The Collaborative Edge: Understanding the Impact of Organisational Citizenship Behaviour on Team Effectiveness among IT Employees at Coimbatore District

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ABSTRACT

This study delves into the significance of effective teamwork in the highly competitive IT sector and the challenges faced in achieving true collaboration within IT teams. The main focus is to examine the role of organizational citizenship behavior (OCB) in fostering collaboration and synergy among IT teams operating in Coimbatore District. Additionally, the research aims to explore the influence of OCB on the overall effectiveness and performance of IT teams in the region. The research methodology employed a descriptive research design with a questionnaire-based survey method. The study selected a sample of 128 IT employees from Coimbatore district using a convenience sampling technique for data collection. The findings reveal that OCB plays a crucial role in enhancing team effectiveness. Notably, dimensions like 'Recognized contributions' and 'Autonomy and empowerment' received the highest mean scores, emphasizing the positive impact of these factors on team dynamics. The study offers valuable recommendations to enhance Team Effectiveness in IT teams. Prioritizing the creation of a psychologically safe work environment and recognizing employees' contributions are vital for fostering collaboration and boosting motivation. Additionally, promoting autonomy and flexibility can encourage innovative thinking and engagement among team members. Emphasizing conflict management and results-oriented roles can further improve team dynamics and address conflicts constructively. Moreover, enhancing communication and problem-solving skills through training and fostering a problem-solving culture are essential for better collaboration and information sharing within IT teams.

Finally, considering specific skill gaps associated with different job positions and providing targeted training and development programs can optimize Team Effectiveness and overall performance. In conclusion, this study provides valuable insights into the role of OCB in IT team collaboration and performance within Coimbatore District. Implementing the suggested recommendations can create a positive and productive work environment,

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ultimately leading to improved overall Team Effectiveness and positive outcomes for organizations in the IT sector.

Keywords: Organisational Citizenship Behaviour (OCB), Team Effectiveness, IT Employees, Coimbatore District, Organisational Culture, Employee Cooperation

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1. INTRODUCTION

In today's dynamic and competitive business environment, organizations strive to gain a competitive edge by leveraging the collective efforts and skills of their employees (Farida & Setiawan, 2022). Within the realm of Information Technology (IT), teamwork has emerged as a critical factor for success. Effective collaboration among team members can significantly enhance productivity, creativity, and overall performance (Sandeep Kashyap, 2023). To achieve this, organizations need to foster a positive work culture that encourages employees to go above and beyond their prescribed roles and engage in Organizational Citizenship Behaviour (OCB) (Grice et al., 2016).

Organizational Citizenship Behaviour refers to discretionary actions and behaviours exhibited by employees that go beyond their formal job requirements and contribute to the overall functioning of the organization. These behaviours include helping colleagues, volunteering for additional tasks, offering suggestions for improvement, and showing commitment to the organization's goals and values (Urbini et al., 2020). Research has consistently shown that OCB is associated with improved team performance, job satisfaction, organizational commitment, and reduced turnover.

This research aims to explore the impact of Organizational Citizenship Behaviour on team effectiveness specifically within the context of IT employees in the Coimbatore district. Coimbatore, located in the southern part of India, is known as the "Manchester of South India" due to its thriving textile and manufacturing industries. The IT sector in Coimbatore has also witnessed significant growth, with numerous multinational companies and startups establishing their presence in the region (Soundariya Preetha, 2022). Understanding the role of OCB and its impact on team effectiveness is crucial for organizations in Coimbatore to maximize their competitive advantage in the IT industry (Patiraj Kumaria, 2017).

At the team level, OCB affects team dynamics, collaboration, and overall team performance. It is necessary to explore the relationship between OCB and factors such as team cohesion, knowledge sharing, innovation, and conflict management within IT teams (Lin & Peng, 2010). The role of leadership in fostering a work environment that encourages

and rewards OCB among team members is also important. At the organizational level, OCB will impact organizational effectiveness, including productivity, customer satisfaction, and financial performance (KOYS, 2001). It is necessary to assess whether organizations that cultivate a culture of OCB witness improved outcomes compared to those that do not actively promote such behaviours.

The findings of this research will provide valuable insights for organizations in Coimbatore and beyond, helping them understand the significance of OCB and its relationship with team effectiveness in the IT industry. By recognizing the importance of OCB, organizations can develop strategies and interventions to promote and incentivize these behaviours, ultimately creating a collaborative work environment that enhances team performance, job satisfaction, and organizational success (Kang & Hwang, 2023). By understanding the relationship between OCB and team outcomes, organizations can leverage this knowledge to enhance their competitive advantage in the rapidly evolving IT landscape (Azeem et al., 2021). The research will contribute to the existing body of knowledge on OCB and provide practical recommendations for organizations seeking to harness the collaborative edge of their employees.

