



EXPLORING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON IT PROFESSIONALS TASK PERFORMANCE: A LITERATURE REVIEW

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Abstract:

This review paper examines how Organizational Citizenship Behavior (OCB) affects the task performance of IT professionals. OCB, comprising behaviors like altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, is crucial for enhancing organizational effectiveness. Although the IT sector has high demands, the influence of these behaviors on task performance remains largely unexplored, highlighting a notable gap in the literature. This review synthesizes findings from various studies, revealing a consistent positive correlation between OCB and task performance. IT professionals exhibiting higher OCB levels demonstrate superior task performance through improved teamwork, increased motivation, and a better organizational climate. The study underscores the importance of fostering OCB within IT organizations to boost performance. Theoretically, it extends the understanding of OCB's role in the IT context, while practically, it offers insights for managers and HR practitioners to promote OCB, thereby enhancing overall organizational performance.

Key Words: Organizational Citizenship Behavior (OCB), Task Performance, IT Professionals, Employee Behavior, Organizational Effectiveness

1. Introduction:

Effectiveness and efficiency are critical in today's competitive business environment, and organizations strive to achieve these goals through high-performing employees (Dash & Pradhan, 2014). Employee performance encompasses both mandatory (in-role) and extra-role performance, with the latter commonly known as Organizational Citizenship Behavior (OCB) (Dash & Pradhan, 2014). OCB differentiates one organization's performance from another (N. P. Podsakoff et al., 2009) and involves behaviors that go beyond job descriptions, are constructive, and are not formally rewarded by the organization (Organ, 1997). Although not directly related to individual productivity or work rewards, accumulated OCB across all employees can significantly boost organizational performance (Organ, 2018). As an IT professional navigating the complex landscape of the tech industry, teamwork and going beyond call of duty is very important. OCB often manifests as helping colleagues with technical challenges, participating in knowledge-sharing sessions, or even advocating for improved processes within the team. These seemingly small acts have a significant impact on team morale, efficiency, and overall productivity. Information technology (IT) professionals are considered valuable human capital for organizations seeking to maximize effectiveness through cost reduction, performance enhancement, and organizational goal achievement (Josefek & Kauffman, 2003). Despite the focus on cost management, organizations still require IT professionals to deliver innovation and value (Pring, 2003). While task performance is essential, employers seek additional extra-role behaviors, namely innovative work and organizational citizenship behavior (OCB), from their IT professionals. Organizational citizenship behavior is vital for organizational effectiveness and IT professionals' performance (Ang & Slaughter, 2001; Moore & Love, 2005). Additionally, Moore and Love (2005) found that IT employees demonstrate lower levels of OCB than employees from other organizational areas. The current IT job market presents a complex landscape, requiring organizations to employ strategic management strategies to retain their IT professionals and avoid losing them to competitors (McGee, 2005; Motti, 2006). The psychological contract, which encapsulates the employer-employee relationship and their mutual obligations, plays a crucial role in fostering employee engagement and regulating their behavior (Robinson, Kraatz, & Rousseau, 1994). Research has shown that a breached or violated psychological contract can lead to lower job satisfaction (Robinson & Rousseau, 1994), decreased organizational commitment (Coyle-Shapiro & Kessler, 2002; Suazo, Turnley, & Mai-Dalton, 2005), and reduced OCB (Coyle-Shapiro, 2002; Robinson, 1996; Robinson & Morrison, 1995). The authors propose using Borman and Motowidlo's (1993) "contextual performance" as a more precise definition, emphasizing behaviors that support the organizational environment rather than just the technical core. In the IT context, this could involve helping colleagues with technical issues, participating in knowledge sharing initiatives, or going the extra mile

to ensure project deadlines are met. This study explores the influence of organizational citizenship behavior on task performance for IT professionals. This study includes concepts of organizational citizenship behavior (OCB) dimensions, antecedents, consequence of OCB on task performance, and recommendations for HR managers and IT professionals.

1.1 Organizational Citizenship Behavior (OCB):

Organ (1988) originally defined organizational citizenship behavior as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. However, more recently, he modified this definition to say that OCB is “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997). Empirical research has established a clear distinction between task performance and Organizational Citizenship Behaviors (OCBs) (Dekas et. al2013; Motowidlo & Van Scotter, 1994; Rotundo & Sackett, 2002). A review of existing studies suggests a growing interest in examining the relationships between OCBs and their potential impacts (e.g., Allen & Rush, 1998; X.-P. Chen, 2005; Dunlop & Lee, 2004; Ehrhart & Naumann, 2004; Koys, 2001; MacKenzie et al., 1991; Podsakoff & MacKenzie, 1997; Walz & Niehoff, 2000). At the individual level, these impacts encompass aspects such as performance evaluations, managerial decisions on reward distribution, and employee withdrawal. On an organizational scale, they are linked to various objective measures of effectiveness, including productivity, efficiency, cost management, and profitability. OCB in the context of IT means helping colleagues in their technical problem solving, participate in team meetings, voluntary help in projects outside of their assigned duties, sharing useful coding resources to teammates, always available on time for meetings, project deliver on or before deadlines etc.

