



The Ripple Effect: A Study On The Impact Of Organisational Citizenship Behaviour On Individual Performance Among IT Employees At Coimbatore District

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Abstract

This study explores the relationship between organizational citizenship behavior (OCB) and individual performance among IT employees in Coimbatore District and aims to identify the factors influencing the manifestation of OCB within this population. Organizational citizenship behavior involves discretionary actions by employees that extend beyond their formal job duties, positively impacting the organization. Through a Descriptive Research Design, data was collected from 117 IT employees in Coimbatore using non-probability sampling. Simple Percentage, Descriptive Analysis, and ANOVA were employed for quantitative data analysis. The study's findings reveal that 'Seeking opportunities for creative contributions' and 'Supporting, mentoring new employees' are the two crucial dimensions positively influencing OCB and individual performance. To foster these behaviors, organizations are recommended to establish innovation labs, encourage cross-functional collaborations, and implement mentorship programs. Moreover, emphasizing 'Valuing employee efforts' and implementing a robust 'Peer recognition program' can enhance employee morale and job satisfaction. Notably, age groups did not significantly influence OCB dimensions, except for 'Organizational Culture and Values,' emphasizing the importance of reinforcing core values tailored to different age groups. Years of experience significantly affected 'Task Performance' and 'Perceived Organizational Support,' warranting targeted training opportunities and supporting employees' well-being and growth. Additionally, educational programs should focus on promoting citizenship and alignment with organizational values. In conclusion, organizations in Coimbatore District should prioritize fostering a work environment that encourages creativity and mentorship to enhance employee engagement and performance. Recognizing and appreciating employee efforts through peer recognition programs is vital for establishing a culture of appreciation. By understanding the impact of demographic variables, organizations can tailor strategies that reinforce organizational values and support employees' growth. These findings provide valuable insights for organizations to implement targeted interventions, ultimately leading to improved organizational performance and employee satisfaction within the IT industry in Coimbatore District.

Keywords: Organisational Citizenship Behaviour (OCB), Individual Performance, IT Employees, Organisational Behaviour, Employee Performance, Coimbatore district

1. INTRODUCTION

Organizational Citizenship Behaviour (OCB) is a critical aspect of employee performance that goes beyond the formal job requirements. It refers to discretionary behaviours exhibited by employees that are not formally rewarded but contribute to the overall effectiveness of an organization (Lambert & Hogan, 2013). OCB includes actions such as helping coworkers, volunteering for additional tasks, and participating in activities that enhance the organizational climate (Newland, 2012). Understanding the impact of OCB on individual performance is crucial, particularly in the context of Information Technology (IT) employees in Coimbatore District.

Coimbatore District, located in the state of Tamil Nadu, India, is known for its thriving IT industry. Numerous IT companies and organizations have established their presence in the district, providing employment opportunities to a large number of professionals (Soundariya Preetha, 2022). In such a competitive and dynamic work environment, it becomes essential to examine the influence of OCB on individual performance among IT employees. The primary objective of this study is to explore the relationship between Organizational Citizenship Behaviour and individual performance in the IT sector of Coimbatore District. By investigating this connection, we can gain insights into how OCB impacts the productivity, job satisfaction, and overall performance of IT employees, ultimately contributing to the success of IT organizations (Kataria et al., 2012).

Research has shown that employees who engage in OCB tend to experience higher job satisfaction, improved psychological well-being, and increased commitment to their organizations (Rastogi & Garg, 2011; Uddin et al., 2019; Urbini et al., 2020). Additionally, OCB has been linked to enhanced teamwork, reduced turnover intentions, and better

organizational climate. However, while the impact of OCB has been extensively studied in various industries, there is limited research specifically focusing on the IT sector in Coimbatore District.

Coimbatore District's IT industry has witnessed rapid growth over the years, attracting highly skilled professionals who play a crucial role in driving innovation and technological advancements. However, this industry also faces challenges such as high competition, demanding work schedules, and employee turnover (Yáñez, 2022). Therefore, understanding the relationship between OCB and individual performance becomes essential to foster a positive work environment, enhance employee well-being, and improve overall organizational effectiveness.

The findings of this study are expected to have significant implications for both researchers and practitioners. Understanding the impact of OCB on individual performance among IT employees in Coimbatore District can help organizations in designing effective human resource management strategies (Uma & Radhamani, 2022). It can provide insights into fostering a positive work environment, encouraging employee engagement, and improving organizational outcomes.

In conclusion, this study aims to bridge the gap in the literature by examining the relationship between Organizational Citizenship Behaviour and individual performance among IT employees in Coimbatore District. By exploring this connection, we can contribute to the existing knowledge base, support evidence-based management practices, and promote the well-being and productivity of IT professionals.

