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IMPACT OF ANTECEDENT FACTORS ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN IT FIRMS

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Peer Review Information	Abstract
<p><i>Submission: 21 May 2025</i></p> <p><i>Revision: 20 July 2025</i></p> <p><i>Acceptance: 15 August 2025</i></p> <p>Keywords</p> <p><i>Organisational Citizenship Behaviour, Individual-level Factors, HR Practices, Organisational Embeddedness</i></p>	<p>This study discusses the influence of diverse antecedent factors on organisational citizenship behaviour (OCB) is the essential constructs for improving organisational performance and sustainability. The study examines four categories of antecedent factors: Individual Level Characteristics, HR-Related Practices, Dyadic Level Relationships and Organisational Embeddedness. This study offers a comprehensive understanding of the multi-level factors that affect employee conduct and emotional attachment to the organisation, elucidating what motivates employees to exceed formal position standards and maintain long-term commitment. The study demonstrates that high-quality leader-member interactions, robust cultural alignment, and supporting HR systems significantly improve organisational citizenship behaviour, based on theoretical frameworks and actual data. The study enhances the previous literature by synthesising many antecedent factors and emphasising their combined impact on essential organisational outcomes. The study's main focus is to identify the impact of Antecedent factors on Organisational Citizenship Behaviour. 150 employees working in IT industry were included in this study and Convenience sampling technique was adopted to select the respondents. Multiple Regression Analysis and one - way ANOVA are the statistical tools used to fulfil the objectives. SPSS v25 is used to analyse the data. The overall reliability of the study is 0.826 (82.6%). Through results it is noted that Organisational Citizenship Behaviour is influenced by Individual level factors, Human Resource level factors, Dyadic level factors and Organisational Embeddedness. Further it is identified that Organisational Citizenship Behaviour is more influenced by Organisational Embeddedness followed by Individual level factors and Human Resource level factors. Significant influence of age, designation, work experience and annual income on Organisational Citizenship Behaviour are observed.</p>

INTRODUCTION

Organisational citizenship behaviour (OCB) has become key constructs for understanding employee motivation, performance, and engagement in contemporary organisations. OCB refers to discretionary behaviours by employees that are not directly recognised by the formal reward system but contribute to overall organisational effectiveness (Organ, 1988). Organisational commitment, particularly affective commitment, reflects an employee's emotional attachment to, identification with, and involvement in the organisation (Meyer & Allen, 1991). The development of both behaviours is influenced by a range of antecedent factors operating at multiple levels—individual, dyadic, and organisational. This article investigates how these antecedents shape employee outcomes and provides insights for cultivating a positive organisational climate.

In today's dynamic business environment, organisations increasingly rely on more than just formal job performance to remain competitive. Employees who exhibit extra-role behaviours and maintain a strong emotional connection with their organisations are considered vital assets. Two constructs that have gained significant scholarly and practical interest is organisational citizenship behaviour (OCB). Understanding the factors that drive these outcomes is crucial for enhancing employee engagement, productivity, and long-term retention.

Concept of Organisational Citizenship Behaviour (OCB)

Organisational Citizenship Behaviour (OCB) refers to voluntary, discretionary behaviours that are not part of an employee's formal job requirements but contribute to the effective functioning of the organisation (Organ, 1988). These behaviours are not typically rewarded directly but enhance organisational performance and culture.

Dimensions of OCB

According to Podsakoff et al. (2000), OCB includes several key dimensions:

- Altruism: Helping colleagues with work-related problems.
- Conscientiousness: Going beyond basic requirements in attendance and job performance.
- Sportsmanship: Maintaining a positive attitude, even in challenging situations.
- Courtesy: Preventing work-related conflicts by keeping others informed.
- Civic Virtue: Participating responsibly in organisational governance and activities.

Importance of OCB

OCB improves team collaboration, reduces the need for managerial oversight, and enhances organisational adaptability. It fosters a cooperative culture and contributes to long-term success by promoting mutual support among employees.

Antecedent Factors of OCB

Category	Key Antecedents	Description / Impact
Individual Level Factors	Personality traits (e.g., conscientiousness, agreeableness) - Job satisfaction - Intrinsic motivation and personal values - Perceived fairness (justice)	Personal attributes and perceptions influence willingness to perform beyond job requirements and stay committed.
HR Related Practices	Training and development - Performance appraisal and recognition - Compensation and benefits - Job design	Organisational HR policies and systems create a supportive work environment that encourages OCB and commitment.
Dyadic Level Factors	Leader-Member Exchange (LMX) - Supervisory support - Communication	Quality of interpersonal relationships, especially with supervisors, impacts trust, engagement, and discretionary

Category	Key Antecedents	Description / Impact
		effort.
Organisational Embeddedness	Fit (value/culture alignment) - Links (workplace relationships) - Sacrifice (cost of leaving)	Employees' connection and integration with the organisation influence their loyalty and long-term contribution.

