

Impact of Organizational Commitment (OC) on Organizational Citizenship Behaviour in IT Service Organizations

Sanchita Khantwal

Department of Management studies

Satyug Darshan Institute of Engineering and technology

Dr Animesh Singh

School of Management and Commerce

Manav Rachna University

ABSTRACT

The influence of Organizational Commitment (OC) on Organizational Citizenship Behavior (OCB) in information technology service organizations. Employee performance, retention, absenteeism, and overall success are all influenced by OC, a substantial component of organizational behavior. Influential factors are identified as key variables, including Transformative Leadership Style, Organizational Culture, and Work Motivation. It underscores the significance of cultivating a culture that prioritizes trust and support to improve OC and, as a result, OCB. In complex and competitive markets such as the IT service industry, companies can encourage extra-role behaviors that result in improved organizational outcomes and profitability by enhancing job satisfaction and organizational commitment. The investigation addresses a lacuna in the existing literature by concentrating on the relationship between OC and OCB in the context of IT service organizations. It offers valuable insights for both academic inquiry and practical application in human resource management.

Keywords: Organizational Commitment (OC), Organizational Citizenship Behavior (OCB), Affective Commitment, Continuance Commitment, Normative Commitment, IT Service Organizations, Employee Loyalty.

1. INTRODUCTION

In the 1980s, the phrase “Organisational Citizenship Behaviours” was introduced. When an employee perceives himself or herself as a “citizen” of the organisation, analogous to a state's citizenry, he or she engages in voluntary activities that not only benefit fellow employees but also the organisation at large. OCBs are employee behaviors that are not part of an individual job description, are not included in an employee contract, and are beneficial to organizational performance. Employees conduct them without expecting rewards, motivated by willingness to support their workmates and the organization [1-5]. The subject literature lists seven main categories of citizenship behaviors: helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development. The occurrence of citizenship behaviors itself can be considered in two dimensions—frequency and intensity. The frequency dimension is related to how many employees exhibit these behaviors and how often. Intensity is considered through the qualitative dimension, i.e., the degree of employee commitment in OCB and the type of these behaviors [6]. Numerous authors cite various factors, as well as whole groups of factors, that may affect the manifestation of citizenship behaviors in the organization. Spector and Che divided the factors into six groups: attitude (e.g., commitment, level of job satisfaction), negative and positive emotions experienced in connection with the work performed, personality (e.g., diligence), the so-called stressors (e.g., conflicts and their role), employee relations with the supervisor, and the perception of procedures [7]. Other authors point to, for example, leadership behavior,

loyalty to the leader, authentic leadership, organizational culture, organizational relations, or organizational justice [8-11]. Therefore, organizational and citizenship behaviors will be influenced by both organizational and leadership factors, as well as those related to employees themselves.

The fundamental principle underlying each of these actions is that the individual engaging in them does not anticipate personal gain. According to several writers, workers who display OCBs can improve the unity and effectiveness of teams and groups, leading to better overall organizational performance [12,13–15].

Simultaneously, OCB does not entail working extended periods and accepting more tasks without consideration of compensation.

In today's organisations, which are not only rapidly expanding but also highly complex, it is critical that the greatest number of employees demonstrate conduct that extends beyond the designated duties and responsibilities. Given the highly competitive and global nature of the market, this can significantly affect the organization's success.

Educators and practitioners hold OCB in high regard [16]. It is defined by five distinct dimensions, namely altruism, conscientiousness, sportsmanship, civility, and civic virtue [17]. These dimensions augment the desired conduct and job performance of employees in accordance with the expectations of organisations and administrators [18]. OCB has been demarcated as the conceptual acuity of individuals when evaluating or perceiving various aspects of their work responsibilities.

Organisational citizenship (OC) is a conceptual and subjective behaviour that originates from within the employee and is manifested through the employee's conduct and level of dedication to the organisation [19]. By implementing OCBs, an increase in JS & OC will not solitary stimulate employee extra-roll doings, but also improve future outcomes and profitability for organisations in the hospitality industry. The OCB holds significant importance for personnel who interact directly with customers, as it aids in the enhancement of customers' evaluations regarding service quality [20]. In order to improve employee OCB rates, organisations should prioritise human resources policies that foster greater job satisfaction and organisational commitment [21]. OC is a methodology that has been the subject of extensive research in experiments pertaining to human resource management and work outcomes.

Numerous studies have shed light on the significance that organisational or employee commitment places on the attainment of a successful organisational performance. Several studies (e.g., [22]; [23]) have indicated that committed employees exhibit superior performance compared to their non-committed counterparts. For example, several eminent academics [24,25] in this domain have established a optimistic correlation amid employee performance & organisational commitment via their research.

1.1 Definition and importance of Organizational Commitment (OC)

Organizational Commitment (OC) is a crucial aspect of organizational behavior, influencing employee performance, retention, absenteeism, and overall organizational success. It refers to the level of dedication and loyalty an employee has towards their organization, encompassing trust, support for organizational goals, and a sense of responsibility. Research has shown that high levels of OC lead to improved employee performance, reduced intention to leave the organization, decreased absenteeism, and a more innovative work environment. Studies have also highlighted the direct impact of OC on organizational citizenship behavior (OCB) and employee performance, emphasizing the significance of OC in enhancing overall organizational effectiveness and employee job satisfaction. Understanding and fostering OC among employees is essential for creating a positive work culture and achieving long-term organizational success.