1.2 Dimensions of OCB:

Organ (1988) initially introduced a five - dimensional model of Organizational Citizenship Behavior (OCB) which includes altruism, courtesy, conscientiousness, civic virtue, and sportsmanship.

- **Altruism:** It means helping other individuals without any self-interest such as helping colleagues in their technical problem solving, mentor junior developers, voluntary help in projects outside of their assigned duties. IT professionals who assist their colleagues with troubleshooting, knowledge sharing, or code reviews can enhance the team's overall efficiency and effectiveness, ultimately supporting improved task performance.
- **Courtesy:** It refers to discretionary behaviors that aim to prevent work-related conflicts with others such as respectful and polite in interaction with colleagues, thoughtful for impact of my action on others, respectful of my colleagues' time and opinions. IT professionals who communicate effectively, acknowledge colleagues' efforts, and show respect for their time contribute to a positive and collaborative working atmosphere, leading to better teamwork and task performance.
- **Conscientiousness:** It refers to voluntary behaviors that go beyond the basic requirements of the job, demonstrating a high level of dedication, responsibility, and attention to detail such as punctual and organized in my work, meeting deadlines, giving an honest day's work for an honest day's pay. IT professionals who adhere to organizational policies, deadlines, and best practices contribute to a stable and reliable work environment, leading to improved task quality and reduced errors.
- **Sportsmanship:** It describes an employee's ability to endure unfavourable conditions without complaining, maintaining a positive attitude even when faced with challenges or inconveniences such as accept constructive criticism from colleagues positively and learn from it, remain positive and supportive for my colleagues, even when things are challenging. Individuals are supportive of colleagues and maintain a constructive work environment, promoting teamwork and morale.
- **Civic Virtue:** It encompasses behaviors that reflect an employee's strong engagement and commitment to the organization, such as staying updated on company news and developments to align with its goals, actively participating in company events and initiatives, and representing the organization positively both within and outside the workplace. IT professionals who actively participate in organizational initiatives, contribute to process improvement, and take ownership of their roles demonstrate commitment and initiative, which are crucial for achieving high task performance.

1.3 Antecedents of OCB:

According to Jahangir, N., Akbar, M. M., & Haq, M. (2004) there are various antecedents of OCB.

- **Job Satisfaction and Organizational Commitment:** Employees who are satisfied and committed are more inclined to demonstrate Organizational Citizenship Behavior (OCB). This highlights the importance of creating a positive work environment for IT professionals, fostering a sense of belonging and providing opportunities for growth.
- **Role Perceptions:** Clear job expectations and a supportive work environment are crucial. Ambiguity and conflict can hinder OCB. For IT professionals, this means clearly defining roles and responsibilities, providing adequate training, and ensuring a collaborative workflow.
- **Leadership Behaviors and LMX:** The quality of the relationship between a leader and their team members significantly influences OCB. Positive leadership styles, fair treatment, and recognition of

employee contributions are vital. This can be applied in the IT context through fostering a supportive and collaborative leadership style, providing mentorship opportunities, and recognizing individual contributions to projects.

- **Fairness Perceptions:** Employees who view organizational decision-making and reward systems as fair are more likely to exhibit Organizational Citizenship Behavior (OCB). IT professionals need to feel that their work is valued, and that their efforts are compensated.
- **Individual Dispositions:** Personality traits like positive affectivity and conscientiousness contribute to OCB. IT professionals who are naturally proactive, helpful, and dedicated are more likely to engage in these behaviors. However, it is important to remember that individual dispositions can be influenced and fostered through a positive organizational culture.
- **Motivational Theories:** The authors acknowledge the role of motivational theories, particularly intrinsic motivation, and goal internalization. This underscores the need for IT professionals to be motivated by challenging tasks, opportunities for learning, and a sense of accomplishment.
- **Employee Age:** Younger employees may be more flexible and adaptable, whereas older employees may exhibit greater rigidity. This suggests a need for understanding and addressing the specific needs of different age groups within the IT workforce.

