



Investigating The Impact Of Employee Relations And Organizational Citizenship Behavior On Employee Performance In Chosen It Enterprises: A Case Study With Emphasis On The Malabar Region Of Kerala

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ABSTRACT

This research explores the relationship between organizational citizenship behavior (OCB) and individual performance among IT professionals in the Malabar region of Kerala. It aims to identify the factors influencing OCB expression in this context. OCB refers to voluntary actions by employees that benefit the organization beyond their formal duties. Conducted using a Descriptive Research Design, data was collected from 120 IT professionals in the Malabar region through non-probability sampling. Quantitative analysis methods such as Simple Percentage, Descriptive Analysis were employed. The study emphasizes the importance of 'Seeking opportunities for creative contributions' and 'Supporting, mentoring new employees' in driving OCB and individual performance. Recommendations include establishing innovation labs, fostering cross-functional collaborations, and implementing mentorship programs. Additionally, highlighting 'Valuing employee efforts' and robust 'Peer recognition programs' can boost morale and satisfaction. Age groups showed no significant impact on most OCB dimensions except for 'Organizational Culture and Values,' suggesting tailored approaches to reinforce core values. However, years of experience notably influenced 'Task Performance' and 'Perceived Organizational Support,' indicating the need for targeted training and support systems. Educational programs should focus on promoting citizenship and alignment with organizational values. Overall, organizations in the Malabar region should prioritize a conducive work environment fostering creativity and mentorship for improved engagement and performance. Recognition of employee contributions through peer programs is crucial for fostering appreciation. Understanding demographic impacts can inform tailored strategies to strengthen organizational values and support employee development, leading to enhanced organizational performance and IT employee satisfaction in the Malabar region

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

Introduction:

Organizational Citizenship Behavior (OCB) plays a pivotal role in employee performance, extending beyond formal job duties to encompass discretionary actions that enhance organizational effectiveness (Lambert & Hogan, 2013). These behaviors, such as aiding coworkers and volunteering for extra tasks, are integral in fostering a positive organizational climate (Newland, 2012). In the bustling IT sector of Malabar region of Kerala, located in Tamil Nadu, India, where numerous IT firms thrive (Soundariya Preetha, 2022), understanding the nexus between OCB and individual performance is paramount. This study aims to delve into the relationship between OCB and individual performance within Coimbatore's IT sector. By exploring

this correlation, insights into how OCB influences productivity, job satisfaction, and overall performance of IT professionals can be gleaned, thereby contributing to the success of IT enterprises (Kataria et al., 2012). While existing research underscores the positive impact of OCB on factors like job satisfaction and organizational commitment across various industries (Rastogi & Garg, 2011; Uddin et al., 2019; Urbini et al., 2020), limited attention has been paid to its implications specifically in Coimbatore's IT landscape. Despite the rapid growth and innovation-driven dynamics of Coimbatore's IT industry, challenges such as fierce competition, demanding work environments, and employee turnover persist (Yáñez, 2022). Therefore, understanding the interplay between OCB and individual performance is crucial for fostering a supportive work culture, enhancing employee well-being, and bolstering organizational efficacy. The insights from this study hold significant promise for both academia and industry. By illuminating the relationship between OCB and individual performance among Coimbatore's IT workforce, organizations can tailor human resource strategies to optimize employee engagement and organizational outcomes (Uma & Radhamani, 2022). Ultimately, this research endeavors to enrich the existing literature, inform evidence-based management practices, and bolster the productivity and well-being of IT professionals in Malabar region of Kerala.

Literature Reviews:

Fadillah et al. (2022) delved into the relationship between OCB and employee performance among police officers, highlighting the mediating role of job satisfaction. Their findings revealed a positive effect of OCB on job satisfaction, which, in turn, positively influenced performance. This underscores the importance of considering job satisfaction as a mediator in understanding the impact of OCB on performance.

Casu et al. (2021) examined the intricate relationship between job satisfaction, OCB, and task performance. They found that OCB partially mediated the relationship between job satisfaction and task performance, indicating that engagement in voluntary extra-role behaviors positively influences performance. This underscores the significance of fostering both job satisfaction and OCB within organizations.

