Influence of organisational citizenship behaviour on individual work commitment of information technology and information technology-enabled services employees

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ABSTRACT

The performance is the key word in any business and the businesses try to improve the performance of the employees. The IT and ITES industry where the performance is the key to the business progress is looking out for the techniques by which the performance of the employees could be improved. Individual work commitment is found be one of the major factors instrumental in improving the performance of the employees. This paper tries to identify how far the organizational citizenship behavior is influencing the individual work commitment of the employees in IT and ITES sector and thereby the performance of the employees.

Keywords: *Organisational citizenship behavior, Individual work commitment, Organisational commitment, Career commitment, Individual work performance, IT and ITES employees.*

1. INTRODUCTION

The IT and ITES enabled services industry is undergoing a transformation. The players in the IT industry are entering into a consolidation face. There are few environmental factors that had led to the current scenario in the IT and ITES industry. The industry as such is undergoing a transformation from the computer-based services to mobile computing platforms. The industry is also facing a lot of competition from equally quality oriented manpower from other developing countries like China, Brazil etc which was earlier the cost advantage for India. Increased use of automation in the IT and ITes sector is yet another trend in IT Industry. A typical maintenance job which required more than 50 service engineers earlier requires only a single automated system or Artificial Intelligence (Pathak, 2017). Tighter employment norms by the US on Indian IT and ITES companies force the companies to restrict on employment of Indian graduates (Nellis & Phartiyal, 2017).

- The above-said factors have led to a slew of measures taken by the IT companies
- The companies have planned for major job cuts in the year 2017(Ghanate, 2017).
- Many employees are considered for performance improvement programs
- The companies have started hiring US employees for their US operations.
- The IT and ITES industry which is the major recruiter of Engineers in India had planned to recruit from other undergraduate courses

These incidences in the industry have long-lasting impact on the individual Work Commitment of the employees which in turn will reflect the performance of the organization.

2. INDIVIDUAL WORK COMMITMENT

Individual work commitment is the commitment shown by the individual employee in his work. The individual work commitment of the employee is a factor of 4 variables namely work ethics, career commitment, organizational commitment and job involvement (Rahman & Hanafiah, 2002).

Work ethics refers to the adherence to the work standards that are set by the organisation by the individual employee (Whitmore, 2015). These aspects include coming on time to duty, following the quality standards when one is not watching over one's activity, abstaining from certain practice that is restricted by the organisation.

Career commitment denotes the efforts taken by the individual employee on progressing in his career (Singh & Gupta, 2015). Generally, the employees with high career commitment will quit the organisation quite often to make their progress in career faster. Exactly this is what the IT and ITES employees were doing earlier. Generally, it is estimated that the employees quit their jobs during the month of June-August following the performance appraisal in the organisation. When they felt that their appraisal ratings are less, they used to jump over to the other organisations.

The next aspect of Individual Work Commitment is organisational commitment. Organisational commitment refers to the affiliation of the individual employee towards their organisation (Azizi, Alipour, Amin, Mehni, & Shojaee, 2014). When the employees feel that the organisational goals and the personal goals of the individuals are the same, the organisational commitment of the employee improves. The employees with high organisational commitment generally stick on to the organisation for a longer period of time and the productivity levels of the employees are high. The organisational commitment levels of the IT and ITES employees are comparatively less. It is proved that the employees whose career commitment is more their organisational commitment is less. The IT employees whose career commitment is more tend to possess less organisational commitment.

The fourth aspect of the individual work commitment is the job involvement. It refers to the extent to which the employee is committed to his job (Singh & Gupta, 2015). It refers to the degree to which the person is engaged in his job irrespective of the other external stimuli.
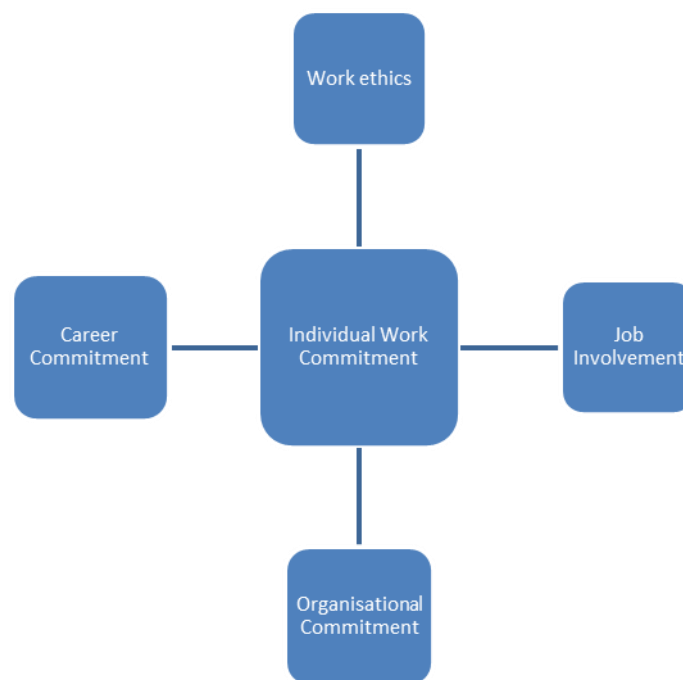

Fig.1. Components of Individual Work Commitment

3. ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)

Organisational Citizenship Behaviour is the voluntary behavior of the employees in the organisation which leads to the improved performance of the organisation (Organ, 1988). The performance of the employee is measured in terms of three components namely the task performance, organisational citizenship behaviour, and counterproductive work behaviour. The task performance defines the exact roles and responsibilities that need to be undertaken by the job incumbent in the organisation. This is more formal in nature and is defined by the organisation. Since it is defined by the organisation it is mostly measured in the organisation. Mostly the performance evaluations in the organisations try to measure the task performance of the employees. The next component namely the organisational citizenship behaviour is the voluntary behaviour that is generally not defined by the organisation and hence it is not measured. This also doesn't come under the purview of performance measurement. Counter productive work behaviours are the behaviours that are detrimental to the performance of the employees in the organisation like absenteeism, lack of punctuality etc.

4. IMPACT OF OCB ON INDIVIDUAL WORK COMMITMENT

It is proved by various researches that the variety in the task leads to the improvement individual work commitment in the employees (Guha & Chimote, 2012). The employees are committed to the organisation not only for financial rewards what the organisation provide but also due to the intrinsic job related factors. The employees who generally exhibit the organisational citizenship behaviours are the employees who feel that their individual goals are in line with the organisational goals and would like to contribute to the organisation and wouldn't mind taking an extra mile for the organisation. Similarly the employees who exhibit wide variety of organisational citizenship behaviours have high levels of individual work commitment.

5. CONCLUSION

While considering the IT and ITES employees the Organisational Citizenship Behaviour of these employees are comparatively less due to the problems discussed in the introduction. Lesser organizational citizenship behavior may lead to decreased individual work commitment of the employee. Hence the organisation may try to increase the awareness of the organisational citizenship behavior and develop the habit of organisational citizenship behavior which may increase the individual work commitment and in turn the performance of the employee.

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