1.2 Definition and significance of Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour (OCB) refers to voluntary actions by employees that go beyond their formal job requirements, benefiting the organization. OCB is crucial for organizational performance and productivity, as it enhances employee performance and job satisfaction. Studies have shown that variables like Transformative Leadership Style, Organizational Culture, and Work Motivation influence OCB. In the Indian context, a new employee-centric OCB model has been developed, highlighting components such as building social relationships, emotionally mature behavior, and learning and knowledge creation, which are unique to the culture and contribute to organizational success. Additionally, OCB plays a significant role in fostering

organizational trust and improving employee performance. Understanding and promoting OCB is essential for organizations to create a positive work environment and achieve sustainable success.

1.3 Understanding Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) in Organizational Behavior Research

OC (Organizational Commitment) and OCB (Organizational Citizenship Behavior) are terms frequently studied in organizational behavior research.

1. Organizational Commitment (OC):

- **Definition:** Organizational commitment refers to the psychological attachment an employee feels towards their organization, which influences their decision to stay with the organization.
- **Key Contributors:** John P. Meyer and Natalie J. Allen: They developed a three-component model of organizational commitment in the early 1990s, comprising affective commitment (emotional attachment), continuance commitment (cost associated with leaving), and normative commitment (obligation to stay).

2. Organizational Citizenship Behavior (OCB):

- **Definition:** Organizational citizenship behavior refers to discretionary behavior exhibited by employees that is not directly recognized by the formal reward system but contributes to the effective functioning of the organization.
- **Key Contributors:** Dennis W. Organ: He is widely recognized for his work in the 1980s and 1990s in defining and popularizing the concept of OCB. Organ defined OCB as individual behavior that is beneficial to the organization and goes beyond the employee's job requirements.

2. CONCEPTUAL FRAMEWORK

The dispassionate of this conceptual framework is to ascertain the correlation between the organisational commitment of the dependent variable (Citizenship Behaviour) and the influence of the independent variable (OCB). The relationship between these research variables is explicated as follows within the conceptual framework.

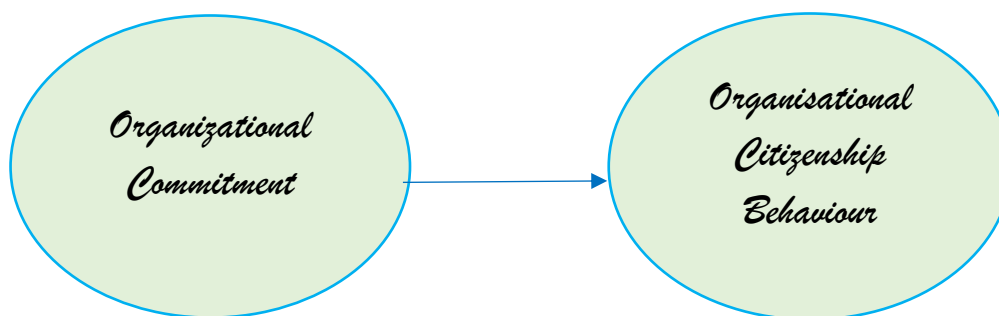


Figure 1. Conceptual Framework

3. LITERATURE REVIEW

The present literature review investigates the correlation among OCB & OC in IT service organisations. The text is structured into two primary sections: the initial tackles the notion of organisational commitment, encompassing its ramifications and dimensions; the subsequent concentrates on organisational citizenship conduct, explicating its constituent elements and importance. It is imperative to comprehend the interrelation of

these concepts in order to optimise organisational effectiveness and employee engagement within the IT service industry.

3.1 Organizational Commitment (OC)

Ramli, A., et. al. (2024) [26] examined that Organizational commitment was a significant component that influenced the quality of work, especially in relation to the discipline of instructors' work. Thus, in order to preserve the reputation of schools in the community, it was imperative that instructors did this appropriately with the backing of the schools. Data collection techniques included surveys and documentation studies. Forty teachers were provided with questionnaires, including a Likert scale comprising five potential responses. The data were processed and assessed using correlation analysis, coefficient of determination, and basic linear regression analysis with the assistance of SPSS. The correlation analysis tests yielded a correlation coefficient of 0.6. Evidence suggested that the level of dedication to an organization had a direct influence on the level of discipline shown by instructors in their profession. In addition, the coefficient of determination calculation showed a 40% influence on organizational commitment, whereas other variables not included in this research accounted for the remaining 60%. Hence, the level of organizational commitment among instructors was significant in influencing their work discipline while fulfilling their responsibilities and tasks.