Yaakobi & Weisberg (2020) explored the influence of OCB on individual performance, considering the roles of occupational efficacy (OE) and collective efficacy (CE). Their findings suggested that OE positively predicted OCB, which, in turn, predicted performance. Moreover, both employees' and managers' CE moderated the effects of OCB on performance, providing insights into the psychological beliefs underlying this relationship.

Hasanuddin & Syamsuddin (2020) investigated the influence of OCB on the performance of civil servants, revealing a positive and significant effect. This underscores the importance of fostering an OCB culture within public organizations to enhance performance outcomes.

Triani et al. (2020) explored the impact of OCB on employee performance within a specific organizational context, indicating a positive and significant effect. This highlights the importance of promoting OCB behaviors to optimize employee performance.

Titisari et al. (2020) examined the impact of various factors on OCB and its subsequent effect on employee performance. Their findings revealed significant influences of leadership style, organizational commitment, job satisfaction, and personality on OCB, which, in turn, significantly affected employee performance.

Khuzaini (2019) explored the mediating role of OCB in the relationship between spirituality and employee performance, indicating a significant indirect effect. This underscores the importance of fostering a sense of spirituality within organizations to promote OCB and enhance performance.

Chelagat & Kemboi (2015) investigated the influence of OCB on employee performance in the banking sector, revealing positive effects of altruism and courtesy. This emphasizes the significance of promoting OCB among banking sector employees.

Patiraj Kumaria (2017) explored the relationship between OCB and organizational effectiveness, indicating a significant positive correlation. This 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, indicating that HRM practices positively influenced OCB, mediated by perceived job influence

and discretion. This underscores the significance of empowering employees and providing them with job influence and discretion to foster OCB and enhance performance.

Objectives of the study

To examine the relationship between organizational citizenship behavior (OCB) and individual performance among IT employees in Malabar region of Kerala.

Research Methodology:

This study adopts a Descriptive Research Design to explore the dynamics between organizational citizenship behavior (OCB) and individual performance among IT professionals in Malabar region of Kerala. Its primary objective is to discern the factors influencing OCB within this specific demographic. Using a Non-Probability Sampling method, the study selects 120 IT employees from various organizations across Malabar region of Kerala. Data collection predominantly takes a quantitative approach, with tools like Simple Percentage and Descriptive Analysis employed to scrutinize responses and offer a comprehensive understanding of the OCB-individual performance relationship. Moreover, ANOVA Analysis is utilized to probe potential disparities across various demographic variables such as age group, gender, educational attainment, and years of experience, job role, and departmental affiliation. This approach allows for a nuanced exploration of how these factors intersect with OCB and individual performance within the IT sector of Malabar region of Kerala.

Results and Analysis:

TABLE -1 Demographic Profile of the respondents

Demographic Factor	Variables	No. of Respondents	Percent (%)
Age Group	20 to 25 years	34	29.1
	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
	Female	62	53.0
Years of Experience	Up to 1 year	21	17.9
	1-3 years	35	29.9
	4-6 years	27	23.1
	7+ years	34	29.1
Educational Qualification	Diploma Level	27	23.1
	UG	41	35.0
	PG	26	22.2
	Doctorate/Ph.D	15	12.8
	Other	8	6.8
Job Position	Entry-level	29	24.8
	Mid-level	27	23.1
	Senior-level	33	28.2
	Managerial	13	11.1
	Executive	15	12.8
Department	IT	21	17.9
	HR	25	21.4
	Finance	18	15.4
	Marketing	27	23.1
	Operations	26	22.2

Interpretations:

- **Age Group:** The majority of respondents fall within the 26 to 35 years age bracket, comprising 33.3% of the sample, followed by those aged 20 to 25 years (29.1%). Older age groups (36 to 45 years and above 45 years) represent smaller proportions of the sample.
- **Gender:** Female respondents slightly outnumber male respondents, constituting 53.0% of the sample compared to 47.0% male respondents.
- **Years of Experience:** Respondents with 1-3 years and 7+ years of experience each comprise approximately 29.9% and 29.1% of the sample, respectively, making them the two largest groups. Those with up to 1 year of experience and 4-6 years of experience make up smaller proportions.
- **Educational Qualification:** The majority of respondents hold Bachelor's degrees (35.0%), followed by those with Diploma level qualifications (23.1%). Doctorate/Ph.D. holders represent the smallest proportion at 12.8%.
- **Job Position:** Senior-level positions constitute the largest group at 28.2%, followed closely by Entry-level positions at 24.8%. Managerial and Executive positions represent smaller proportions of the sample.
- **Department:** The Marketing department has the highest representation at 23.1%, followed by Operations (22.2%) and Human Resources (21.4%). The Finance and Information Technology departments have relatively smaller proportions of respondents.

