A STUDY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLE OF ORGANISATIONAL JUSTICE AND LEADER – MEMBER EXCHANGE

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## BONAFIDE CERTIFICATE

Certified that this project report titled **"A STUDY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLE OF ORGANISATIONAL JUSTICE AND LEADER – MEMBER EXCHANGE"** is the bonafide work of Ms. A. NAYEEMUNNISA who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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## DECLARATION

I, hereby declare that this project report entitled as **"A STUDY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLE OF ORGANISATIONAL JUSTICE AND LEADER – MEMBER EXCHANGE",** has undertaken for academic purpose submitted to Anna University in partial fulfillment of requirement for the award of degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Dr. Vijila Kennedy, Director - KCTBS during the academic year 2012-2013.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and behalf.

**Place: Coimbatore** .....

**Date:** **(A. NAYEEMUNNISA)**

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## CHAPTER - I

### 1.1 INTRODUCTION

IT sector cost substantial sums each year for providing quality services, advertising, human resource development programs, improving productivity, research on innovation and technology that stands to achieve their mentioned objectives and attainment to organizational goals that still wholly depends on the employees performance and the extend of the cooperation with other employees, managers and clients that means organisational citizenship behavior. In today's competitive environment, the major effort of business institute is to utilize their internal sources especially human resource. It seems research on organisational citizenship behaviour will benefit the IT sector to enhance their employee performance. Organisational citizenship behaviour plays an effective role in organisational operations because of its some invisible behaviour in search of these invisible behaviour organisational citizenship behaviour has become a main focus of attention of many researchers during the past decades.

#### 1.1.1 Organizational Citizenship Behaviour

Organizational citizenship behaviour (OCB) is discretionary employee activity that is not explicitly part of the job description and which tends to promote the organization. This behaviour is also not a part of the official system of rewards and compensation. The term was first defined by Dennis Orgon in 1988. It is not a thoroughly-defined concept by nature, though an employee who embodies the qualities of OCB is often easy to recognize. While an employee who engages in organizational citizenship behaviour may not be specifically recognized for those actions, such behaviour will often be rewarded indirectly. This is partly because employees who practice OCB tend to be committed to their jobs and the overall health of the organization. They are also often adept at the core functions of their jobs, which can lead to formal recognition that includes unspoken appreciation for OCB.

Organizational citizenship behaviour (OCB) plays very important role for the better functioning of any organization, defined as behaviour that (a) is something extra beyond the basic job description, (b) is without any compensation, and (c) is for the betterment to the organization.cd

Another writer explains Organizational Citizenship Behaviour as follows: - organizational citizenship behaviour is a behaviour that, although not a part of job of employee, but play a very important role for the functioning of organization´ (Lee and Allen, 2002,). Global competition highlights the importance of innovation, flexibility, responsiveness, and Cooperativeness for long-term organizational success. Innovative and spontaneous behaviours Vitality is revealed in



protecting organization in an ever-changing environment. As a necessity, Organizations will become more dependent on employees who are willing to contribute effective Organizational functioning, regardless of their formal role requirements. Employee behaviours like citizenship behaviours become more important and even crucial for organizations survival. Organizational Citizenship Behaviour (organizational citizenship behaviour) is something which is very different from the usual job performance .if some individual is not involved in this behaviour he is not held responsible or liable by the organization but ultimately it is for the betterment of the organization. Organizational Citizenship Behaviours (organizational citizenship behaviours) are the personal choice of the employees he is not paid for this behaviour. Organizational citizenship behaviours are having a very positive and clear impact on the functioning of organization. Organizational citizenship behaviours are often considered a subset of employees conditions and their evaluation on their job One of the most important thing is to consider is organization loyalty if an employee is loyal with his or her organization he will work beyond his responsibilities and without any reward so it is the responsibility of the employer to create this spirit among the employees. Ultimately it is for the betterment of the organization. Organizational citizenship behaviour is discretionary behaviour that is not part of an employee formal Organizational Citizenship Behaviour has a major impact on the effective functioning of organization. Therefore Organizational Citizenship Behaviour can be construed at the social lubricant of the organizational machinery. Organizational citizenship behaviour to be an extra-role behaviour i.e. it is any behaviour not officially required by the organization, rather its practice depends solely on the consent of employee as a consequence of the organizational environment. Organisational Citizenship Behaviour makes the impact on organizational effectiveness of organizations by adding to the social frame work of the work environment.

Organ (1988) constructed the dimension of general compliance and added additional dimensions of OCB. This construction resulted in a five-factor model consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship.

The definition of **altruism** remained much as it was, defined by discretionary behaviours that have the effect of helping a specific work colleague with an organizationally relevant task or problem.

**Conscientiousness** consists of behaviours that go well beyond the minimum role requirements of the organization (Law, Wong, & Chen, 2005). These behaviours indicate that employees accept and adhere to the rules, regulations, and procedures of the organization.

**Civic virtue** is characterized by behaviours that indicate the employee's deep concerns and active interest in the life of the organization (Law et al., 2005). This



dimension also encompasses positive involvement in the concerns of the organization (Organ et al., 2006). Examples of civic virtue can be seen in daily affairs such as attending meetings and keeping up with what is going on with the organization in general. Civic virtue can also be demonstrated on a larger scale by defending the organization's policies and practices when they are challenged by an outside source.

**Courtesy** has been defined as discretionary behaviours that aim at preventing work-related conflicts with others (Law et al., 2005). This dimension is a form of helping behaviour, but one that works to prevent problems from arising. It also includes the word's literal definition of being polite and considerate of others (Organ et al., 2006). Examples of courteous behaviours are asking fellow employees if they would like a cup of coffee while you are getting one for yourself, making extra copies of the meeting agenda for your teammates, and giving a colleague ample notice when you alter something that will affect them.

**Sportsmanship** has been defined as willingness on the part of the employee that signifies the employee's tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion. Organ et al. (2006) further define sportsmanship as an employee's "ability to roll with the punches" even if they do not like or agree with the changes that are occurring within the organization. By reducing the amount of complaints from employees that administrators have to deal with, sportsmanship conserves time and energy.

### 1.2 Organizational Justice:

Greenberg (1987) introduced organizational justice with regard to how an employee judges the behaviour of the organization and their resulting attitude and behaviour that comes from this. Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law. People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts (Tabibnia, Satpute, & Lieberman, 2008). Individuals react to actions and decisions made by organizations every day. An individual's perceptions of these decisions as fair or unfair can influence the individual's subsequent attitudes and behaviours. Fairness is often of central interest to organizations because the implications of perceptions of injustice can impact job attitudes and behaviours at work. Justice in organizations can include issues related to perceptions of fair pay, equal opportunities for promotion, and personnel selection procedures.



**Types of Organizational Justice**

**Distributive Justice**

Distributive justice is conceptualized as the fairness associated with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible (*e.g.*, pay) or intangible (*e.g.*, praise). Perceptions of distributive justice can be fostered when outcomes are perceived to be equally applied (Adams, 1965).

**Procedural justice**

Procedural justice is defined as the fairness of the processes that lead to outcomes. When individuals feel that they have a voice in the process or that the process involves characteristics such as consistency, accuracy, ethicality, and lack of bias then procedural justice is enhanced (Leventhal, 1980).

**Interactional justice**

Interactional justice refers to the treatment that an individual receives as decisions are made and can be promoted by providing explanations for decisions and delivering the news with sensitivity and respect (Bies & Moag, 1986). A construct validation study by Colquitt (2001) suggests that interactional justice should be broken into two components: interpersonal and informational justice. Interpersonal justice refers to perceptions of respect and propriety in one's treatment while informational justice related to the adequacy of the explanations given in terms of their timeliness, specificity, and truthfulness.

Interpersonal justice "reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes"

Informational justice "focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion."

### 1.3 Leader - Member Exchange (LMX)

Based on the foundation of social exchange theory, leader-member exchange (LMX) describes the establishment of a relationship between a leader and a member (Dienesch & Liden, 1986) which focuses on leader-member dyads and their quality of interactions (Dansereau et al., 1975), wherein the quality of interaction of a leader is shown to vary across different subordinates in the work-group. For an example, a supervisor may offer a subordinate special privilege such as increased autonomy and in

return, the subordinate will offer their commitment and increased levels of performance towards the supervisor (Dienesch & Liden, 1986; Liden & Graen, 1980; Scandura & Graen, 1984).

The concept was originally introduced in 1972 (Graen, Dansereau & Minami, 1972) which initially labelled as Vertical Dyad Linkage (Dansereau, Graen & Haga, 1975). This theory subsequently evolved into its current label of LMX, defined as (a) a system of components and their relationships, (b) involving both members of a dyad, (c) in interdependent patterns of behaviour, (d) sharing mutual outcome instrumentalities, and (e) producing conceptions of environment, cause maps and value (Scandura, Graen & Novak, 1986).

When concerning a decision is to be made towards subordinates under limited nature of time and inadequate resources for each member of the dyad (Graen, Anderson & Shivers, 1996), always the leader who controls majority of the resources feels the most burden in allocating it. Due to time constraints, leaders engage in the development of high quality relationships with only a selected few (Graen, 1976). Therefore, some subordinates are selected as or establish a high quality relationship while others experience low quality relationships (Bauer & Green, 1996). Based on the situation described, researches in LMX have categorized two types of relationships between the subordinate and supervisor, namely the in-group and the out-group.

"In-group" refers to the linkages based on expanded and negotiated role responsibilities, which are not specified in the employment contract. These selected subordinates (in-group members) make contributions that go beyond their formal job duties and take on responsibility for the completion of tasks that are most critical to the success of the unit. In return, they receive greater attention, support and sensitivity from the superiors (Liden & Graen, 1980). Basically, in-group members are those who have created a "high-quality" relationship with their superior whereby great trust, contribution, respect and loyalty are the main components of these in-group relationships. Conversely "out-group" is member who has created a "low-quality" or bad relationship with their immediate supervisor. They fulfill responsibilities within their formal job duties and their relationships with immediate supervisors are characterized by limited reciprocal trust and support, less contribution and few rewards (Truckenbrodt, 2000).



**Concepts and variables for leader member exchange**

Early conceptualizations of LMX theory have found to be one-dimensional construct focusing only on job-related interactions, with little or no focus assessing social interactions. However recent research and theory are leaning toward the development of varying quality of interactions in a leader-member dyad has been understood in terms of role development (Graen, 1976) and social exchange (Graen & Scandura, 1987).

According to the role theory (Jacobs, 1971; Katz & Kahn, 1978), roles are described as multidimensional and likely to have different combinations of task-related and social interaction (Bales, 1958). Yet when role theory is used as the theoretical basis of LMX, researchers stress multidimensional which means that leaders examine subordinates with various work assignments in a series of role-making affairs. As a result, there are different types of LMX depending on the degree to which subordinates comply with the task demands and demonstrate a worthiness to be trusted whereby at the same time the leader reciprocates with work-related resources such as information, challenging task assignments and autonomy.

Given that both roles and exchanges are multidimensional, researchers (Dienesch and Liden, 1986; Liden and Maslyn, 1998) suggested that LMX is based upon 3 varying amounts of "currencies of exchange", included task-related behaviours, perception of the current level of work-oriented activity each member of the dyad puts forth (as contribution), the expression of public support (as loyalty), and simply liking one another based on interpersonal attraction (as affect). These three "currencies of exchange" can greatly impact the relationship formed between supervisor-subordinate which than reveal LMX as multidimensional rather than one-dimensional. Nevertheless, in further studies another currency known as professional espect (perception of the degree to which each member of the dyad has built a reputation of work-related activity) was added to the existing three currencies of exchange became four currencies of exchange (Liden & Maslyn, 1998).

Contribution, the first of the "currencies of exchange" refers to the perception of amount, direction and quality of work-oriented activity each member puts forth toward the mutual goals of the dyad. Loyalty to each-other also plays a major role in the formation of an LMX relationship as it occurs when a good quality LMX relationship is reciprocated by both leader and member. Loyalty is an instrument in determining the types of tasks that are entrusted to members (Liden & Maslyn, 1998). Leaders are more likely to ask loyal members to take on tasks that require independent judgment or



responsibility. Affect occurs if the leader and subordinate enjoy being around each other and enjoy being in each other's company, developing commitment and friendship through work interactions. Professional respect refers to the perception of the degree to which each member of the dyad has built a reputation of work-related activity.

While contribution currency of LMX deals with on-the-job dimension of interaction, the other factors which are loyalty, affective feelings of liking and respect goes beyond the work situation. As the exchange relationships are characterized by mutual trust, respect, liking and reciprocal influence (Dansereau et al., 1975), these relationships become increasingly vital for organizations to learn how to build a mutual subordinates-supervisor interpersonal trust and support relations which impacts the subordinate attitudinal outcomes such as: organization commitment (Duchon et al., 1986), job satisfaction (Vecchio and Godbel, 1984) and turnover intention (Gerstner & Day, 1997).

After contemplating the definition of LMX as discussed recently by the leadership gurus, scholars and researchers, 4 variables for LMX are identified. The 4 variables are: Affective, Contribution, Loyalty, and Professional Respect.

**Contribution** Dienesch and Liden defined perceived contribution as the "perception of the amount, direction, and quality of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad" (1986:). Graen and his colleagues (Graen, 1976; Graen & Scandura. 1987) have emphasized the role of a subordinate's work-related behaviours on the development of LMXs. In new leader-member dyads, the leader is thought to evaluate each subordinate's performance on delegated tasks. Subordinates whose performance impresses the leader and who "'accept a leader's invitation" develop an exchange with the leader that is of higher "quality" than subordinates who have not performed as well according to the leader. Higher quality refers to greater exchange of valued resources between leader and member (Bass. 1990). Valued resources provided by leaders to some select members include such things as physical resources (e.g., budgetary support, materials, and equipment) as well as information and attractive task assignments (Graen & Cashman, 1975). Although LMX theorizing has included a discussion of both member and leader contributions to the exchange, the focus has been on the task-related'behaviours of members (Graen & Scandura. 1987). Members who impress the leader receive resources and support that further enhances job performance (Graen & Cashman, 1975; Dunegan, Duchon, & Uhl-Bien, 1992; Liden & Graen, 1980; Scandura, et al., 1986). In addition, members of such high quality LMX exchanges engage in tasks and duties that



extend beyond what is required from the formal employment contract (Graen, 1976; Liden & Graen, 1980; Wayne & Green, 1993).

**Loyalty.** A second LMX dimension proposed by Dienesch and Liden (1986) was the extent to which the leader and member are loyal to one another. Loyalty was defined as the extent to which both leader and member publicly support each other's actions and character. Extending Graen and his colleagues' inclusion of loyalty as an outcome of the LMX developmental process (Graen,1976; Graen & Scandura, 1987), Dienesch and Liden suggested that loyalty may be better portrayed as a component or dimension of LMX. playing a critical role in the development and maintenance of LMXs. Loyalty has been discussed in previous research as instrumental in determining the types of tasks that are entrusted in members. Leaders are more likely to ask loyal members to take on tasks that require independent judgment and/or responsibility (cf. Liden & Graen, 1980; Scandura etal., 1986).

**Affect.** Dienesch and Liden defined affect as "the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values" (1986: 625). Mutual liking between leader and member is expected to be involved in developing and on-going LMXs to varying degrees (Dienesch & Liden, 1986). In LMXs that are work-based with contribution being the most important LMX dimension, affect may play little or no role in the exchange. On the other hand, some LMXs may be dominated by affect. For example, the leader and member frequently interact simply because they enjoy each other's company. Indeed, friendships often develop through work interactions (Bridge & Baxter. 1992). More specifically, empirical research has provided support for affect as a critical dimension in LMX development (Dockery& Steiner. 1990; Liden, Wayne, & Stilwell, 1993) and in existing LMXs (Judge & Ferris. 1993; Wayne & Ferris, 1990). In the Liden et al. study, liking was a better predictor of LMX than was the leader's assessment of the member's performance.

**Professional respect** was defined as the perception of the degree to which each member of the dyad had built a reputation, within and/or outside the organization, of excelling at his or her line of work. This perception may be based on historical data concerning the person, such as: personal experience with the individual; viewing the person's resume; and awards or other professional recognition achieved by the person. Thus, leaders and members may develop perceptions of professional respect before working with or even meeting their counterpart in the dyad.

## 1.2 INDUSTRY PROFILE

The **Information technology industry in India** has gained a brand identity as a knowledge economy due to its IT and ITES sector. The IT–ITES industry has two major components: IT Services and business process outsourcing (BPO). The growth in the service sector in India has been led by the IT–ITES sector, contributing substantially to increase in GDP, employment, and exports. The sector has increased its contribution to India's GDP from 1.2% in FY1998 to 7.5% in FY2012. According to NASSCOM, the IT–BPO sector in India aggregated revenues of US$100 billion in FY2012, where export and domestic revenue stood at US$69.1 billion and US$31.7 billion respectively, growing by over 9%. The major cities that account for about nearly 90% of this sectors exports are Bangalore, Hyderabad, Chennai, Delhi, Mumbai, and Thiruvananthapuram(Trivandrum). Bangalore is considered to be the Silicon Valley of India because it is the leading IT exporter. Export dominate the IT–ITES industry, and constitute about 77% of the total industry revenue. Though the IT–ITES sector is export driven, the domestic market is also significant with a robust revenue growth. The industry's share of total Indian exports (merchandise plus services) increased from less than 4% in FY1998 to about 25% in FY2012. According to Gartner, the "Top Five Indian IT Services Providers" are Tata Consultancy Services, Infosys, Cognizant, Wipro and HCL Technologies.

This sector has also led to massive employment generation. The industry continues to be a net employment generator - expected to add 230,000 jobs in FY2012, thus providing direct employment to about 2.8 million, and indirectly employing 8.9 million people. Generally dominant player in the global outsourcing sector, However the sector continues to face challenges of competitiveness in the globalized world, particularly from countries like China and Philippines.

India's growing stature in the Information Age enabled it to form close ties with both the United States of America and the European Union. However, the recent global financial crises has deeply impacted the Indian IT companies as well as global companies. As a result hiring has dropped sharply, and employees are looking at different sectors like the financial service, telecommunications, and manufacturing industries, which have been growing phenomenally over the last few years. India's IT Services industry was born in Mumbai in 1967 with the establishment of Tata Group in partnership with Burroughs. The first software export zone SEEPZ was set up back in 1973, the old avatar of the modern



day IT park. More than 80 percent of the country's software exports happened out of SEEPZ, Mumbai in 80s.

**History**

The Indian Government acquired the EVS EM computers from the Soviet Union, which were used in large companies and research laboratories. In 1968 Tata Consultancy Services—established in SEEPZ, Mumbai by the Tata Group—were the country's largest software producers during the 1960s. As an outcome of the various policies of Jawaharlal Nehru (office: 15 August 1947 – 27 May 1964) the economically beleaguered country was able to build a large scientific workforce, third in numbers only to that of the United States of America and the Soviet Union. On 18 August 1951 the minister of education Maulana Abul Kalam Azad, inaugurated the Indian Institute of Technology at Kharagpur in West Bengal. Possibly modeled after the Massachusetts Institute of Technology these institutions were conceived by a 22 member committee of scholars and entrepreneurs under the chairmanship of N. R. Sarkar.

Relaxed immigration laws in the United States of America (1965) attracted a number of skilled Indian professionals aiming for research. By 1960 as many as 10,000 Indians were estimated to have settled in the US. By the 1980s a number of engineers from India were seeking employment in other countries. In response, the Indian companies realigned wages to retain their experienced staff. In the Encyclopaedia of India, Kamdar (2006) reports on the role of Indian immigrants (1980 - early 1990s) in promoting technology-driven growth:

The United States' technological lead was driven in no small part by the brain power of brilliant immigrants, many of whom came from India. The inestimable contributions of thousands of highly trained Indian migrants in every area of American scientific and technological achievement culminated with the information technology revolution most associated with California's Silicon Valley in the 1980s and 1990s.

The ground work and focal point for the development of the information technology industry in India was led by the Electronics Commission in the early 1970's. The driving force was India's most esteemed scientific and technology policy leader M. G. K. Menon. With the support of the United Nations Development Programme (UNDP) under project IND/73/001, the Electronics Commission formulated a strategy and master plan for regional computing centers, each to have a specific purpose as well as to serve as a



hub for manpower development and to spur the propagation of informatics in local economies. The first center, the National Centre for Software Development and Computing Techniques (from 1973 onward) was at the Tata Institute of Fundamental Research in Mumbai and was focused on software development. A key decision of the strategy was to not focus on large-scale hardware production but rather intellectual capital and knowledge development. The success of this decision can be seen in the global leadership of Indian entrepreneurs and computer scientists in software development. Jack Fensterstock of the United States was the program manager on behalf of the UNDP and the key advisor to the Indian Government for the implementation of the master plan.

The National Informatics Centre was established in March 1975. The inception of The Computer Maintenance Company (CMC) followed in October 1976. During 1977-1980 the country's Information Technology companies Tata Infotech, Patni Computer Systems and Wipro had become visible. The 'microchip revolution' of the 1980s had convinced both Indira Gandhi and her successor Rajiv Gandhi that electronics and telecommunications were vital to India's growth and development. MTNL underwent technological improvements. During 1986-1987, the Indian government embarked upon the creation of three wide-area computer networking schemes: INDONET (intended to serve the IBM mainframes in India), NICNET (the network for India's National Informatics Centre), and the academic research oriented Education and Research Network (ERNET).

**Post liberalization**

Regulated VSAT links became visible in 2012 . Desai (2006) describes the steps taken to relax regulations on linking in 1991:

In 1991 the Department of Electronics broke this impasse, creating a corporation called Software Technology Parks of India (STPI) that, being owned by the government, could provide VSAT communications without breaching its monopoly. STPI set up software technology parks in different cities, each of which provided satellite links to be used by firms; the local link was a wireless radio link. In 1993 the government began to allow individual companies their own dedicated links, which allowed work done in India to be transmitted abroad directly. Indian firms soon convinced their American customers that a satellite link was as reliable as a team of programmers working in the clients' office.



Videsh Sanchar Nigam Limited (VSNL) introduced Gateway Electronic Mail Service in 1991, the 64 kbit/s leased line service in 1992, and commercial Internet access on a visible scale in 1992. Election results were displayed via National Informatics Centre's NICNET.

The Indian economy underwent economic reforms in 1991, leading to a new era of globalization and international economic integration. Economic growth of over 6% annually was seen during 1993-2002. The economic reforms were driven in part by significant the internet usage in the country. The new administration under Atal Bihari Vajpayee—which placed the development of Information Technology among its top five priorities— formed the Indian National Task Force on Information Technology and Software Development.

Wolcott & Goodman (2003) report on the role of the Indian National Task Force on Information Technology and Software Development:

Within 90 days of its establishment, the Task Force produced an extensive background report on the state of technology in India and an IT Action Plan with 108 recommendations. The Task Force could act quickly because it built upon the experience and frustrations of state governments, central government agencies, universities, and the software industry. Much of what it proposed was also consistent with the thinking and recommendations of international bodies like the **World Trade Organization** (WTO), International Telecommunications Union (ITU), and World Bank. In addition, the Task Force incorporated the experiences of Singapore and other nations, which implemented similar programs. It was less a task of invention than of sparking action on a consensus that had already evolved within the networking community and government.

**The New Telecommunications Policy, 1999** (NTP 1999) helped further liberalize India's telecommunications sector. The Information Technology Act 2000 created legal procedures for electronic transactions and e-commerce.

Throughout the 1990s, another wave of Indian professionals entered the United States. The number of Indian Americans reached 1.7 million by 2000. This immigration consisted largely of highly educated technologically proficient workers. Within the United States, Indians fared well in science, engineering, and management. Graduates from the Indian Institutes of Technology (IIT) became known for their technical skills. The success

of Information Technology in India not only had economic repercussions but also had far-reaching political consequences. India's reputation both as a source and a destination for skilled workforce helped it improve its relations with a number of world economies. The relationship between economy and technology—valued in the western world—facilitated the growth of an entrepreneurial class of immigrant Indians, which further helped aid in promoting technology-driven growth.

**Recent development**

The economic effect of the technologically inclined services sector in India—accounting for 40% of the country's GDP and 30% of export earnings as of 2006, while employing only 25% of its workforce—is summarized by Sharma (2006):

The share of IT (mainly software) in total exports increased from 1 percent in 2001 to 18 percent in 2001. IT-enabled services such as back office operations, remote maintenance, accounting, public call centers, medical transcription, insurance claims, and other bulk processing are rapidly expanding. Indian companies such as HCL, TCS, Wipro, and Infosys may yet become household names around the world.