Alomran, A. M., et. al. (2024) [27] investigated the potential moderating effect of wage earner national identity on the association amid organisational trust & organisational commitment in the Hail region of the hospitality industry in Saudi Arabia. In order to ascertain the way in which organisational trust impacted organisational commitment dimensions through the factor of national identity, a conceptual framework was constructed. A range of statistical analyses were performed to evaluate the hypotheses formulated through the application of structural equation modelling in this inquiry. The aforementioned hypotheses were examined by means of a survey questionnaire administration. The development of metrics to assess levels of trust and dedication within a given organisation. The investigation was attended by 212 employees who were employed at 20 hotels located in Hail, Saudi Arabia, on a voluntary basis. Structural equation modelling, confirmatory factor analysis, & linear regression were employed to examine the participants' responses. A constructive correlation was identified amid organisational trust & each of the three types of organisational commitment (affective, continuance, and normative). Nationality did not substantially moderate the effect of organisational trust on affective or normative commitment, according to the findings. Nevertheless, it moderated the association flanked by organisational trust & continuation commitment by a substantial amount. Study provided managers with valuable insights regarding the significance of trust & dedication within an organisation. The cultivation of a trust-oriented culture contributed to the enhancement of employees' faith in their respective employers, resulting in increased levels of dedication & enhanced job performance, ultimately, this had a favourable impact on financial gains. The enquiry emphasised the criticality for hotel establishments to prioritise trust-related aspects of the organisation, such as competence, dependability, integrity, and transparency. Doing so may increase employee commitment to the establishment and their intention to remain employed therein.

Sarangi, S., et. al. (2024) [28] examined that COVID-19 pandemic was an extensive worldwide emergency that caused significant disruptions to manufacturing and service systems as well as supply chains. A phenomenon, the exodus of labourers from their locations of employment to their respective countries of origin, caused 600 million labourers to migrate to India. Several industries, including pharmaceuticals, struggled to maintain operational supply chains. Examined the moderating effect of incentives and the arbitrating effect of OC on the relationship among OCB & firm resilience (FR) amidst the COVID-19 pandemic, with a particular emphasis on the pharmaceutical sector, which assumed the most significant risk. According to information provided by contractual employees of two major Indian corporations, OCB had a positive effect on OC, whereas both had an effect on FR. Furthermore, this relationship was partially mediated by OC, whereas incentives moderated the effect of OC on FR in a significant and positive way, particularly for non-loyalists. In light of these results, it is clear that organisations must observe the effects of OC & OCB on FR & employ suitable inducements to increase contract employees' faithfulness, particularly in times of significant crises such as the ongoing pandemic.

Dutta, D., et. al. (2023) [29] conducted deliberate and unconventional adoption of telecommuting and other leanness-related cross-border operations was instigated by the COVID-19 pandemic. In the aftermath of the pandemic, a multitude of organisations adopted a variety of work environment models to accommodate their personnel. An investigation was undertaken by the dramatists to assess the impact of the incongruity between employee preferences and the enforced work location norms on organisational commitment and overall well-being. Social Comparison Theory and Self-Determination Theory served as the foundation for this analysis. This empirical inquiry was undertaken during the initial half of the COVID-19 pandemic in India, featuring responses from 881 respondents representing diverse industries. The data analysis incorporated PLS-SEM in an effort to investigate the model and the kerbing effect of single pliability on workplace control. It was discovered that a rise in disagreement amid work locations damagingly impacted both workplace control and overall well-being. Finally, the impact of this cognitive dissonance on managerial control was alleviated by enhanced personal resilience. The exploration findings presented policy and practice suggestions that underscored the importance of selecting a work location as a means to cultivate a heightened sense of autonomy among staff members, consequently influencing their emotional dedication and general welfare. Despite the intricate nature of the task of instituting policies to address the diverse job roles and intricacies present within an organisation, practitioners compromised this employee requirement at their own peril. Neglecting to do so would have caused personnel to demonstrate reduced levels of engagement, well-being, and dedication to the organisation, ultimately culminating in their resignation.

Table 1 Comparison of Key Findings and Limitations from Recent Studies

Author(s)	Year	Key Findings	Limitations
Goel, P., et al.	2024	HAW had a substantial impact on OCB. OLC confirmed its role as a mediator between HAW and OCB among knowledge-intensive workers in Indian EdTech enterprises by amplifying the effect of HAW on OCB.	Limited to EdTech companies in India, results may not generalize across other industries or countries.
Alomran, A. M., et al.	2024	Trust in the organisation predicted all categories of OC (affective, continuance, & normative) in a positive direction. While national identity did not substantially moderate the rapport among trust & affective or normative commitment, it did moderate the connexion among trust & continuity commitment.	Conducted in a single region (Hail, Saudi Arabia), may not capture regional variations or be generalizable to other sectors.
Sarangi, S., et al.	2024	OCB had a optimistic upshot on OC, & both had an effect on FR in the pharmaceutical sector throughout the COVID-19 pandemic. This relationship was partially mediated by OC, whereas incentives moderated the effect of OC on FR, particularly for non-loyalists.	Focused on two large companies; findings may not apply to smaller firms or other industries.
Dutta, D., et al.	2023	A greater disparity between favoured and required work locations diminished overall job satisfaction and autonomy. Individual resilience that was greater mitigated the effects of this dissonance. The significance of work location selection for employee commitment and well-being was highlighted in the study.	Based on data collected during a specific period of the pandemic; long-term effects of work location dissonance were not examined.