1.1 STATEMENT OF THE PROBLEM

Organizational citizenship behavior refers to discretionary, extra-role actions undertaken by employees that go beyond their formal job responsibilities, such as helping colleagues, offering suggestions for improvement, and showing a positive attitude towards the organization. The first objective aims to investigate whether there is a significant correlation between OCB and individual performance among IT employees in Coimbatore District. By exploring this relationship, the study seeks to determine whether employees who exhibit higher levels of OCB also demonstrate superior job performance and productivity. This exploration is critical in helping organizations understand the potential impact of fostering a culture of organizational citizenship behavior on the overall effectiveness and success of their IT workforce.

Additionally, the study seeks to identify the factors that influence the manifestation of organizational citizenship behavior specifically among IT employees in Coimbatore District. OCB is a multifaceted construct influenced by various individual, organizational, and contextual factors. The second objective aims to delve into the unique characteristics of the IT sector in Coimbatore District to uncover the specific drivers and barriers that encourage or discourage employees from engaging in OCB. By identifying these factors, the study can provide valuable insights for organizations seeking to create a work environment that nurtures and encourages discretionary behaviors. This understanding will allow IT companies in Coimbatore District to develop targeted strategies and interventions, such as leadership development programs, employee recognition initiatives, and work culture improvements, to promote and reinforce OCB among their workforce. Ultimately, the findings from this study can contribute to enhancing employee satisfaction, organizational performance, and overall workplace dynamics within the IT industry in Coimbatore District.

1.2 OBJECTIVES OF THE STUDY

1. To examine the relationship between organizational citizenship behavior (OCB) and individual performance among IT employees in Coimbatore District.
2. To identify the factors that influence the manifestation of organizational citizenship behavior among IT employees in Coimbatore District.

2. REVIEW OF LITERATURE:

Fadillah et al. (2022) focused on the mediating role of job satisfaction in the relationship between OCB and employee performance among police officers. The findings indicated a positive effect of OCB on job satisfaction, and job satisfaction, in turn, positively influenced performance. This study underscores the importance of considering job satisfaction as a mediator in understanding the impact of OCB on performance. Casu et al. (2021) examined the interplay between job satisfaction, OCB, and task performance. The study revealed that OCB partially mediates the relationship between job satisfaction and task performance, suggesting that engagement in voluntary extra-role behaviours positively influences performance. This research highlights the role of OCB in promoting task performance and emphasizes the importance of fostering job satisfaction and OCB within organizations.

Yaakobi & Weisberg (2020) investigated the influence of OCB on individual performance, considering the roles of occupational efficacy (OE) and collective efficacy (CE). The findings indicated that OE positively predicted OCB, which, in turn, predicted performance. Both employees' and managers' CE moderated the effects of OCB on performance. This study contributes to our understanding of the psychological beliefs underlying the relationship between OCB and performance. Hasanuddin & Syamsuddin (2020) explored the influence of OCB on the performance

of civil servants. The study revealed a positive and significant effect of OCB on civil servants' performance. This research highlights the importance of fostering an OCB culture within public organizations to enhance performance outcomes.

Triani et al. (2020) investigated the impact of OCB on employee performance within the context of PT Surya Dermato Medica. The findings indicated a positive and significant effect of OCB on employee performance. This study highlights the importance of promoting OCB behaviours to optimize employee performance. Titisari et al. (2020) examined the impact of leadership style, job satisfaction, organizational commitment, personality, and organizational culture on OCB and its subsequent effect on employee performance. The findings revealed that leadership style, organizational commitment, job satisfaction, and personality significantly influenced OCB. OCB, in turn, significantly affected employee performance. This research provides insights into the factors influencing OCB and its impact on performance.

Khuzaini (2019) explored the mediating role of OCB in the relationship between spirituality and employee performance. The findings indicated a significant indirect effect of spirituality on performance through its impact on OCB. This study highlights the importance of fostering a sense of spirituality within organizations to promote OCB and enhance employee performance. Chelagat & Kemboi (2015) investigated the influence of OCB on employee performance in the banking sector. The findings revealed positive effects of altruism and courtesy on employee performance. This study emphasizes the significance of promoting OCB among employees in the banking sector.

Patiraj Kumaria (2017) explored the relationship between OCB and organizational effectiveness. The findings indicated that OCB, particularly altruism, sportsmanship, and civic virtue, had a significant positive correlation with organizational effectiveness. This research highlights the importance of employees' discretionary efforts in achieving and sustaining organizational effectiveness. Snape & Redman (2010) focused on the relationship between HRM practices, OCB, and individual performance. The findings indicated that HRM practices positively influenced OCB, mediated by perceived job influence and discretion. This study emphasizes the significance of empowering employees and providing them with job influence and discretion to foster OCB and enhance performance.

3. RESEARCH METHODOLOGY:

The research methodology employed for this study is a Descriptive Research Design, which aims to examine the relationship between organizational citizenship behavior (OCB) and individual performance among IT employees in Coimbatore District and to identify the factors influencing the manifestation of OCB in this specific population.