Today, Bangalore is known as the Silicon Valley of India and contributes 33% of Indian IT Exports. India's second and third largest software companies are head-quartered in Bangalore, as are many of the global SEI-CMM Level 5 Companies.

Mumbai too has its share of IT companies that are India's first and largest, like TCS and well established like Reliance, Patni, LnT Infotech, i-Flex, WNS, Shine, Naukri, Jobspert etc. are head-quartered in Mumbai. And these IT and dot com companies are ruling the roost of Mumbai's relatively high octane industry of Information Technology.

Such is the growth in investment and outsourcing, it was revealed that Cap Gemini will soon have more staff in India than it does in its home market of France with 21,000 personnel+ in India.

On 25 June 2002 India and the European Union agreed to bilateral cooperation in the field of science and technology. A joint EU-India group of scholars was formed on 23 November 2001 to further promote joint research and development. India holds observer status at CERN while a joint India-EU Software Education and Development Center is due at Bangalore.



**Major IT Hubs**

| Rank | City | Description |
|---|---|---|
| 1 | Bangalore | Popularly known as the Silicon Valley of India and leading software exporter from India. Bangalore is considered to be a global technology hub of India. |
| 2 | Chennai | Chennai is a major destination of India and is the BPO hub of India. Chennai has the largest operations centers of TCS, and CTS. |
| 3 | Hyderabad | Development of HITEC City prompted several IT and ITES companies to set up operations in the city, and has led civic boosters to call their city "Cyberabad". |
| 4 | Mumbai | The Financial capital of India, but recently many IT companies have established offices. |
| 5 | Delhi | The National Capital Region comprising Delhi, Gurgaon and Noida are clusters of software development. |
| 6 | Pune | Major Indian and International Firms present in Pune. Pune is also C-DAC Head-Quarter. |
| 7 | Thiruvanantapuram (Trivandrum) | Capital city of Kerala, which contributes to 80% of the software exports from the state. Technopark, Trivandrum spread at an area of 333 acres, is the largest IT park in India with 285 companies and more than 75000 working IT professionals. |
| 8 | Kolkata | One of the largest cities in India, Kolkata contributes significantly to IT exports. |



**Criticisms**

Despite its rapid growth, the IT industry in India has attracted its fair share of criticism. This is primarily levelled against the industry's excessive political influence - as articulated through its association, NASSCOM - which, it is claimed, far exceeds its economic contribution to the country. This has allowed the industry to secure the support and resources of the Indian state ahead of other sectors of the national economy where the developmental returns would be greater.



## CHAPTER – 2

## 2.1 REVIEW LITERATURE

**2.2 Organizational Citizenship Behaviour**

Over a decade and a half has passed since, Organ & et al. (1988) first coined the ter "Organizational citizenship behaviour". Drawing on Chester Barnard (1938)'s concept of the "willingness to cooperate" and Daniel Katz (1964)'s distinction between dependable "role performance" and "innovative and spontaneous behaviours", Organ (1988) defined organizational citizenship behaviours as "individual behaviour 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. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable" (Podsakoff & et al., 2000: 513). Smith & et al. (1983) were interested in predicting organizationally beneficial behaviour that was not formally rewarded and could not be enforced by the organization in terms of formal role expectations or job requirements. Supervisors were then asked to rate how characteristic each behaviour was of the employee. Factor analyses of these ratings indicated two factors.

The first factor, labeled Altruism, captured behaviour directly intended to help a specific person in face-to-face situations. The second factor, labeled Generalized Compliance, represented impersonal behaviours such as compliance with norms defining a good worker (Lepine & et al, 2002: 53). Five years later, Organ (1988) proposed an expanded taxonomy of organizational citizenship behaviour that included:

***Altruism*:** Altruism is defined as discretionary behaviours that specifically aid another person in the organization with an organizationally relevant issue.

***Conscientiousness*:** Conscientiousness is defined as discretionary behaviours that aid the organization in general and go beyond the minimum role requirements of the organization.

***Sportsmanship*:** Sportsmanship is the willingness of the employee to tolerate less than ideal situations without complaining.

***Courtesy*:** Courtesy is defined as behaviours aimed at preventing work-related problems with others from occurring.

***Civic virtue*:** Civic virtue involves behaviours that indicate that the individual responsibly participates in or is involved in the life of the organization (De Nicolis Bragger et al., 2005: 305).

**2.3 Perceptions of Organizational Justice**

Organizational justice concept was first used by Greenberg (1990). Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs (Moorman, 1991: 845). According to Greenberg (1990), perceptions of organizational justice classified as a three-dimensional construct:

***Distributive justice*:**

Colquitt & et al (2005) notice that distributive justice was initially conceptualized by Homans (1961) based on the notions of relative deprivation introduced by Stouffer & et al (1949). Further, they noted that many of Homans' ideas about distributive justice were developed more fully by Adams (1965)' equity theory (Sholihin & et al, 2007: 5-6). According to Greenberg (1990), distributive justice involves employee assessments of fairness of rewards and inducements received in exchange for contributions at work.

***Procedural justice*:**

Concerning procedural fairness, the term was first used by Thibaut & et al (1974) and Thibaut and Walker (1975) to refer to the social psychological consequences of procedural variation, with particular emphasis on procedural effects on fairness judgments. Procedural justice involves employee assessments of the extent to which decisions are based on fair methods and guidelines. In other words, employees evaluate the extent to which they feel processes used to make decisions that influence them are just (Ang & et al., 2003: 563).

***Interactional justice*:**

Bies and Moag (1986) introduced still a third dimension of organizational justice. From a series of interviews, they discovered that people were also concerned about the quality of interpersonal treatment they received during the enactment of procedures and tied perceptions of justice to it (Lau, 2008: 15). Bies and Moag (1986) termed these fairness perceptions "interactional justice". Interactional justice suggests that perceptions of procedural justice can originate from an organization's procedures and how those procedures are implemented (Wat & Shaffer,2005: 409). In his discussion of the motivational basis of organizational citizenship behaviour, Organ (1988) maintained that justice perceptions play a key role in promoting organizational citizenship behaviour. Predicated upon the social exchange perspective, he also proposed an explanation whereby employees perform organizational citizenship behaviour to reciprocate the fair treatment offered by their organizations (Young, 2010: 638). Podsakoff & et al. (2000) suggest that if treated fairly with employees in the organization, and the supervisors also



have good relations with them the amount of organizational citizenship behaviour will increase.In his discussion of the motivational basis of organizational citizenship behaviour, Organ (1988) maintained that justice perceptions play a key role in organisations.

**2.4 Perceptions of Leader–Member exchange**

Leader–member exchange theory describes the quality of relationships between leaders and their followers (Bowler & et al., 2010: 310) and first conceptualized as the vertical dyad linkage model of leadership, was initially proposed as an alternative to an average leadership style (Collins, 2007: 18-19). Graen & et al (1975) have found that in nearly all units leaders differentiate among their subordinates in terms of leader behaviour. According to this theory, certain subordinates chosen because of competence and skill, extent to which they can be trusted (especially when not being watched by the supervisor), and motivation to assume greater responsibility within the unit are given preferential treatment by the leader. These selected subordinates (in-group members) make contributions that go beyond their formal job duties and take on responsibility for the completion of tasks that are most critical the success of the unit (Liden & et al., 1980: 451-452). Dienesch and liden (1986, Liden & et al., 1998: 45) proposed that although work behaviours stressed by graen and colleagues are important, leader–member exchanges may develop and endure in a number of different ways. They suggested that Leader–member exchange can be differentiated into three types of relationship exchanges, termed contribution, loyalty and affect (Sin & et al., 2009: 1049).

***Contribution*:** Contribution is the perception of the amount of work and the quality of work that each member of the dyadic relationship brings into the dyadic relationship (Amah, 2010: 40).

***Loyalty*:** Loyalty was defined as the extent to which both leader and member publicly support each other's actions and character (Liden & et al., 1998: 46).

***Affect*:** Dienesch and liden (1986, Liden & et al., 1998: 46) defined affect as "the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values". Liden and Maslyn (1998) helped to advance this idea further by developing an instrument of multidimensional leader–member exchange (MDM-LMX). In addition to affect, loyalty and contribution, they identified professional respect as the fourth dimension of leader– member exchange.

***Professional respect*:** Professional respect refers to the mutual respect both parties have for each other's professional capabilities (Sin & et al., 2009: 1049). Research on leader–member exchange has shown the value of high-quality leader–member



relationships in organizations. Leaders and followers in these high leader–member exchange relationships often report enhanced levels of satisfaction and effectiveness, as well as mutual influence, more open and honest communication

**2.5 Perceptions on the Role of Leader Member Exchange in Organizational Justice and Organizational Citizenship Behaviour.**

Noormala Amir Ishak & Syed Shah Alam(2009) proposed An Empirical Study on The effects of Leader member exchange on Organizational justice and organizational citizenship behaviour which determining the effect of leader member exchange using it as intermediator between organizational citizenship behaviour and organizational justice with relative dimension underlying in each category this study was implemented on Malaysian Banking Employees Survey method is used for data collection and the sample size was 350 and the questionnaire was distributed across branches and final collected questionnaire were 339 in which 229 questionnaire were found fit for further analysis. The analysis used for this study are: Descriptive Statistics, Cronbach's Coeffecient Alpha, and zero order correlation of all study variables and regression analysis. The study revealed that interactional justice is an important variable for understanding OCB. This study helps the researcher to find out the interactional justice subordinates and supervisors. This study suggests that within the framework of social exchange theory. Interactional justice influences subordinate's OCB greatest through the presence of LMX.

James Louis Soldner (2009) Relationships Among Leader-Member Exchange, Organizational Citizenship Behaviour, Organizational Commitment, Gender, And Dyadic duration in a rehabilitation Organization. This study was an investigation of the relationship between subordinates' perceptions of the quality of the leader-member exchange (LMX) relationship and their willingness to engage in organizational citizenship behaviour (OCB) and organizational commitment (OC). This study surveyed direct service employees subordinate staff currently employed at a large rehabilitation organization in the Midwest and the sample size is between 100 -120. LMX relationship can have a major impact on overall individual and organizational success, regardless of the geographic location, Personnel, culture, or mission of the organization.

Alev Katrinli*, Gulem Atabay, Gonca Gunay and Burcu Guneri Cangarli (2010) the moderating role of leader-member exchange in the relationship between psychological contract violation and organizational citizenship behaviour. This paper aims to explore the moderating role of Leader-Member Exchange (LMX) quality in the



relationship between Psychological Contract Violation (PCV) and Organizational Citizenship Behaviour (OCB).

Data were gathered from a sample of 148 registered nurses working in a private general hospital results show that the negative relationship between PCV and OCB is stronger for nurses who have high LMX quality. Therefore, the study implies that the interaction of the behaviour of all organizational agents and supervisors relates to OCB.

Heather M. Stewart Wherry (2012) Authentic Leadership, Leader-Member Exchange, and Organizational Citizenship Behaviour: A Multilevel Analysis this field study examined the relationship between leaders' authentic leadership and five constructs of organizational citizenship behaviour as moderated by leader-member exchange. Data were collected from 32 leader participants and 243 raters from seven for profit organizations in the Midwest. A multilevel data analysis was conducted using Hierarchical Linear Modeling. Leader authenticity was significant at the individual level, but not at the group level in conscientiousness. Leaders rated as authentic only influence individual followers behaviours regarding rules and regulations. The leader will not influence the group. Leader authenticity did not influence follower sportsmanship behaviours.

Ali Asgari, Abu Daud Silong, Aminah Ahmad and Bahaman Abu Samah ( 2008**)** The relationship between leader-member exchange, organizational inflexibility, perceived organizational support, interactional justice and organizational citizenship behaviour. This research had one objective: to assess the impact of four behaviours – leader-member exchange, organizational inflexibility, perceived organizational support and interactional justice – on organizational citizenship behaviour. The subjects of this study were all full-time employees with their managers who working in the educational organization in Iran. This study surveyed 220 respondents. The sampling frame of the respondents was obtained from educational organization in Shiraz city in Iran. Data were collected on a structured questionnaire containing standard scales of transformational leadership behaviours, LMX, and organizational citizenship behaviours. In this study used two types of analysis, descriptive analysis and inferential analysis organizational citizenship behaviours frequently make important contributions to the well-being of one's coworkers and/or the organization. Supervisors should do their best to maintain a good dual relationship with their subordinates, increase organizational inflexibility with clearly about rules and procedures, more support of employees by employers, and increase justice in workplace. Dienesch and Liden (1986) proposed a process-oriented model of the LMX relationship development process. The authors stated that the first component

was the initial interaction. In this interaction, each person brings unique traits, characteristics, attitudes, and the like to the meeting. In this first step, leaders may make attributions (i.e., the member seems to be responsible and a hard worker, the member is someone I do not like personally, etc.), which will likely influence later steps in forming the relationship quality. The second step in the process is the leader delegation to the member of an initial set of tasks or a trial assignment (Dienesch & Liden, 1986; Graen, 1976). These assignments "test" the member and lead to the next step.

Dienesch and Liden's (1986) process model of LMX development involves the member's behaviour in response to the leader's delegation in step two. Thus, member behaviour serves as both the member's key input into the LMX, as well as the focus of the leader's attributions concerning the member's ability and motivation and the resulting leader behaviours. The fourth step involves the leader trying to interpret and explain the member's behaviour. Finally, through the interactive process of member inputs and leader attributions and interpretations, the nature of the LMX is determined.



## CHAPTER - 3

## RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. various steps that are generally adopted in this are as follows

### 3.1 Type of Research

The type of research used for the study is descriptive in nature carried out in an around Coimbatore and Chennai.

### 3.2 Objectives of the Study:

**Primary Objective:**

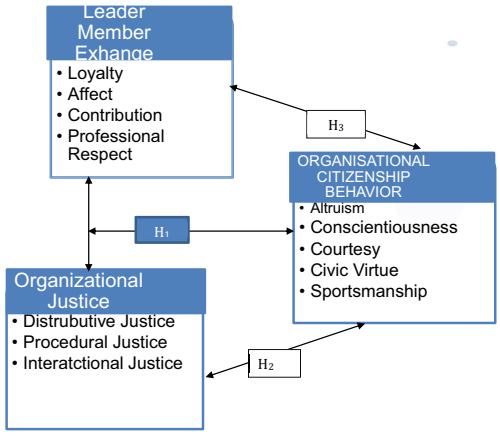
1) To examine the impact of organizational citizenship behavior on Leader – Member Exchange and Organisational Justice.

**Secondary Objective:**

1) To investigate the influence of Leader Member Exchange on Organisational Citizenship Behavior.
2) To investigate the influence of organizational justice on Organisational Citizenship Behavior.
3) To investigate the influence of organizational justice on Leader - Member Exchange.



### 3.8 Conceptual Model




**Interpretation:**

According to conceptual model of research, main hypothesis is that there is a positive impact among employee's perception of organizational justice and Leader – Member Exchange with organizational citizenship behavior.

**In addition, Sub hypothesis are:**

- There is a positive relationship among employee's perception of organizational justice and organizational citizenship behavior.
- There is a positive relationship among employee's perceptions of Leader – Member Exchange and organizational citizenship behavior.



### 3.3 Data and sources of data

- A balanced questionnaire was designed for collection of primary data from the respondents. The researcher met the respondents in person, briefed them about the study and got the questionnaire filled.
- Data collection also used a method of online questionnaire which were sent to the respondents through mails and social networking sites.

The questionnaire is structured as follows.

**Part A:**

This consist of nine questions tapped the demographic data of the respondents as well as some characteristics of the organizations.

**Part B:**

This part consist of items to measure LMX 12 QUESTION with four dimension i.e Loyalty: (3 Questions); Affect: (3 Questions); Contribution: (3 Questions) ; Professional respect: (3 Questions) Devoloped by Graen and uhlBien 1995.

**Part C:**

This part consists of items related to Organizational Citizenship Behavior with five dimensions namely. Altruism: (5 Questions); Conscientiousness: (4 Questions); Courtesy: (5 Questions); Civic Virtue: (4 Questions); Sportsmanship: (3Questions Developed by Podsakoff et al 1990.

**Part D:**

Were items related to organizational justice of the employees with three dimensions namely: Distributive justice (5 questions), Procedural justice (5 questions), Interactional justice (9 questions), Developed by Colquitt (2001) Pollination

### 3.4 Time Period Covered

The time period covered for the project completion is 12 weeks from January 28 to April 20.

### 3.5 Population & Sample Size

The population for this research is employees of the IT companies across Chennai and Coimbatore. Sampling size is 227 IT employees from across Coimbatore and Chennai. In that 96 from Chennai and from 131 Coimbatore.

### 3.6 Sampling Technique

Random sampling method is used for data collection from the respondents. Each respondent from the concerned population had an equal chance of participating in this study

### 3.7 Analysis and Tools Used:

A series of statistical procedures were conducted to test the three groups of hypotheses. The software SPSS was used to analyse the results. The procedures and measures, in Chronological order, are:

- Descriptive Analysis
- Factor Analysis
- Chi - Square
- Correlation Analysis
- Regression Analysis

The steps involved in processing the collected raw data included editing, coding, entering the data, and charting. The collected data from the questionnaires were edited for completeness, consistency and legibility before proceeding to the next process. As a precautionary measure the responses were carefully checked to ensure the survey's completeness and that no answer was omitted. In the consistency check, a contradictory answer will be highlighted and corrected during data tabulation. Inconsistencies that can be logically corrected were rectified. Incomplete data, inconsistent answer, inaccuracies and ineligibility, when found at a later stage were discarded. Editing was done manually soon after the data had been gathered. Repeated editing was conducted to ensure that minimum data quality standard has been achieved. Responses to some of the negatively worded questions were transformed in the reverse order so that all answers are in the same direction. All missing responses to the main part of the questionnaire were assigned a midpoint in the scale as the response to that particular item. However, questionnaires that have a substantial number of questions left unanswered were not included in the data set for analysis. The results from the data entry were transferred into a readable, quantifiable and understandable format for graphical and visual presentation of the collected data.



## CHAPTER 4

## Analysis and interpretation

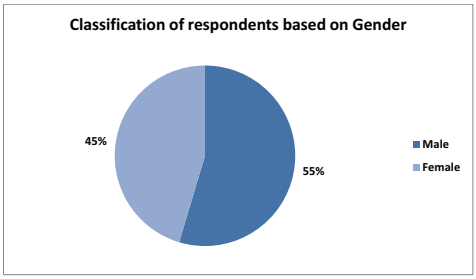
### 4.1 Percentage Analysis on Respondents Demographic Data

**Table: 4.1.1**

**Classification of respondents based on gender**

| Gender | No. of Respondents | Percentage of Respondents |
|---|---|---|
| Male | 124 | 56.5 |
| Female | 103 | 45.4 |
| Total | 227 | 100 |

**Chart: 4.1.1**




**Interpretation**

Descriptive statistics for demographic variables related to Gender of respondents shows that 54.6% of employees' are men and, 45.4% of employees' are females. In other words, 124 are men and 103 are female.



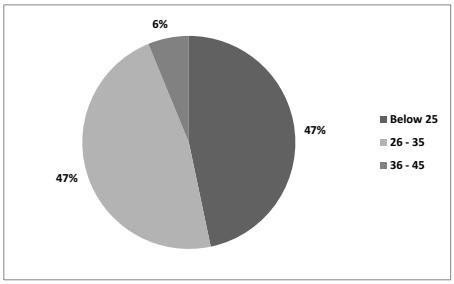
**Table: 4.1.3**

**Classification of respondents based on Age**

| Gender | No. of Respondents | Percentage of Respondents |
|---|---|---|
| Below 25 | 106 | 46.7 |
| 26 – 35 | 107 | 47.1 |
| 36 – 45 | 14 | 6.2 |
| Total | 227 | 100 |

**Chart: 4.1.3**

**Classification of respondents based on Age**




**Interpretation**

Descriptive statistics related to age of respondent's shows that both below 25 and 26 – 35 age categories possess 47% of respondents and the rest contains only 6% that falls under the age category of 36 -45



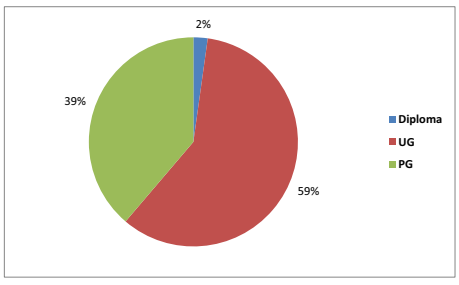
**Table: 4.1.4**

**Classification of respondents based on Education**

| Gender | No. of Respondents | Percentage of Respondents |
|---|---|---|
| Diploma | 5 | 2.2 |
| UG | 134 | 59 |
| PG | 88 | 38 |
| Total | 227 | 100 |

**Chart: 4.1.4**

**Classification of respondents based on Education**




**Interpretation**

Descriptive statistics related to education shows that 2% of respondents are under diploma, 59% are college Under Graduates, 39% of the respondents are PG holders. In other words, 5 respondents are diploma holders, 134 respondents are UG holders and 88 respondents holds PG Degree.

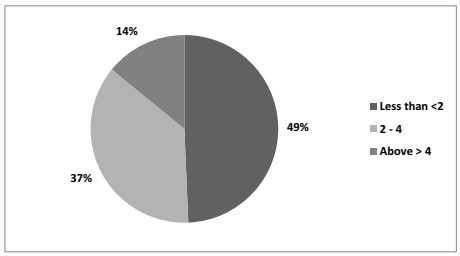
**Table: 4.1.5**

**Classification of respondents based on Experience**

| Gender | No. of Respondents | Percentage of Respondents |
|---|---|---|
| Less than < 2 | 112 | 49.3 |
| 2 – 4 | 83 | 36.6 |
| Above > 4 | 32 | 14.1 |
| Total | 227 | 100 |

**Chart: 4.1.5**

**Classification of respondents based on Experience**




**Interpretation**

Descriptive statistics related to experience of respondent's shows that the number of respondents below 2 years is of 49%. Respondents under 2-4 year of experience are of 37% and Respondents with above four years of experience are 14%.



**4.2. THE MEAN SCORES EXPLORING CONSTRUCTS OF THE STUDY**

The mean score are calculated for constructs under the variables.

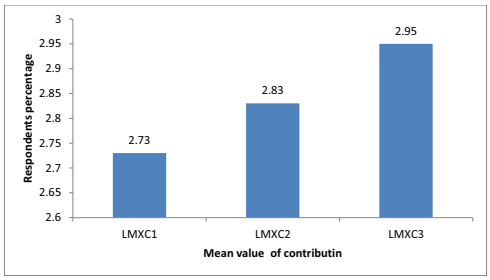
**TABLE NO.4.2.1**

**Table Showing the Mean Score of Contribution**

| Leader Member - Exchange : Contribution | | | | |
|---|---|---|---|---|
| S. No. | Variables Code | Variables | Mean Score | Std. Deviation |
| 1 | LMXC1 | I am willing to apply extra effort beyond those normally required, to meet my supervisor's work goals. | 2.73 | 1.46 |
| 2 | LMXC2 | I do work for my supervisor that goes beyond what is specified in my job description. | 2.83 | 1.47 |
| 3 | LMXC3 | I do not mind working my hardest for my supervisor. | 2.95 | 1.44 |

**CHART NO. 4.2.1**

**Chart Showing the Mean Score of Contribution**




**Interpretation**

From Above table 4.2.1 it is observed that the mean score for the statement "I do not mind working my hardest for my supervisor." was found to be highest at 2.95%. The lowest mean score was for the statement "I am willing to apply extra effort beyond those normally required, to meet my supervisor's work goals" the variables has got lowest mean score 2.73%.



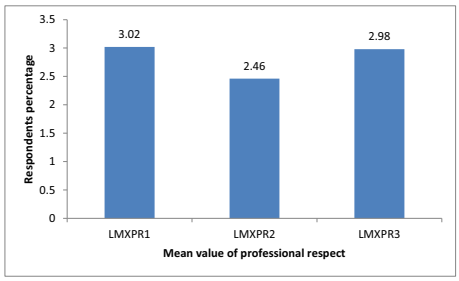
**TABLE NO.4.2.2**

**Table Showing the Mean Score of Professional Respect**

| Leader Member - Exchange : Professional Respect | | | | |
|---|---|---|---|---|
| S. No. | Variables Code | Variables | Mean Score | Std. Deviation |
| 1 | LMXPR1 | I am impressed with my supervisor's knowledge of his/her job. | 3.02 | 1.426 |
| 2 | LMXPR2 | I respect my supervisor's knowledge and competence on the job. | 2.46 | 1.421 |
| 3 | LMXPR3 | I admire my supervisor's professional skills. | 2.98 | 1.434 |

**CHART NO. 4.2.2**

**Chart Showing the Mean Score of Professional Respect**




**Interpretation**

From Above table 4.2.2 it is observed that the mean score for the statement "I am impressed with my supervisor's knowledge of his/her job." was found to be highest at 3.05%. The lowest mean score was for the statement "I respect my supervisor's knowledge and competence on the job." the variables has got lowest mean score 2.46%.