3.2 Organizational Citizenship Behaviour (OCB)

Ali Nisar, et. al. (2024) [30] examined there has been a notable shift in viewpoint concerning the adverse ramifications of organisational citizenship behaviours (OCBs), which are presently acknowledged as detrimental aspects of employee conduct that pose risks to the organisations. Given the gravity of this matter, the primary objective is to analyse the mechanism by which mandatory citizenship conduct contributes to the development of citizenship fatigue. The final data set sample for this enquiry consisted of 370 nurses who were employed in public-sector institutions in Pakistan & utilised SmartPLS4. The findings derived from the implementation of partial least squares structural equation modelling (PLS-SEM) indicate that there is a high prevalence of work-life conflict and citizenship fatigue among employees who are required to participate in extra-role activities. A correlation has been observed flanked by an employee's advanced age & a relatively lower level of education, & an increased likelihood of experiencing citizenship fatigue. Conversely, the results of the inquiry indicate that qualities linked to a compulsive personality type mitigate the correlation between work-life conflict and citizenship fatigue. This represents the first endeavour, as understood by the novelists, to apply the conservation of resources theory framework to the relatively novel concept of citizenship fatigue among health-care professionals. Moreover, this investigation undertaking will demonstrate how work–family conflicts arising from the voluntary nature of engaging in routine or obligatory civic responsibilities can ultimately contribute to citizenship fatigue. Furthermore, this piece introduces an innovative notion known as obsessive personality and demonstrates how it might have a beneficial effect on the association among work–family conflict & citizenship fatigue.

Ahmed, E. I. (2024) [31] research was published detailing an investigation into the correlations between organisational citizenship behaviours and teacher empowerment. Information was gathered from 457 secondary school instructors located in the Eastern Province of Saudi Arabia. There was a positive correlation among teacher empowerment & structural residency deeds, according to the findings. According to the results of a regression analysis, teacher empowerment accounted for 48% of the variability observed in organisational citizenship behaviour scores. According to the findings of enquiry, the factors of influence, professional development, standing, and effectivity contributed the most to the explanation of the variability observed in overall organisational citizenship behaviours. As demonstrated by these outcomes, empowering educators in school settings is crucial. As teachers' empowerment increased, they demonstrated a greater propensity to engage in behaviours that transcended their conventional roles, ultimately benefiting their pupils, colleagues, and educational institutions.

Soelton, M. (2023) [32] examined and assessed the influence of Work Engagement and Organisational Transformational Leadership on Citizenship Behaviour, with the Learning Organisation serving as a mediating variable. Utilising a saturated sample of 96 employees and Smart-PLS Structural Equation Modelling for questionnaire collection, quantitative analysis was conducted. Transformational Leadership had a detrimental effect on OCB, whereas work engagement had a substantial positive influence. Work Engagement influenced Learning Organisation in a substantial and favourable way, while Learning Organisation was markedly impacted negatively by OCB. The potential stimulus of transformational headship & work engagement on organisational citizenship behaviour may be mediated by the learning organisation. The examination investigated the viewpoints of employees who were more impartial in expressing their concerns as a result of significant challenges in work engagement. Prior investigations assessed the efficacy of Work Engagement through the lens of employees, but these studies were fewer unprejudiced, especially in the built-up sector where job-related issues were nonexistent.

Dubey, P., et al (2023) [33] research's principal objectives of study are as follows: to determine whether effective leadership acts as a positive moderator and mediator in the relationship between job satisfaction and OCB, to examine the correlation between job satisfaction and OCB; and to determine whether managerial personnel of private manufacturing companies experience a direct impact from effective leadership on job satisfaction and OCB. The study employed a correlational research design. The determination of the ultimate sample region was accomplished by employing cluster sampling, while the collection of primary responses was conducted using a simple random technique. The participants of the current investigation consisted of individuals occupying managerial positions. Forty percent of the 530 questionnaires distributed to the

participants were deemed suitable for analysis. An essential correlation was discovered between OCB, job satisfaction, and effective leadership, according to the findings. Furthermore, an examination of job satisfaction unveiled a positive correlation with OCB. Additionally, significant associations were found between leadership effectiveness and job satisfaction, with the latter serving as a mediator and moderator. Businesses in the private sector were adversely affected economically by the abrupt emergence of COVID-19. Consequently, businesses were compelled to implement cost-cutting measures through the reduction of personnel, output, and operational activities. The staff members felt a sense of seclusion and required direction and assistance. The findings of this study illustrated the capacity of proficient leadership to restore relationships among staff members and enhance the overall effectiveness of the organisation.