Table 4.2 Relationship between organizational citizenship behavior (OCB) and individual performance among IT employees in Malabar region of Kerala

TABLE-2 Relationship between organizational citizenship behavior (OCB) and individual performance among IT employees in Malabar region of Kerala

Organizational Citizenship Behavior (OCB)	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

Organizational Citizenship Behavior (OCB)	Mean	Std. Deviation
Supporting and mentoring new employees to help them integrate into the organization.	3.34	1.49

Interpretations:

- The mean scores indicate the average level of agreement or frequency of each behavior, with higher scores indicating stronger endorsement or more frequent occurrence.
- The standard deviation scores reflect the extent of variability or dispersion around the mean for each behavior. Higher standard deviation values suggest greater diversity in responses or behaviors among respondents.
- Overall, the items related to actively seeking opportunities to contribute creatively, supporting and mentoring new employees, and actively participating in team discussions received higher mean scores, indicating a relatively strong endorsement or frequency of these behaviors among respondents.
- Conversely, items related to taking risks and thinking outside the box, and participating in corporate social responsibility activities received lower mean scores, suggesting lower levels of endorsement or occurrence of these behaviors among respondents.
- The standard deviation values vary across different behaviors, indicating varying levels of agreement or frequency among respondents for different OCBs.

Major findings:

Age Group: The majority of respondents fall within the age range of 26 to 35 years, comprising 33.3% of the total respondents. This suggests that this age group is well-represented in the study population.

Gender: The gender distribution shows a slightly higher percentage of female respondents (53.0%) compared to male respondents (47.0%), indicating a relatively balanced representation of both gender

Years of Experience: Respondents with 1-3 years of experience represent the largest group at 29.9%, followed closely by those with 7+ years of experience at 29.1%. This distribution suggests a mix of both experienced and relatively newer employees in the sample.

Educational Qualification: The majority of respondents hold a Bachelor's degree (35.0%), followed by Diploma level qualifications (23.1%). This indicates a well-educated sample population

Job Position: Senior-level positions have the highest representation at 28.2%, followed by entry-level positions at 24.8%. This suggests a diverse range of job roles within the sample.

Department: The distribution across departments is relatively balanced, with Marketing having the highest representation at 23.1% and Information Technology having the lowest at 17.9%. This indicates a diverse representation of departments within the organizations surveyed.

Meeting Deadlines Consistently and Delivering High-Quality Work: Respondents, on average, rated this aspect relatively high, with a mean score of 3.18, indicating that they generally prioritize meeting deadlines and delivering work of high quality.

Demonstrating a Strong Work Ethic and Attention to Detail: Similarly, respondents rated this aspect positively, with a mean score of 3.15, suggesting a strong emphasis on maintaining a diligent work ethic and paying attention to detail.

Being Proactive in Taking on Additional Responsibilities: While still positive, respondents rated this aspect slightly lower, with a mean score of 2.99, indicating a moderate level of proactivity in taking on additional responsibilities.

Demonstrating Adaptability and Flexibility in Handling Changing Work Requirements: Respondents showed a relatively positive attitude toward adaptability and flexibility, with a mean score of 3.11, suggesting a willingness to adapt to changing work requirements

Seeking Feedback and Actively Implementing Suggestions for Improvement: This aspect received a moderate rating, with a mean score of 3.06, indicating a tendency to seek feedback and implement suggestions for improvement, albeit not as strongly emphasized as other aspects

Actively Participating in Team Discussions and Contributing to Team Goals: Respondents generally value teamwork, as indicated by the mean score of 3.10, suggesting active participation in team discussions and contribution to team goals.

Building Positive Relationships with Team Members and Fostering a Cooperative Work

Environment: This aspect received a positive rating, with a mean score of 3.05, indicating a focus on building positive relationships and fostering a cooperative work environment among team members.

Effectively Communicating and Sharing Knowledge with Colleagues: Respondents rated this aspect positively, with a mean score of 3.15, suggesting a strong emphasis on effective communication and knowledge sharing among colleagues.