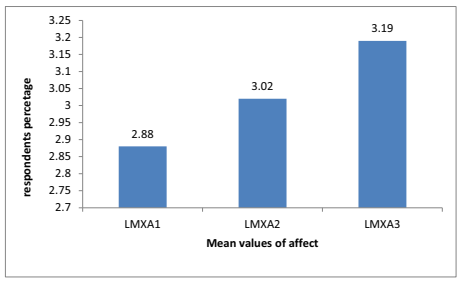
**TABLE NO.4.2.3**

**Table Showing the Mean Score of Affect**

| Leader Member - Exchange : Affect | | | | |
|---|---|---|---|---|
| S. No. | Variables Code | Variables | Mean Score | Std. Deviation |
| 1 | LMXA1 | I like my supervisor very much as a person. | 2.88 | 1.463 |
| 2 | LMXA2 | My supervisor is the kind of person one would like to have as a friend. | 3.02 | 1.396 |
| 3 | LMXA3 | My supervisor is a lot of fun to work with. | 3.19 | 1.241 |

**CHART NO. 4.2.3**

**Chart Showing the Mean Score of Affect**




**Interpretation**

From Above table 4.2.3 it is observed that the mean score for the statement "My supervisor is a lot of fun to work with." was found to be highest at 3.01%. The lowest mean score was for the statement "I like my supervisor very much as a person." the variables has got lowest mean score 2.88%.

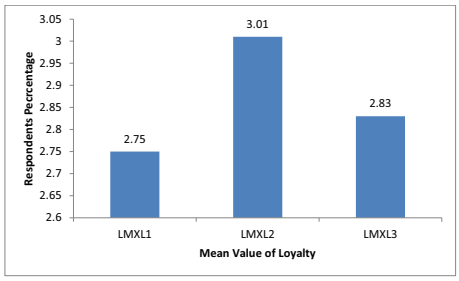
**TABLE NO.4.2.4**

**Table Showing the Mean Score of Loyalty**

| Leader Member - Exchange : Loyalty | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | LMXL1 | My supervisor would defend me to others in the organization if I made an honest mistake. | 2.75 | 1.343 |
| 2 | LMXL2 | My supervisor would come to my defense if I were attacked by others. | 3.01 | 1.301 |
| 3 | LMXL3 | My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question. | 2.83 | 1.443 |

**CHART NO. 4.2.4**

**Chart Showing the Mean Score of Loyalty**




**Interpretation**

From Above table 4.2.4 it is observed that the mean score for the statement "My supervisor would come to my defense if I were attacked by others." was found to be highest at 3.01%. The lowest mean score was for the statement "My supervisor would defend me to others in the organization if I made an honest mistake." the variables has got lowest mean score 2.75%.



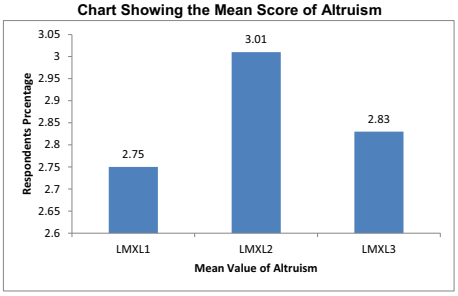
**TABLE NO.4.2.5**

**Table Showing the Mean Score of Altruism**

| Organizational Citizenship Behavior – Altruism | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBA1 | I help others who have been absent. | 2.46 | 1.408 |
| 2 | OCBA2 | I help others who have heavy workloads. | 3.18 | 1.410 |
| 3 | OCBA3 | I help orient new people even though it's not required. | 2.72 | 1.388 |
| 4 | OCBA4 | I willingly give my time to help others with work-related problems. | 3.11 | 1.249 |
| 5 | OCBA5 | I'm always ready to lend a helping hand to those around me. | 2.83 | 1.253 |

**CHART NO. 4.2.5**

**Chart Showing the Mean Score of Altruism**




**Interpretation**

From Above table 4.2.5 it is observed that the mean score for the statement "I help others who have heavy workloads" was found to be highest at 3.18%. The lowest mean score was for the statement "I help others who have been absent." the variables has got lowest mean score 2.46%.



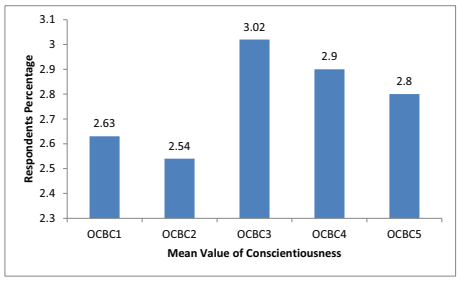
**TABLE NO.4.2.6**

**Table Showing the Mean Score of Conscientiousness**

| Organizational Citizenship Behavior - Conscientiousness | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBC1 | My Attendance at work is above the norm. | 2.63 | 1.334 |
| 2 | OCBC2 | I do not take extra breaks. | 2.54 | 1.297 |
| 3 | OCBC3 | I Obey company rules and regulations even when no one is watching. | 3.02 | 1.434 |
| 4 | OCBC4 | I am one of the most conscientious employees. | 2.90 | 1.268 |
| 5 | OCBC5 | I believe in giving an honest day's work for an honest day's pay. | 2.80 | 1.365 |

**CHART NO. 4.2.6**

**Chart Showing the Mean Score of Conscientiousness**




**Interpretation**

From Above table 4.2.6 it is observed that the mean score for the statement "I Obey company rules and regulations even when no one is watching." was found to be highest at 3.02%. The lowest mean score was for the statement "I do not take extra breaks." the variables has got lowest mean score 2.63%.



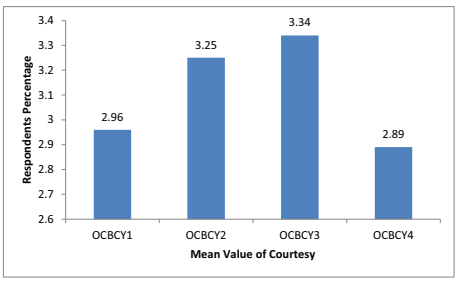
**TABLE NO.4.2.7**

**Table Showing the Mean Score of Courtesy**

| Organizational Citizenship Behavior - Courtesy | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBCY1 | I take steps to try to prevent problems with other workers. | 2.96 | 1.423 |
| 2 | OCBCY2 | I'm mindful of how my behavior affects other people's jobs. | 3.25 | 1.362 |
| 3 | OCBCY3 | I don't abuse the rights of others. | 3.34 | 1.349 |
| 4 | OCBCY4 | I try to avoid creating problems for coworkers. | 2.89 | 1.427 |

**CHART NO. 4.2.7**

**Chart Showing the Mean Score of Courtesy**




**Interpretation**

From Above table 4.2.7 it is observed that the mean score for the statement "I don't abuse the rights of others." was found to be highest at 3.48%. The lowest mean score was for the statement "I'm mindful of how my behavior affects other people's jobs." the variables has got lowest mean score 3.25%.

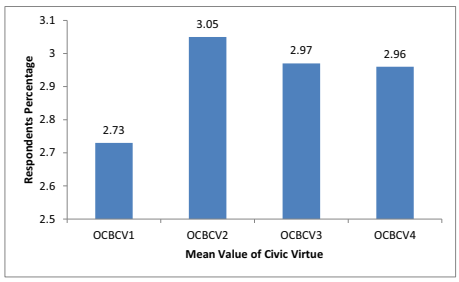
**TABLE NO.4.2.8**

**Table Showing the Mean Score of Civic Virtue**

| Organizational Citizenship Behavior - Civic Virtue | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBCV1 | I Attend meetings that are not mandatory, but are considered important. | 2.73 | 1.356 |
| 2 | OCBCV2 | I attend functions that are not required, but help the company image. | 3.05 | 1.300 |
| 3 | OCBCV3 | I keep abreast of changes within the organization. | 2.97 | 1.361 |
| 4 | OCBCV4 | I read and keep up with organization announcements, memos, etc. | 2.96 | 1.316 |

**CHART NO. 4.2.8**

**Chart Showing the Mean Score of Civic Virtue**




**Interpretation**

From Above table 4.2.8 it is observed that the mean score for the statement "I attend functions that are not required, but help the company image" was found to be highest at 3.05%. The lowest mean score was for the statement "I Attend meetings that are not mandatory, but are considered important." the variables has got lowest mean score 2.73%.



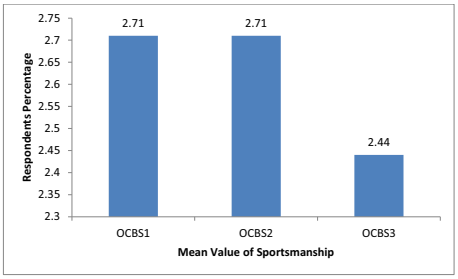
**TABLE NO.4.2.9**

**Table Showing the Mean Score of Sportsmanship**

| Organizational Citizenship Behavior - Sportsmanship | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBS1 | I consume a lot of time complaining about trivial matters | 2.71 | 1.282 |
| 2 | OCBS2 | I tend focus on what's wrong, rather than the positive side of a situation. | 2.71 | 1.392 |
| 3 | PCBS3 | I Always find fault with what the organization is doing. | 2.44 | 1.382 |

**CHART NO. 4.2.9**

**Chart Showing the Mean Score of Sportsmanship**




**Interpretation**

From Above table 4.2.9 it is observed that the mean score for the statement "I consume a lot of time complaining about trivial matters" was found to be highest at 2.71%. The lowest mean score was for the statement "I Always find fault with what the organization is doing." the variables has got lowest mean score 2.44%.



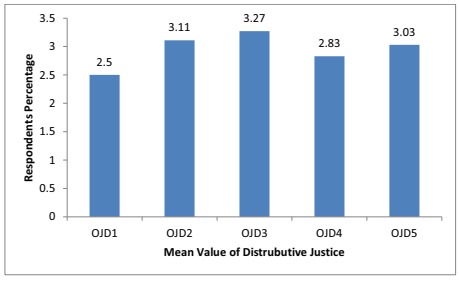
**TABLE NO.4.2.10**

**Table Showing the Mean Score of Distributive Justice**

| Organizational Justice - Distributive Justice | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OJD1 | My work schedule is fair. | 2.50 | 1.301 |
| 2 | OJD2 | I think my level of pay is fair. | 3.11 | 1.233 |
| 3 | OJD3 | I consider my work load to be fair. | 3.27 | 1.374 |
| 4 | OJD4 | Overall the work load o receive here are quite fair. | 2.83 | 1.346 |
| 5 | OJD5 | I feel that my job responsibilities are fair. | 3.03 | 1.393 |

**CHART NO. 4.2.10**

**Chart Showing the Mean Score of Distributive Justice**




**Interpretation**

From Above table 4.2.10 it is observed that the mean score for the statement "I consider my work load to be fair." was found to be highest at 3.27%. The lowest mean score was for the statement "My work schedule is fair." the variables has got lowest mean score 2.5%.



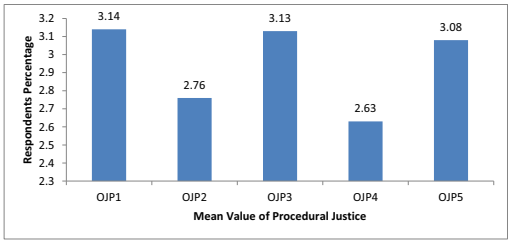
**TABLE NO.4.2.11**

**Table Showing the Mean Score of Procedural Justice**

| Organizational Justice - Procedural Justice | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 6 | OJP1 | Job Decisions are made by the manager in an unbiased manner. | 3.146 | 1.303 |
| 7 | OJP2 | My manager makes sure that all employees concerns are heard before job decisions are made. | 2.76 | 1.284 |
| 8 | OJP3 | To make job decisions my manager clarifies decisions and provides additional information when requested by the employee. | 3.13 | 1.293 |
| 9 | OJP4 | All job decisions are applied consistently across all affected. | 2.63 | 1.383 |
| 10 | OJP5 | Employees are allowed to challenge or appeal job decision made by the manager. | 3.08 | 1.271 |

**CHART NO. 4.2.11**

**Chart Showing the Mean Score of Contribution**




**Interpretation**

From Above table 4.2.11 it is observed that the mean score for the statement "Job Decisions are made by the manager in an unbiased manner." was found to be

highest at 3.14%. The lowest mean score was for the statement "All job decisions are applied consistently across all affected." the variables has got lowest mean score 2.63%.

**TABLE NO.4.2.12**

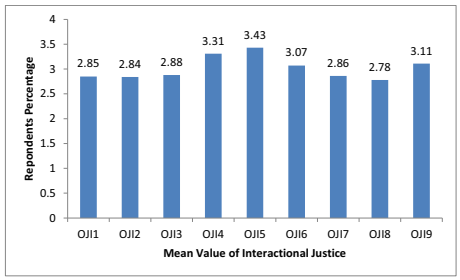
**Table Showing the Mean Score of Interactional Justice**

| Organizational Justice - Interactional Justice | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OJI1 | When decision is made about my job, the manager treats me with kindness and consideration. | 2.85 | 1.397 |
| 2 | OJI2 | When decision is made about my job, the manager treats me with respect and dignity. | 2.84 | 1.174 |
| 3 | PJI3 | When decision is made about my job, the manager is sensitive to my personal needs. | 2.88 | 1.279 |
| 4 | OJI4 | When decision is made about my job, the manager deals with me in a truthful manner. | 3.31 | 1.267 |
| 5 | OJI5 | When decision is made about my job, the manager shows concerns for rights as an employee. | 3.43 | 1.323 |
| 6 | OJI6 | Concerning decision made about my job, the manager discusses the implications of the decision with me. | 3.07 | 1.341 |
| 7 | PJI7 | The manager offers adequate justification for decision made about my job. | 2.86 | 1.286 |
| 8 | OJI8 | When making decision about my job, the manager offers explanations that make sense to me. | 2.78 | 1.275 |
| 9 | OJI9 | My manager explains very clearly any decision made about my job. | 3.11 | 1.401 |



**CHART NO. 4.2.12**

**Chart Showing the Mean Score of Interactional Justice**




**Interpretation**

From Above table 4.2.12 it is observed that the mean score for the statement "When decision is made about my job, the manager shows concerns for rights as an employee" was found to be highest at 3.43%. The lowest mean score was for the statement "When making decision about my job, the manager offers explanations that make sense to Me." the variables has got lowest mean score 2.78%.



**4.3 Identification of Factors underlying Organisational citizenship Behavior**

Factor analysis is applied to the responses obtained from IT Employees on various aspects related to organizational citizenship behavior. In order to determine the adequacy of the factors, Using SPSS 17.0, the factors underlying organizational citizenship behavior were identified. The following statistics was also obtained from the data collected to proceed factor analysis.

- Kaiser-Meyer-Olkin index.
- Communalities
- Eigen value and scree plot.
- Component matric and rotated component matrix.

**Table: 4.3.1**

**Values of Factorial Analysis by Kaiser-Meyer-Olkin Index and Bartlett's test of sphericalness**

| Values of Factorial Analysis by Kaiser-Meyer-Olkin Index and Bartlett's test of sphericalness | | | |
|---|---|---|---|
| **Factors** | **KMO** | **Bartlett's** | **Significance** |
| Level 1 ( 12Factors) | 0.893 | 999.246 | 0.000 |
| Level 2 ( 20 Factors) | 0.764 | 1.084E3 | 0.000 |
| Level 3 ( 19 Factors) | O.727 | 1.324E3 | 0.000 |

**Interpretation**

Table 4.3.1 shows the KMO measures of sampling adequacy value as 0.893 for leader member exchange, 0.764 for organizational citizenship behavior and 0.727 for organizational justice which falls in the range of being higher mediocre hence the data is appropriate for implementing factor analysis on all the variables.



**Table: 4.3.2**

| | Communalities | | |
|---|---|---|---|
| **S.No.** | **Variables** | **Initial** | **Extraction** |
| 1 | I help others who have been absent. | 1 | .643 |
| 2 | I help others who have heavy workloads. | 1 | .646 |
| 3 | I help orient new people even though it's not required. | 1 | .615 |
| 4 | I willingly give my time to help others with work-related problems. | 1 | .569 |
| 5 | I'm always ready to lend a helping hand to those around me. | 1 | .351 |
| 6 | My Attendance at work is above the norm. | 1 | .553 |
| 7 | I do not take extra breaks. | 1 | .465 |
| 8 | I Obey company rules and regulations even when no one is watching. | 1 | .587 |
| 9 | I am one of the most conscientious employees. | 1 | .598 |
| 10 | I believe in giving an honest day's work for an honest day's pay. | 1 | .621 |
| 11 | I take steps to try to prevent problems with other workers. | 1 | .657 |
| 12 | I'm mindful of how my behavior affects other people's jobs. | 1 | .613 |
| 13 | I don't abuse the rights of others. | 1 | .602 |
| 14 | I try to avoid creating problems for coworkers. | 1 | .473 |
| 15 | I Attend meetings that are not mandatory, but are considered important. | 1 | .470 |
| 16 | I attend functions that are not required, but help the company image. | 1 | .371 |
| 17 | I keep abreast of changes within the organization. | 1 | .705 |
| 18 | I read and keep up with organization announcements, memos, etc. | 1 | .699 |
| 19 | I consume a lot of time complaining about trivial matters | 1 | .481 |
| 20 | I tend focus on what's wrong, rather than the positive side of a situation. | 1 | .456 |
| 21 | I Always find fault with what the organization is doing. | 1 | .677 |

**Interpretation**

Communalities are the proportion of variance of a variable explicated by common factors. The extracted communalities of the variables were found between 0.351 and 0.705, the communalities were extracted were found to be mediocre.

**Eigen Value and Scree Plot**

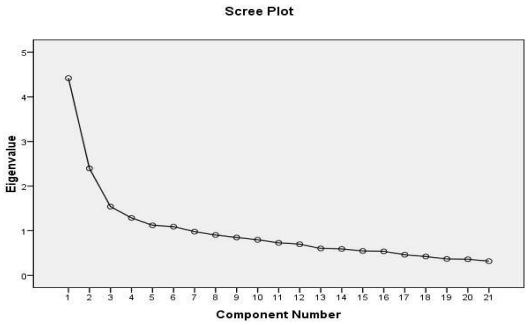
The ascertained standardized variance of each component is known as Eigen Value. The principle component analysis is used for the purpose of initial extraction.

**Table: 4.3.3**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 4.419 | 21.042 | 21.042 | 4.419 | 21.042 | 21.042 |
| 2 | 2.396 | 11.409 | 32.452 | 2.396 | 11.409 | 32.452 |
| 3 | 1.540 | 7.331 | 39.783 | 1.540 | 7.331 | 39.783 |
| 4 | 1.286 | 6.126 | 45.909 | 1.286 | 6.126 | 45.909 |
| 5 | 1.120 | 5.335 | 51.244 | 1.120 | 5.335 | 51.244 |
| 6 | 1.090 | 5.192 | 56.435 | 1.090 | 5.192 | 56.435 |
| 7 | .979 | 4.664 | 61.099 | | | |
| 8 | .904 | 4.304 | 65.402 | | | |
| 9 | .848 | 4.036 | 69.439 | | | |
| 10 | .796 | 3.791 | 73.230 | | | |
| 11 | .728 | 3.467 | 76.698 | | | |
| 12 | .697 | 3.320 | 80.017 | | | |
| 13 | .602 | 2.867 | 82.884 | | | |
| 14 | .591 | 2.813 | 85.697 | | | |
| 15 | .545 | 2.595 | 88.292 | | | |
| 16 | .535 | 2.547 | 90.839 | | | |
| 17 | .461 | 2.197 | 93.036 | | | |
| 18 | .421 | 2.006 | 95.041 | | | |
| 19 | .366 | 1.743 | 96.784 | | | |
| 20 | .359 | 1.711 | 98.496 | | | |
| 21 | .316 | 1.504 | 100.000 | | | |



**Chart: 4.3.3**
**Extracted Component Variance**




**Interpretation**

The scree plot basically suggests the optimal number of components for the study. The initial Eigen values of all the components are plotted on the graph; and flatness was observed at component six. Six factors were considered for the study.



**Components Matrix and Rotated Components Matrix**

The correlation between the factor and the standard score of the variable is known as factor loading and such factor loading that are ascertained initially are depicted in table

**Table: 4.3.4**

| | Component Matrix | | | | | | |
|---|---|---|---|---|---|---|---|
| S.No. | Variables | 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | I help others who have been absent. | .430 | -.553 | .097 | .362 | .106 | .028 |
| 2 | I help others who have heavy workloads. | .381 | .178 | -.665 | .081 | .143 | -.017 |
| 3 | I help orient new people even though it's not required. | .557 | -.106 | .039 | .198 | -.425 | .268 |
| 4 | I willingly give my time to help others with work-related problems. | .298 | -.161 | .668 | .080 | -.031 | .020 |
| 5 | I'm always ready to lend a helping hand to those around me. | .532 | -.172 | -.167 | .096 | .019 | -.032 |
| 6 | My Attendance at work is above the norm. | .505 | -.422 | .249 | -.175 | .153 | .064 |
| 7 | I do not take extra breaks. | .575 | -.109 | -.035 | -.041 | -.345 | -.034 |
| 8 | I Obey company rules and regulations even when no one is watching. | .028 | .543 | .240 | -.184 | .291 | .339 |
| 9 | I am one of the most conscientious employees. | .615 | .005 | -.104 | -.441 | .104 | -.055 |
| 10 | I believe in giving an honest day's work for an honest day's pay. | .321 | .193 | .479 | -.453 | -.158 | -.143 |
| 11 | I take steps to try to prevent problems with other workers. | .537 | .294 | -.284 | -.344 | .026 | -.288 |
| 12 | I'm mindful of how my behaviour affects other people's jobs. | .324 | .463 | .228 | .340 | .005 | -.357 |
| 13 | I don't abuse the rights of others. | .287 | .717 | .019 | .055 | -.005 | -.040 |
| 14 | I try to avoid creating problems for co-worker. | .645 | -.143 | -.087 | -.022 | .142 | -.089 |
| 15 | I Attend meetings that are not mandatory, but are considered important. | .608 | -.143 | -.111 | .202 | -.156 | -.049 |
| 16 | I attend functions that are not required, but help the company image. | .328 | .505 | .062 | .006 | -.064 | .023 |
| 17 | I keep abreast of changes within the organization. | .351 | .450 | .032 | .147 | -.317 | .506 |
| 18 | I read and keep up with organization announcements, memos, etc. | .289 | .230 | .260 | .459 | .433 | -.311 |
| 19 | I consume a lot of time complaining about trivial matters | .403 | .132 | -.143 | .225 | .284 | .387 |
| 20 | I tend focus on what's wrong, rather than the positive side of a situation. | .593 | -.148 | -.018 | -.069 | -.174 | -.215 |
| 21 | I Always find fault with what the organization is doing. | .499 | -.253 | .072 | -.249 | .442 | .318 |



The above component matric is rotated using varimax for the point of ascertaining high correlation between variables and factors and in finding out what the factor represent.