Table 2 Comparative Analysis of Studies on Organizational Citizenship Behavior (OCB)

Author	Year	Key Findings	Limitations
Ali Nisar et al.	2024	Citizenship fatigue is a consequence of mandatory citizenship behaviour that affects nurses working in public-sector facilities in Pakistan. The relationship between mandatory citizenship behaviour & citizenship fatigue is arbitrated by work-life conflict. The educational attainment and age of personnel have an impact on citizenship fatigue. The influence of workaholic personality on the correlation amid work-life conflict & citizenship fatigue is diminished.	• Sample limited to nurses in Pakistani public-sector hospitals. • Reliance on self-report measures. - Potential for response bias.
Ahmed, E. I.	2024	An constructive connexion exists among teacher empowerment & OCB within the teaching profession. In regard to OCB scores, teacher empowerment accounts for 48% of the variance. Significant contributions are made by decision making, professional development, status, & impact to the explanation of the variance in total OCB. Teacher empowerment is demonstrated through actions that benefit pupils, colleagues, and schools.	• Limited geographical scope (Eastern Province of Saudi Arabia). • Potential for social desirability bias in self-reported data.
Soelton, M.	2023	Organisational citizenship behaviour (OCB) is influenced positively by work engagement, whereas transformational leadership exerts a detrimental influence on OCBC. A learning organisation acts as an intermediary between OCB and work engagement. - OCB is influenced by work engagement and transformational leadership via the learning organisation as a mediator.	• Small sample size (96 employees). - Limited generalizability beyond the specific context studied. • Reliance on self-reported measures may introduce response bias.

Dubey, P., et al.	2023	In effect leadership influences job gratification & OCB in a optimistic way. OCB is absolutely linked with job satisfaction. The connexion among OCB & job satisfaction amid managerial employees in private industrialised firms located in Chhattisgarh state, India, is moderated & mediated by effective leadership.	• Potential for response bias due to self-report measures. - Limited geographical focus (Chhattisgarh state, India) limits generalizability. • Focus solely on managerial employees in private manufacturing firms may not represent the broader workforce. • Lack of control over external factors impacting job satisfaction and OCB, such as economic conditions or organizational policies.
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Table 3 Impact of Organizational Commitment on Organizational Citizenship Behavior: Summary of Findings

Study	Impact of OC on OCB	Nature of Impact
Goel, P., et al. (2024)	Positive impact of happiness at workplace (HAW) on OCB	Positive
Alomran, A. M., et al. (2024)	Positive impact of organizational trust on OCB	Positive
Sarangi, S., et al. (2024)	Positive impact of OC on OCB during the COVID-19 pandemic	Positive
Dutta, D., et al. (2023)	Not directly assessed	N/A
Ali Nisar, et al. (2024)	Not directly assessed	N/A
Ahmed, E. I. (2024)	Not directly assessed	N/A
Soelton, M. (2023)	Not directly assessed	N/A
Dubey, P., et al (2023)	Positive impact of effective leadership on OCB	Positive

Research Gap: Despite the valuable insights gained from the literature review, the study focused on the IT sector unveils specific research gaps within the context of OC & OCB. Firstly, while the review emphasizes the importance of cross-industry research, there remains a scarcity of studies examining these dynamics specifically within the IT sector. Understanding how OC and OCB manifest and interact within the unique organizational structures, cultures, and challenges of the IT industry could provide tailored strategies for enhancing employee engagement and organizational effectiveness within this rapidly evolving sector. Secondly, the existing literature primarily focuses on general organizational factors such as trust and empowerment, but there's a dearth of research exploring the role of technology-specific factors, such as remote work technologies, agile methodologies, and digital collaboration tools, in shaping OC and OCB in IT organizations. Investigating these

factors could uncover novel insights into how technological advancements influence employee attitudes and behaviors in the IT sector. Lastly, while some studies touch upon the importance of global perspectives, there's a need for research that specifically examines cross-cultural differences in OC and OCB within multinational IT organizations. Given the inherently global nature of the IT industry, understanding how cultural variations impact OC and OCB could inform more effective cross-cultural management strategies and foster a more inclusive and cohesive organizational culture within multinational IT firms. Addressing these gaps would not only advance theoretical understanding but also offer practical implications for HR practices and leadership strategies tailored to the unique dynamics of the IT sector, ultimately contributing to the sustainable growth and success of IT organizations.

4. RESEARCH METHODOLOGY

This study employed a quantitative research approach to investigate the impact of Organizational Commitment (OC) on Organizational Citizenship Behavior (OCB) within IT service organizations. A structured questionnaire was designed to collect data from employees across various departments and levels within these organizations. The questionnaire comprised validated scales for measuring OC and OCB, along with demographic variables to ensure a comprehensive analysis.

A convenience sampling technique was utilized to select participants, ensuring representation from different roles and hierarchical levels within the organizations. The data collection process was conducted through both online surveys, allowing for flexibility and maximizing response rates.

4.1 Hypothesis

H1: The relationship between Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) in IT service organizations is not moderated by demographic factors such as age or gender.