1.1 STATEMENT OF THE PROBLEM

Effective teamwork is crucial for the success of organizations, particularly in the fast-paced and competitive IT sector. However, achieving true collaboration and synergy within IT teams can be challenging. Therefore, this study aims to investigate the role of organizational citizenship behavior (OCB) in fostering collaboration and synergy within IT teams operating in Coimbatore District. By understanding the impact of OCB on team dynamics, this research seeks to uncover ways to enhance teamwork and cooperation in the region's IT sector.

Furthermore, the overall effectiveness and performance of IT teams are heavily influenced by various factors, including employee behavior and engagement. Organizational citizenship behavior, which refers to discretionary actions beyond formal job requirements, can significantly impact team outcomes. In light of this, the study seeks to explore the influence of organizational citizenship behavior on the overall effectiveness and performance of IT teams in Coimbatore District. By examining the correlation between OCB and team success, this research aims to shed light on the crucial link between individual behavior and team outcomes in the IT industry.

Ultimately, this study endeavors to contribute valuable insights into the significance of organizational citizenship behavior in the context of IT teams in Coimbatore District. By

delving into the complexities of team collaboration and the factors that drive team effectiveness, the research aims to provide practical recommendations for organizations to promote a positive and cooperative work environment. Understanding the role of OCB and its impact on IT teams' performance will not only benefit organizations in Coimbatore District but also contribute to the broader knowledge on fostering effective teamwork in the IT sector.

1.2 OBJECTIVES OF THE STUDY

1. To investigate the role of organizational citizenship behavior (OCB) in fostering collaboration and synergy within IT teams in Coimbatore District.
2. To explore the influence of organizational citizenship behavior on the overall effectiveness and performance of IT teams in Coimbatore District.

2. REVIEW OF LITERATURE:

The literature review encompasses a comprehensive examination of multiple studies investigating the relationship between organizational citizenship behaviour (OCB) and team performance. Ansari and Upadhyay (2021) contributed to the understanding of OCB by highlighting its positive impact on team effectiveness. They further explored the mediation effect of employee motivation and the moderation effect of employee retention, adding a novel perspective to the relationship between OCB and team outcomes.

Yang & Chae (2021) focused on the concept of the OCB gap, emphasizing that individuals with lower OCB than the group average experience a sense of indebtedness, particularly in situations with high task interdependence. This research highlighted the importance of considering individual OCB levels within the team context and understanding the dynamics of task interdependence. Nawaz & Gomes (2018) expanded the understanding of OCB and its impact on team performance by examining the relationships between OCB, negative emotions, resource depletion, team member receptivity, and team performance in higher education institutions. Their study emphasized the significance of fostering positive OCB behaviours and effectively managing emotions and resources to enhance team performance.

Al-Hawary & Mohammed (2017) provided insights into the impact of teamwork traits on OCB in the education sector. By examining dimensions such as clear goals, communication, conflict management, defined roles, and participative leadership, they shed light on the role of these traits in fostering OCB among employees in educational settings. Mahembe & Engelbrecht (2014) focused on the relationship between servant leadership, OCB, and team effectiveness. Their research highlighted the positive impact of servant

leadership behaviours in promoting positive behaviours and outcomes within teams, providing valuable insights for organizations, particularly in the education sector.

Zahid et al. (2010) explored the impact of OCB and workplace deviant behaviour (WDB) on team effectiveness in the public sector. Their study emphasized the negative impact of WDB and the positive contribution of OCB in influencing team outcomes, underscoring the importance of promoting positive behaviours and addressing deviant behaviours in organizations. Lin & Peng (2010) examined the relationship between individual-level OCB and team performance, highlighting the mediating role of group cohesion and collective efficacy. Their study emphasized the significance of fostering OCB at the individual level and fostering a cohesive and collectively efficacious team environment to enhance team performance.

Choi & Sy (2009) contributed to the understanding of group-level OCB by examining antecedents and intermediate processes that predict group-level OCB. Their study revealed the differentiated relationships between demographic fault lines, task conflict, relationship conflict, and group outcomes. This research provided insights into the complex dynamics of group-level OCB within various industries. Miao & Kim (2009) examined the relationships between different domains of OCB and team effectiveness. Their study revealed direct relationships between OCB, job satisfaction, and team performance, further highlighting the moderating effect of task complexity on these relationships. This research provided valuable insights into the interplay between OCB, job satisfaction, and team outcomes.