**Rotated Component Matrix**

**Table: 4.3.5**

| | Rotated Component Matrix | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Component | | | | | |
| S. No. | Variables | 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | I help others who have been absent. | .557 | -.270 | -.259 | .397 | .174 | .074 |
| 2 | I help others who have heavy workloads. | .241 | .143 | .257 | .128 | .090 | -.691 |
| 3 | I help orient new people even though it's not required. | .690 | .325 | -.076 | .072 | -.099 | .109 |
| 4 | I willingly give my time to help others with work-related problems. | .229 | .043 | -.084 | .216 | .215 | .644 |
| 5 | I'm always ready to lend a helping hand to those around me. | .484 | -.015 | .145 | .251 | .105 | -.146 |
| 6 | My Attendance at work is above the norm. | .354 | -.162 | .160 | .531 | -.022 | .305 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 7 | I do not take extra breaks. | .613 | .120 | .252 | .029 | -.057 | .084 |
| 8 | I Obey company rules and regulations even when no one is watching. | -.427 | .554 | .113 | .252 | .097 | .112 |
| 9 | I am one of the most conscientious employees. | .264 | .081 | .620 | .367 | -.050 | -.011 |
| 10 | I believe in giving an honest day's work for an honest day's pay. | .044 | .196 | .507 | .016 | .025 | .568 |
| 11 | I take steps to try to prevent problems with other workers. | .202 | .150 | .726 | .054 | .123 | -.219 |
| 12 | I'm mindful of how my behaviour affects other people's jobs. | .148 | .275 | .147 | -.188 | .672 | .088 |
| 13 | I don't abuse the rights of others. | -.043 | .597 | .293 | -.122 | .366 | -.089 |
| 14 | I try to avoid creating problems for co-worker. | .450 | -.020 | .303 | .376 | .179 | -.073 |
| 15 | I Attend meetings that are not mandatory, but are considered important. | .641 | .066 | .103 | .135 | .141 | -.079 |
| 16 | I attend functions that are not required, but help the company image. | .070 | .498 | .252 | -.042 | .230 | .005 |
| 17 | I keep abreast of changes within the organization. | .258 | .792 | -.077 | .003 | -.069 | -.001 |
| 18 | I read and keep up with organization announcements, memos, etc. | .029 | .041 | -.034 | .171 | .815 | .025 |
| 19 | I consume a lot of time complaining about trivial matters | .167 | .369 | -.106 | .460 | .147 | -.269 |
| 20 | I tend focus on what's wrong, rather than the positive side of a situation. | .554 | -.041 | .353 | .092 | .089 | .078 |
| 21 | I Always find fault with what the organization is doing. | .131 | .025 | .174 | .788 | -.064 | .059 |



**Table 4.3.6**

**Total Variance Explained**

| Total Variances explained | | | |
|---|---|---|---|
| **Component** | **Rotation sum of squared Loadings** | | |
| | **Total** | **% of variance** | **Cumulative %** |
| 1 | 2.989 | 14.235 | 14.235 |
| 2 | 2.069 | 9.853 | 24.088 |
| 3 | 1.883 | 8.968 | 33.056 |
| 4 | 1.855 | 8.834 | 41.890 |
| 5 | 1.531 | 7.290 | 49.180 |
| 6 | 1.524 | 7.256 | 56.435 |

**Factors Extracted and Their Loadings**

The six factors extracted are described and the factor loadings are outlined.

**Table: 4.3.7**

**Component 1**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I help others who have been absent. | .557 |
| 2 | I'm always ready to lend a helping hand to those around me. | .484 |
| 3 | I help orient new people even though it's not required. | .690 |
| 4 | I'm always ready to lend a helping hand to those around me. | .484 |
| 5 | My Attendance at work is above the norm. | .354 |
| 6 | I try to avoid creating problems for co-worker. | .450 |
| 7 | I Attend meetings that are not mandatory, but are considered important. | .641 |
| 8 | I tend focus on what's wrong, rather than the positive side of a situation. | .554 |

**Interpretation**

This component accounts for 14.235% of the total common variance and is a major factor. The eight variables in this component are all positive and have substantial loadings varying from 0.354 to 0.69.



**Table: 4.3.8**

**Component 2**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I don't abuse the rights of others. | .597 |
| 2 | I attend functions that are not required, but help the company image. | .498 |
| 3 | I keep abreast of changes within the organization. | .792 |
| 4 | I consume a lot of time complaining about trivial matters. | .369 |

**Interpretation**

This component accounts for 24.088% of the total common variance. The four variables in this component are all positive and have substantial loadings varying from 0.369 to 0.597.

**Table: 4.3.9**

**Component 3**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I am one of the most conscientious employees. | .620 |
| 2 | I take steps to try to prevent problems with other workers. | .726 |

**Interpretation**

This component accounts for 33.056% of the total common variance. The two variables in this component are all positive and have substantial loadings varying from 0.620 to 0.726.

**Table: 4.3.10**

**Component 4**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I Always find fault with what the organization is doing. | .788 |

**Interpretation**

This component accounts for 41.890% of the total common variance. The one variable in this component is positive and have substantial loading value of 0.788.



**Table: 4.3.11**

**Component 5**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I'm mindful of how my behavior affects other people's jobs. | .672 |
| 12 | I read and keep up with organization announcements, memos, etc. | .815 |

**Interpretation**

This component accounts for 49.180% of the total common variance. The two variables in this component are all positive and have substantial loadings varying from 0.672 to 0.815.

**Table: 4.3.12**

**Component 6**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I help others who have heavy workloads. | -.691 |
| 2 | I willingly give my time to help others with work-related problems. | .644 |
| 3 | I believe in giving an honest day's work for an honest day's pay. | .568 |

**Interpretation**

This component accounts for 56.435% of the total common variance. The three variables in this component have substantial loadings varying from -0.691 to 0.644

## 4.4 CHI – SQUARE ANALYSIS

### CALCULATION OF CROSS TABS USING CHI – SQUARE:

**Predicting the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis**

**$H_o$**: there is no association between contribution the dimension of leader – member exchange with organizational citizenship behavior.

**$H_a$**: there is association between contribution the dimension of leader – member exchange with organizational citizenship behavior.

**Table: 4.4.1**

| Cross tabulation between Contribution and Organizational Citizenship Behavior | | | | |
|---|---|---|---|---|
| Contribution (Leader-Member Exchange) | Organizational Citizenship Behavior | | | Total |
| | category | Low | High | |
| | Low | 74 | 22 | 96 |
| | High | 66 | 65 | 131 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 16.711[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 16.711[a], with 1 degree of freedom which is significant at least at the .05 significance level Thus it can be concluded that there is a significant relationship between contribution the dimension of leader – member exchange with organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis.**

**$H_o$:** there is no association between Professional Respect the dimension of leader – member exchange with organizational citizenship behavior.

**$H_a$:** there is association between Professional Respect the dimension of leader – member exchange with organizational citizenship behavior.

**Table: 4.4.2**

| Cross tabulation between Professional Respect and Organisational Citizenship Behavior | | | | |
|---|---|---|---|---|
| | | **Organisational Citizenship Behavior** | | Total |
| | | Low | High | |
| **Professional Respect** | Low | 74 | 21 | 95 |
| | High | 66 | 66 | 132 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 18.185[a] | 1 | 0.000 |

**Interpretation:**

A chi-square of 18.185[a], with 1 degree of freedom which is significant at least at the .05 significance level Thus it can be concluded that there is a is association between Professional Respect under the dimension of leader – member exchange with organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis.**

**$H_o$**: there is no association between Affect the dimension of leader – member exchange with organizational citizenship behavior.

**$H_a$**: there is association between Affect the dimension of leader – member exchange with organizational citizenship behavior.

**Table: 4.4.3**

| Cross tabulation between Affect and Organisational Citizenship Behavior | | | | |
|---|---|---|---|---|
| | | **Organisational Citizenship Behavior** | | Total |
| | | Low | High | |
| Affect (Leader-Member Exchange) | Low | 60 | 13 | 73 |
| | High | 80 | 74 | 154 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 19.164[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 19.164[a], with 1 degree of freedom which is significant at least at the .05 significance level Thus it can be concluded that there is a is association between Affect under the dimension of leader – member exchange with organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis.**

**$H_o$**: there is no association between Loyalty the dimension of leader – member exchange with organizational citizenship behavior.

**$H_a$:** there is association between Loyalty the dimension of leader – member exchange with organizational citizenship behavior.

**Table: 4.4.4**

| Cross tabulation between Loyalty and Organizational Citizenship Behavior | | | | |
|---|---|---|---|---|
| | | **Organizational Citizenship Behavior** | | Total |
| | | Low | High | |
| **Loyalty (Leader-Member Exchange)** | Low | 67 | 13 | 80 |
| | High | 73 | 74 | 147 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | Value | Degrees of Freedom | Asymp. Sig. (2-sided) |
| | | 25.471[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 25.471[a], with 1 degree of freedom which is significant at least at the .05 significance level Thus it can be concluded that there is a is association between Loyalty under the dimension of leader – member exchange and organizational citizenship behavior.

Result: $H_a$ is accepted.

**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis.**

**$H_o$:** there is no association between Distributive Justice the dimension of Organisational Justice with organizational citizenship behavior.

**$H_a$:** there is association between Distributive Justice the dimension of Organizational Justice with organizational citizenship behavior.

**Table: 4.4.5**

| Distributive Justice with Organizational citizenship Behavior | | | | |
|---|---|---|---|---|
| | | Organisational citizenship Behavior | | Total |
| | | Low | High | |
| **Distributive Justice** | Low | 54 | 6 | 60 |
| | High | 86 | 81 | 167 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| **Pearson Chi-Square** | | 27.684[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 27.684, with 1 degree of freedom which is significant at least at the .05 significance level thus it can be conclude that there is a association between Distributive Justice under the dimension of Organizational Justice and organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis**

**$H_o$:** there is no association between Procedural Justice the dimension of Organizational Justice with organizational citizenship behavior.

**$H_a$:** there is association between Procedural Justice the dimension of Organizational Justice with organizational citizenship behavior.

**Table: 4.4.6**

| Procedural justice with Organisational citizenship Behavior | | | | |
|---|---|---|---|---|
| | | Organisational citizenship Behavior | | Total |
| | | Low | High | |
| **Procedural justice** | Low | 60 | 7 | 67 |
| | High | 80 | 80 | 160 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 31.255[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 31.255[a], with 1 degree of freedom which is significant at least at the .05 significance level thus we can conclude that there is a significant relationship between Procedural Justice the dimension of Organizational Justice with organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between Interactional Justice with organizational citizenship behavior using chi square analysis.**

**$H_o$:** there is no association between Interactional the dimension of Organisational Justice with organizational citizenship behavior.

**$H_a$:** there is association between Interactional Justice the dimension of Organisational Justice with organizational citizenship behavior.

**Table: 4.4.7**

| Interactional justice with Organizational citizenship Behavior | | | | |
|---|---|---|---|---|
| | | Organizational citizenship Behavior | | Total |
| | | Low | High | |
| Interactional Justice | Low | 65 | 21 | 86 |
| | High | 75 | 66 | 141 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degree of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 11.329[a] | 1 | 0.001 |

**Interpretation**

A chi-square of 11.329[a], with 1 degree of freedom which is significant at least at the .05 significance level thus we can conclude that there is a significant relationship between Interactional Justice under the dimension of Organizational Justice with organizational citizenship behavior.

Result: $H_a$ is accepted.



**RESULT AND TEST OF HYPOTHESIS**

**4.5 Regression Analysis**

**Test of Main Hypothesis**

**$H_o$**: There is no positive relationship among employee's perception organizational justice and leader member exchange with organizational citizenship behavior.

**$H_a$**: There is a positive relationship among employees' perception organizational justice and leader member exchange with organizational citizenship behavior.

| Table:4.5.1 Test of Main Hypothesis: | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Predicting the Impact of organizational justice and leader member exchange with organizational Citizenship Behavior | | | | | | | | | |
| **Variables** | **R** | **$R^2$** | **Adjusted $R^2$** | **Std. E** | **F** | **Df1** | **Df2** | **Sig** | **Result** |
| Perception of Organizational Justice | 0.462 | 0.213 | 0.206 | 0.363 | 30.368 | 2 | 224 | 0.000 | Accepted |
| Perception Of Leader Member Exchange | | | | | | | | | |

**Interpretation**

There is a positive relationship among employee's perception of organizational justice and leader – member exchange with organizational citizenship behavior. To examine the relationship between employee's perceptions of organizational justice and leader member exchange with organizational citizenship behavior, a multiple regression model was estimated. Employee's perception of organizational justice and leader-member exchange simultaneously can explain 21.3% of organizational citizenship behavior in the 0.01 significant levels.

The intensity of relation between perception of organizational justice and leader – member exchange simultaneously with organizational behavior is 0.462 and this represents a direct link between them.

Result: $H_a$ is accepted.

**Test of first sub hypotheses**

**$H_o$:** There is no positive relationship among employee's perception of organizational justice and organizational citizenship behavior.

**$H_a$:** There is a positive relationship among employee's perception of organizational justice and organizational citizenship behavior.

| | **Table: 4.5.2 Test of first sub hypotheses** | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Sub $H_1$** | **Predicting the Relationship between Employees perceptions Organizational Justice And Organizational Citizenship Behavior** | | | | | | | |
| | **OJD** | **OJP** | **OJI** | **OCBA** | **OCBC** | **OCBCY** | **OCBCV** | **OCBCS** |
| **OJD** | 1 | | | | | | | |
| **OJP** | 0.471 | 1 | | | | | | |
| **OJI** | 0.386 | 0.501 | 1 | | | | | |
| **OCBA** | 0.483 | 0.388 | 0.399 | 1 | | | | |
| **OCBC** | 0.361 | 0.377 | 0.355 | 0.383 | 1 | | | |
| **OCBCY** | 0.489 | 0.435 | 0.397 | 0.330 | 0.434 | 1 | | |
| **OCBCV** | 0.477 | 0.512 | 0.542 | 0.392 | 0.364 | 0.547 | 1 | |
| **OCBCS** | 0.399 | 0.273 | 0.209 | 0.286 | 0.320 | 0.302 | 0.343 | 1 |

**Interpretation**

Correlation test is used to examine the relationship among employee's perception of organizational justice and organizational citizenship behavior with considering the pearson correlation coefficient between two variables and also the meaningful of test in 0.01 level the hypothesis and all the variables of organizational justice is positively related to organizational citizenship behavior Hypothesis is accepted.

From the above table it is evident that there is a positive and high correlation among the dimensions of civic virtue and courtesy under organizational citizenship behavior with a Pearson correlation value of 0.547. And the second highest correlation is between civic virtue of organizational citizenship behavior and interactional justice of organizational justice distributive with a Pearson correlation value of 0.542.

Result: $H_a$ is accepted



**Test of second sub hypotheses**

**Ho:** There is no positive relationship among employee's perception of organizational justice and Leader - Member Exchange.

**$H_a$:** There is a positive relationship among employee's perception of organizational justice and Leader - Member Exchange.

| | **Table: 4.5.3 Test of first sub hypotheses** | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Sub $H_2$** | **Predicting the relationship between Employee's Perception of Leader – Member Exchange and Organizational citizenship Behavior** | | | | | | | | |
| | **LMXC** | **LMXPR** | **LMXA** | **LMXL** | **OCBA** | **OCBC** | **OCBCY** | **OCBCV** | **OCBS** |
| **LMXC** | 1 | | | | | | | | |
| **LMXPR** | 0.741 | 1 | | | | | | | |
| **LMXA** | 0.603 | 0.651 | 1 | | | | | | |
| **LMXL** | 0.515 | 0.493 | 0.543 | 1 | | | | | |
| **OCBA** | 0.551 | 0.514 | 0.540 | 0.604 | 1 | | | | |
| **OCBC** | 0.231 | 0.301 | 0.318 | 0.343 | 0.383 | 1 | | | |
| **OCBCY** | 0.051 | 0.021 | 0.076 | 0.219 | 0.330 | 0.434 | 1 | | |
| **OCBCV** | 0.194 | 0.207 | 0.135* | 0.205 | 0.392 | 0.364 | 0.547 | 1 | |
| **OCBS** | 0.272 | 0.182 | 0.189 | 0.254 | 0.286 | 0.320 | 0.302 | 0.343 | 1 |

**Interpretation:**

Correlation test is used to examine the relationship among employee's perception of organizational citizenship behavior and Leader - Member Exchange with considering the Pearson correlation coefficient between two variables and also the meaningful of test in 0.01 level the hypothesis. All the variables of organizational justice is positively related to Leader - Member Exchange. Hence the Hypothesis is accepted. From the above table it is evident that there is a positive and high correlation among professional respect and contribution under Leader member exchange with a Pearson correlation value of 0.741. And the second highest correlation is between Professional Respect and affect of leader member exchange with a Pearson correlation value of 0.651. Altruism of Organizational citizenship behavior is correlating with loyalty of leader member exchange with a Pearson correlation of 0.604. Altruism of Organizational citizenship behavior is correlating with Affect of leader member exchange with a Pearson correlation of 0.540.

Result: $H_a$ is accepted:



**Test of third sub hypotheses**

**Ho:** There is no positive relationship among employee's perception of organizational justice and Leader - Member Exchange.

**Ha:** There is a positive relationship among employee's perception of organizational justice and Leader - Member Exchange.

| | **Table: 4.5.4 Test of first sub hypotheses** | | | | | | |
|---|---|---|---|---|---|---|---|
| **Sub $H_3$** | **Predicting the relationship between Employee's Perception of Leader – Member Exchange and Organizational citizenship Behavior** | | | | | | |
| | **LMXC** | **LMXPR** | **LMXA** | **LMXL** | **OJD** | **OJP** | **OJI** |
| **LMXC** | 1 | | | | | | |
| **LMXPR** | 0.741 | 1 | | | | | |
| ***LMXA*** | *0.603* | *0.651* | *1* | | | | |
| ***LMXL*** | *0.515* | *0.493* | *0.543* | 1 | | | |
| ***OJD*** | *0.315* | *0.259* | *0.304* | 0.382 | 1 | | |
| **OJP** | 0.185 | 0.195 | 0.211 | 0.345 | 0.471 | 1 | |
| **OJI** | 0.118 | 0.186 | 0.218 | 0.46* | 0.386 | 0.501 | 1 |

**Interpretation:**

Correlation test is used to examine the relationship among employee's perception of organizational justice and Leader - Member Exchange with considering the Pearson correlation coefficient between two variables and also the meaningful of test in 0.01 level hypotheses. All the variables of organizational justice are positively related to Leader - Member Exchange. Hence the Hypothesis is accepted.

From the above table it is evident that there is a positive correlation among professional respect and contribution under Leader member exchange with a Pearson correlation value of 0.741. And the second highest correlation is between Professional Respect and affect of leader member exchange with a Pearson correlation value of 0.651. Procedural justice and distributive justice of Organizational justice is positive correlating with a Pearson correlation of 0.471 and Interactional justice and procedural justice of Organizational justice is correlating with a Pearson correlation of 0.501. Result: $H_a$ is accepted:



## CHAPTER - 5

## FINDINGS, SUGGESTIONS AND CONCLUSION

### 5.1 FINDINGS

- Majority of the respondents are between the age categories 25 – 35 holds 93.8% (refer table: 4.1.2.)
- 59% of the respondents holding UG degree and the number of respondents are 134 (refer table: 4.1.3.)
- Nearly 112 respondents with percentage of 49.3 holds experience less than 2 years (refer table: 4.1.4.)
- The mean score of all the variables ranges from 1.174 to 3.43 all the variables are mostly obtaining from mediocre at the agreeing level refer table: 4.2.2
- Standard deviation of the all variable ranges from 1.174 to 1.741 (refer table:4.2.2.)
- Factor Analysis for organizational citizenship behavior shows the KMO measures of sampling adequacy values as 0.764 Refer Table: 4.3.1.
- Communalities of organizational citizenship behavior ranges from 0.351 and 0.705, (Refer Table: 4.3.2.)
- The optimal number of extracted components after factor analysis on organizational citizenship behavior was totally six factors explained in the graph (Refer Chart: 4.3.3)
- Table 4.3.6 explains the total variance of the entire extracted factor and the first factor holds the highest variance of 14.235% when compared to other components.
- The first components include eight variables and are major factor among the all factors extracted after factor analysis. (Refer Table: 4.3.7.)
- From the analysis it is evident that all the factors leader-member exchange and organizational justice are having association with organizational citizenship behavior. (Refer Table: 4.4.1 to 4.4.7.)
- Employee's perceptions of organizational justice and leader-member exchange simultaneously can explain 21.3% of organizational citizenship behavior in the 0.01 significant level. (Refer table: 4.5.3.)
- Intensity of relation between perception of organizational justice and Leader – Member Exchange simultaneously with organizational behavior is 0.462.
- Organisational justice and it's all dimension are positively correlating with Organizational citizenship behavior (Refer Table: 4.5.2)

- From the table 4.5.2 it is evident that there exist a positive correlation among civic virtue and courtesy under the dimension of organizational citizenship behavior explains more variance over organizational justice.
- All the variables of leader – member exchange are positively related to organizational citizenship behavior the table shows that there is a positive and high correlation between professional respect and contribution under leader – member exchange when compared to other variables with Pearson value of 0.741. (Refer Table: 4.5.3.)
- Altruism of organizational citizenship behavior explains high variance towards Leader Member exchange. (Refer Table: 4.5.3.)
- Organisational justice has significant and positive relationship over leader-member exchange only distributive justice shows moderate relationship with leader member exchange. (Refer Table: 4.5.4)



**5.2 SUGGESTIONS**

- Organization must concentrate on providing fair justice and creating dyadic relationship between the managers and employees in order to promote organizational citizenship behavior in the organization among employees because organizational justice and leader- member exchange has a significant between organizational citizenship behavior. (Refer Table: 4.4.1 to 4.4.7.)
- Leader member exchange and organizational explains the positive and significant impact over organizational citizenship this tends to improve fairness in justice and two way relationship among superior and subordinates. In order to know the employees' perception on organizational justice organization can implement feedback sessions to encourage the culture of two way communications that will give mutual benefit to both employee and managers this will directly improves organizational citizenship behavior. (Refer table: 4.5.2.)
- Managers must take honest practices, to respect and support their employees try to creating a stable emotional and moral obligation. For this purpose, the organizations can provide suitable training courses for upgrading the supervisor's perception skill. This will increase the manger skills providing fairness in justice. (Refer table: 4.5.2)
- Managers must modify or replace the procedure that limited the employee's participation. They should provide required terms to respect and listen to the employee's idea and attention to good idea in the decision making. The most important procedures that should be in this regard is design the procedures that facilitates employees participation in organizational decision. (Refer table: 4.5.2)
- The finding of the study suggests that organizations need to pay more attention to programs and policies that encourage fairness if leader member exchange and organizational citizenship behavior are priority of management. (Refer table: 4.5.4)
- Leader-member exchange explains more variance in altruism of organizational citizenship behavior than civic virtue, conscientiousness, courtesy and sportsmanship. Hence organizations must improve employee's interest in the affairs and development of the organization. Refer Table 4.5.3.
- Employees must be motivated to perform beyond the job scope and provide mutual support to achieve organizational goals. (Refer Table 4.5.3.)
- Employees can go for self-improvement to enhance soft skill and competencies at the workplace this improves civic virtue habit of the organization. Hence practitioners need to improve if organizational citizenship behavior. (Refer Table 4.5.3.)



- Organizations must concentrate on improving policies and procedures of the organization. Organization need to provide clear and understandable procedures and rules to the employees.
- Managers should be trained to make decisions based on merit 0r performance and not on personal judgment. organizational citizenship behavior are priority Of management
- The findings of the study shows that interaction justice has a low variance on leader-member exchange hence the management can concentrate on improving two way interaction among superior and subordinate. To improve interactional justice management should provide fairness in explanations about company decisions which will enhance Leader-member exchange. (Refer table: 4.5.4)



**5.3 CONCLUSION**

The strongest significance of this study is probably providing indicators that influence organizational citizenship behavior. Understanding the factors that affects organizational citizenship behaviors would help the organization to increase its focus on those factors that encourage organizational citizenship behavior. The inclusion of all the three types of organizational citizenship behavior in the study would probably enlighten the organization on the relative importance of each factor and its affect on the employees.

A corollary of this is that organizations would be able to see the effect of each type of organizational justice on each dimension of organizational citizenship behavior. This will help the organization to decide which aspect of justice to work on to improve employee's citizenship behaviors.

Fundamentally, it's provided the ground work for organizations to study the dynamics through which factor of organizational justice appropriately relates to the result of organizational citizenship behavior to improve and cultivate the culture of farness and employees perception of quality of relationship between organizational justice and organizational citizenship behavior

The study also looks at Leader Member Exchange as well; organizations would have an insight of whether leader member exchange is a primary antecedent of organizational citizenship behavior. If it is indeed strongly related to organizational citizenship behavior, then measures may be taken to improve leader member exchange

Further one would be able to know which type organizational justice have a greater impact on organizational citizenship behavior and leader member exchange knowing which type of organizational justice is salient for each construct allows the management of organizations to take appropriate actions to improve condition at the workplace

Though the quality of the leader member exchange relationship usually differ from one subordinate to another basically, and so the leader member exchange relationships are characterized by mutual trust, respect, liking and reciprocal influence.

Hence organizational justice and leader member exchange need to managed effectively to improve organizational citizenship behavior among employees.