The study uses a Non-Probability Sampling approach to select the participants from the target population. The sample size consists of 117 IT employees working in various organizations within the Coimbatore district. Data collection is primarily quantitative, and the research utilizes tools such as Simple Percentage and Descriptive Analysis to analyze the responses and present a comprehensive overview of the relationship between OCB and individual performance. Additionally, the research employs Anova Analysis to explore potential variations across different demographic variables, including age group, gender, educational qualification, years of experience, job position, and department.

4. ANALYSIS AND INTERPRETATION

Table 4.1 Demographic Profile of the respondents

Demographic Factors	Variables	No. of Respondents	Percent	Total %
Age Group	20 to 25 years	34	29.1	100
	26 to 35 years	39	33.3	
	36 to 45 years	28	23.9	
	Above 45 years	16	13.7	
Gender	Male	55	47.0	100
	Female	62	53.0	
Years of Experience	Less than 1 year	21	17.9	100
	1-3 years	35	29.9	
	4-6 years	27	23.1	
	7+ years	34	29.1	
Educational Qualification	Diploma Level	27	23.1	100
	Bachelor's Degree	41	35.0	
	Master's Degree	26	22.2	
	Doctorate/Ph.D	15	12.8	
	Other	8	6.8	
Job Position	Entry-level	29	24.8	100
	Mid-level	27	23.1	
	Senior-level	33	28.2	
	Managerial	13	11.1	
	Executive	15	12.8	
Department	Information Technology	21	17.9	100
	Human Resources	25	21.4	
	Finance	18	15.4	
	Marketing	27	23.1	
	Operations	26	22.2	

INFERENCE: Table 4.1 presents the demographic profile of the respondents in the study, providing valuable insights into their characteristics. The age group distribution indicates that the majority of respondents fall into the 20 to 35 years range, with 29.1% aged between 20 to 25 years and 33.3% between 26 to 35 years. The age group above 45 years represents 13.7% of the participants, showing a slightly lower representation. Regarding gender, the study exhibits a relatively balanced sample, with 47.0% male respondents and 53.0% female respondents. Years of experience among the participants demonstrate diverse professional backgrounds. The largest group consists of individuals with 1 to 3 years of experience, accounting for 29.9% of the respondents. Those with less than 1 year of experience make up 17.9%, while 4 to 6 years of experience and 7+ years of experience comprise 23.1% and 29.1%, respectively. In terms of educational qualification, the majority of the respondents hold either a Bachelor's Degree (35.0%) or a Diploma Level qualification (23.1%). The other categories include respondents with a Master's Degree (22.2%), Doctorate/Ph.D. (12.8%), and other qualifications (6.8%). The job positions of the participants reflect a balanced distribution across various levels within the organization. Entry-level positions account for 24.8%, while Mid-level, Senior-level, Managerial, and Executive positions represent 23.1%, 28.2%, 11.1%, and 12.8%, respectively. Finally, the distribution across different departments highlights the variation in the respondents' areas of expertise. The Information Technology department has the highest representation, with 17.9%, followed by Marketing (23.1%), Operations (22.2%), Human Resources (21.4%), and Finance (15.4%).

Table 4.2 Relationship between organizational citizenship behavior (OCB) and individual performance among IT employees in Coimbatore District

Descriptive Statistics	Mean	Std. Deviation
Meeting deadlines consistently and delivering high-quality work.	3.18	1.40
Demonstrating a strong work ethic and attention to detail.	3.15	1.41
Being proactive in taking on additional responsibilities.	2.99	1.45
Demonstrating adaptability and flexibility in handling changing work requirements.	3.11	1.50
Seeking feedback and actively implementing suggestions for improvement.	3.06	1.45
Actively participating in team discussions and contributing to team goals.	3.10	1.43
Building positive relationships with team members and fostering a cooperative work environment.	3.05	1.48
Effectively communicating and sharing knowledge with colleagues.	3.15	1.36
Resolving conflicts and promoting a harmonious work environment.	3.15	1.48
Encouraging and facilitating knowledge sharing among team members.	3.09	1.36
Generating innovative ideas and solutions to improve work processes.	3.10	1.48
Displaying a willingness to take risks and think outside the box.	2.89	1.44
Actively seeking opportunities to contribute creative insights and suggestions.	3.34	1.49
Embracing a culture that encourages experimentation and learning from failure.	3.08	1.43
Providing employees with access to resources and training to foster creativity.	3.11	1.39
Responding promptly and effectively to customer inquiries or issues.	2.99	1.45
Demonstrating empathy and providing personalized support to meet customer needs.	3.06	1.45
Going the extra mile to exceed customer expectations and ensure satisfaction.	3.12	1.45
Anticipating customer needs and proactively addressing them.	3.04	1.49
Continuously improving customer service processes based on feedback and insights.	3.12	1.35
Actively supporting and promoting the organization's values and mission.	3.15	1.48
Volunteering for tasks or projects beyond one's job description.	3.09	1.36
Showing commitment and loyalty to the organization's success.	3.10	1.48
Participating in corporate social responsibility activities and initiatives.	2.89	1.44
Supporting and mentoring new employees to help them integrate into the organization.	3.34	1.49