Wen-cong & Luan (2008) investigated the impact of OCB on team performance and highlighted the mediating effect of team satisfaction. Their study underscored the importance of fostering positive OCB behaviours to enhance team satisfaction, ultimately leading to improved team performance. Collectively, these studies contribute to the existing literature by expanding our understanding of OCB and its impact on team performance. They provide insights into the mediating and moderating factors that influence this relationship and offer practical implications for organizations aiming to enhance team effectiveness, employee retention, and overall organizational performance.

3. RESEARCH METHODOLOGY:

The research methodology employed for this study adopts a descriptive research design using a questionnaire-based survey method. The primary objective is to investigate the impact of organizational citizenship behavior (OCB) on team effectiveness among IT employees in Coimbatore District. The study utilizes non-probability sampling, specifically

convenience sampling technique, to select 128 IT employees as the sample for data collection.

The data collection process involves gathering primary data directly from the target respondents, who are IT employees working in various organizations within Coimbatore District. The survey questionnaire is designed to assess the respondents' perceptions of OCB and its influence on team dynamics and overall team effectiveness. The first section gathers demographic variables, including age group, gender, years of experience, educational qualification, job position or level, and department, providing valuable insights into respondents' profiles and potential correlations with OCB perceptions. The second section focuses on the role of OCB within IT teams, examining five dimensions: Teamwork and Cooperation, Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, and Team Performance and Results. The third section explores the influence of OCB on overall team effectiveness and performance, investigating five dimensions: Team Cohesion and Collaboration, Communication and Information Sharing, Problem-solving and Innovation, Trust and Support, and Adaptability and Flexibility.

By using this research design and sampling method, the study aims to obtain valuable insights into the role of OCB in IT team collaboration and performance in the specified geographic area.

4. ANALYSIS AND INTERPRETATION

Table 4.1 Demographic Profile of the respondents

Demographic Factors	Variables	No. of Respondents	Percent	Total %
Age Group	20 to 25 years	39	30.5	100
	26 to 35 years	42	32.8	
	36 to 45 years	28	21.9	
	Above 45 years	19	14.8	
Gender	Male	65	50.8	100
	Female	63	49.2	
Years of Experience	Less than 1 year	26	20.3	100
	1-3 years	36	28.1	
	4-6 years	29	22.7	
	7+ years	37	28.9	
Educational Qualification	Diploma Level	28	21.9	100
	Bachelor's Degree	44	34.4	
	Master's Degree	31	24.2	
	Doctorate/Ph.D	16	12.5	
	Other	9	7.0	
Job Position	Entry-level	23	18.0	100
	Mid-level	29	22.7	

	Senior-level	27	21.1	
	Managerial	22	17.2	
	Executive	27	21.1	
Department	Information Technology	27	21.1	
	Human Resources	21	16.4	
	Finance	28	21.9	100
	Marketing	23	18.0	
	Operations	29	22.7	

INFERENCE: The interpretation of Table 4.1 sheds light on the demographic profile of the respondents, showcasing several variables and their corresponding values in terms of the number of respondents and percentages. Regarding the age group, the majority of respondents, 32.8%, fall within the range of 26 to 35 years, making it the largest age group. Following closely, the age group of 20 to 25 years constitutes 30.5% of the total respondents. On the other hand, respondents above 45 years form the smallest age group, comprising only 14.8% of the total sample. In terms of gender, the survey shows nearly equal representation, with 50.8% being male and 49.2% female respondents, respectively.

Analyzing the years of experience, it is evident that a significant proportion of respondents, 28.9%, possess 7 or more years of experience. Those with 1 to 3 years of experience represent 28.1% of the total, while individuals with less than 1 year of experience account for 20.3%. As for educational qualifications, a Bachelor's Degree is the most common among the respondents, with 34.4% holding this qualification. Master's Degrees follow closely, representing 24.2% of the total respondents. Conversely, the lowest number of respondents, 12.5%, hold a Doctorate/Ph.D. level of education.

In terms of job positions, mid-level roles are the most prevalent, constituting 22.7% of the respondents, while entry-level positions are the least represented, accounting for 18.0%. Additionally, the Information Technology department stands out with the highest number of respondents, 21.1%, while the Human Resources department has the least representation, with 16.4%. Overall, the survey reveals a diverse mix of respondents in terms of age, gender, experience, qualifications, and job positions.