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A STUDY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLE OF ORGANISATIONAL JUSTICE AND LEADER – MEMBER EXCHANGE

by

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A PROJECT REPORT
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for the award of the degree

of

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**Department of Management Studies**

**Kumaraguru College of Technology**
(An autonomous institution affiliated to Anna University, Chennai)
**Coimbatore - 641 049**

**May, 2013**

## BONAFIDE CERTIFICATE

Certified that this project report titled **"A STUDY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLE OF ORGANISATIONAL JUSTICE AND LEADER – MEMBER EXCHANGE"** is the bonafide work of Ms. A. NAYEEMUNNISA who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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Submitted for the Project Viva-Voce examination held on _____

Internal Examiner External Examiner

## DECLARATION

I, hereby declare that this project report entitled as **"A STUDY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLE OF ORGANISATIONAL JUSTICE AND LEADER – MEMBER EXCHANGE",** has undertaken for academic purpose submitted to Anna University in partial fulfillment of requirement for the award of degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Dr. Vijila Kennedy, Director - KCTBS during the academic year 2012-2013.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and behalf.

**Place: Coimbatore** .....

**Date:** **(A. NAYEEMUNNISA)**

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## CHAPTER - I

### 1.1 INTRODUCTION

IT sector cost substantial sums each year for providing quality services, advertising, human resource development programs, improving productivity, research on innovation and technology that stands to achieve their mentioned objectives and attainment to organizational goals that still wholly depends on the employees performance and the extend of the cooperation with other employees, managers and clients that means organisational citizenship behavior. In today's competitive environment, the major effort of business institute is to utilize their internal sources especially human resource. It seems research on organisational citizenship behaviour will benefit the IT sector to enhance their employee performance. Organisational citizenship behaviour plays an effective role in organisational operations because of its some invisible behaviour in search of these invisible behaviour organisational citizenship behaviour has become a main focus of attention of many researchers during the past decades.

#### 1.1.1 Organizational Citizenship Behaviour

Organizational citizenship behaviour (OCB) is discretionary employee activity that is not explicitly part of the job description and which tends to promote the organization. This behaviour is also not a part of the official system of rewards and compensation. The term was first defined by Dennis Orgon in 1988. It is not a thoroughly-defined concept by nature, though an employee who embodies the qualities of OCB is often easy to recognize. While an employee who engages in organizational citizenship behaviour may not be specifically recognized for those actions, such behaviour will often be rewarded indirectly. This is partly because employees who practice OCB tend to be committed to their jobs and the overall health of the organization. They are also often adept at the core functions of their jobs, which can lead to formal recognition that includes unspoken appreciation for OCB.

Organizational citizenship behaviour (OCB) plays very important role for the better functioning of any organization, defined as behaviour that (a) is something extra beyond the basic job description, (b) is without any compensation, and (c) is for the betterment to the organization.cd

Another writer explains Organizational Citizenship Behaviour as follows: - organizational citizenship behaviour is a behaviour that, although not a part of job of employee, but play a very important role for the functioning of organization´ (Lee and Allen, 2002,). Global competition highlights the importance of innovation, flexibility, responsiveness, and Cooperativeness for long-term organizational success. Innovative and spontaneous behaviours Vitality is revealed in



protecting organization in an ever-changing environment. As a necessity, Organizations will become more dependent on employees who are willing to contribute effective Organizational functioning, regardless of their formal role requirements. Employee behaviours like citizenship behaviours become more important and even crucial for organizations survival. Organizational Citizenship Behaviour (organizational citizenship behaviour) is something which is very different from the usual job performance .if some individual is not involved in this behaviour he is not held responsible or liable by the organization but ultimately it is for the betterment of the organization. Organizational Citizenship Behaviours (organizational citizenship behaviours) are the personal choice of the employees he is not paid for this behaviour. Organizational citizenship behaviours are having a very positive and clear impact on the functioning of organization. Organizational citizenship behaviours are often considered a subset of employees conditions and their evaluation on their job One of the most important thing is to consider is organization loyalty if an employee is loyal with his or her organization he will work beyond his responsibilities and without any reward so it is the responsibility of the employer to create this spirit among the employees. Ultimately it is for the betterment of the organization. Organizational citizenship behaviour is discretionary behaviour that is not part of an employee formal Organizational Citizenship Behaviour has a major impact on the effective functioning of organization. Therefore Organizational Citizenship Behaviour can be construed at the social lubricant of the organizational machinery. Organizational citizenship behaviour to be an extra-role behaviour i.e. it is any behaviour not officially required by the organization, rather its practice depends solely on the consent of employee as a consequence of the organizational environment. Organisational Citizenship Behaviour makes the impact on organizational effectiveness of organizations by adding to the social frame work of the work environment.

Organ (1988) constructed the dimension of general compliance and added additional dimensions of OCB. This construction resulted in a five-factor model consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship.

The definition of **altruism** remained much as it was, defined by discretionary behaviours that have the effect of helping a specific work colleague with an organizationally relevant task or problem.

**Conscientiousness** consists of behaviours that go well beyond the minimum role requirements of the organization (Law, Wong, & Chen, 2005). These behaviours indicate that employees accept and adhere to the rules, regulations, and procedures of the organization.

**Civic virtue** is characterized by behaviours that indicate the employee's deep concerns and active interest in the life of the organization (Law et al., 2005). This



dimension also encompasses positive involvement in the concerns of the organization (Organ et al., 2006). Examples of civic virtue can be seen in daily affairs such as attending meetings and keeping up with what is going on with the organization in general. Civic virtue can also be demonstrated on a larger scale by defending the organization's policies and practices when they are challenged by an outside source.

**Courtesy** has been defined as discretionary behaviours that aim at preventing work-related conflicts with others (Law et al., 2005). This dimension is a form of helping behaviour, but one that works to prevent problems from arising. It also includes the word's literal definition of being polite and considerate of others (Organ et al., 2006). Examples of courteous behaviours are asking fellow employees if they would like a cup of coffee while you are getting one for yourself, making extra copies of the meeting agenda for your teammates, and giving a colleague ample notice when you alter something that will affect them.

**Sportsmanship** has been defined as willingness on the part of the employee that signifies the employee's tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion. Organ et al. (2006) further define sportsmanship as an employee's "ability to roll with the punches" even if they do not like or agree with the changes that are occurring within the organization. By reducing the amount of complaints from employees that administrators have to deal with, sportsmanship conserves time and energy.

### 1.2 Organizational Justice:

Greenberg (1987) introduced organizational justice with regard to how an employee judges the behaviour of the organization and their resulting attitude and behaviour that comes from this. Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law. People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts (Tabibnia, Satpute, & Lieberman, 2008). Individuals react to actions and decisions made by organizations every day. An individual's perceptions of these decisions as fair or unfair can influence the individual's subsequent attitudes and behaviours. Fairness is often of central interest to organizations because the implications of perceptions of injustice can impact job attitudes and behaviours at work. Justice in organizations can include issues related to perceptions of fair pay, equal opportunities for promotion, and personnel selection procedures.



**Types of Organizational Justice**

**Distributive Justice**

Distributive justice is conceptualized as the fairness associated with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible (*e.g.*, pay) or intangible (*e.g.*, praise). Perceptions of distributive justice can be fostered when outcomes are perceived to be equally applied (Adams, 1965).

**Procedural justice**

Procedural justice is defined as the fairness of the processes that lead to outcomes. When individuals feel that they have a voice in the process or that the process involves characteristics such as consistency, accuracy, ethicality, and lack of bias then procedural justice is enhanced (Leventhal, 1980).

**Interactional justice**

Interactional justice refers to the treatment that an individual receives as decisions are made and can be promoted by providing explanations for decisions and delivering the news with sensitivity and respect (Bies & Moag, 1986). A construct validation study by Colquitt (2001) suggests that interactional justice should be broken into two components: interpersonal and informational justice. Interpersonal justice refers to perceptions of respect and propriety in one's treatment while informational justice related to the adequacy of the explanations given in terms of their timeliness, specificity, and truthfulness.

Interpersonal justice "reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes"

Informational justice "focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion."

### 1.3 Leader - Member Exchange (LMX)

Based on the foundation of social exchange theory, leader-member exchange (LMX) describes the establishment of a relationship between a leader and a member (Dienesch & Liden, 1986) which focuses on leader-member dyads and their quality of interactions (Dansereau et al., 1975), wherein the quality of interaction of a leader is shown to vary across different subordinates in the work-group. For an example, a supervisor may offer a subordinate special privilege such as increased autonomy and in

return, the subordinate will offer their commitment and increased levels of performance towards the supervisor (Dienesch & Liden, 1986; Liden & Graen, 1980; Scandura & Graen, 1984).

The concept was originally introduced in 1972 (Graen, Dansereau & Minami, 1972) which initially labelled as Vertical Dyad Linkage (Dansereau, Graen & Haga, 1975). This theory subsequently evolved into its current label of LMX, defined as (a) a system of components and their relationships, (b) involving both members of a dyad, (c) in interdependent patterns of behaviour, (d) sharing mutual outcome instrumentalities, and (e) producing conceptions of environment, cause maps and value (Scandura, Graen & Novak, 1986).

When concerning a decision is to be made towards subordinates under limited nature of time and inadequate resources for each member of the dyad (Graen, Anderson & Shivers, 1996), always the leader who controls majority of the resources feels the most burden in allocating it. Due to time constraints, leaders engage in the development of high quality relationships with only a selected few (Graen, 1976). Therefore, some subordinates are selected as or establish a high quality relationship while others experience low quality relationships (Bauer & Green, 1996). Based on the situation described, researches in LMX have categorized two types of relationships between the subordinate and supervisor, namely the in-group and the out-group.

"In-group" refers to the linkages based on expanded and negotiated role responsibilities, which are not specified in the employment contract. These selected subordinates (in-group members) make contributions that go beyond their formal job duties and take on responsibility for the completion of tasks that are most critical to the success of the unit. In return, they receive greater attention, support and sensitivity from the superiors (Liden & Graen, 1980). Basically, in-group members are those who have created a "high-quality" relationship with their superior whereby great trust, contribution, respect and loyalty are the main components of these in-group relationships. Conversely "out-group" is member who has created a "low-quality" or bad relationship with their immediate supervisor. They fulfill responsibilities within their formal job duties and their relationships with immediate supervisors are characterized by limited reciprocal trust and support, less contribution and few rewards (Truckenbrodt, 2000).



**Concepts and variables for leader member exchange**

Early conceptualizations of LMX theory have found to be one-dimensional construct focusing only on job-related interactions, with little or no focus assessing social interactions. However recent research and theory are leaning toward the development of varying quality of interactions in a leader-member dyad has been understood in terms of role development (Graen, 1976) and social exchange (Graen & Scandura, 1987).

According to the role theory (Jacobs, 1971; Katz & Kahn, 1978), roles are described as multidimensional and likely to have different combinations of task-related and social interaction (Bales, 1958). Yet when role theory is used as the theoretical basis of LMX, researchers stress multidimensional which means that leaders examine subordinates with various work assignments in a series of role-making affairs. As a result, there are different types of LMX depending on the degree to which subordinates comply with the task demands and demonstrate a worthiness to be trusted whereby at the same time the leader reciprocates with work-related resources such as information, challenging task assignments and autonomy.

Given that both roles and exchanges are multidimensional, researchers (Dienesch and Liden, 1986; Liden and Maslyn, 1998) suggested that LMX is based upon 3 varying amounts of "currencies of exchange", included task-related behaviours, perception of the current level of work-oriented activity each member of the dyad puts forth (as contribution), the expression of public support (as loyalty), and simply liking one another based on interpersonal attraction (as affect). These three "currencies of exchange" can greatly impact the relationship formed between supervisor-subordinate which than reveal LMX as multidimensional rather than one-dimensional. Nevertheless, in further studies another currency known as professional espect (perception of the degree to which each member of the dyad has built a reputation of work-related activity) was added to the existing three currencies of exchange became four currencies of exchange (Liden & Maslyn, 1998).

Contribution, the first of the "currencies of exchange" refers to the perception of amount, direction and quality of work-oriented activity each member puts forth toward the mutual goals of the dyad. Loyalty to each-other also plays a major role in the formation of an LMX relationship as it occurs when a good quality LMX relationship is reciprocated by both leader and member. Loyalty is an instrument in determining the types of tasks that are entrusted to members (Liden & Maslyn, 1998). Leaders are more likely to ask loyal members to take on tasks that require independent judgment or



responsibility. Affect occurs if the leader and subordinate enjoy being around each other and enjoy being in each other's company, developing commitment and friendship through work interactions. Professional respect refers to the perception of the degree to which each member of the dyad has built a reputation of work-related activity.

While contribution currency of LMX deals with on-the-job dimension of interaction, the other factors which are loyalty, affective feelings of liking and respect goes beyond the work situation. As the exchange relationships are characterized by mutual trust, respect, liking and reciprocal influence (Dansereau et al., 1975), these relationships become increasingly vital for organizations to learn how to build a mutual subordinates-supervisor interpersonal trust and support relations which impacts the subordinate attitudinal outcomes such as: organization commitment (Duchon et al., 1986), job satisfaction (Vecchio and Godbel, 1984) and turnover intention (Gerstner & Day, 1997).

After contemplating the definition of LMX as discussed recently by the leadership gurus, scholars and researchers, 4 variables for LMX are identified. The 4 variables are: Affective, Contribution, Loyalty, and Professional Respect.

**Contribution** Dienesch and Liden defined perceived contribution as the "perception of the amount, direction, and quality of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad" (1986:). Graen and his colleagues (Graen, 1976; Graen & Scandura. 1987) have emphasized the role of a subordinate's work-related behaviours on the development of LMXs. In new leader-member dyads, the leader is thought to evaluate each subordinate's performance on delegated tasks. Subordinates whose performance impresses the leader and who "'accept a leader's invitation" develop an exchange with the leader that is of higher "quality" than subordinates who have not performed as well according to the leader. Higher quality refers to greater exchange of valued resources between leader and member (Bass. 1990). Valued resources provided by leaders to some select members include such things as physical resources (e.g., budgetary support, materials, and equipment) as well as information and attractive task assignments (Graen & Cashman, 1975). Although LMX theorizing has included a discussion of both member and leader contributions to the exchange, the focus has been on the task-related'behaviours of members (Graen & Scandura. 1987). Members who impress the leader receive resources and support that further enhances job performance (Graen & Cashman, 1975; Dunegan, Duchon, & Uhl-Bien, 1992; Liden & Graen, 1980; Scandura, et al., 1986). In addition, members of such high quality LMX exchanges engage in tasks and duties that



extend beyond what is required from the formal employment contract (Graen, 1976; Liden & Graen, 1980; Wayne & Green, 1993).

**Loyalty.** A second LMX dimension proposed by Dienesch and Liden (1986) was the extent to which the leader and member are loyal to one another. Loyalty was defined as the extent to which both leader and member publicly support each other's actions and character. Extending Graen and his colleagues' inclusion of loyalty as an outcome of the LMX developmental process (Graen,1976; Graen & Scandura, 1987), Dienesch and Liden suggested that loyalty may be better portrayed as a component or dimension of LMX. playing a critical role in the development and maintenance of LMXs. Loyalty has been discussed in previous research as instrumental in determining the types of tasks that are entrusted in members. Leaders are more likely to ask loyal members to take on tasks that require independent judgment and/or responsibility (cf. Liden & Graen, 1980; Scandura etal., 1986).

**Affect.** Dienesch and Liden defined affect as "the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values" (1986: 625). Mutual liking between leader and member is expected to be involved in developing and on-going LMXs to varying degrees (Dienesch & Liden, 1986). In LMXs that are work-based with contribution being the most important LMX dimension, affect may play little or no role in the exchange. On the other hand, some LMXs may be dominated by affect. For example, the leader and member frequently interact simply because they enjoy each other's company. Indeed, friendships often develop through work interactions (Bridge & Baxter. 1992). More specifically, empirical research has provided support for affect as a critical dimension in LMX development (Dockery& Steiner. 1990; Liden, Wayne, & Stilwell, 1993) and in existing LMXs (Judge & Ferris. 1993; Wayne & Ferris, 1990). In the Liden et al. study, liking was a better predictor of LMX than was the leader's assessment of the member's performance.

**Professional respect** was defined as the perception of the degree to which each member of the dyad had built a reputation, within and/or outside the organization, of excelling at his or her line of work. This perception may be based on historical data concerning the person, such as: personal experience with the individual; viewing the person's resume; and awards or other professional recognition achieved by the person. Thus, leaders and members may develop perceptions of professional respect before working with or even meeting their counterpart in the dyad.

## 1.2 INDUSTRY PROFILE

The **Information technology industry in India** has gained a brand identity as a knowledge economy due to its IT and ITES sector. The IT–ITES industry has two major components: IT Services and business process outsourcing (BPO). The growth in the service sector in India has been led by the IT–ITES sector, contributing substantially to increase in GDP, employment, and exports. The sector has increased its contribution to India's GDP from 1.2% in FY1998 to 7.5% in FY2012. According to NASSCOM, the IT–BPO sector in India aggregated revenues of US$100 billion in FY2012, where export and domestic revenue stood at US$69.1 billion and US$31.7 billion respectively, growing by over 9%. The major cities that account for about nearly 90% of this sectors exports are Bangalore, Hyderabad, Chennai, Delhi, Mumbai, and Thiruvananthapuram(Trivandrum). Bangalore is considered to be the Silicon Valley of India because it is the leading IT exporter. Export dominate the IT–ITES industry, and constitute about 77% of the total industry revenue. Though the IT–ITES sector is export driven, the domestic market is also significant with a robust revenue growth. The industry's share of total Indian exports (merchandise plus services) increased from less than 4% in FY1998 to about 25% in FY2012. According to Gartner, the "Top Five Indian IT Services Providers" are Tata Consultancy Services, Infosys, Cognizant, Wipro and HCL Technologies.

This sector has also led to massive employment generation. The industry continues to be a net employment generator - expected to add 230,000 jobs in FY2012, thus providing direct employment to about 2.8 million, and indirectly employing 8.9 million people. Generally dominant player in the global outsourcing sector, However the sector continues to face challenges of competitiveness in the globalized world, particularly from countries like China and Philippines.

India's growing stature in the Information Age enabled it to form close ties with both the United States of America and the European Union. However, the recent global financial crises has deeply impacted the Indian IT companies as well as global companies. As a result hiring has dropped sharply, and employees are looking at different sectors like the financial service, telecommunications, and manufacturing industries, which have been growing phenomenally over the last few years. India's IT Services industry was born in Mumbai in 1967 with the establishment of Tata Group in partnership with Burroughs. The first software export zone SEEPZ was set up back in 1973, the old avatar of the modern



day IT park. More than 80 percent of the country's software exports happened out of SEEPZ, Mumbai in 80s.

**History**

The Indian Government acquired the EVS EM computers from the Soviet Union, which were used in large companies and research laboratories. In 1968 Tata Consultancy Services—established in SEEPZ, Mumbai by the Tata Group—were the country's largest software producers during the 1960s. As an outcome of the various policies of Jawaharlal Nehru (office: 15 August 1947 – 27 May 1964) the economically beleaguered country was able to build a large scientific workforce, third in numbers only to that of the United States of America and the Soviet Union. On 18 August 1951 the minister of education Maulana Abul Kalam Azad, inaugurated the Indian Institute of Technology at Kharagpur in West Bengal. Possibly modeled after the Massachusetts Institute of Technology these institutions were conceived by a 22 member committee of scholars and entrepreneurs under the chairmanship of N. R. Sarkar.

Relaxed immigration laws in the United States of America (1965) attracted a number of skilled Indian professionals aiming for research. By 1960 as many as 10,000 Indians were estimated to have settled in the US. By the 1980s a number of engineers from India were seeking employment in other countries. In response, the Indian companies realigned wages to retain their experienced staff. In the Encyclopaedia of India, Kamdar (2006) reports on the role of Indian immigrants (1980 - early 1990s) in promoting technology-driven growth:

The United States' technological lead was driven in no small part by the brain power of brilliant immigrants, many of whom came from India. The inestimable contributions of thousands of highly trained Indian migrants in every area of American scientific and technological achievement culminated with the information technology revolution most associated with California's Silicon Valley in the 1980s and 1990s.

The ground work and focal point for the development of the information technology industry in India was led by the Electronics Commission in the early 1970's. The driving force was India's most esteemed scientific and technology policy leader M. G. K. Menon. With the support of the United Nations Development Programme (UNDP) under project IND/73/001, the Electronics Commission formulated a strategy and master plan for regional computing centers, each to have a specific purpose as well as to serve as a



hub for manpower development and to spur the propagation of informatics in local economies. The first center, the National Centre for Software Development and Computing Techniques (from 1973 onward) was at the Tata Institute of Fundamental Research in Mumbai and was focused on software development. A key decision of the strategy was to not focus on large-scale hardware production but rather intellectual capital and knowledge development. The success of this decision can be seen in the global leadership of Indian entrepreneurs and computer scientists in software development. Jack Fensterstock of the United States was the program manager on behalf of the UNDP and the key advisor to the Indian Government for the implementation of the master plan.

The National Informatics Centre was established in March 1975. The inception of The Computer Maintenance Company (CMC) followed in October 1976. During 1977-1980 the country's Information Technology companies Tata Infotech, Patni Computer Systems and Wipro had become visible. The 'microchip revolution' of the 1980s had convinced both Indira Gandhi and her successor Rajiv Gandhi that electronics and telecommunications were vital to India's growth and development. MTNL underwent technological improvements. During 1986-1987, the Indian government embarked upon the creation of three wide-area computer networking schemes: INDONET (intended to serve the IBM mainframes in India), NICNET (the network for India's National Informatics Centre), and the academic research oriented Education and Research Network (ERNET).

**Post liberalization**

Regulated VSAT links became visible in 2012 . Desai (2006) describes the steps taken to relax regulations on linking in 1991:

In 1991 the Department of Electronics broke this impasse, creating a corporation called Software Technology Parks of India (STPI) that, being owned by the government, could provide VSAT communications without breaching its monopoly. STPI set up software technology parks in different cities, each of which provided satellite links to be used by firms; the local link was a wireless radio link. In 1993 the government began to allow individual companies their own dedicated links, which allowed work done in India to be transmitted abroad directly. Indian firms soon convinced their American customers that a satellite link was as reliable as a team of programmers working in the clients' office.



Videsh Sanchar Nigam Limited (VSNL) introduced Gateway Electronic Mail Service in 1991, the 64 kbit/s leased line service in 1992, and commercial Internet access on a visible scale in 1992. Election results were displayed via National Informatics Centre's NICNET.

The Indian economy underwent economic reforms in 1991, leading to a new era of globalization and international economic integration. Economic growth of over 6% annually was seen during 1993-2002. The economic reforms were driven in part by significant the internet usage in the country. The new administration under Atal Bihari Vajpayee—which placed the development of Information Technology among its top five priorities— formed the Indian National Task Force on Information Technology and Software Development.

Wolcott & Goodman (2003) report on the role of the Indian National Task Force on Information Technology and Software Development:

Within 90 days of its establishment, the Task Force produced an extensive background report on the state of technology in India and an IT Action Plan with 108 recommendations. The Task Force could act quickly because it built upon the experience and frustrations of state governments, central government agencies, universities, and the software industry. Much of what it proposed was also consistent with the thinking and recommendations of international bodies like the **World Trade Organization** (WTO), International Telecommunications Union (ITU), and World Bank. In addition, the Task Force incorporated the experiences of Singapore and other nations, which implemented similar programs. It was less a task of invention than of sparking action on a consensus that had already evolved within the networking community and government.

**The New Telecommunications Policy, 1999** (NTP 1999) helped further liberalize India's telecommunications sector. The Information Technology Act 2000 created legal procedures for electronic transactions and e-commerce.

Throughout the 1990s, another wave of Indian professionals entered the United States. The number of Indian Americans reached 1.7 million by 2000. This immigration consisted largely of highly educated technologically proficient workers. Within the United States, Indians fared well in science, engineering, and management. Graduates from the Indian Institutes of Technology (IIT) became known for their technical skills. The success

of Information Technology in India not only had economic repercussions but also had far-reaching political consequences. India's reputation both as a source and a destination for skilled workforce helped it improve its relations with a number of world economies. The relationship between economy and technology—valued in the western world—facilitated the growth of an entrepreneurial class of immigrant Indians, which further helped aid in promoting technology-driven growth.

**Recent development**

The economic effect of the technologically inclined services sector in India—accounting for 40% of the country's GDP and 30% of export earnings as of 2006, while employing only 25% of its workforce—is summarized by Sharma (2006):

The share of IT (mainly software) in total exports increased from 1 percent in 2001 to 18 percent in 2001. IT-enabled services such as back office operations, remote maintenance, accounting, public call centers, medical transcription, insurance claims, and other bulk processing are rapidly expanding. Indian companies such as HCL, TCS, Wipro, and Infosys may yet become household names around the world.

Today, Bangalore is known as the Silicon Valley of India and contributes 33% of Indian IT Exports. India's second and third largest software companies are head-quartered in Bangalore, as are many of the global SEI-CMM Level 5 Companies.