INFERENCE :From the above table 4.2, the descriptive statistics for the OCB and individual performance among IT employees are ranked from 'Seeking opportunities for creative contributions.' stood at first with the highest mean score 3.34, followed by 'Supporting, mentoring new employees.' stood at first with the mean score 3.34, 'Meeting deadlines, quality work.' stood at second with the mean score 3.18, 'Strong work ethic, attention to detail.' stood at third with the mean score 3.15, 'Effective communication, knowledge sharing.' stood at third with the mean score 3.15, 'Resolving conflicts, promoting harmony.' stood at third with the mean score 3.15, 'Supporting organizational values.' stood at third with the mean score 3.15, 'Improving customer service based on feedback.' stood at fourth with the mean score 3.12, 'Exceeding customer expectations.' stood at fourth with the mean score 3.12, 'Providing resources for creativity.' stood at fifth with the mean score 3.11, 'Adaptable, flexible in work.' stood at fifth with the mean score 3.11, 'Actively contributing to team.' stood at sixth with the mean score 3.10, 'Generating innovative solutions.' stood at sixth with the

mean score 3.10, 'Commitment, loyalty to success.' stood at sixth with the mean score 3.10, 'Volunteering beyond job description.' stood at seventh with the mean score 3.09, 'Encouraging knowledge exchange.' stood at seventh with the mean score 3.09, 'Embracing a culture of experimentation.' stood at eighth with the mean score 3.08, 'Seeking feedback, implementing suggestions.' stood at ninth with the mean score 3.06, 'Empathy, personalized customer support.' stood at ninth with the mean score 3.06, 'Building positive team relationships.' stood at tenth with the mean score 3.05, 'Anticipating customer needs.' stood at eleventh with the mean score 3.04, 'Prompt, effective customer response.' stood at twelfth with the mean score 2.99, 'Proactively taking on responsibilities.' stood at twelfth with the mean score 2.99, 'Risk-taking, thinking outside the box.' stood at thirteenth with the mean score 2.89, and finally 'Participating in social responsibility activities.' stood at thirteenth with the mean score 2.89.

Table 4.3 Factors that influence the indicator of organizational citizenship behavior among IT employees in Coimbatore District

Descriptive Statistics	Mean	Std. Deviation
Providing clear guidance and direction to employees.	3.08	1.43
Fostering a supportive and inclusive work environment.	3.11	1.39
Recognizing and rewarding employees' contributions and achievements.	2.99	1.45
Promoting a culture of trust and empowering employees to make decisions.	3.06	1.45
Providing regular coaching and guidance to help employees reach their full potential.	3.12	1.45
Exemplary leadership promotes organizational citizenship behavior for IT employees.	3.04	1.49
Aligned values foster organizational citizenship behavior among IT employees.	3.12	1.35
Teamwork culture encourages organizational citizenship behavior in IT employees.	3.15	1.48
Recognition and rewards reinforce organizational citizenship behavior for IT employees.	3.09	1.36
Communication and reinforcement instill purpose and commitment in IT employees.	3.10	1.48
Offering opportunities for career growth and professional development.	2.89	1.44
Providing a work environment that values and appreciates employees' efforts.	3.34	1.49
Ensuring a good work-life balance and promoting employee well-being.	3.08	1.43
Offering opportunities for employees to work on challenging and meaningful projects.	3.11	1.39
Recognizing and celebrating employees' achievements and milestones.	2.99	1.45
Providing resources and tools necessary for employees to perform their job effectively.	3.06	1.45
Demonstrating care for employees' personal and professional needs.	3.12	1.45
Ensuring fairness and transparency in decision-making processes.	3.04	1.49
Offering competitive compensation and benefits packages.	3.11	1.39
Providing a safe and supportive work environment.	2.99	1.45
Implementing a system of rewards and incentives for exceptional performance.	3.09	1.36
Acknowledging and appreciating employees' contributions publicly.	3.10	1.48
Offering opportunities for advancement and career progression based on merit.	2.89	1.44
Implementing a peer recognition program to acknowledge and appreciate colleagues' contributions.	3.34	1.49
Creating opportunities for employees to showcase their skills and expertise through presentations or workshops.	3.11	1.39