5. RESULTS

Organizational Commitment (OC) is widely recognized as a pivotal determinant of Organizational Citizenship Behavior (OCB) within IT service organizations. This relationship underscores the crucial role that employees' commitment to their organization plays in fostering discretionary efforts beyond formal job requirements. In the context of IT services, where innovation, collaboration, and responsiveness are paramount, the extent of employees' OC significantly influences their willingness to engage in OCB. This paper explores the multifaceted impact of OC on various dimensions of OCB, including altruism, conscientiousness, and courtesy, examining how higher levels of commitment translate into proactive behaviors that enhance organizational effectiveness and cultivate a positive work environment.

Table 4: Demographic Profile

Gender	Frequency	Percent
female	265	48.2
male	285	51.8
MaritalStatus	Frequency	Percent
Married	303	55.1
Single	247	44.9
Designation	Frequency	Percent
Executive	229	41.6
Lead	135	24.5
Manager	186	33.8
Education	Frequency	Percent

Graduate	209	38.0
Others	83	15.1
Post Graduate	213	38.7
Under Graduate	45	8.2
Age	Frequency	Percent
Between 20-30	61	11.1
Between 30-40 years	162	29.5
Between 40-50 years	231	42.0
More than 50 years	96	17.5
CurrentExperience	Frequency	Percent
Below 5 years	294	53.5
Between 5-10 years	256	46.5
TotalExperience	Frequency	Percent
Below 5 years	53	9.6
Between 10-15 years	175	31.8
Between 5-10 years	189	34.4
More than 15 years	133	24.2
Income	Frequency	Percent
Between 10-15 Lakhs	115	20.9
Between 15-20 Lakhs	114	20.7
Between 5-10 Lakhs	187	34.0
More than 20 Lakhs	134	24.4

Demographic and professional information regarding a specific demographic is presented in Table 4. There are slightly more males (51.8%) than females (48.2%) in terms of gender. In terms of marital status, the plurality of individuals are married (55.1%), while 44.9% are single. Executives comprise the greatest group (41.6%), followed by managers (33.8%) and leads (24.5%) in terms of designation. Postgraduates (38.7%) and graduates (38.0%) are the most prevalent in the education category, while undergraduates (8.2%) and individuals with other qualifications (15.1%) are less prevalent. The age distribution demonstrates a substantial proportion of individuals between the ages of 40 and 50 (42.0%), followed by those between the ages of 30 and 40 (29.5%), those over the age of 50 (17.5%), and those between the ages of 20 and 30 (11.1%). In terms of experience, the majority have less than five years of current experience (53.5%) and between five and ten years of cumulative experience (34.4%). The majority of individuals earn between 5-10 lakhs (34.0%), with 10-15 lakhs (20.9%) and 15-20 lakhs (20.7%) following closely behind. A lesser percentage earn more than 20 lakhs (24.4%).

5.1 Regression analysis

Regression analysis would be applied to test the hypothesis H1 because it allows for the examination of the relationship between two variables, in this case, Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB), while also considering potential moderating factors such as age, gender, and tenure. By using regression analysis, researchers can assess the strength and direction of the relationship between OC and OCB, while simultaneously controlling for the influence of demographic variables. This method enables the exploration of whether demographic factors moderate the relationship between OC and OCB, providing insights into whether these variables amplify or diminish the association between organizational commitment and citizenship behavior within IT service organizations.

Table 5: Regression Analysis of the Impact of Organizational Commitment (OC) on Organizational Citizenship Behavior (OCB)

Coefficients ^a				
Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	

1	(Constant)	20.058	2.271		8.830	.000
	OC	.872	.032	.756	27.028	.000

a. Dependent Variable: OCB

The coefficients of a regression analysis are depicted in Table 5, where Organizational Citizenship Behavior (OCB) is the dependent variable and Organizational Commitment (OC) is the independent variable. The constant term (intercept) has an unstandardized coefficient (B) of 20.058 with a standard error of 2.271. This suggests that the expected value of OCB is 20.058 when OC is zero. The unstandardized coefficient (B) for OC is 0.872, with a standard error of 0.032. This indicates that OCB is anticipated to increase by 0.872 units for each unit increase in OC. The standardized coefficient (Beta) for OC is 0.756, which indicates a robust positive correlation between OC and OCB. Both coefficients are statistically significant at the 0.001 level, as evidenced by the t-values of 8.830 and 27.028 for the constant and OC, respectively, and a significance (Sig.) value of .000.

5.2 Exploratory Factor Analysis (EFA)

Exploratory Factor Analysis (EFA) in SPSS is a statistical technique used to identify underlying relationships between measured variables. It aims to uncover latent constructs (factors) that explain the patterns of correlations within a set of observed variables. In SPSS, EFA involves several steps: selecting the variables, choosing the extraction method (commonly Principal Axis Factoring or Principal Component Analysis), determining the number of factors to retain (using criteria like eigenvalues or scree plot), and rotating the factors to achieve a simpler, more interpretable structure. EFA helps in data reduction and in understanding the structure of complex data sets.