Mumbai too has its share of IT companies that are India's first and largest, like TCS and well established like Reliance, Patni, LnT Infotech, i-Flex, WNS, Shine, Naukri, Jobspert etc. are head-quartered in Mumbai. And these IT and dot com companies are ruling the roost of Mumbai's relatively high octane industry of Information Technology.

Such is the growth in investment and outsourcing, it was revealed that Cap Gemini will soon have more staff in India than it does in its home market of France with 21,000 personnel+ in India.

On 25 June 2002 India and the European Union agreed to bilateral cooperation in the field of science and technology. A joint EU-India group of scholars was formed on 23 November 2001 to further promote joint research and development. India holds observer status at CERN while a joint India-EU Software Education and Development Center is due at Bangalore.



**Major IT Hubs**

| Rank | City | Description |
|---|---|---|
| 1 | Bangalore | Popularly known as the Silicon Valley of India and leading software exporter from India. Bangalore is considered to be a global technology hub of India. |
| 2 | Chennai | Chennai is a major destination of India and is the BPO hub of India. Chennai has the largest operations centers of TCS, and CTS. |
| 3 | Hyderabad | Development of HITEC City prompted several IT and ITES companies to set up operations in the city, and has led civic boosters to call their city "Cyberabad". |
| 4 | Mumbai | The Financial capital of India, but recently many IT companies have established offices. |
| 5 | Delhi | The National Capital Region comprising Delhi, Gurgaon and Noida are clusters of software development. |
| 6 | Pune | Major Indian and International Firms present in Pune. Pune is also C-DAC Head-Quarter. |
| 7 | Thiruvanantapuram (Trivandrum) | Capital city of Kerala, which contributes to 80% of the software exports from the state. Technopark, Trivandrum spread at an area of 333 acres, is the largest IT park in India with 285 companies and more than 75000 working IT professionals. |
| 8 | Kolkata | One of the largest cities in India, Kolkata contributes significantly to IT exports. |



**Criticisms**

Despite its rapid growth, the IT industry in India has attracted its fair share of criticism. This is primarily levelled against the industry's excessive political influence - as articulated through its association, NASSCOM - which, it is claimed, far exceeds its economic contribution to the country. This has allowed the industry to secure the support and resources of the Indian state ahead of other sectors of the national economy where the developmental returns would be greater.



## CHAPTER – 2

## 2.1 REVIEW LITERATURE

**2.2 Organizational Citizenship Behaviour**

Over a decade and a half has passed since, Organ & et al. (1988) first coined the ter "Organizational citizenship behaviour". Drawing on Chester Barnard (1938)'s concept of the "willingness to cooperate" and Daniel Katz (1964)'s distinction between dependable "role performance" and "innovative and spontaneous behaviours", Organ (1988) defined organizational citizenship behaviours as "individual behaviour 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. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable" (Podsakoff & et al., 2000: 513). Smith & et al. (1983) were interested in predicting organizationally beneficial behaviour that was not formally rewarded and could not be enforced by the organization in terms of formal role expectations or job requirements. Supervisors were then asked to rate how characteristic each behaviour was of the employee. Factor analyses of these ratings indicated two factors.

The first factor, labeled Altruism, captured behaviour directly intended to help a specific person in face-to-face situations. The second factor, labeled Generalized Compliance, represented impersonal behaviours such as compliance with norms defining a good worker (Lepine & et al, 2002: 53). Five years later, Organ (1988) proposed an expanded taxonomy of organizational citizenship behaviour that included:

***Altruism*:** Altruism is defined as discretionary behaviours that specifically aid another person in the organization with an organizationally relevant issue.

***Conscientiousness*:** Conscientiousness is defined as discretionary behaviours that aid the organization in general and go beyond the minimum role requirements of the organization.

***Sportsmanship*:** Sportsmanship is the willingness of the employee to tolerate less than ideal situations without complaining.

***Courtesy*:** Courtesy is defined as behaviours aimed at preventing work-related problems with others from occurring.

***Civic virtue*:** Civic virtue involves behaviours that indicate that the individual responsibly participates in or is involved in the life of the organization (De Nicolis Bragger et al., 2005: 305).

**2.3 Perceptions of Organizational Justice**

Organizational justice concept was first used by Greenberg (1990). Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs (Moorman, 1991: 845). According to Greenberg (1990), perceptions of organizational justice classified as a three-dimensional construct:

***Distributive justice*:**

Colquitt & et al (2005) notice that distributive justice was initially conceptualized by Homans (1961) based on the notions of relative deprivation introduced by Stouffer & et al (1949). Further, they noted that many of Homans' ideas about distributive justice were developed more fully by Adams (1965)' equity theory (Sholihin & et al, 2007: 5-6). According to Greenberg (1990), distributive justice involves employee assessments of fairness of rewards and inducements received in exchange for contributions at work.

***Procedural justice*:**

Concerning procedural fairness, the term was first used by Thibaut & et al (1974) and Thibaut and Walker (1975) to refer to the social psychological consequences of procedural variation, with particular emphasis on procedural effects on fairness judgments. Procedural justice involves employee assessments of the extent to which decisions are based on fair methods and guidelines. In other words, employees evaluate the extent to which they feel processes used to make decisions that influence them are just (Ang & et al., 2003: 563).

***Interactional justice*:**

Bies and Moag (1986) introduced still a third dimension of organizational justice. From a series of interviews, they discovered that people were also concerned about the quality of interpersonal treatment they received during the enactment of procedures and tied perceptions of justice to it (Lau, 2008: 15). Bies and Moag (1986) termed these fairness perceptions "interactional justice". Interactional justice suggests that perceptions of procedural justice can originate from an organization's procedures and how those procedures are implemented (Wat & Shaffer,2005: 409). In his discussion of the motivational basis of organizational citizenship behaviour, Organ (1988) maintained that justice perceptions play a key role in promoting organizational citizenship behaviour. Predicated upon the social exchange perspective, he also proposed an explanation whereby employees perform organizational citizenship behaviour to reciprocate the fair treatment offered by their organizations (Young, 2010: 638). Podsakoff & et al. (2000) suggest that if treated fairly with employees in the organization, and the supervisors also



have good relations with them the amount of organizational citizenship behaviour will increase.In his discussion of the motivational basis of organizational citizenship behaviour, Organ (1988) maintained that justice perceptions play a key role in organisations.

**2.4 Perceptions of Leader–Member exchange**

Leader–member exchange theory describes the quality of relationships between leaders and their followers (Bowler & et al., 2010: 310) and first conceptualized as the vertical dyad linkage model of leadership, was initially proposed as an alternative to an average leadership style (Collins, 2007: 18-19). Graen & et al (1975) have found that in nearly all units leaders differentiate among their subordinates in terms of leader behaviour. According to this theory, certain subordinates chosen because of competence and skill, extent to which they can be trusted (especially when not being watched by the supervisor), and motivation to assume greater responsibility within the unit are given preferential treatment by the leader. These selected subordinates (in-group members) make contributions that go beyond their formal job duties and take on responsibility for the completion of tasks that are most critical the success of the unit (Liden & et al., 1980: 451-452). Dienesch and liden (1986, Liden & et al., 1998: 45) proposed that although work behaviours stressed by graen and colleagues are important, leader–member exchanges may develop and endure in a number of different ways. They suggested that Leader–member exchange can be differentiated into three types of relationship exchanges, termed contribution, loyalty and affect (Sin & et al., 2009: 1049).

***Contribution*:** Contribution is the perception of the amount of work and the quality of work that each member of the dyadic relationship brings into the dyadic relationship (Amah, 2010: 40).

***Loyalty*:** Loyalty was defined as the extent to which both leader and member publicly support each other's actions and character (Liden & et al., 1998: 46).

***Affect*:** Dienesch and liden (1986, Liden & et al., 1998: 46) defined affect as "the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values". Liden and Maslyn (1998) helped to advance this idea further by developing an instrument of multidimensional leader–member exchange (MDM-LMX). In addition to affect, loyalty and contribution, they identified professional respect as the fourth dimension of leader– member exchange.

***Professional respect*:** Professional respect refers to the mutual respect both parties have for each other's professional capabilities (Sin & et al., 2009: 1049). Research on leader–member exchange has shown the value of high-quality leader–member



relationships in organizations. Leaders and followers in these high leader–member exchange relationships often report enhanced levels of satisfaction and effectiveness, as well as mutual influence, more open and honest communication

**2.5 Perceptions on the Role of Leader Member Exchange in Organizational Justice and Organizational Citizenship Behaviour.**

Noormala Amir Ishak & Syed Shah Alam(2009) proposed An Empirical Study on The effects of Leader member exchange on Organizational justice and organizational citizenship behaviour which determining the effect of leader member exchange using it as intermediator between organizational citizenship behaviour and organizational justice with relative dimension underlying in each category this study was implemented on Malaysian Banking Employees Survey method is used for data collection and the sample size was 350 and the questionnaire was distributed across branches and final collected questionnaire were 339 in which 229 questionnaire were found fit for further analysis. The analysis used for this study are: Descriptive Statistics, Cronbach's Coeffecient Alpha, and zero order correlation of all study variables and regression analysis. The study revealed that interactional justice is an important variable for understanding OCB. This study helps the researcher to find out the interactional justice subordinates and supervisors. This study suggests that within the framework of social exchange theory. Interactional justice influences subordinate's OCB greatest through the presence of LMX.

James Louis Soldner (2009) Relationships Among Leader-Member Exchange, Organizational Citizenship Behaviour, Organizational Commitment, Gender, And Dyadic duration in a rehabilitation Organization. This study was an investigation of the relationship between subordinates' perceptions of the quality of the leader-member exchange (LMX) relationship and their willingness to engage in organizational citizenship behaviour (OCB) and organizational commitment (OC). This study surveyed direct service employees subordinate staff currently employed at a large rehabilitation organization in the Midwest and the sample size is between 100 -120. LMX relationship can have a major impact on overall individual and organizational success, regardless of the geographic location, Personnel, culture, or mission of the organization.

Alev Katrinli*, Gulem Atabay, Gonca Gunay and Burcu Guneri Cangarli (2010) the moderating role of leader-member exchange in the relationship between psychological contract violation and organizational citizenship behaviour. This paper aims to explore the moderating role of Leader-Member Exchange (LMX) quality in the



relationship between Psychological Contract Violation (PCV) and Organizational Citizenship Behaviour (OCB).

Data were gathered from a sample of 148 registered nurses working in a private general hospital results show that the negative relationship between PCV and OCB is stronger for nurses who have high LMX quality. Therefore, the study implies that the interaction of the behaviour of all organizational agents and supervisors relates to OCB.

Heather M. Stewart Wherry (2012) Authentic Leadership, Leader-Member Exchange, and Organizational Citizenship Behaviour: A Multilevel Analysis this field study examined the relationship between leaders' authentic leadership and five constructs of organizational citizenship behaviour as moderated by leader-member exchange. Data were collected from 32 leader participants and 243 raters from seven for profit organizations in the Midwest. A multilevel data analysis was conducted using Hierarchical Linear Modeling. Leader authenticity was significant at the individual level, but not at the group level in conscientiousness. Leaders rated as authentic only influence individual followers behaviours regarding rules and regulations. The leader will not influence the group. Leader authenticity did not influence follower sportsmanship behaviours.

Ali Asgari, Abu Daud Silong, Aminah Ahmad and Bahaman Abu Samah ( 2008**)** The relationship between leader-member exchange, organizational inflexibility, perceived organizational support, interactional justice and organizational citizenship behaviour. This research had one objective: to assess the impact of four behaviours – leader-member exchange, organizational inflexibility, perceived organizational support and interactional justice – on organizational citizenship behaviour. The subjects of this study were all full-time employees with their managers who working in the educational organization in Iran. This study surveyed 220 respondents. The sampling frame of the respondents was obtained from educational organization in Shiraz city in Iran. Data were collected on a structured questionnaire containing standard scales of transformational leadership behaviours, LMX, and organizational citizenship behaviours. In this study used two types of analysis, descriptive analysis and inferential analysis organizational citizenship behaviours frequently make important contributions to the well-being of one's coworkers and/or the organization. Supervisors should do their best to maintain a good dual relationship with their subordinates, increase organizational inflexibility with clearly about rules and procedures, more support of employees by employers, and increase justice in workplace. Dienesch and Liden (1986) proposed a process-oriented model of the LMX relationship development process. The authors stated that the first component

was the initial interaction. In this interaction, each person brings unique traits, characteristics, attitudes, and the like to the meeting. In this first step, leaders may make attributions (i.e., the member seems to be responsible and a hard worker, the member is someone I do not like personally, etc.), which will likely influence later steps in forming the relationship quality. The second step in the process is the leader delegation to the member of an initial set of tasks or a trial assignment (Dienesch & Liden, 1986; Graen, 1976). These assignments "test" the member and lead to the next step.

Dienesch and Liden's (1986) process model of LMX development involves the member's behaviour in response to the leader's delegation in step two. Thus, member behaviour serves as both the member's key input into the LMX, as well as the focus of the leader's attributions concerning the member's ability and motivation and the resulting leader behaviours. The fourth step involves the leader trying to interpret and explain the member's behaviour. Finally, through the interactive process of member inputs and leader attributions and interpretations, the nature of the LMX is determined.



## CHAPTER - 3

## RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. various steps that are generally adopted in this are as follows

### 3.1 Type of Research

The type of research used for the study is descriptive in nature carried out in an around Coimbatore and Chennai.

### 3.2 Objectives of the Study:

**Primary Objective:**

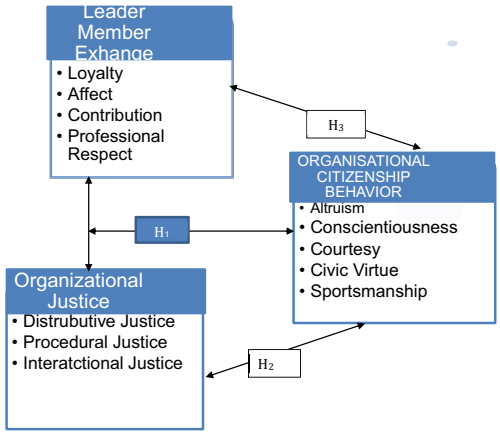
1) To examine the impact of organizational citizenship behavior on Leader – Member Exchange and Organisational Justice.

**Secondary Objective:**

1) To investigate the influence of Leader Member Exchange on Organisational Citizenship Behavior.
2) To investigate the influence of organizational justice on Organisational Citizenship Behavior.
3) To investigate the influence of organizational justice on Leader - Member Exchange.



### 3.8 Conceptual Model




**Interpretation:**

According to conceptual model of research, main hypothesis is that there is a positive impact among employee's perception of organizational justice and Leader – Member Exchange with organizational citizenship behavior.

**In addition, Sub hypothesis are:**

- There is a positive relationship among employee's perception of organizational justice and organizational citizenship behavior.
- There is a positive relationship among employee's perceptions of Leader – Member Exchange and organizational citizenship behavior.



### 3.3 Data and sources of data

- A balanced questionnaire was designed for collection of primary data from the respondents. The researcher met the respondents in person, briefed them about the study and got the questionnaire filled.
- Data collection also used a method of online questionnaire which were sent to the respondents through mails and social networking sites.

The questionnaire is structured as follows.

**Part A:**

This consist of nine questions tapped the demographic data of the respondents as well as some characteristics of the organizations.

**Part B:**

This part consist of items to measure LMX 12 QUESTION with four dimension i.e Loyalty: (3 Questions); Affect: (3 Questions); Contribution: (3 Questions) ; Professional respect: (3 Questions) Devoloped by Graen and uhlBien 1995.

**Part C:**

This part consists of items related to Organizational Citizenship Behavior with five dimensions namely. Altruism: (5 Questions); Conscientiousness: (4 Questions); Courtesy: (5 Questions); Civic Virtue: (4 Questions); Sportsmanship: (3Questions Developed by Podsakoff et al 1990.

**Part D:**

Were items related to organizational justice of the employees with three dimensions namely: Distributive justice (5 questions), Procedural justice (5 questions), Interactional justice (9 questions), Developed by Colquitt (2001) Pollination

### 3.4 Time Period Covered

The time period covered for the project completion is 12 weeks from January 28 to April 20.

### 3.5 Population & Sample Size

The population for this research is employees of the IT companies across Chennai and Coimbatore. Sampling size is 227 IT employees from across Coimbatore and Chennai. In that 96 from Chennai and from 131 Coimbatore.

### 3.6 Sampling Technique

Random sampling method is used for data collection from the respondents. Each respondent from the concerned population had an equal chance of participating in this study

### 3.7 Analysis and Tools Used:

A series of statistical procedures were conducted to test the three groups of hypotheses. The software SPSS was used to analyse the results. The procedures and measures, in Chronological order, are:

- Descriptive Analysis
- Factor Analysis
- Chi - Square
- Correlation Analysis
- Regression Analysis

The steps involved in processing the collected raw data included editing, coding, entering the data, and charting. The collected data from the questionnaires were edited for completeness, consistency and legibility before proceeding to the next process. As a precautionary measure the responses were carefully checked to ensure the survey's completeness and that no answer was omitted. In the consistency check, a contradictory answer will be highlighted and corrected during data tabulation. Inconsistencies that can be logically corrected were rectified. Incomplete data, inconsistent answer, inaccuracies and ineligibility, when found at a later stage were discarded. Editing was done manually soon after the data had been gathered. Repeated editing was conducted to ensure that minimum data quality standard has been achieved. Responses to some of the negatively worded questions were transformed in the reverse order so that all answers are in the same direction. All missing responses to the main part of the questionnaire were assigned a midpoint in the scale as the response to that particular item. However, questionnaires that have a substantial number of questions left unanswered were not included in the data set for analysis. The results from the data entry were transferred into a readable, quantifiable and understandable format for graphical and visual presentation of the collected data.



## CHAPTER 4

## Analysis and interpretation

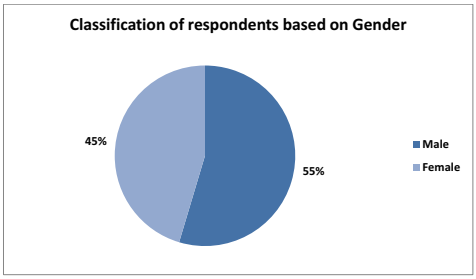
### 4.1 Percentage Analysis on Respondents Demographic Data

**Table: 4.1.1**

**Classification of respondents based on gender**

| Gender | No. of Respondents | Percentage of Respondents |
|---|---|---|
| Male | 124 | 56.5 |
| Female | 103 | 45.4 |
| Total | 227 | 100 |

**Chart: 4.1.1**




**Interpretation**

Descriptive statistics for demographic variables related to Gender of respondents shows that 54.6% of employees' are men and, 45.4% of employees' are females. In other words, 124 are men and 103 are female.



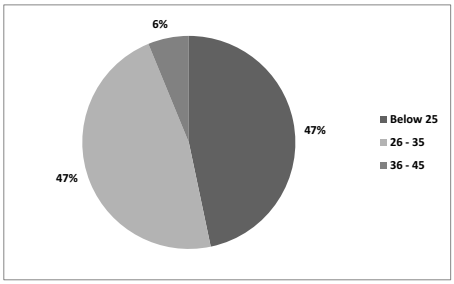
**Table: 4.1.3**

**Classification of respondents based on Age**

| Gender | No. of Respondents | Percentage of Respondents |
|---|---|---|
| Below 25 | 106 | 46.7 |
| 26 – 35 | 107 | 47.1 |
| 36 – 45 | 14 | 6.2 |
| Total | 227 | 100 |

**Chart: 4.1.3**

**Classification of respondents based on Age**




**Interpretation**

Descriptive statistics related to age of respondent's shows that both below 25 and 26 – 35 age categories possess 47% of respondents and the rest contains only 6% that falls under the age category of 36 -45



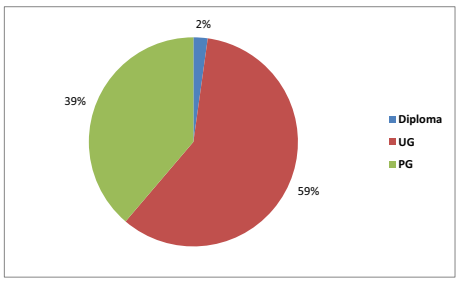
**Table: 4.1.4**

**Classification of respondents based on Education**

| Gender | No. of Respondents | Percentage of Respondents |
|---|---|---|
| Diploma | 5 | 2.2 |
| UG | 134 | 59 |
| PG | 88 | 38 |
| Total | 227 | 100 |

**Chart: 4.1.4**

**Classification of respondents based on Education**




**Interpretation**

Descriptive statistics related to education shows that 2% of respondents are under diploma, 59% are college Under Graduates, 39% of the respondents are PG holders. In other words, 5 respondents are diploma holders, 134 respondents are UG holders and 88 respondents holds PG Degree.

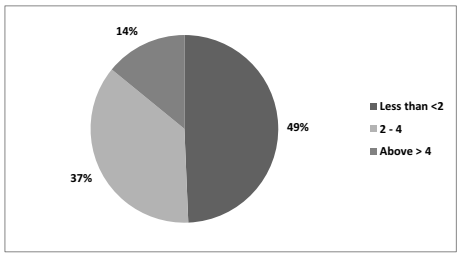
**Table: 4.1.5**

**Classification of respondents based on Experience**

| Gender | No. of Respondents | Percentage of Respondents |
|---|---|---|
| Less than < 2 | 112 | 49.3 |
| 2 – 4 | 83 | 36.6 |
| Above > 4 | 32 | 14.1 |
| Total | 227 | 100 |

**Chart: 4.1.5**

**Classification of respondents based on Experience**




**Interpretation**

Descriptive statistics related to experience of respondent's shows that the number of respondents below 2 years is of 49%. Respondents under 2-4 year of experience are of 37% and Respondents with above four years of experience are 14%.



**4.2. THE MEAN SCORES EXPLORING CONSTRUCTS OF THE STUDY**

The mean score are calculated for constructs under the variables.

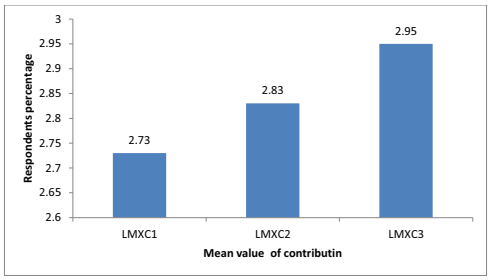
**TABLE NO.4.2.1**

**Table Showing the Mean Score of Contribution**

| Leader Member - Exchange : Contribution | | | | |
|---|---|---|---|---|
| S. No. | Variables Code | Variables | Mean Score | Std. Deviation |
| 1 | LMXC1 | I am willing to apply extra effort beyond those normally required, to meet my supervisor's work goals. | 2.73 | 1.46 |
| 2 | LMXC2 | I do work for my supervisor that goes beyond what is specified in my job description. | 2.83 | 1.47 |
| 3 | LMXC3 | I do not mind working my hardest for my supervisor. | 2.95 | 1.44 |

**CHART NO. 4.2.1**

**Chart Showing the Mean Score of Contribution**




**Interpretation**

From Above table 4.2.1 it is observed that the mean score for the statement "I do not mind working my hardest for my supervisor." was found to be highest at 2.95%. The lowest mean score was for the statement "I am willing to apply extra effort beyond those normally required, to meet my supervisor's work goals" the variables has got lowest mean score 2.73%.



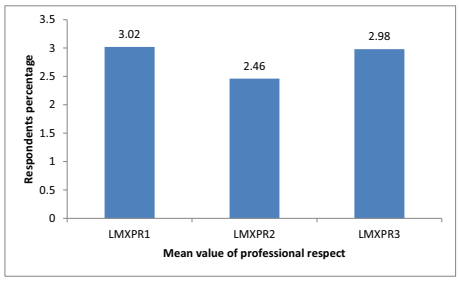
**TABLE NO.4.2.2**

**Table Showing the Mean Score of Professional Respect**

| Leader Member - Exchange : Professional Respect | | | | |
|---|---|---|---|---|
| S. No. | Variables Code | Variables | Mean Score | Std. Deviation |
| 1 | LMXPR1 | I am impressed with my supervisor's knowledge of his/her job. | 3.02 | 1.426 |
| 2 | LMXPR2 | I respect my supervisor's knowledge and competence on the job. | 2.46 | 1.421 |
| 3 | LMXPR3 | I admire my supervisor's professional skills. | 2.98 | 1.434 |

**CHART NO. 4.2.2**

**Chart Showing the Mean Score of Professional Respect**




**Interpretation**

From Above table 4.2.2 it is observed that the mean score for the statement "I am impressed with my supervisor's knowledge of his/her job." was found to be highest at 3.05%. The lowest mean score was for the statement "I respect my supervisor's knowledge and competence on the job." the variables has got lowest mean score 2.46%.