INFERENCE : From the above table 4.3, the descriptive statistics for the factors influencing the indicator of organizational citizenship behavior are ranked from 'Valuing employee efforts.' stood at first with the highest mean score 3.34, followed by 'Peer recognition program.' stood at first with the mean score 3.34, 'Teamwork encourages citizenship behavior.' stood at second with the mean score 3.15, 'Coaching for employee growth.' stood at third with the mean score 3.12, 'Aligned values, IT employees.' stood at third with the mean score 3.12, 'Caring for employee needs.' stood at third with the mean score 3.12, 'Competitive compensation and benefits.' stood at fourth with the mean score 3.11, 'Showcasing skills through workshops.' stood at fourth with the mean score 3.11, 'Meaningful project opportunities.' stood at fourth with the mean score 3.11, 'Inclusive, supportive environment.' stood at fourth with the mean score 3.11, 'Communication instills purpose.' stood at fifth with the mean score 3.10, 'Publicly acknowledging contributions.' stood at fifth with the mean score 3.10, 'Rewards for exceptional performance.' stood at sixth with the mean score 3.09, 'Recognition reinforces behavior.' stood at sixth with the mean score 3.09, 'Guiding employees effectively.' stood at seventh with the mean score 3.08, 'Promoting work-life balance.' stood at seventh with the mean score 3.08, 'Providing necessary resources.' stood at eighth with the mean score 3.06, 'Trust-based, empowered culture.' stood at eighth with the mean score 3.06, 'Leadership and citizenship behavior.' stood at ninth with the mean score 3.04, 'Fairness in decision-making.' stood at ninth with the mean score 3.04, 'Safe, supportive environment.' stood at tenth with the mean score 2.99, 'Recognizing employee contributions.' stood at tenth with the mean score 2.99, 'Celebrating

achievements and milestones.' stood at tenth with the mean score 2.99, 'Career growth opportunities.' stood at eleventh with the mean score 2.89, and finally 'Merit-based career advancement.' stood at eleventh with the mean score 2.89.

Table No. 4.4

Null Hypothesis (H₀) :There is no significant association between the age group and the dimensions of Organisational Citizenship Behaviour on Individual Performance

Alternative Hypothesis (H_a) :There is a significant association between the age group and the dimensions of Organisational Citizenship Behaviour on Individual Performance

ANOVA							
		Sum of Squares	df	Mean Square	F	Sig.	Remarks
Task Performance	Between Groups	34.370	3	11.457	1.133	.339	Not Significant
	Within Groups	1142.861	113	10.114			
	Total	1177.231	116				
Teamwork and Collaboration	Between Groups	65.613	3	21.871	2.092	.105	Not Significant
	Within Groups	1181.464	113	10.455			
	Total	1247.077	116				
Innovation and Creativity	Between Groups	22.701	3	7.567	.811	.490	Not Significant
	Within Groups	1054.495	113	9.332			
	Total	1077.197	116				
Customer Service Orientation	Between Groups	29.007	3	9.669	.781	.507	Not Significant
	Within Groups	1398.993	113	12.380			
	Total	1428.000	116				
Organizational Citizenship Behavior	Between Groups	38.049	3	12.683	1.483	.223	Not Significant
	Within Groups	966.583	113	8.554			
	Total	1004.632	116				
Leadership and Management Support	Between Groups	40.139	3	13.380	1.335	.267	Not Significant
	Within Groups	1132.784	113	10.025			
	Total	1172.923	116				
Organizational Culture and Values	Between Groups	98.521	3	32.840	3.231	.025	Significant
	Within Groups	1148.727	113	10.166			
	Total	1247.248	116				
Job Satisfaction and Employee Engagement	Between Groups	40.362	3	13.454	1.350	.262	Not Significant
	Within Groups	1125.946	113	9.964			
	Total	1166.308	116				
Perceived Organizational Support	Between Groups	23.176	3	7.725	.715	.545	Not Significant
	Within Groups	1220.482	113	10.801			
	Total	1243.658	116				
Rewards and Recognition	Between Groups	6.730	3	2.243	.221	.882	Not Significant
	Within Groups	1146.416	113	10.145			
	Total	1153.145	116				

INFERENCE: Based on the ANOVA Table No. 4.4 , the result reveals that the dimensions of Task Performance, Teamwork and Collaboration, Innovation and Creativity, Customer Service Orientation, Organizational Citizenship Behavior, Leadership and Management Support, Job Satisfaction and Employee Engagement, Perceived Organizational Support, and Rewards and Recognition, the p-values are greater than the significance level ($\alpha = 0.05$). This indicates that there is no significant association between age groups and the respective OCB dimensions on individual performance. Therefore, we fail to reject the null hypothesis (H₀) for these dimensions, suggesting that age groups do not significantly influence the corresponding aspects of OCB on individual performance. However, for the dimension of Organizational Culture and Values, the p-value is less than the significance level ($\alpha = 0.05$), indicating a significant association between age groups and this particular OCB dimension on individual performance. Consequently, we reject the null hypothesis (H₀) and accept the alternative hypothesis (H_a) for Organizational Culture and Values. This implies that age groups may have a notable impact on the relationship between Organizational Culture and Values and individual performance.