2.LITERATURE REVIEW

Organisational Citizenship Behaviour (OCB) refers to voluntary and discretionary employee behaviours that go beyond formal job requirements and contribute positively to organisational functioning (Organ, 1988; Dewi, Hartono, & Wibowo, 2022). These behaviours are not directly rewarded, nor is their absence penalised, yet they play a critical role in achieving organisational goals. According to Anwar (2021), OCB consists of five key dimensions: **altruism** (helping colleagues without coercion), **conscientiousness** (exceeding minimum job expectations), **sportsmanship** (tolerating suboptimal conditions without complaint), **courtesy** (maintaining good relationships and preventing conflict), and **civic virtue** (responsible and active participation in organisational activities). These dimensions reflect the multi-faceted nature of OCB and its alignment with organisational effectiveness. A systematic review by Worku (2024) analysed 53 studies and reaffirmed that Organ's (1988) conceptualisation of OCB remains foundational. The review also emphasised the gap in literature regarding key antecedents, such as individual traits, task characteristics, leadership behaviours, and group dynamics. It recommended broader and more context-sensitive models to fully capture the diverse influences on OCB. Building on this, Silalahi et al. (2023) identified six specific antecedents that influence OCB within the organisational context: **organisational communication**, **servant leadership**, **organisational commitment**, **job motivation**, **employee age**, and **organisational culture**. These factors collectively enhance employee engagement and create a conducive environment for citizenship behaviours. The authors also proposed actionable strategies for strengthening these antecedents to foster a more committed and proactive workforce. In the hospitality sector, emotional intelligence (EI) has been recognised as a crucial factor in shaping effective leadership and fostering OCB. Jue Xin Tan et al. (2019) demonstrated that leaders with high EI are more inclined to adopt **benevolent leadership** styles—characterised by empathy, care, and employee support. Their study in Malaysian hotels found that benevolent leadership significantly enhances OCB, with **organisational commitment** playing a mediating role. Employees who feel valued and supported are more likely to engage in extra-role behaviours and exhibit lower turnover intentions.

3.SCOPE OF THE STUDY

This study focuses on employees across different organisational levels in IT sector, providing a comparative understanding of how antecedents operate in varying contexts. The research is highly relevant for HR managers, team leaders, and organisational development professionals, who aim to improve productivity, employee retention, and workplace culture through non-monetary drivers of engagement.

OBJECTIVES OF THE STUDY

1. To identify the impact of Antecedent factors on Organisational Citizenship Behaviour.
2. To examine the influence of demographic variables on Organisational Citizenship Behaviour.

METHODOLOGY OF THE STUDY

Research Design

This study adopts a **quantitative research design** using a **descriptive and explanatory approach** to examine how various antecedent factors influence Organisational Citizenship

Behaviour. The design enables the identification of relationships and potential causal links between independent and dependent variables through statistical analysis.

Hypotheses of the study

H01: Antecedent factors do not have significant impact on Organisational Citizenship Behaviour

H02: Demographic variables do not influence Organisational Citizenship Behaviour significantly

Sampling Design

Population: Employees working in selected IT organisations.

Sampling Technique: Convenience sampling method, a non-probability sampling technique.

Sample Size: 150 respondents

Data Collection Method

Primary Data: Structured questionnaire using a 5-point Likert scale (Strongly disagree to Strongly agree).

Secondary Data: Literature from academic journals, books, and company reports to support framework and discussion.

Tools for Analysis

Descriptive Statistics: Frequency analysis.

Inferential Statistics: Multiple Regression Analysis and one -way ANOVA

4.RESULTS AND INTERPRETATION

The reliability of the study is 0.826 (82.6%). The study reveals a strong presence of early-career professionals among the total participants, with the largest age group being 25-30 years, accounting for 36.6% of the total participants. The gender distribution is evenly split, with 50.8% male and 49.2% female.

Educational qualifications are common, with 38.3% holding a professional degree, 32% postgraduates, and 22.7% with a diploma or undergraduate qualification. A smaller segment (7%) includes technical diplomas, vocational training, or non-traditional certifications. The majority (82.1%) of respondents are married, indicating family responsibilities.

Family type is dominant, with 75.8% belonging to nuclear families and 24.2% living in joint family systems. Family size is relatively uncommon, with 63.8% reporting up to 3 family members, 30.3% living in households with 3 to 6 members, and only 5.9% having more than 6 members. This indicates a strong presence of early-career professionals in the workforce.