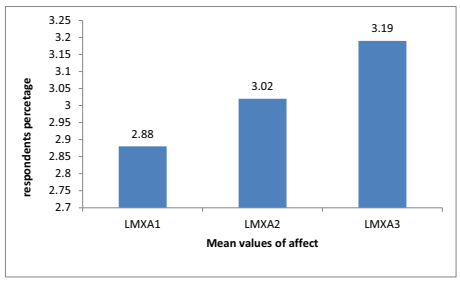
**TABLE NO.4.2.3**

**Table Showing the Mean Score of Affect**

| Leader Member - Exchange : Affect | | | | |
|---|---|---|---|---|
| S. No. | Variables Code | Variables | Mean Score | Std. Deviation |
| 1 | LMXA1 | I like my supervisor very much as a person. | 2.88 | 1.463 |
| 2 | LMXA2 | My supervisor is the kind of person one would like to have as a friend. | 3.02 | 1.396 |
| 3 | LMXA3 | My supervisor is a lot of fun to work with. | 3.19 | 1.241 |

**CHART NO. 4.2.3**

**Chart Showing the Mean Score of Affect**




**Interpretation**

From Above table 4.2.3 it is observed that the mean score for the statement "My supervisor is a lot of fun to work with." was found to be highest at 3.01%. The lowest mean score was for the statement "I like my supervisor very much as a person." the variables has got lowest mean score 2.88%.

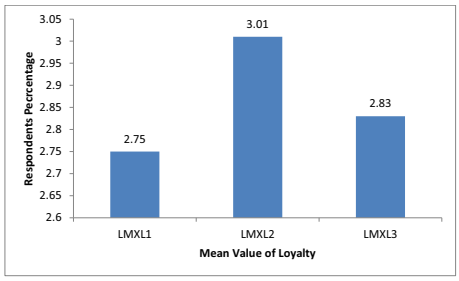
**TABLE NO.4.2.4**

**Table Showing the Mean Score of Loyalty**

| Leader Member - Exchange : Loyalty | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | LMXL1 | My supervisor would defend me to others in the organization if I made an honest mistake. | 2.75 | 1.343 |
| 2 | LMXL2 | My supervisor would come to my defense if I were attacked by others. | 3.01 | 1.301 |
| 3 | LMXL3 | My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question. | 2.83 | 1.443 |

**CHART NO. 4.2.4**

**Chart Showing the Mean Score of Loyalty**




**Interpretation**

From Above table 4.2.4 it is observed that the mean score for the statement "My supervisor would come to my defense if I were attacked by others." was found to be highest at 3.01%. The lowest mean score was for the statement "My supervisor would defend me to others in the organization if I made an honest mistake." the variables has got lowest mean score 2.75%.



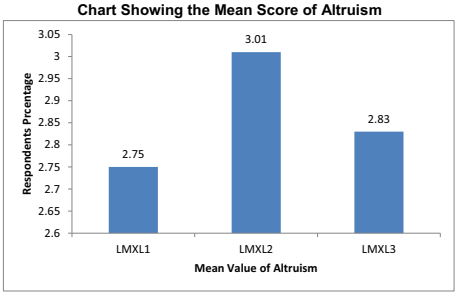
**TABLE NO.4.2.5**

**Table Showing the Mean Score of Altruism**

| Organizational Citizenship Behavior – Altruism | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBA1 | I help others who have been absent. | 2.46 | 1.408 |
| 2 | OCBA2 | I help others who have heavy workloads. | 3.18 | 1.410 |
| 3 | OCBA3 | I help orient new people even though it's not required. | 2.72 | 1.388 |
| 4 | OCBA4 | I willingly give my time to help others with work-related problems. | 3.11 | 1.249 |
| 5 | OCBA5 | I'm always ready to lend a helping hand to those around me. | 2.83 | 1.253 |

**CHART NO. 4.2.5**

**Chart Showing the Mean Score of Altruism**




**Interpretation**

From Above table 4.2.5 it is observed that the mean score for the statement "I help others who have heavy workloads" was found to be highest at 3.18%. The lowest mean score was for the statement "I help others who have been absent." the variables has got lowest mean score 2.46%.



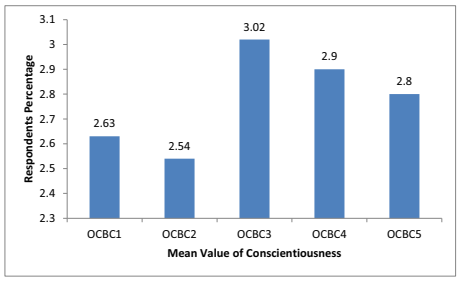
**TABLE NO.4.2.6**

**Table Showing the Mean Score of Conscientiousness**

| Organizational Citizenship Behavior - Conscientiousness | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBC1 | My Attendance at work is above the norm. | 2.63 | 1.334 |
| 2 | OCBC2 | I do not take extra breaks. | 2.54 | 1.297 |
| 3 | OCBC3 | I Obey company rules and regulations even when no one is watching. | 3.02 | 1.434 |
| 4 | OCBC4 | I am one of the most conscientious employees. | 2.90 | 1.268 |
| 5 | OCBC5 | I believe in giving an honest day's work for an honest day's pay. | 2.80 | 1.365 |

**CHART NO. 4.2.6**

**Chart Showing the Mean Score of Conscientiousness**




**Interpretation**

From Above table 4.2.6 it is observed that the mean score for the statement "I Obey company rules and regulations even when no one is watching." was found to be highest at 3.02%. The lowest mean score was for the statement "I do not take extra breaks." the variables has got lowest mean score 2.63%.



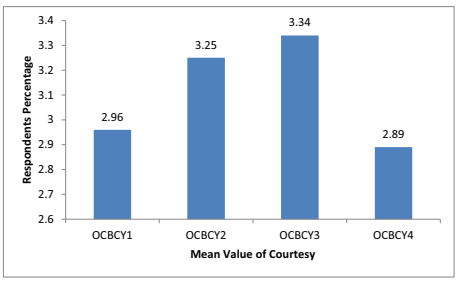
**TABLE NO.4.2.7**

**Table Showing the Mean Score of Courtesy**

| Organizational Citizenship Behavior - Courtesy | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBCY1 | I take steps to try to prevent problems with other workers. | 2.96 | 1.423 |
| 2 | OCBCY2 | I'm mindful of how my behavior affects other people's jobs. | 3.25 | 1.362 |
| 3 | OCBCY3 | I don't abuse the rights of others. | 3.34 | 1.349 |
| 4 | OCBCY4 | I try to avoid creating problems for coworkers. | 2.89 | 1.427 |

**CHART NO. 4.2.7**

**Chart Showing the Mean Score of Courtesy**




**Interpretation**

From Above table 4.2.7 it is observed that the mean score for the statement "I don't abuse the rights of others." was found to be highest at 3.48%. The lowest mean score was for the statement "I'm mindful of how my behavior affects other people's jobs." the variables has got lowest mean score 3.25%.

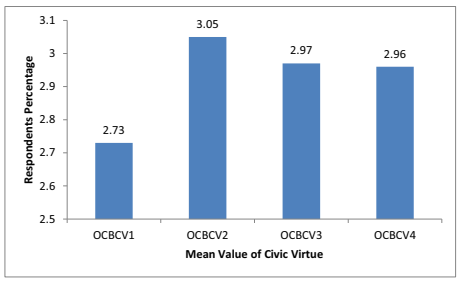
**TABLE NO.4.2.8**

**Table Showing the Mean Score of Civic Virtue**

| Organizational Citizenship Behavior - Civic Virtue | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBCV1 | I Attend meetings that are not mandatory, but are considered important. | 2.73 | 1.356 |
| 2 | OCBCV2 | I attend functions that are not required, but help the company image. | 3.05 | 1.300 |
| 3 | OCBCV3 | I keep abreast of changes within the organization. | 2.97 | 1.361 |
| 4 | OCBCV4 | I read and keep up with organization announcements, memos, etc. | 2.96 | 1.316 |

**CHART NO. 4.2.8**

**Chart Showing the Mean Score of Civic Virtue**




**Interpretation**

From Above table 4.2.8 it is observed that the mean score for the statement "I attend functions that are not required, but help the company image" was found to be highest at 3.05%. The lowest mean score was for the statement "I Attend meetings that are not mandatory, but are considered important." the variables has got lowest mean score 2.73%.



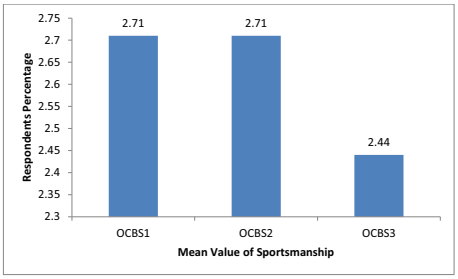
**TABLE NO.4.2.9**

**Table Showing the Mean Score of Sportsmanship**

| Organizational Citizenship Behavior - Sportsmanship | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OCBS1 | I consume a lot of time complaining about trivial matters | 2.71 | 1.282 |
| 2 | OCBS2 | I tend focus on what's wrong, rather than the positive side of a situation. | 2.71 | 1.392 |
| 3 | PCBS3 | I Always find fault with what the organization is doing. | 2.44 | 1.382 |

**CHART NO. 4.2.9**

**Chart Showing the Mean Score of Sportsmanship**




**Interpretation**

From Above table 4.2.9 it is observed that the mean score for the statement "I consume a lot of time complaining about trivial matters" was found to be highest at 2.71%. The lowest mean score was for the statement "I Always find fault with what the organization is doing." the variables has got lowest mean score 2.44%.



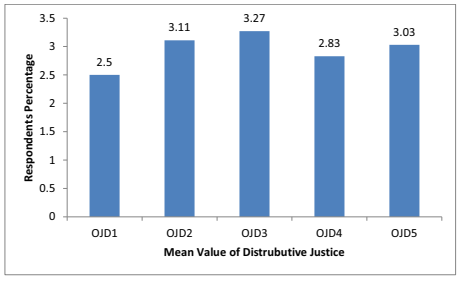
**TABLE NO.4.2.10**

**Table Showing the Mean Score of Distributive Justice**

| Organizational Justice - Distributive Justice | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OJD1 | My work schedule is fair. | 2.50 | 1.301 |
| 2 | OJD2 | I think my level of pay is fair. | 3.11 | 1.233 |
| 3 | OJD3 | I consider my work load to be fair. | 3.27 | 1.374 |
| 4 | OJD4 | Overall the work load o receive here are quite fair. | 2.83 | 1.346 |
| 5 | OJD5 | I feel that my job responsibilities are fair. | 3.03 | 1.393 |

**CHART NO. 4.2.10**

**Chart Showing the Mean Score of Distributive Justice**




**Interpretation**

From Above table 4.2.10 it is observed that the mean score for the statement "I consider my work load to be fair." was found to be highest at 3.27%. The lowest mean score was for the statement "My work schedule is fair." the variables has got lowest mean score 2.5%.



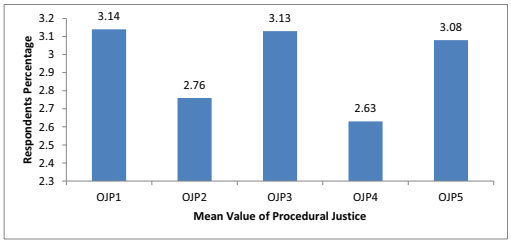
**TABLE NO.4.2.11**

**Table Showing the Mean Score of Procedural Justice**

| Organizational Justice - Procedural Justice | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 6 | OJP1 | Job Decisions are made by the manager in an unbiased manner. | 3.146 | 1.303 |
| 7 | OJP2 | My manager makes sure that all employees concerns are heard before job decisions are made. | 2.76 | 1.284 |
| 8 | OJP3 | To make job decisions my manager clarifies decisions and provides additional information when requested by the employee. | 3.13 | 1.293 |
| 9 | OJP4 | All job decisions are applied consistently across all affected. | 2.63 | 1.383 |
| 10 | OJP5 | Employees are allowed to challenge or appeal job decision made by the manager. | 3.08 | 1.271 |

**CHART NO. 4.2.11**

**Chart Showing the Mean Score of Contribution**




**Interpretation**

From Above table 4.2.11 it is observed that the mean score for the statement "Job Decisions are made by the manager in an unbiased manner." was found to be

highest at 3.14%. The lowest mean score was for the statement "All job decisions are applied consistently across all affected." the variables has got lowest mean score 2.63%.

**TABLE NO.4.2.12**

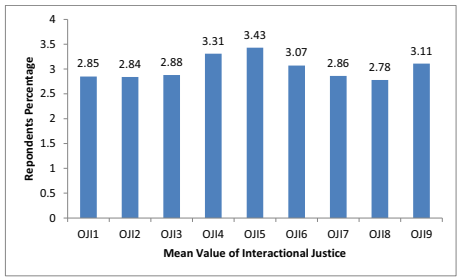
**Table Showing the Mean Score of Interactional Justice**

| Organizational Justice - Interactional Justice | | | | |
|---|---|---|---|---|
| **S. No.** | **Variables Code** | **Variables** | **Mean Score** | **Std. Deviation** |
| 1 | OJI1 | When decision is made about my job, the manager treats me with kindness and consideration. | 2.85 | 1.397 |
| 2 | OJI2 | When decision is made about my job, the manager treats me with respect and dignity. | 2.84 | 1.174 |
| 3 | PJI3 | When decision is made about my job, the manager is sensitive to my personal needs. | 2.88 | 1.279 |
| 4 | OJI4 | When decision is made about my job, the manager deals with me in a truthful manner. | 3.31 | 1.267 |
| 5 | OJI5 | When decision is made about my job, the manager shows concerns for rights as an employee. | 3.43 | 1.323 |
| 6 | OJI6 | Concerning decision made about my job, the manager discusses the implications of the decision with me. | 3.07 | 1.341 |
| 7 | PJI7 | The manager offers adequate justification for decision made about my job. | 2.86 | 1.286 |
| 8 | OJI8 | When making decision about my job, the manager offers explanations that make sense to me. | 2.78 | 1.275 |
| 9 | OJI9 | My manager explains very clearly any decision made about my job. | 3.11 | 1.401 |



**CHART NO. 4.2.12**

**Chart Showing the Mean Score of Interactional Justice**




**Interpretation**

From Above table 4.2.12 it is observed that the mean score for the statement "When decision is made about my job, the manager shows concerns for rights as an employee" was found to be highest at 3.43%. The lowest mean score was for the statement "When making decision about my job, the manager offers explanations that make sense to Me." the variables has got lowest mean score 2.78%.



**4.3 Identification of Factors underlying Organisational citizenship Behavior**

Factor analysis is applied to the responses obtained from IT Employees on various aspects related to organizational citizenship behavior. In order to determine the adequacy of the factors, Using SPSS 17.0, the factors underlying organizational citizenship behavior were identified. The following statistics was also obtained from the data collected to proceed factor analysis.

- Kaiser-Meyer-Olkin index.
- Communalities
- Eigen value and scree plot.
- Component matric and rotated component matrix.

**Table: 4.3.1**

**Values of Factorial Analysis by Kaiser-Meyer-Olkin Index and Bartlett's test of sphericalness**

| Values of Factorial Analysis by Kaiser-Meyer-Olkin Index and Bartlett's test of sphericalness | | | |
|---|---|---|---|
| **Factors** | **KMO** | **Bartlett's** | **Significance** |
| Level 1 ( 12Factors) | 0.893 | 999.246 | 0.000 |
| Level 2 ( 20 Factors) | 0.764 | 1.084E3 | 0.000 |
| Level 3 ( 19 Factors) | O.727 | 1.324E3 | 0.000 |

**Interpretation**

Table 4.3.1 shows the KMO measures of sampling adequacy value as 0.893 for leader member exchange, 0.764 for organizational citizenship behavior and 0.727 for organizational justice which falls in the range of being higher mediocre hence the data is appropriate for implementing factor analysis on all the variables.



**Table: 4.3.2**

| | Communalities | | |
|---|---|---|---|
| **S.No.** | **Variables** | **Initial** | **Extraction** |
| 1 | I help others who have been absent. | 1 | .643 |
| 2 | I help others who have heavy workloads. | 1 | .646 |
| 3 | I help orient new people even though it's not required. | 1 | .615 |
| 4 | I willingly give my time to help others with work-related problems. | 1 | .569 |
| 5 | I'm always ready to lend a helping hand to those around me. | 1 | .351 |
| 6 | My Attendance at work is above the norm. | 1 | .553 |
| 7 | I do not take extra breaks. | 1 | .465 |
| 8 | I Obey company rules and regulations even when no one is watching. | 1 | .587 |
| 9 | I am one of the most conscientious employees. | 1 | .598 |
| 10 | I believe in giving an honest day's work for an honest day's pay. | 1 | .621 |
| 11 | I take steps to try to prevent problems with other workers. | 1 | .657 |
| 12 | I'm mindful of how my behavior affects other people's jobs. | 1 | .613 |
| 13 | I don't abuse the rights of others. | 1 | .602 |
| 14 | I try to avoid creating problems for coworkers. | 1 | .473 |
| 15 | I Attend meetings that are not mandatory, but are considered important. | 1 | .470 |
| 16 | I attend functions that are not required, but help the company image. | 1 | .371 |
| 17 | I keep abreast of changes within the organization. | 1 | .705 |
| 18 | I read and keep up with organization announcements, memos, etc. | 1 | .699 |
| 19 | I consume a lot of time complaining about trivial matters | 1 | .481 |
| 20 | I tend focus on what's wrong, rather than the positive side of a situation. | 1 | .456 |
| 21 | I Always find fault with what the organization is doing. | 1 | .677 |

**Interpretation**

Communalities are the proportion of variance of a variable explicated by common factors. The extracted communalities of the variables were found between 0.351 and 0.705, the communalities were extracted were found to be mediocre.

**Eigen Value and Scree Plot**

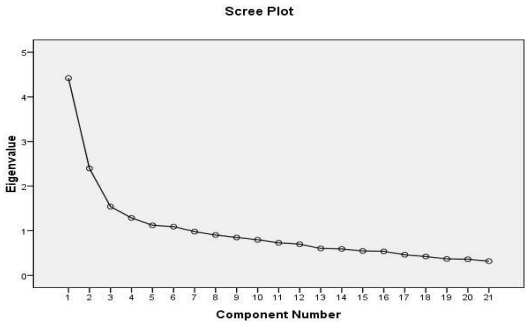
The ascertained standardized variance of each component is known as Eigen Value. The principle component analysis is used for the purpose of initial extraction.

**Table: 4.3.3**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 4.419 | 21.042 | 21.042 | 4.419 | 21.042 | 21.042 |
| 2 | 2.396 | 11.409 | 32.452 | 2.396 | 11.409 | 32.452 |
| 3 | 1.540 | 7.331 | 39.783 | 1.540 | 7.331 | 39.783 |
| 4 | 1.286 | 6.126 | 45.909 | 1.286 | 6.126 | 45.909 |
| 5 | 1.120 | 5.335 | 51.244 | 1.120 | 5.335 | 51.244 |
| 6 | 1.090 | 5.192 | 56.435 | 1.090 | 5.192 | 56.435 |
| 7 | .979 | 4.664 | 61.099 | | | |
| 8 | .904 | 4.304 | 65.402 | | | |
| 9 | .848 | 4.036 | 69.439 | | | |
| 10 | .796 | 3.791 | 73.230 | | | |
| 11 | .728 | 3.467 | 76.698 | | | |
| 12 | .697 | 3.320 | 80.017 | | | |
| 13 | .602 | 2.867 | 82.884 | | | |
| 14 | .591 | 2.813 | 85.697 | | | |
| 15 | .545 | 2.595 | 88.292 | | | |
| 16 | .535 | 2.547 | 90.839 | | | |
| 17 | .461 | 2.197 | 93.036 | | | |
| 18 | .421 | 2.006 | 95.041 | | | |
| 19 | .366 | 1.743 | 96.784 | | | |
| 20 | .359 | 1.711 | 98.496 | | | |
| 21 | .316 | 1.504 | 100.000 | | | |



**Chart: 4.3.3**
**Extracted Component Variance**




**Interpretation**

The scree plot basically suggests the optimal number of components for the study. The initial Eigen values of all the components are plotted on the graph; and flatness was observed at component six. Six factors were considered for the study.



**Components Matrix and Rotated Components Matrix**

The correlation between the factor and the standard score of the variable is known as factor loading and such factor loading that are ascertained initially are depicted in table

**Table: 4.3.4**

| | Component Matrix | | | | | | |
|---|---|---|---|---|---|---|---|
| S.No. | Variables | 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | I help others who have been absent. | .430 | -.553 | .097 | .362 | .106 | .028 |
| 2 | I help others who have heavy workloads. | .381 | .178 | -.665 | .081 | .143 | -.017 |
| 3 | I help orient new people even though it's not required. | .557 | -.106 | .039 | .198 | -.425 | .268 |
| 4 | I willingly give my time to help others with work-related problems. | .298 | -.161 | .668 | .080 | -.031 | .020 |
| 5 | I'm always ready to lend a helping hand to those around me. | .532 | -.172 | -.167 | .096 | .019 | -.032 |
| 6 | My Attendance at work is above the norm. | .505 | -.422 | .249 | -.175 | .153 | .064 |
| 7 | I do not take extra breaks. | .575 | -.109 | -.035 | -.041 | -.345 | -.034 |
| 8 | I Obey company rules and regulations even when no one is watching. | .028 | .543 | .240 | -.184 | .291 | .339 |
| 9 | I am one of the most conscientious employees. | .615 | .005 | -.104 | -.441 | .104 | -.055 |
| 10 | I believe in giving an honest day's work for an honest day's pay. | .321 | .193 | .479 | -.453 | -.158 | -.143 |
| 11 | I take steps to try to prevent problems with other workers. | .537 | .294 | -.284 | -.344 | .026 | -.288 |
| 12 | I'm mindful of how my behaviour affects other people's jobs. | .324 | .463 | .228 | .340 | .005 | -.357 |
| 13 | I don't abuse the rights of others. | .287 | .717 | .019 | .055 | -.005 | -.040 |
| 14 | I try to avoid creating problems for co-worker. | .645 | -.143 | -.087 | -.022 | .142 | -.089 |
| 15 | I Attend meetings that are not mandatory, but are considered important. | .608 | -.143 | -.111 | .202 | -.156 | -.049 |
| 16 | I attend functions that are not required, but help the company image. | .328 | .505 | .062 | .006 | -.064 | .023 |
| 17 | I keep abreast of changes within the organization. | .351 | .450 | .032 | .147 | -.317 | .506 |
| 18 | I read and keep up with organization announcements, memos, etc. | .289 | .230 | .260 | .459 | .433 | -.311 |
| 19 | I consume a lot of time complaining about trivial matters | .403 | .132 | -.143 | .225 | .284 | .387 |
| 20 | I tend focus on what's wrong, rather than the positive side of a situation. | .593 | -.148 | -.018 | -.069 | -.174 | -.215 |
| 21 | I Always find fault with what the organization is doing. | .499 | -.253 | .072 | -.249 | .442 | .318 |



The above component matric is rotated using varimax for the point of ascertaining high correlation between variables and factors and in finding out what the factor represent.