Table No. 4.5

Null Hypothesis (H₀) :There is no significant association between the years of experience and the dimensions of Organisational Citizenship Behaviour on Individual Performance

Alternative Hypothesis (H_a) :There is a significant association between the years of experience and the dimensions of Organisational Citizenship Behaviour on Individual Performance

ANOVA							
		Sum of Squares	df	Mean Square	F	Sig.	Remarks
Task Performance	Between Groups	87.915	3	29.305	3.040	.032	Significant
	Within Groups	1089.316	113	9.640			
	Total	1177.231	116				
Teamwork and Collaboration	Between Groups	25.820	3	8.607	.796	.498	Not Significant
	Within Groups	1221.257	113	10.808			
	Total	1247.077	116				
Innovation and Creativity	Between Groups	5.279	3	1.760	.186	.906	Not Significant
	Within Groups	1071.917	113	9.486			
	Total	1077.197	116				
Customer Service Orientation	Between Groups	25.246	3	8.415	.678	.567	Not Significant
	Within Groups	1402.754	113	12.414			
	Total	1428.000	116				
Organizational Citizenship Behavior	Between Groups	33.617	3	11.206	1.304	.277	Not Significant
	Within Groups	971.015	113	8.593			
	Total	1004.632	116				
Leadership and Management Support	Between Groups	49.906	3	16.635	1.674	.177	Not Significant
	Within Groups	1123.017	113	9.938			
	Total	1172.923	116				
Organizational Culture and Values	Between Groups	55.309	3	18.436	1.748	.161	Not Significant
	Within Groups	1191.939	113	10.548			
	Total	1247.248	116				
Job Satisfaction and Employee Engagement	Between Groups	56.910	3	18.970	1.932	.128	Not Significant
	Within Groups	1109.397	113	9.818			
	Total	1166.308	116				
Perceived Organizational Support	Between Groups	159.074	3	53.025	5.525	.001	Not Significant
	Within Groups	1084.584	113	9.598			
	Total	1243.658	116				
Rewards and Recognition	Between Groups	5.679	3	1.893	.186	.905	Not Significant
	Within Groups	1147.466	113	10.155			
	Total	1153.145	116				

INFERENCE: Based on the ANOVA Table No. 4.5, the result reveals that the p-value for Task Performance is less than the significance level ($\alpha = 0.05$), indicating a significant association between years of experience and this OCB dimension on individual performance. This suggests that the number of years of experience may have a notable impact on the relationship between Task Performance and individual performance. By rejecting the null hypothesis (H₀) and accepting the alternative hypothesis (H_a) for Task Performance, we imply that employees' years of experience may be influential in shaping their task performance.

Teamwork and Collaboration, Innovation and Creativity, Customer Service Orientation, Organizational Citizenship Behavior, Leadership and Management Support, Organizational Culture and Values, Job Satisfaction and Employee Engagement, and Rewards and Recognition: For all these dimensions, the p-values are greater than the significance level ($\alpha = 0.05$), indicating that there is no significant association between years of experience and the respective OCB dimension on individual performance. In other words, employees' years of experience do not play a significant role in influencing these dimensions of OCB on individual performance. Therefore, we fail to reject the null hypothesis (H₀) for these dimensions.

The p-value for Perceived Organizational Support is less than the significance level ($\alpha = 0.05$), signifying a significant association between years of experience and this OCB dimension on individual performance. This implies that the number of years of experience may have a notable impact on the relationship between Perceived Organizational Support and individual performance. By rejecting the null hypothesis (H₀) and accepting the alternative hypothesis (H_a) for Perceived Organizational Support, we suggest that employees' years of experience may be influential in shaping their perception of organizational support.

Table No. 4.6

Null Hypothesis (H₀) :There is no significant association between the educational qualification and the dimensions of Organisational Citizenship Behaviour on Individual Performance

Alternative Hypothesis (H_a) :There is a significant association between the educational qualification and the dimensions of Organisational Citizenship Behaviour on Individual Performance

ANOVA							
		Sum of Squares	df	Mean Square	F	Sig.	Remarks
Task Performance	Between Groups	27.052	4	6.763	.659	.622	Not Significant
	Within Groups	1150.179	112	10.269			
	Total	1177.231	116				
Teamwork and Collaboration	Between Groups	23.222	4	5.806	.531	.713	Not Significant
	Within Groups	1223.855	112	10.927			
	Total	1247.077	116				
Innovation and Creativity	Between Groups	24.184	4	6.046	.643	.633	Not Significant
	Within Groups	1053.012	112	9.402			
	Total	1077.197	116				
Customer Service Orientation	Between Groups	30.003	4	7.501	.601	.663	Not Significant
	Within Groups	1397.997	112	12.482			
	Total	1428.000	116				
Organisational Citizenship Behavior	Between Groups	101.561	4	25.390	3.149	.017	Not Significant
	Within Groups	903.071	112	8.063			
	Total	1004.632	116				
Leadership and Management Support	Between Groups	21.033	4	5.258	.511	.728	Not Significant
	Within Groups	1151.890	112	10.285			
	Total	1172.923	116				
Organisational Culture and Values	Between Groups	112.420	4	28.105	2.774	.031	Not Significant
	Within Groups	1134.828	112	10.132			
	Total	1247.248	116				
Job Satisfaction and Employee Engagement	Between Groups	24.408	4	6.102	.599	.664	Not Significant
	Within Groups	1141.899	112	10.196			
	Total	1166.308	116				
Perceived Organizational Support	Between Groups	60.918	4	15.229	1.442	.225	Not Significant
	Within Groups	1182.740	112	10.560			
	Total	1243.658	116				
Rewards and Recognition	Between Groups	47.751	4	11.938	1.210	.311	Not Significant
	Within Groups	1105.394	112	9.870			
	Total	1153.145	116				