Table 6: Exploratory Factor Analysis (EFA) - KMO and Bartlett's Test Results

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.942
Bartlett's Test of Sphericity	Approx. Chi-Square	24497.090
	df	946
	Sig.	.000

The table 6 provides results of two statistical tests commonly used in factor analysis to assess the suitability of data for this method. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) is a statistic that indicates the proportion of variance among variables that might be common variance. In this case, the KMO value is 0.942, which is considered excellent and suggests that the data are highly suitable for factor analysis. Bartlett's Test of Sphericity assesses whether or not the correlation matrix is an identity matrix, which would indicate that variables are unrelated and unsuitable for structure detection. The test yielded an approximate chi-square value of 24497.090 with 946 degrees of freedom and a significance level (Sig.) of .000 (or $p < .001$), indicating that the correlations between variables are sufficiently large for factor analysis to be appropriate. Therefore, based on these results, the data are deemed suitable for conducting factor analysis due to both the high KMO value and the significant Bartlett's Test of Sphericity.

5.3 Reliability and Extraction of Factors

Reliability analysis in SPSS is used to assess the consistency of a set of measurements or test items. It typically involves calculating Cronbach's Alpha, a statistic that measures internal consistency, indicating how closely related a set of items are as a group. A high Cronbach's Alpha (generally above 0.7) suggests that the items measure the same underlying concept. Extraction of factors, on the other hand, is a process used in factor analysis to identify underlying variables, or factors, that explain the pattern of correlations within a set of observed variables. In SPSS, common extraction methods include Principal Component Analysis (PCA) and Principal Axis Factoring (PAF). The goal is to reduce the dimensionality of the data, summarizing the information with fewer variables (factors) while retaining as much of the original data's variability as possible. The process involves determining the number of factors to extract based on criteria such as eigenvalues greater than 1, scree plot analysis, and interpretability of the factors.

Table 7: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.972	44

The table 7 provides reliability statistics for a set of data, specifically using Cronbach's Alpha as a measure. Cronbach's Alpha, represented as .972 in this case, indicates the internal consistency or reliability of the data set. It ranges from 0 to 1, with higher values suggesting greater reliability. Here, a value of .972 is quite high, indicating strong internal consistency among the 44 items included in the analysis. This means that the items in the dataset are closely related to each other, and collectively they reliably measure whatever construct they are intended to assess. Therefore, researchers can have confidence that the data is dependable and consistent for further analysis or interpretation.

5.4 Confirmatory Factor Analysis

These factor constructs were subjected to a Confirmatory Factor Analysis (CFA) (using AMOS v26) to determine their validity and to develop a measurement model that explains the variables.

Table 8: CMIN

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	474	2366.679	516	.000	4.587
Saturated model	990	.000	0		
Independence model	44	25208.814	946	.000	26.648

Table 8 presents results from a structural equation modeling (SEM) analysis comparing three different models: Default, Saturated, and Independence models. The Default model has 474 parameters (NPAR) and shows a CMIN (Chi-square) value of 2366.679 with 516 degrees of freedom (DF), yielding a statistically significant p-value of .000, indicating a good fit to the data with a CMIN/DF ratio of 4.587. The Saturated model, which is the most complex and typically perfect, shows a CMIN value of .000 with 0 degrees of freedom, reflecting a perfect fit to the data. The Independence model, with 44 parameters, has a high CMIN value of 25208.814 with 946 degrees of freedom, also indicating a significant fit issue (p-value .000) and a very high CMIN/DF ratio of 26.648, suggesting a poor fit to the data. These metrics are crucial in assessing how well each model explains the observed data and whether they meet statistical criteria for goodness of fit in SEM.

Table 9: Baseline Comparisons

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.906	.828	.925	.860	.924
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

The baseline comparisons for three distinct models—the Default, the Saturated, and the Independence models—are presented in Table 9, which employs a variety of fit indices. The fit indices enumerated are the Normed Fit Index (NFI), Relative Fit Index (RFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI). Each index is a numeric value between 0 and 1, with higher values indicating a more satisfactory model fit. The Default model exhibits a satisfactory fit with NFI (.906), RFI (.828), IFI (.925), TLI (.860), and CFI (.924). As anticipated, the Saturated model exhibits a perfect fit for all indices (1.000), as it is the most intricate model that accurately matches the data. All indices of the Independence model are at .000, which suggests that it does not suit the data.