**Rotated Component Matrix**

**Table: 4.3.5**

| | Rotated Component Matrix | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Component | | | | | |
| S. No. | Variables | 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | I help others who have been absent. | .557 | -.270 | -.259 | .397 | .174 | .074 |
| 2 | I help others who have heavy workloads. | .241 | .143 | .257 | .128 | .090 | -.691 |
| 3 | I help orient new people even though it's not required. | .690 | .325 | -.076 | .072 | -.099 | .109 |
| 4 | I willingly give my time to help others with work-related problems. | .229 | .043 | -.084 | .216 | .215 | .644 |
| 5 | I'm always ready to lend a helping hand to those around me. | .484 | -.015 | .145 | .251 | .105 | -.146 |
| 6 | My Attendance at work is above the norm. | .354 | -.162 | .160 | .531 | -.022 | .305 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 7 | I do not take extra breaks. | .613 | .120 | .252 | .029 | -.057 | .084 |
| 8 | I Obey company rules and regulations even when no one is watching. | -.427 | .554 | .113 | .252 | .097 | .112 |
| 9 | I am one of the most conscientious employees. | .264 | .081 | .620 | .367 | -.050 | -.011 |
| 10 | I believe in giving an honest day's work for an honest day's pay. | .044 | .196 | .507 | .016 | .025 | .568 |
| 11 | I take steps to try to prevent problems with other workers. | .202 | .150 | .726 | .054 | .123 | -.219 |
| 12 | I'm mindful of how my behaviour affects other people's jobs. | .148 | .275 | .147 | -.188 | .672 | .088 |
| 13 | I don't abuse the rights of others. | -.043 | .597 | .293 | -.122 | .366 | -.089 |
| 14 | I try to avoid creating problems for co-worker. | .450 | -.020 | .303 | .376 | .179 | -.073 |
| 15 | I Attend meetings that are not mandatory, but are considered important. | .641 | .066 | .103 | .135 | .141 | -.079 |
| 16 | I attend functions that are not required, but help the company image. | .070 | .498 | .252 | -.042 | .230 | .005 |
| 17 | I keep abreast of changes within the organization. | .258 | .792 | -.077 | .003 | -.069 | -.001 |
| 18 | I read and keep up with organization announcements, memos, etc. | .029 | .041 | -.034 | .171 | .815 | .025 |
| 19 | I consume a lot of time complaining about trivial matters | .167 | .369 | -.106 | .460 | .147 | -.269 |
| 20 | I tend focus on what's wrong, rather than the positive side of a situation. | .554 | -.041 | .353 | .092 | .089 | .078 |
| 21 | I Always find fault with what the organization is doing. | .131 | .025 | .174 | .788 | -.064 | .059 |



**Table 4.3.6**

**Total Variance Explained**

| Total Variances explained | | | |
|---|---|---|---|
| **Component** | **Rotation sum of squared Loadings** | | |
| | **Total** | **% of variance** | **Cumulative %** |
| 1 | 2.989 | 14.235 | 14.235 |
| 2 | 2.069 | 9.853 | 24.088 |
| 3 | 1.883 | 8.968 | 33.056 |
| 4 | 1.855 | 8.834 | 41.890 |
| 5 | 1.531 | 7.290 | 49.180 |
| 6 | 1.524 | 7.256 | 56.435 |

**Factors Extracted and Their Loadings**

The six factors extracted are described and the factor loadings are outlined.

**Table: 4.3.7**

**Component 1**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I help others who have been absent. | .557 |
| 2 | I'm always ready to lend a helping hand to those around me. | .484 |
| 3 | I help orient new people even though it's not required. | .690 |
| 4 | I'm always ready to lend a helping hand to those around me. | .484 |
| 5 | My Attendance at work is above the norm. | .354 |
| 6 | I try to avoid creating problems for co-worker. | .450 |
| 7 | I Attend meetings that are not mandatory, but are considered important. | .641 |
| 8 | I tend focus on what's wrong, rather than the positive side of a situation. | .554 |

**Interpretation**

This component accounts for 14.235% of the total common variance and is a major factor. The eight variables in this component are all positive and have substantial loadings varying from 0.354 to 0.69.



**Table: 4.3.8**

**Component 2**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I don't abuse the rights of others. | .597 |
| 2 | I attend functions that are not required, but help the company image. | .498 |
| 3 | I keep abreast of changes within the organization. | .792 |
| 4 | I consume a lot of time complaining about trivial matters. | .369 |

**Interpretation**

This component accounts for 24.088% of the total common variance. The four variables in this component are all positive and have substantial loadings varying from 0.369 to 0.597.

**Table: 4.3.9**

**Component 3**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I am one of the most conscientious employees. | .620 |
| 2 | I take steps to try to prevent problems with other workers. | .726 |

**Interpretation**

This component accounts for 33.056% of the total common variance. The two variables in this component are all positive and have substantial loadings varying from 0.620 to 0.726.

**Table: 4.3.10**

**Component 4**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I Always find fault with what the organization is doing. | .788 |

**Interpretation**

This component accounts for 41.890% of the total common variance. The one variable in this component is positive and have substantial loading value of 0.788.



**Table: 4.3.11**

**Component 5**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I'm mindful of how my behavior affects other people's jobs. | .672 |
| 12 | I read and keep up with organization announcements, memos, etc. | .815 |

**Interpretation**

This component accounts for 49.180% of the total common variance. The two variables in this component are all positive and have substantial loadings varying from 0.672 to 0.815.

**Table: 4.3.12**

**Component 6**

| S. No | Variables | Loadings |
|---|---|---|
| 1 | I help others who have heavy workloads. | -.691 |
| 2 | I willingly give my time to help others with work-related problems. | .644 |
| 3 | I believe in giving an honest day's work for an honest day's pay. | .568 |

**Interpretation**

This component accounts for 56.435% of the total common variance. The three variables in this component have substantial loadings varying from -0.691 to 0.644

## 4.4 CHI – SQUARE ANALYSIS

### CALCULATION OF CROSS TABS USING CHI – SQUARE:

**Predicting the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis**

**$H_o$**: there is no association between contribution the dimension of leader – member exchange with organizational citizenship behavior.

**$H_a$**: there is association between contribution the dimension of leader – member exchange with organizational citizenship behavior.

**Table: 4.4.1**

| Cross tabulation between Contribution and Organizational Citizenship Behavior | | | | |
|---|---|---|---|---|
| Contribution (Leader-Member Exchange) | Organizational Citizenship Behavior | | | Total |
| | category | Low | High | |
| | Low | 74 | 22 | 96 |
| | High | 66 | 65 | 131 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 16.711[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 16.711[a], with 1 degree of freedom which is significant at least at the .05 significance level Thus it can be concluded that there is a significant relationship between contribution the dimension of leader – member exchange with organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis.**

**$H_o$:** there is no association between Professional Respect the dimension of leader – member exchange with organizational citizenship behavior.

**$H_a$:** there is association between Professional Respect the dimension of leader – member exchange with organizational citizenship behavior.

**Table: 4.4.2**

| Cross tabulation between Professional Respect and Organisational Citizenship Behavior | | | | |
|---|---|---|---|---|
| | | **Organisational Citizenship Behavior** | | Total |
| | | Low | High | |
| **Professional Respect** | Low | 74 | 21 | 95 |
| | High | 66 | 66 | 132 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 18.185[a] | 1 | 0.000 |

**Interpretation:**

A chi-square of 18.185[a], with 1 degree of freedom which is significant at least at the .05 significance level Thus it can be concluded that there is a is association between Professional Respect under the dimension of leader – member exchange with organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis.**

**$H_o$**: there is no association between Affect the dimension of leader – member exchange with organizational citizenship behavior.

**$H_a$**: there is association between Affect the dimension of leader – member exchange with organizational citizenship behavior.

**Table: 4.4.3**

| Cross tabulation between Affect and Organisational Citizenship Behavior | | | | |
|---|---|---|---|---|
| | | **Organisational Citizenship Behavior** | | Total |
| | | Low | High | |
| Affect (Leader-Member Exchange) | Low | 60 | 13 | 73 |
| | High | 80 | 74 | 154 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 19.164[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 19.164[a], with 1 degree of freedom which is significant at least at the .05 significance level Thus it can be concluded that there is a is association between Affect under the dimension of leader – member exchange with organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis.**

**$H_o$**: there is no association between Loyalty the dimension of leader – member exchange with organizational citizenship behavior.

**$H_a$:** there is association between Loyalty the dimension of leader – member exchange with organizational citizenship behavior.

**Table: 4.4.4**

| Cross tabulation between Loyalty and Organizational Citizenship Behavior | | | | |
|---|---|---|---|---|
| | | **Organizational Citizenship Behavior** | | Total |
| | | Low | High | |
| **Loyalty (Leader-Member Exchange)** | Low | 67 | 13 | 80 |
| | High | 73 | 74 | 147 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | Value | Degrees of Freedom | Asymp. Sig. (2-sided) |
| | | 25.471[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 25.471[a], with 1 degree of freedom which is significant at least at the .05 significance level Thus it can be concluded that there is a is association between Loyalty under the dimension of leader – member exchange and organizational citizenship behavior.

Result: $H_a$ is accepted.

**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis.**

**$H_o$:** there is no association between Distributive Justice the dimension of Organisational Justice with organizational citizenship behavior.

**$H_a$:** there is association between Distributive Justice the dimension of Organizational Justice with organizational citizenship behavior.

**Table: 4.4.5**

| Distributive Justice with Organizational citizenship Behavior | | | | |
|---|---|---|---|---|
| | | Organisational citizenship Behavior | | Total |
| | | Low | High | |
| **Distributive Justice** | Low | 54 | 6 | 60 |
| | High | 86 | 81 | 167 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| **Pearson Chi-Square** | | 27.684[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 27.684, with 1 degree of freedom which is significant at least at the .05 significance level thus it can be conclude that there is a association between Distributive Justice under the dimension of Organizational Justice and organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between leader – member exchange dimensions with organizational citizenship behavior using chi square analysis**

**$H_o$:** there is no association between Procedural Justice the dimension of Organizational Justice with organizational citizenship behavior.

**$H_a$:** there is association between Procedural Justice the dimension of Organizational Justice with organizational citizenship behavior.

**Table: 4.4.6**

| Procedural justice with Organisational citizenship Behavior | | | | |
|---|---|---|---|---|
| | | Organisational citizenship Behavior | | Total |
| | | Low | High | |
| **Procedural justice** | Low | 60 | 7 | 67 |
| | High | 80 | 80 | 160 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degrees of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 31.255[a] | 1 | 0.000 |

**Interpretation**

A chi-square of 31.255[a], with 1 degree of freedom which is significant at least at the .05 significance level thus we can conclude that there is a significant relationship between Procedural Justice the dimension of Organizational Justice with organizational citizenship behavior.

Result: $H_a$ is accepted.



**To test the association between Interactional Justice with organizational citizenship behavior using chi square analysis.**

**$H_o$:** there is no association between Interactional the dimension of Organisational Justice with organizational citizenship behavior.

**$H_a$:** there is association between Interactional Justice the dimension of Organisational Justice with organizational citizenship behavior.

**Table: 4.4.7**

| Interactional justice with Organizational citizenship Behavior | | | | |
|---|---|---|---|---|
| | | Organizational citizenship Behavior | | Total |
| | | Low | High | |
| Interactional Justice | Low | 65 | 21 | 86 |
| | High | 75 | 66 | 141 |
| Total | | 140 | 87 | 227 |
| **Chi – Square Test** | | | | |
| **Pearson Chi-Square** | | **Value** | **Degree of Freedom** | **Asymp. Sig. (2-sided)** |
| | | 11.329[a] | 1 | 0.001 |

**Interpretation**

A chi-square of 11.329[a], with 1 degree of freedom which is significant at least at the .05 significance level thus we can conclude that there is a significant relationship between Interactional Justice under the dimension of Organizational Justice with organizational citizenship behavior.

Result: $H_a$ is accepted.



**RESULT AND TEST OF HYPOTHESIS**

**4.5 Regression Analysis**

**Test of Main Hypothesis**

**$H_o$**: There is no positive relationship among employee's perception organizational justice and leader member exchange with organizational citizenship behavior.

**$H_a$**: There is a positive relationship among employees' perception organizational justice and leader member exchange with organizational citizenship behavior.

| Table:4.5.1 Test of Main Hypothesis: | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Predicting the Impact of organizational justice and leader member exchange with organizational Citizenship Behavior | | | | | | | | | |
| **Variables** | **R** | **$R^2$** | **Adjusted $R^2$** | **Std. E** | **F** | **Df1** | **Df2** | **Sig** | **Result** |
| Perception of Organizational Justice | 0.462 | 0.213 | 0.206 | 0.363 | 30.368 | 2 | 224 | 0.000 | Accepted |
| Perception Of Leader Member Exchange | | | | | | | | | |

**Interpretation**

There is a positive relationship among employee's perception of organizational justice and leader – member exchange with organizational citizenship behavior. To examine the relationship between employee's perceptions of organizational justice and leader member exchange with organizational citizenship behavior, a multiple regression model was estimated. Employee's perception of organizational justice and leader-member exchange simultaneously can explain 21.3% of organizational citizenship behavior in the 0.01 significant levels.

The intensity of relation between perception of organizational justice and leader – member exchange simultaneously with organizational behavior is 0.462 and this represents a direct link between them.

Result: $H_a$ is accepted.

**Test of first sub hypotheses**

**$H_o$:** There is no positive relationship among employee's perception of organizational justice and organizational citizenship behavior.

**$H_a$:** There is a positive relationship among employee's perception of organizational justice and organizational citizenship behavior.

| | **Table: 4.5.2 Test of first sub hypotheses** | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Sub $H_1$** | **Predicting the Relationship between Employees perceptions Organizational Justice And Organizational Citizenship Behavior** | | | | | | | |
| | **OJD** | **OJP** | **OJI** | **OCBA** | **OCBC** | **OCBCY** | **OCBCV** | **OCBCS** |
| **OJD** | 1 | | | | | | | |
| **OJP** | 0.471 | 1 | | | | | | |
| **OJI** | 0.386 | 0.501 | 1 | | | | | |
| **OCBA** | 0.483 | 0.388 | 0.399 | 1 | | | | |
| **OCBC** | 0.361 | 0.377 | 0.355 | 0.383 | 1 | | | |
| **OCBCY** | 0.489 | 0.435 | 0.397 | 0.330 | 0.434 | 1 | | |
| **OCBCV** | 0.477 | 0.512 | 0.542 | 0.392 | 0.364 | 0.547 | 1 | |
| **OCBCS** | 0.399 | 0.273 | 0.209 | 0.286 | 0.320 | 0.302 | 0.343 | 1 |

**Interpretation**

Correlation test is used to examine the relationship among employee's perception of organizational justice and organizational citizenship behavior with considering the pearson correlation coefficient between two variables and also the meaningful of test in 0.01 level the hypothesis and all the variables of organizational justice is positively related to organizational citizenship behavior Hypothesis is accepted.

From the above table it is evident that there is a positive and high correlation among the dimensions of civic virtue and courtesy under organizational citizenship behavior with a Pearson correlation value of 0.547. And the second highest correlation is between civic virtue of organizational citizenship behavior and interactional justice of organizational justice distributive with a Pearson correlation value of 0.542.

Result: $H_a$ is accepted



**Test of second sub hypotheses**

**Ho:** There is no positive relationship among employee's perception of organizational justice and Leader - Member Exchange.

**$H_a$:** There is a positive relationship among employee's perception of organizational justice and Leader - Member Exchange.

| | **Table: 4.5.3 Test of first sub hypotheses** | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Sub $H_2$** | **Predicting the relationship between Employee's Perception of Leader – Member Exchange and Organizational citizenship Behavior** | | | | | | | | |
| | **LMXC** | **LMXPR** | **LMXA** | **LMXL** | **OCBA** | **OCBC** | **OCBCY** | **OCBCV** | **OCBS** |
| **LMXC** | 1 | | | | | | | | |
| **LMXPR** | 0.741 | 1 | | | | | | | |
| **LMXA** | 0.603 | 0.651 | 1 | | | | | | |
| **LMXL** | 0.515 | 0.493 | 0.543 | 1 | | | | | |
| **OCBA** | 0.551 | 0.514 | 0.540 | 0.604 | 1 | | | | |
| **OCBC** | 0.231 | 0.301 | 0.318 | 0.343 | 0.383 | 1 | | | |
| **OCBCY** | 0.051 | 0.021 | 0.076 | 0.219 | 0.330 | 0.434 | 1 | | |
| **OCBCV** | 0.194 | 0.207 | 0.135* | 0.205 | 0.392 | 0.364 | 0.547 | 1 | |
| **OCBS** | 0.272 | 0.182 | 0.189 | 0.254 | 0.286 | 0.320 | 0.302 | 0.343 | 1 |

**Interpretation:**

Correlation test is used to examine the relationship among employee's perception of organizational citizenship behavior and Leader - Member Exchange with considering the Pearson correlation coefficient between two variables and also the meaningful of test in 0.01 level the hypothesis. All the variables of organizational justice is positively related to Leader - Member Exchange. Hence the Hypothesis is accepted. From the above table it is evident that there is a positive and high correlation among professional respect and contribution under Leader member exchange with a Pearson correlation value of 0.741. And the second highest correlation is between Professional Respect and affect of leader member exchange with a Pearson correlation value of 0.651. Altruism of Organizational citizenship behavior is correlating with loyalty of leader member exchange with a Pearson correlation of 0.604. Altruism of Organizational citizenship behavior is correlating with Affect of leader member exchange with a Pearson correlation of 0.540.

Result: $H_a$ is accepted:



**Test of third sub hypotheses**

**Ho:** There is no positive relationship among employee's perception of organizational justice and Leader - Member Exchange.

**Ha:** There is a positive relationship among employee's perception of organizational justice and Leader - Member Exchange.

| | **Table: 4.5.4 Test of first sub hypotheses** | | | | | | |
|---|---|---|---|---|---|---|---|
| **Sub $H_3$** | **Predicting the relationship between Employee's Perception of Leader – Member Exchange and Organizational citizenship Behavior** | | | | | | |
| | **LMXC** | **LMXPR** | **LMXA** | **LMXL** | **OJD** | **OJP** | **OJI** |
| **LMXC** | 1 | | | | | | |
| **LMXPR** | 0.741 | 1 | | | | | |
| ***LMXA*** | *0.603* | *0.651* | *1* | | | | |
| ***LMXL*** | *0.515* | *0.493* | *0.543* | 1 | | | |
| ***OJD*** | *0.315* | *0.259* | *0.304* | 0.382 | 1 | | |
| **OJP** | 0.185 | 0.195 | 0.211 | 0.345 | 0.471 | 1 | |
| **OJI** | 0.118 | 0.186 | 0.218 | 0.46* | 0.386 | 0.501 | 1 |

**Interpretation:**

Correlation test is used to examine the relationship among employee's perception of organizational justice and Leader - Member Exchange with considering the Pearson correlation coefficient between two variables and also the meaningful of test in 0.01 level hypotheses. All the variables of organizational justice are positively related to Leader - Member Exchange. Hence the Hypothesis is accepted.

From the above table it is evident that there is a positive correlation among professional respect and contribution under Leader member exchange with a Pearson correlation value of 0.741. And the second highest correlation is between Professional Respect and affect of leader member exchange with a Pearson correlation value of 0.651. Procedural justice and distributive justice of Organizational justice is positive correlating with a Pearson correlation of 0.471 and Interactional justice and procedural justice of Organizational justice is correlating with a Pearson correlation of 0.501. Result: $H_a$ is accepted:



## CHAPTER - 5

## FINDINGS, SUGGESTIONS AND CONCLUSION

### 5.1 FINDINGS

- Majority of the respondents are between the age categories 25 – 35 holds 93.8% (refer table: 4.1.2.)
- 59% of the respondents holding UG degree and the number of respondents are 134 (refer table: 4.1.3.)
- Nearly 112 respondents with percentage of 49.3 holds experience less than 2 years (refer table: 4.1.4.)
- The mean score of all the variables ranges from 1.174 to 3.43 all the variables are mostly obtaining from mediocre at the agreeing level refer table: 4.2.2
- Standard deviation of the all variable ranges from 1.174 to 1.741 (refer table:4.2.2.)
- Factor Analysis for organizational citizenship behavior shows the KMO measures of sampling adequacy values as 0.764 Refer Table: 4.3.1.
- Communalities of organizational citizenship behavior ranges from 0.351 and 0.705, (Refer Table: 4.3.2.)
- The optimal number of extracted components after factor analysis on organizational citizenship behavior was totally six factors explained in the graph (Refer Chart: 4.3.3)
- Table 4.3.6 explains the total variance of the entire extracted factor and the first factor holds the highest variance of 14.235% when compared to other components.
- The first components include eight variables and are major factor among the all factors extracted after factor analysis. (Refer Table: 4.3.7.)
- From the analysis it is evident that all the factors leader-member exchange and organizational justice are having association with organizational citizenship behavior. (Refer Table: 4.4.1 to 4.4.7.)
- Employee's perceptions of organizational justice and leader-member exchange simultaneously can explain 21.3% of organizational citizenship behavior in the 0.01 significant level. (Refer table: 4.5.3.)
- Intensity of relation between perception of organizational justice and Leader – Member Exchange simultaneously with organizational behavior is 0.462.
- Organisational justice and it's all dimension are positively correlating with Organizational citizenship behavior (Refer Table: 4.5.2)

- From the table 4.5.2 it is evident that there exist a positive correlation among civic virtue and courtesy under the dimension of organizational citizenship behavior explains more variance over organizational justice.
- All the variables of leader – member exchange are positively related to organizational citizenship behavior the table shows that there is a positive and high correlation between professional respect and contribution under leader – member exchange when compared to other variables with Pearson value of 0.741. (Refer Table: 4.5.3.)
- Altruism of organizational citizenship behavior explains high variance towards Leader Member exchange. (Refer Table: 4.5.3.)
- Organisational justice has significant and positive relationship over leader-member exchange only distributive justice shows moderate relationship with leader member exchange. (Refer Table: 4.5.4)



**5.2 SUGGESTIONS**

- Organization must concentrate on providing fair justice and creating dyadic relationship between the managers and employees in order to promote organizational citizenship behavior in the organization among employees because organizational justice and leader- member exchange has a significant between organizational citizenship behavior. (Refer Table: 4.4.1 to 4.4.7.)
- Leader member exchange and organizational explains the positive and significant impact over organizational citizenship this tends to improve fairness in justice and two way relationship among superior and subordinates. In order to know the employees' perception on organizational justice organization can implement feedback sessions to encourage the culture of two way communications that will give mutual benefit to both employee and managers this will directly improves organizational citizenship behavior. (Refer table: 4.5.2.)
- Managers must take honest practices, to respect and support their employees try to creating a stable emotional and moral obligation. For this purpose, the organizations can provide suitable training courses for upgrading the supervisor's perception skill. This will increase the manger skills providing fairness in justice. (Refer table: 4.5.2)
- Managers must modify or replace the procedure that limited the employee's participation. They should provide required terms to respect and listen to the employee's idea and attention to good idea in the decision making. The most important procedures that should be in this regard is design the procedures that facilitates employees participation in organizational decision. (Refer table: 4.5.2)
- The finding of the study suggests that organizations need to pay more attention to programs and policies that encourage fairness if leader member exchange and organizational citizenship behavior are priority of management. (Refer table: 4.5.4)
- Leader-member exchange explains more variance in altruism of organizational citizenship behavior than civic virtue, conscientiousness, courtesy and sportsmanship. Hence organizations must improve employee's interest in the affairs and development of the organization. Refer Table 4.5.3.
- Employees must be motivated to perform beyond the job scope and provide mutual support to achieve organizational goals. (Refer Table 4.5.3.)
- Employees can go for self-improvement to enhance soft skill and competencies at the workplace this improves civic virtue habit of the organization. Hence practitioners need to improve if organizational citizenship behavior. (Refer Table 4.5.3.)



- Organizations must concentrate on improving policies and procedures of the organization. Organization need to provide clear and understandable procedures and rules to the employees.
- Managers should be trained to make decisions based on merit 0r performance and not on personal judgment. organizational citizenship behavior are priority Of management
- The findings of the study shows that interaction justice has a low variance on leader-member exchange hence the management can concentrate on improving two way interaction among superior and subordinate. To improve interactional justice management should provide fairness in explanations about company decisions which will enhance Leader-member exchange. (Refer table: 4.5.4)



**5.3 CONCLUSION**

The strongest significance of this study is probably providing indicators that influence organizational citizenship behavior. Understanding the factors that affects organizational citizenship behaviors would help the organization to increase its focus on those factors that encourage organizational citizenship behavior. The inclusion of all the three types of organizational citizenship behavior in the study would probably enlighten the organization on the relative importance of each factor and its affect on the employees.

A corollary of this is that organizations would be able to see the effect of each type of organizational justice on each dimension of organizational citizenship behavior. This will help the organization to decide which aspect of justice to work on to improve employee's citizenship behaviors.

Fundamentally, it's provided the ground work for organizations to study the dynamics through which factor of organizational justice appropriately relates to the result of organizational citizenship behavior to improve and cultivate the culture of farness and employees perception of quality of relationship between organizational justice and organizational citizenship behavior

The study also looks at Leader Member Exchange as well; organizations would have an insight of whether leader member exchange is a primary antecedent of organizational citizenship behavior. If it is indeed strongly related to organizational citizenship behavior, then measures may be taken to improve leader member exchange

Further one would be able to know which type organizational justice have a greater impact on organizational citizenship behavior and leader member exchange knowing which type of organizational justice is salient for each construct allows the management of organizations to take appropriate actions to improve condition at the workplace

Though the quality of the leader member exchange relationship usually differ from one subordinate to another basically, and so the leader member exchange relationships are characterized by mutual trust, respect, liking and reciprocal influence.

Hence organizational justice and leader member exchange need to managed effectively to improve organizational citizenship behavior among employees.

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