study is investigating the effect of OLC on turnover intention, and the mediating role played by OCB.

(Kumar et al., 2017) have investigated human resource flexibility and organisational effectiveness: mediating role of organisational citizenship behaviour. This study examines the influence of human resource (HR) flexibility on organisational effectiveness. It also examines the mediating role of organisational citizenship behaviour between HR flexibility and organisational effectiveness. The survey data collected from 350 executive respondents randomly selected from various manufacturing industries of public sector organisations in India, the study has revealed significant influence of HR flexibility on organisational effectiveness. The findings have very important implications for organisations to nurture good citizenship behaviour among its executives to achieve optimum organisational effectiveness.

(Magdy et al., 2017) have researched the interaction impact of job engagement on the connection between organizational culture and citizenship behaviour. This study focused on the communication between organizational culture, organizational citizenship behaviour and job engagement. Organizational culture additionally affect the individual level regarding impacting representative's work fulfillment, responsibility and job engagement. This study depended on an example of 127 employees working in egyptian private associations.

A combined questionnaire with seven-point Likert scale was used. Results indicated positive associations between culture, and job engagement and organisational citizenship behaviour, individually.

(Saks, 2006) have researched about the impact of antecedents and consequences of employee engagement. The authors have studied to test a model of the antecedents and results of work and organization engagement dependent on social trade hypothesis. The study has been done on 102 employees in various jobs and organisations. The results show that there is a significant contrast among work and association commitment and that apparent hierarchical help predicts both work and organizational commitment work qualities predicts work commitment and procedural equity predicts organizational commitment. Furthermore, work and organizational commitment interceded the connections between the predecessors and employment fulfilment, hierarchical duty, aims to stop, and authoritative citizenship conduct

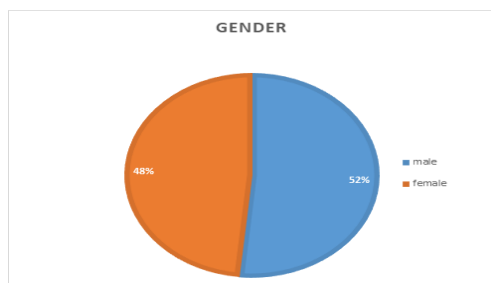
(Rioux and Penner, 2001) have he causes of organizational citizenship behaviour. The authors have studied the role of motives in organizational citizenship behaviour (OCB) and identify three motives factor prosocial values, organizational concern, and impression management. The study has been done on 141 municipal employees. The results propose that thought processes may assume a significant function in OCB.

(Moorman and Blakely, 1995) have studied about independence and community as an individual contrast indicator of organizational citizenship behaviour. The authors have studied the extent of a relationship between individualism & collectivism as a within culture individual difference and self-reports of organizational citizenship behaviours. The results recommend that if an individual holds collectivistic qualities or standards, he/she would be bound to perform citizenship practices. This relationship was discovered to be vigorous to normal technique impacts and with the impact of the connection between procedural equity and OCB.

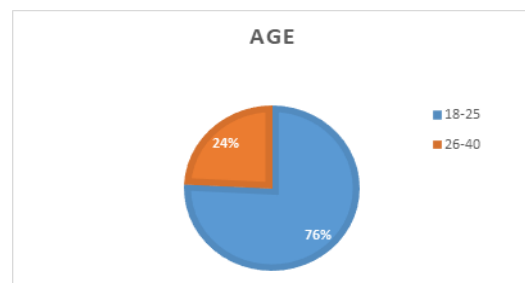
### RESEARCH METHODOLOGY

Descriptive research design was used for the research. Data is collected using questionnaires. Both primary and secondary data plays its importance, whereas primary data is the main phase of this study. The questionnaires are framed using structured items developed by researchers. Sampling helps a lot in research. The sampling technique used in the study is the Convenience sampling method. The sample size of the study is 62 and primary data is used. The tools of the study are mean analysis, frequency analysis and regression. Regression analysis is used to identify the employee's organizational citizenship behaviour in the IT industry. The instrument is used as a standard question like employee engagement (Alan M. Saks 2005) , organisational citizenship behaviour (Alan M. Saks 2005).

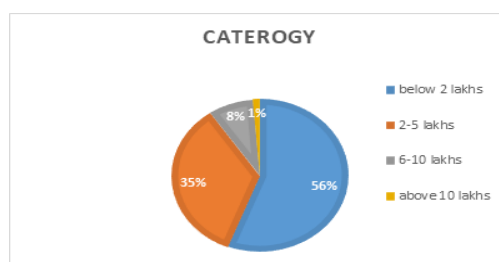
Demographic profile of the employees:



**Fig.1: The pie chart depicts the percentage of gender in the sample. 52% of the sample were male and 48% were female employees.**



**Fig.2: The pie chart describes the age of the employees respondents. 76% of employees were of ages 18-25 years and 24% of employees were of age 26-40.**



**Fig.3: The pie chart describes the annual income of sample respondents 56% of respondents were earning less than Rs.2 lakhs. 35% of employee respondents were earning Rs. 2-5 lakhs whereas 9% were earning above Rs.6 lakhs.**

## RESULTS

Regression analysis is used to identify the employee's organizational citizenship behaviour in the IT industry.

Independent variable – job engagement, organization engagement.

Dependent variable- organizational citizenship behaviour.

**Table 1: Regression coefficients**

	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	.942	.350		2.692	.009
Job engagement	.272	.98	.286	2.768	.008
Organization engagement	.474	.091	.536	5.189	.000

The R value represents the simple correlation and the value is 0.717. The R Square value is (0.514) which indicates 51.4% of variance in the organisational citizenship behaviour is explained by the job engagement and organisational engagement. The degree of determinants shows that the job engagement, organization engagement influence employee behaviour. The regression coefficient values prove that job engagement (0.286) and organisation engagement (0.536) have positive linear relationship with organisational citizenship behaviour. Organization engagement is having a strong positive linear relationship when compared to job engagement.

## CONCLUSION

Although organisational citizenship behaviour in the IT sector were significantly and positively related to organizational effectiveness measures such as productivity, efficiency and profitability. It makes understanding that OCB plays a major role in employee engagement on organizational citizenship behaviour. The job engagement, organization engagement is improving co-worker and managerial productivity, ability of the organization to adapt to environmental changes and resource utilization. The level of employee engagement has a positive attitude held by the employees towards the organization and its values in IT sector. After conducting this research, we can conclude that job engagement and organization engagement have positive linear relationships with organizational citizenship behaviour in the IT industry.

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