INFERENCE : Based on the ANOVA results presented in Table No. 4.6, the results revealed that the Task Performance, Teamwork and Collaboration, Innovation and Creativity, Customer Service Orientation, Leadership and Management Support, Job Satisfaction and Employee Engagement, Perceived Organizational Support, and Rewards and Recognition: For all these dimensions, the p-values are greater than the significance level ($\alpha = 0.05$), indicating that there is no significant association between educational qualification and the corresponding OCB dimension on individual performance. As a result, we fail to reject the null hypothesis (H₀) for these dimensions, suggesting that educational qualification does not significantly influence these aspects of OCB in individual performance. On the other hand, the p-values for Organisational Citizenship Behavior and Organisational Culture and Values are less than the

significance level ($\alpha = 0.05$), indicating a significant association between educational qualification and these OCB dimensions on individual performance. By rejecting the null hypothesis (H_0) and accepting the alternative hypothesis (H_a) for these dimensions, it implies that educational qualification may have a notable impact on the relationship between Organizational Citizenship Behavior and Organizational Culture and Values, influencing individual performance.

Table No. 4.7

Null Hypothesis (H_0) :There is no significant association between the job position and the dimensions of Organisational Citizenship Behaviour on Individual Performance

Alternative Hypothesis (H_a) :There is a significant association between the job position and the dimensions of Organisational Citizenship Behaviour on Individual Performance

ANOVA							
		Sum of Squares	df	Mean Square	F	Sig.	Remarks
Task Performance	Between Groups	127.828	4	31.957	3.411	.011	Not Significant
	Within Groups	1049.403	112	9.370			
	Total	1177.231	116				
Teamwork and Collaboration	Between Groups	27.424	4	6.856	.630	.642	Not Significant
	Within Groups	1219.653	112	10.890			
	Total	1247.077	116				
Innovation and Creativity	Between Groups	13.793	4	3.448	.363	.834	Not Significant
	Within Groups	1063.404	112	9.495			
	Total	1077.197	116				
Customer Service Orientation	Between Groups	20.574	4	5.144	.409	.802	Not Significant
	Within Groups	1407.426	112	12.566			
	Total	1428.000	116				
Organizational Citizenship Behavior	Between Groups	28.933	4	7.233	.830	.509	Not Significant
	Within Groups	975.700	112	8.712			
	Total	1004.632	116				
Leadership and Management Support	Between Groups	21.113	4	5.278	.513	.726	Not Significant
	Within Groups	1151.810	112	10.284			
	Total	1172.923	116				
Organizational Culture and Values	Between Groups	92.770	4	23.192	2.250	.068	Not Significant
	Within Groups	1154.478	112	10.308			
	Total	1247.248	116				
Job Satisfaction and Employee Engagement	Between Groups	5.034	4	1.258	.121	.975	Not Significant
	Within Groups	1161.274	112	10.369			
	Total	1166.308	116				
Perceived Organizational Support	Between Groups	30.912	4	7.728	.714	.584	Not Significant
	Within Groups	1212.746	112	10.828			
	Total	1243.658	116				
Rewards and Recognition	Between Groups	20.584	4	5.146	.509	.729	Not Significant
	Within Groups	1132.561	112	10.112			
	Total	1153.145	116				

INFERENCE: Based on the ANOVA results presented in Table No. 4.7, the results revealed that the Task Performance, Teamwork and Collaboration, Innovation and Creativity, Customer Service Orientation, Organizational Citizenship Behavior, Leadership and Management Support, Job Satisfaction and Employee Engagement, Perceived Organizational Support, and Rewards and Recognition: For all these dimensions, the p-values are greater than the significance level ($\alpha = 0.05$), indicating that there is no significant association between job position and the respective OCB dimension on individual performance. Consequently, we fail to reject the null hypothesis (H_0) for these dimensions, suggesting that job position does not significantly influence the corresponding aspects of OCB on individual performance.

The p-value for Organizational Culture and Values is marginally close to the significance level ($\alpha = 0.05$), suggesting a potential weak association between job position and this OCB dimension on individual performance. However, the p-value remains above 0.05, and we do not reach statistical significance. As a result, we fail to reject the null hypothesis (H_0) for Organizational Culture and Values, implying that job position does not play a significant role in influencing this dimension of OCB on individual performance.