Table 10: RMSEA

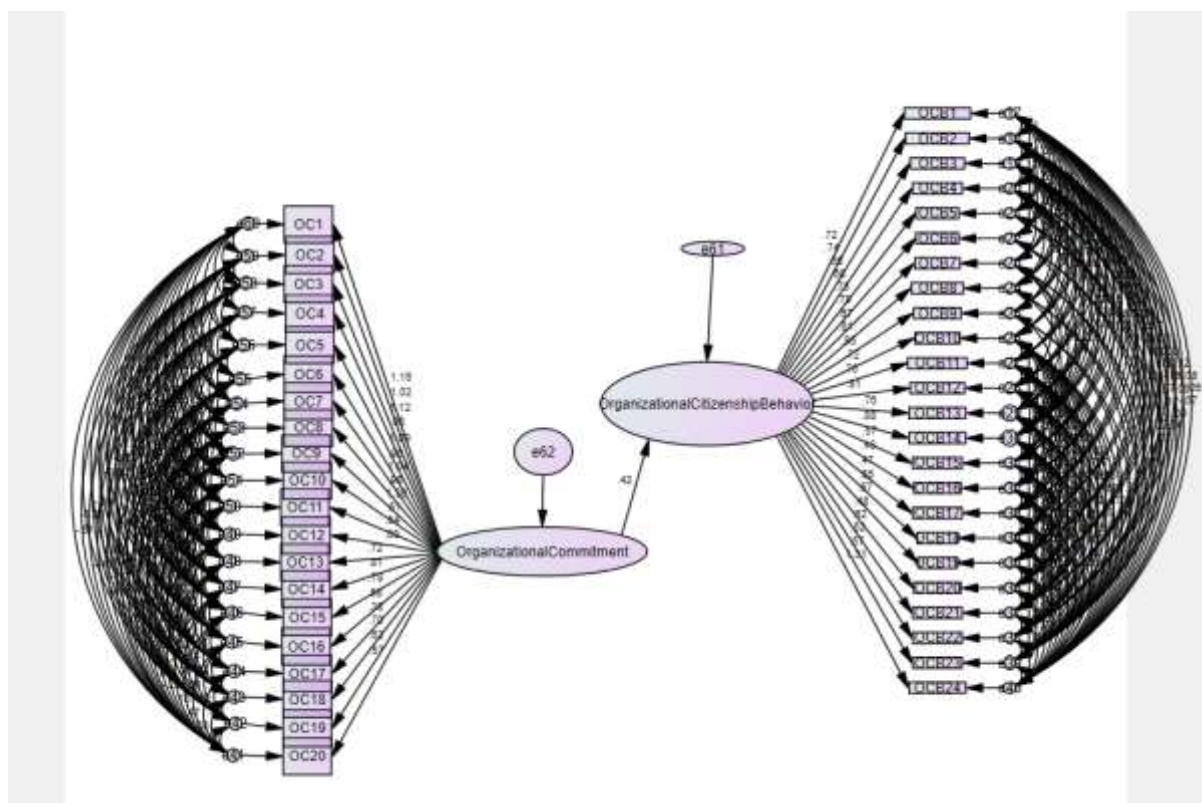
RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.081	.078	.084	.000
Independence model	.216	.214	.218	.000

The Root Mean Square Error of Approximation (RMSEA) values for two statistical models—the Default model and the Independence model—are presented in Table 10. A model's goodness of fit is evaluated using the RMSEA, with lower values indicating a superior fit. The default model has an RMSEA of 0.081, a p-value (PCLOSE) of 0.000, and a 90% confidence interval spanning from 0.078 to 0.084. This indicates an inadequate fit. The Independence model exhibits a substantially higher RMSEA of 0.216, with a 90% confidence interval of 0.214 to 0.218, and a PCLOSE of 0.000, which suggests an even worse fit than the Default model. The RMSEA values of both models are indicative of a poor fit, as values exceeding 0.08 are generally indicative of a subpar to poor model fit.

5.5 Structural Equation Modelling

Using AMOS statistical software, the current study did a linear analysis of the structural relationship model to comprehend causation and correlation among the variables.



6. CONCLUSION

The relation between Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) in IT service organizations. It underscored the importance of employee engagement in the development of a positive organizational culture and the improvement of overall performance. The results of the study suggest a strong and beneficial correlation between OC and OCB, emphasizing that greater levels of commitment among employees result in an increase in voluntary behaviors that benefit the organization beyond formal employment requirements. This positive correlation emphasizes the significance of cultivating a culture that is trust-oriented and supportive within IT service organizations. Companies can encourage extra-role behaviors that contribute

to improved organizational outcomes and profitability by enhancing job satisfaction and organizational commitment. The investigation also identified critical variables, including Transformative Leadership Style, Organizational Culture, and Work Motivation, as influential factors that affect both OC and OCB. These results indicate that the cultivation of a dedicated workforce is contingent upon the implementation of leadership and organizational policies that prioritize empowerment, trust, and employee well-being. Additionally, the research addresses a lacuna in the existing literature by concentrating on the IT service sector, offering valuable insights for both academic inquiry and practical application in human resource management. The IT industry's distinctive organizational structures, cultures, and challenges necessitate customized strategies to improve organizational effectiveness and employee engagement. It is essential to comprehend the impact of technology-specific factors, including agile methodologies, digital collaboration tools, and remote work technologies, on the development of OC and OCB in this sector that is swiftly evolving. The significance of OC in the advancement of OCB and the overall success of an organization is underscored by this study. It urges organizations to prioritize the creation of a supportive work environment that promotes employee engagement, job satisfaction, and trust. In this manner, IT service organizations can maintain their competitiveness in the global market and achieve sustainable growth. This dynamic interplay between OC and OCB should be further investigated in future research, particularly in the context of technological advancements and cross-cultural variations within multinational IT firms. By addressing these areas, the comprehension and execution of effective human resource practices will be further improved, thereby contributing to the long-term success of organizations.

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