Resolving Conflicts and Promoting a Harmonious Work Environment: Similarly, respondents prioritize resolving conflicts and promoting a harmonious work environment, as indicated by the mean score of 3.15.

Encouraging and Facilitating Knowledge Sharing Among Team Members: Respondents value knowledge sharing, as suggested by the mean score of 3.09, indicating efforts to encourage and facilitate knowledge sharing among team members.

Suggestions:

Age Group: Since the majority of respondents are in the age group of 26 to 35 years, organizations can focus on tailored career development programs, mentorship opportunities, and leadership training specifically designed for this age cohort to nurture their potential and facilitate career advancement.

Gender: Given the balanced representation of both genders, organizations should ensure that their policies and practices promote gender equality and inclusivity in all aspects of the workplace, including recruitment, promotion, and decision-making processes.

Years of Experience: Recognizing the mix of experienced and newer employees, organizations can implement mentorship programs where seasoned employees can mentor those with less experience, fostering knowledge transfer and professional growth across all levels of the organization.

Educational Qualification: With a well-educated sample population, organizations can leverage this by offering continuous learning and development opportunities, such as specialized training workshops or reimbursement for further education, to enhance employee skills and knowledge.

Job Position: Considering the diverse range of job roles, organizations should tailor leadership development programs to cater to the specific needs and challenges faced by employees at different levels of the hierarchy, ensuring holistic growth and succession planning.

Department: While the distribution across departments is relatively balanced, organizations can facilitate cross-departmental collaboration and knowledge sharing initiatives to harness the diverse expertise within the organization and drive innovation and problem-solving.

Meeting Deadlines Consistently and Delivering High-Quality Work: Encourage the adoption of project management tools and techniques to streamline processes and improve efficiency, ensuring timely delivery of high-quality work outputs.

Demonstrating a Strong Work Ethic and Attention to Detail: Recognize and reward employees who consistently demonstrate a strong work ethic and attention to detail, reinforcing these desirable behaviors within the organizational culture.

Being Proactive in Taking on Additional Responsibilities: Encourage a culture of initiative and innovation by empowering employees to take ownership of their roles and proactively seek opportunities to contribute beyond their assigned tasks.

Demonstrating Adaptability and Flexibility in Handling Changing Work Requirements: Provide training and development programs focused on enhancing adaptability skills, such as change management workshops and resilience training, to equip employees with the tools to navigate uncertainty and ambiguity effectively.

Seeking Feedback and Actively Implementing Suggestions for Improvement: Foster a feedback-rich environment where open communication and constructive feedback are encouraged, enabling continuous learning and improvement at all levels of the organization.

Actively Participating in Team Discussions and Contributing to Team Goals: Promote a collaborative team culture by organizing regular team-building activities, fostering a sense of camaraderie, and aligning individual goals with overarching team objectives.

Building Positive Relationships with Team Members and Fostering a Cooperative Work Environment: Encourage social interactions and relationship-building among team members through informal gatherings or team-building exercises to strengthen interpersonal bonds and trust within teams.

Effectively Communicating and Sharing Knowledge with Colleagues: Implement communication channels and platforms that facilitate transparent and efficient knowledge sharing among colleagues, such as intranet portals or collaborative project management tools.

Resolving Conflicts and Promoting a Harmonious Work Environment: Provide conflict resolution training and mediation resources to equip employees and managers with the skills to address conflicts constructively and promote a culture of mutual respect and understanding.

Encouraging and Facilitating Knowledge Sharing Among Team Members: Establish knowledge-sharing forums, such as brown bag sessions or peer learning groups, where employees can exchange ideas, best practices, and lessons learned to promote continuous learning and innovation.

Conclusion:

The study provides valuable insights into the demographic profile and key aspects of organizational behavior within the surveyed population. The findings highlight a diverse representation across age groups, genders, years of experience, educational qualifications, job positions, and departments. Moreover, the research sheds light on the importance placed on meeting deadlines, maintaining a strong work ethic, demonstrating adaptability, seeking feedback, fostering teamwork, building positive relationships, and promoting knowledge sharing. These findings underscore the significance of cultivating a supportive and collaborative work environment that values continuous improvement, effective communication, and harmonious interactions among team members to enhance overall organizational performance and employee satisfaction.

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