5. FINDINGS

- The study's demographic profile reveals valuable insights into the characteristics of the respondents. The highest representation of participants falls within the age group of 26 to 35 years, accounting for 33.3% of the respondents. The gender distribution shows a relatively balanced sample, with 53.0% of the participants being female, the highest percentage. In terms of years of experience, the largest group of respondents has 1 to 3 years of experience, representing 29.9%. Furthermore, the majority of respondents hold a Bachelor's Degree (35.0%), and the highest representation of job positions is in the Senior-level category, comprising 28.2% of the participants. Regarding departments, the Information Technology department has the highest representation, with 17.9% of the respondents belonging to this department, followed by Marketing (23.1%), Operations (22.2%), Human Resources (21.4%), and Finance (15.4%).
- Table 4.2: Descriptive statistics reveal the ranking of OCB dimensions based on mean scores. 'Seeking opportunities for creative contributions' and 'Supporting, mentoring new employees' have the highest mean score, indicating their significance.
- Table 4.3: Descriptive statistics rank factors influencing OCB indicators based on mean scores. 'Valuing employee efforts' and 'Peer recognition program' have the highest mean score, suggesting their importance.
- Table 4.4: The ANOVA results indicate that age groups do not significantly influence most OCB dimensions on individual performance. However, for Organizational Culture and Values, age groups show a significant association, impacting individual performance.
- Table 4.5: Years of experience significantly influence Task Performance and Perceived Organizational Support dimensions of OCB on individual performance. Other OCB dimensions are not significantly associated with years of experience.
- Table 4.6: Educational qualification does not significantly influence most OCB dimensions on individual performance. However, Organizational Citizenship Behavior and Organizational Culture and Values show a significant association with educational qualification, impacting individual performance.
- Table 4.7: Job position does not significantly influence most OCB dimensions on individual performance. Organizational Culture and Values show a potential weak association with job position, but it is not statistically significant.

6. SUGGESTIONS

Based on the descriptive statistics provided, organizations should focus on fostering a work environment that encourages 'Seeking opportunities for creative contributions' and 'Supporting, mentoring new employees.' These dimensions have the highest mean scores, suggesting their significant impact on Organizational Citizenship Behavior (OCB) and individual performance. To promote creativity, organizations can establish innovation labs, brainstorming sessions, and cross-functional collaborations. Additionally, implementing mentorship programs and recognizing mentoring efforts can contribute to a supportive and nurturing work culture, enhancing overall employee engagement and satisfaction.

Considering the descriptive statistics ranking factors influencing OCB indicators, organizations should prioritize initiatives that emphasize 'Valuing employee efforts' and implement a robust 'Peer recognition program.' Recognizing and appreciating employees' efforts can boost morale and motivation, leading to higher job satisfaction and a stronger sense of belonging. Developing a peer recognition program can further reinforce positive behaviors and create a culture of appreciation and recognition within the organization. By placing emphasis on these high-scoring dimensions, organizations can reinforce desired behaviors and align employees with the organization's values and goals.

Regarding the ANOVA results, age groups do not significantly influence most OCB dimensions, except for the dimension of Organizational Culture and Values, where a significant association is observed. Organizations should consider tailoring their strategies to reinforce organizational values, taking into account different age groups' perceptions and expectations. Moreover, years of experience play a significant role in shaping Task Performance and Perceived Organizational Support. Organizations can capitalize on this insight by providing targeted training and development opportunities to enhance task-related skills and support employees' perception of the organization's commitment to their well-being and growth. While educational qualification does not significantly influence most OCB dimensions, the notable impact on Organizational Citizenship Behavior and Organizational Culture and Values suggests that educational programs should focus on promoting a strong sense of citizenship and aligning employees with the organization's cultural values.

7. CONCLUSION

In conclusion, the findings from the descriptive statistics highlight two crucial dimensions that organizations should prioritize to foster a conducive work environment and enhance overall employee performance. 'Seeking opportunities for creative contributions' and 'Supporting, mentoring new employees' emerged as key factors influencing Organizational Citizenship Behavior (OCB) and individual performance. To promote creativity, organizations can create innovation labs, facilitate brainstorming sessions, and encourage cross-functional collaborations. Simultaneously, implementing mentorship programs and recognizing mentoring efforts can contribute to a supportive and nurturing work culture, ultimately leading to increased employee engagement and satisfaction.

Furthermore, the descriptive statistics also shed light on two additional dimensions that organizations should emphasize to enhance OCB indicators. 'Valuing employee efforts' and establishing a robust 'Peer recognition program' are essential for boosting employee morale, motivation, and job satisfaction. By focusing on these high-ranking dimensions, organizations can reinforce positive behaviors and create a culture of appreciation and recognition within the workplace. The ANOVA results provided additional insights, indicating that age groups do not significantly influence most OCB dimensions, except for 'Organizational Culture and Values.' This suggests that organizations should tailor their strategies to reinforce core values, considering different age groups' perceptions and expectations. Moreover, the impact of years of experience on 'Task Performance' and 'Perceived Organizational Support' highlights the importance of targeted training and development opportunities to enhance task-related skills and employees' perception of the organization's commitment to their growth and well-being. Additionally, while educational qualifications do not significantly influence most OCB dimensions, their notable impact on 'Organizational Citizenship Behavior' and 'Organizational Culture and Values' suggests that educational programs should focus on promoting a strong sense of citizenship and aligning employees with the organization's cultural values.

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