Impact of Antecedent factors on Organisational Citizenship Behaviour

This section portrays the impact of Antecedent factors on Organisational Citizenship Behaviour, for this purpose, multiple regression analysis is employed. In this analysis, Antecedent factors (Individual level factors, Human Resource level factors, Dyadic level factors and Organisational Embeddedness) are taken as independent variables and dependent variable role is played by the Organisational Citizenship Behaviour. The results are presented in the Table 1. Null hypothesis H01: Antecedent factors do not have significant impact on Organisational Citizenship Behaviour

Table 1

Impact of Antecedent factors on Organisational Citizenship Behaviour

Independent Variables	R ²	Beta	F-statistics	t- value
(Constant)	0.567 Adjusted R ²	0.548	37.286**	4.018**
Individual level factors		0.267		4.896**
Human Resource level factors		0.248		3.921**
Dyadic level factors	0.559	0.152		3.306**
Organisational Embeddedness		0.355		7.625**

** Significant at 1% level

F-statistics 37.286 is deemed significant, resulting in the rejection of H01 at the 1% level. The R2 score of 0.567 signifies that the antecedent factors account for 56.7% of the variability in Organisational Citizenship Behaviour. Individual-level elements, Human Resource-level factors, dyadic-level factors, and organisational embeddedness exert a positive and significant influence on organisational citizenship behaviour. Moreover, a one-unit increase in Individual level variables, Human Resource level factors, Dyadic level factors, and Organisational Embeddedness has augmented Organisational Citizenship Behaviour by 0.267, 0.248, 0.152, and 0.355 units, respectively. Organisational Citizenship Behaviour is influenced by individual-level factors, human resource-level factors, dyadic-level factors, and organisational embeddedness. It is further identified that Organisational Citizenship Behaviour is predominantly driven by Organisational Embeddedness, followed by individual-level factors and human resource-level factors.

Influence of demographic variables on Organisational Citizenship Behaviour

This part examines the effects of demographic variables on organisational citizenship behaviour among IT employees. To determine the significant influence of demographic variables on organisational citizenship behaviour, a one-way ANOVA test is used, and the results are reported in Table 2.

Null hypothesis H02: Demographic variables do not influence Organisational Citizenship Behaviour significantly

Table 2

Influence of demographic variables on Organisational Citizenship Behaviour

Demographic variables	Classification	Mean	SD	F-value
Gender	Male	3.36	0.778	0.157 (p=.869)
	Female	3.35	0.701	
Age (in years)	Upto 25	3.63	0.664	9.367** (p=.000)
	25-30	3.54	0.881	
	30-35	3.41	0.727	
	35-40	3.24	0.831	
	40 and above	3.22	0.925	
Education	Diploma/UG	3.34	0.694	0.398 (p=.811)
	Postgraduate	3.38	0.744	
	Professional degree	3.43	0.737	
	Others	3.27	0.801	
Marital status	Single	3.64	0.844	0.569 (p=.462)
	Married	3.51	0.911	
Designation	Team Member	3.35	0.711	6.112**

	Team Leader	3.61	0.765	(p=.000)
	Manager and above	3.52	0.642	
Work Experience (in years)	Up to 3	3.36	0.678	3.274* (p=.032)
	3-6	3.51	0.729	
	6-9	3.61	0.704	
	10 and above	3.23	0.803	
Annual Income (Rs. in Lakhs)	Upto 5	3.36	0.746	7.238** (p=.000)
	5 to 10	3.77	0.762	
	10-15	3.63	0.693	
	15 and above	3.51	0.721	

* Significant at 5% level ** Significant at 1% level

The study found a significant influence of age, designation, work experience, and annual income on Organisational Citizenship Behaviour (OCB). Respondents under 25 years had a higher level of OCB and contributed more to the organization's effectiveness, while those over 40 years had a lesser level. Team leaders had a higher level of OCB, contributing more to the organization's effectiveness, while team members had a lesser level. IT employees with 6 to 9 years of work experience had a higher level of OCB and contributed more to the organization's efficiency, while those with more than ten years of experience had a lesser level. Respondents earning 5 to 10 lakhs as their annual income had a higher level of OCB, while those with less than 5 lakhs had a lesser level. The study suggests that age, gender, education, and marital status do not significantly influence OCB.

5.CONCLUSION

The emergence of organisational citizenship behaviour is shaped by a complex interplay of individual traits, HR policies, leader–employee relationships, and organisational embeddedness. Recognising and strategically managing these antecedents can help organisations foster a committed, engaged, and high-performing workforce. HR professionals and leaders must align recruitment, development, and retention strategies with these influencing factors. Additionally, cultivating a supportive culture and strong interpersonal ties is vital. Through results it is noted that Organisational Citizenship Behaviour is influenced by Individual level factors, Human Resource level factors, Dyadic level factors and Organisational Embeddedness. Further it is identified that Organisational Citizenship Behaviour is more influenced by Organisational Embeddedness followed by Individual level factors and Human Resource level factors. Significant influence of age, designation, work experience and annual income on Organisational Citizenship Behaviour are observed. Future research should utilise longitudinal and cross-sectoral approaches to investigate how changes in these antecedents affect employee behaviour and organisational performance over time.

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