2. Task Performance:

A crucial component of an IT professional's work is task performance, which includes how well they carry out the essential technical duties of their position. This performance, however, is not a singular, isolated construct. As this systematic review of the literature on conceptual frameworks of individual work performance (Koopmans et al., 2011) demonstrates, a comprehensive view of task performance must consider its interplay with other crucial dimensions of work behavior. Koopmans et al., 2011 provide a heuristic framework for understanding individual work performance. They provide four dimensions of employee performance such as task performance, contextual performance, adaptive performance, and counterproductive work behavior. These four dimensions collectively capture the full spectrum of an employee's contributions to their organization (Koopmans et al., 2011). When IT professionals feel emotionally, cognitively, and physically connected to their work, they tend to work harder and perform better (Mazetti et al., 2018). Task performance is a measure of the productivity and reliability of employees in their execution of job duties towards the attainment of organisational objectives. It involves both the quantity and quality of the production as well as the code of organisational norms and the specific criteria for the job (Goetz & Wald, 2022). Performance of tasks depends on a number of determinants including individual skills, job knowledge, self-motivation, and organisational support. High task performance is indeed of paramount importance in the IT sector, which requires professionals to always deliver revolutionary solutions and demonstrate good technical performance (Trenerry et al. 2021). Identifying the factors that influence task performance is a must for productivity improvement and for reaching organisational goals.

3. Literature Review:

Arya et al. (2019) investigated the correlation between OCB and performance among Indian Army Jawans. They found a statistically significant positive correlation, indicating that higher levels of OCB were associated with better task performance. While the study focused on military personnel, its findings have implications for understanding the role of OCB in enhancing individual performance across various professional contexts, including IT. Shabbir et al.'s (2019) researched demonstrated a partial mediating impact of Organizational Citizenship Behavior on the association between authentic leadership and employee task performance. This implies that authentic leadership, characterized by transparency, high ethical values, and congruent actions and words, positively impacts OCB. In turn, OCB, encompassing altruism, compliance, civic virtue, and sportsmanship, directly contributes to enhanced employee job performance. The study (Albloush & Abu Hussein, 2020) found a significant positive relationship between OCB and task performance, confirming the hypothesis that OCB positively influences task performance. The study further demonstrates that PTO partially mediates the relationship between OCB and task performance. This implies that PTO serves as a channel through which OCB impacts task performance. This finding aligns with previous research showing that OCB contributes to problem-solving, planning, and service quality (MacKenzie et al., 1991; Hui et al., 2004). Asiedu, Sarfo, and Adjei (2014) examines the relationship between organizational commitment and citizenship behavior on employee performance in banking sector. The study finds the significant impact of OCB on improving job proficiency compared to organizational commitment. (Fitrio et al., 2020) study found Innovative citizenship behavior (ICB) fully mediates the relationship between organizational commitment and employee performance. This suggests that the positive impact of commitment on performance is channelled through ICB. ICB also partially mediates the relationship between organizational culture and performance, implying that cultural factors contribute to performance through ICB.

4. Impact of Organizational Citizenship Behavior on Task Performance:

There are very little research that examine the influence of OCB on task performance specially for IT professionals. From previous research various factors are identified that influence task performance which are

created by OCB, so OCB influence task performance indirectly. Previously research conducted show positive association between OCB and task performance (Arya et al., 2019), Bommer et al. 2007,(Asiedu et al., 2014). OCB contributes to a more positive and productive work environment, which in turn enhances individual and team performance.(Albloush, 2020) show positive relation between OCB and task performance through mediating role of perceived training opportunities. The research also found that PTO (Perceived Training Opportunities) partially mediates this relationship, meaning that the positive effect of OCB on job performance is amplified through PTO.(Chou et al., 2012) show positive relationship between OCB and job satisfaction, where OCB act as mediator to enhance task performance. There are various factors through which OCB enhance task performance which are as follows:

- Knowledge Sharing and Collaboration: IT professionals who engage in OCB by willingly sharing their expertise, helping colleagues solve problems, and collaborating on projects can significantly enhance overall team performance or complete task more efficiently (Nisar et al., 2014). This can lead to faster development cycles, better solutions, and reduced errors.
- Improved Communication and Teamwork: IT professionals often work in complex, interconnected systems. OCBs like courtesy, sportsmanship, and peacekeeping can promote effective communication, reduce conflicts, and foster a more collaborative and supportive work environment. This can lead to more efficient project execution and higher-quality outcomes. Senior IT professionals willingly investing time in training junior colleagues, enhancing the team's overall skillset and productivity.
- Proactive Problem-Solving and Innovation: Identifying and addressing potential issues before they escalate, preventing downtime and ensuring smooth operations (Nisar et. al 2014). IT professionals who exhibit OCBs like civic virtue and voice behavior are more likely to identify potential problems, suggest improvements, and actively participate in finding innovative solutions. This proactive approach can lead to better system design, reduced downtime, and increased efficiency.
- Improved Morale and Job Satisfaction: When IT professionals feel valued and supported through OCBs, they are likely to experience higher morale, job satisfaction, and a greater sense of belonging. This positive environment can enhance their motivation, productivity, and overall commitment to their work.
- OCB contributes to a positive work environment: The paper emphasizes that OCB involves behaviors that go beyond formal job duties, such as helping colleagues, supporting organizational goals, and maintaining a positive work atmosphere. These behaviors contribute to a more cohesive and productive work environment, which can indirectly enhance the task performance of IT professionals. A supportive work environment can enhance job satisfaction, lower stress levels, and promote collaboration, all of which contribute to an individual's effectiveness in performing their tasks.
- OCB can lead to improved communication and knowledge sharing: The paper mentions that OCB behaviors like helping colleagues and sharing knowledge contribute to a more efficient and effective workplace. For IT professionals, this is especially important as they often work in teams and rely on collaborative problem-solving and knowledge sharing. When IT professionals engage in OCB by willingly sharing their expertise and helping colleagues, it can lead to smoother workflow, faster problem resolution, and ultimately, higher task performance.
- OCB can enhance organizational efficiency and effectiveness: The paper argues that OCB contributes to organizational efficiency and effectiveness by promoting cooperation and fostering a positive work environment. As a result, the organization can achieve its goals more effectively, leading to greater success and improved resources for IT professionals. When an organization is performing well, IT professionals are more likely to have access to the necessary resources, support, and opportunities to develop their skills, which can contribute to improved task performance.
- Enhanced project success: OCB behaviors like going above and beyond, being conscientious, and demonstrating initiative can contribute to the successful completion of IT projects. By taking ownership, exceeding expectations, and proactively addressing issues, IT professionals can ensure projects meet deadlines and achieve desired outcomes.
- Improved communication and relationships: OCB behaviors like courtesy, communication, and civic virtue can foster positive relationships within IT teams and with other departments. This can lead to improved task performance through better coordination, clearer communication, and a more collaborative work environment.
- Increased job satisfaction and commitment: OCB can contribute to higher levels of job satisfaction and commitment among IT professionals. When employees feel valued and supported, they develop a sense of ownership over their work and a greater motivation to contribute to the organization's success.

5. Implication:

The study offers both theoretical and practical contributions. Theoretically, it extends the understanding of OCB's role within the IT context, emphasizing its importance in promoting task performance. Practically, it provides actionable insights for managers and HR practitioners to foster OCB through strategies

such as recognizing and rewarding OCB, creating a supportive work environment, and encouraging professional development.

- Cultivate a strong organizational culture: (Khatri et al., 2022) recommended Investing in building a positive and supportive organizational culture is essential to fostering OCB and promoting employee engagement. Consistently offer positive feedback and constructive criticism to help employees recognize their strengths and identify areas for growth. Engage employees in decision-making processes and encourage their input on projects and policies, promoting a sense of ownership and involvement.
- Focus on building a positive work environment: The study suggests that fostering an environment where employees feel valued and supported is key to encouraging OCB. This includes promoting teamwork, encouraging helping behaviors, and recognizing contributions that go beyond the standard job description.
- Provide clear expectations and support: Ensure clear job descriptions, adequate training, and a collaborative working environment.
- Build a culture of trust and respect: Promote ethical practices and integrity in the workplace to build trust among employees. Encourage a diverse and inclusive work environment where all employees feel respected and valued.
- Encourage professional development: Provide opportunities for continuous learning and professional development and create clear career pathways and opportunities for advancement, motivating employees to engage in OCB to enhance their prospects.

6. Conclusion:

This review paper highlights the substantial influence of OCB on the task performance of IT professionals. Organizational Citizenship Behavior defined by altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, plays a crucial role in enhancing organizational effectiveness by promoting behaviors that extend beyond formal job requirements. The review reveals a consistent positive correlation between OCB and task performance, demonstrating that IT professionals who exhibit higher levels of OCB achieve superior task performance through improved teamwork, increased motivation, and a better organizational climate. Key findings highlight that OCB enhances task performance by fostering knowledge sharing, collaboration, effective communication, proactive problem-solving, and innovation. These behaviors contribute to a more positive and productive work environment, leading to higher job satisfaction and commitment among IT professionals. Additionally, OCB supports the development of a supportive and cohesive organizational culture, further amplifying its positive impact on task performance. The study offers both theoretical and practical contributions. Theoretically, it extends the understanding of OCB's role within the IT context, emphasizing its importance in promoting task performance. Practically, it provides actionable insights for managers and HR practitioners to foster OCB through strategies such as recognizing and rewarding OCB, creating a supportive work environment, and encouraging professional development.

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