Table 4.2 Role of Organizational Citizenship Behavior (OCB) in IT Teams

Factors	Mean	Std. Deviation
Collaborative synergy leveraging diverse expertise for shared goals.	3.19	1.42
Established channels for seamless knowledge sharing and information flow.	3.05	1.45
Nurtured trust and psychological safety for open expression.	3.16	1.47
Effective conflict resolution for positive working relationships.	3.16	1.47
Continuous monitoring and evaluation for high-quality results.	3.09	1.43
Knowledge sharing enhances problem-solving and collective expertise.	3.11	1.41

Fostered transparent communication promotes clarity and alignment.	3.09	1.45
Valued active listening ensures diverse perspectives and inclusive participation.	3.09	1.38
Constructive feedback encourages learning, growth, and continuous improvement.	3.17	1.47
Effective channels facilitate efficient information exchange and collaboration.	3.03	1.36
Established trust fosters reliability, support, and mutual respect.	3.07	1.48
Prioritized psychological safety enables risk-taking and learning from failures.	2.90	1.42
Open communication culture encourages feedback and sharing without hesitation.	3.14	1.42
Constructive conflict resolution preserves positive working relationships.	3.10	1.38
Nurtured trust in leadership supports well-being and success.	3.16	1.41
Conflict embraced for growth, open dialogue, and win-win solutions.	2.91	1.44
Negotiation and compromise address needs of all team members.	3.13	1.42
Mediation and facilitation techniques promote understanding and outcomes.	3.09	1.46
Proactive understanding and collaborative problem-solving resolve conflicts.	2.98	1.46
Conflicts catalysts for positive change, improved processes, and relationships.	3.18	1.39
Aligned goals drive individual and team efforts towards organizational vision.	3.09	1.45
Established metrics track progress, assess achievements, and identify improvements.	3.13	1.39
Fostered culture of continuous improvement encourages innovation and best practices.	3.03	1.48
Emphasized accountability cultivates ownership and responsibility for team goals.	2.91	1.43
Recognized contributions motivate and reinforce a culture of excellence.	3.29	1.46

INFERENCE :   From the above table 4.2,   the descriptive statistics for the role of Organizational Citizenship Behavior (OCB) in IT Teams are ranked from 'Recognized contributions motivate and reinforce a culture of excellence' stood at first with the highest mean score 3.29, followed by 'Collaborative synergy leveraging diverse expertise for shared goals' stood at second with the mean score 3.19, 'Conflicts catalysts for positive change, improved processes, and relationships' stood at third with the mean score 3.18, 'Constructive feedback encourages learning, growth, and continuous improvement' stood at fourth with the mean score 3.17, 'Nurtured trust and psychological safety for open expression' stood at fifth with the mean score 3.16, 'Effective conflict resolution for positive working relationships' stood at fifth with the mean score 3.16, 'Nurtured trust in leadership supports well-being and success' stood at fifth with the mean score 3.16, 'Open communication culture encourages feedback and sharing without hesitation' stood at sixth with the mean score 3.14, 'Negotiation and compromise address needs of all team members' stood at seventh with the mean score 3.13, 'Established metrics track progress, assess achievements, and identify improvements' stood at seventh with the mean score 3.13, 'Knowledge sharing enhances problem-solving and collective expertise' stood at eighth with the mean score 3.11, 'Constructive conflict resolution preserves positive working relationships' stood at ninth with the mean score 3.10, 'Mediation and facilitation techniques promote understanding and outcomes' stood at tenth with the mean score 3.09, 'Fostered transparent communication promotes clarity and

alignment' stood at tenth with the mean score 3.09, 'Valued active listening ensures diverse perspectives and inclusive participation' stood at tenth with the mean score 3.09, 'Continuous monitoring and evaluation for high-quality results' stood at tenth with the mean score 3.09, 'Aligned goals drive individual and team efforts towards organizational vision' stood at tenth with the mean score 3.09, 'Established trust fosters reliability, support, and mutual respect' stood at eleventh with the mean score 3.07, 'Established channels for seamless knowledge sharing and information flow' stood at twelfth with the mean score 3.05, 'Effective channels facilitate efficient information exchange and collaboration' stood at thirteenth with the mean score 3.03, 'Fostered culture of continuous improvement encourages innovation and best practices' stood at thirteenth with the mean score 3.03, 'Proactive understanding and collaborative problem-solving resolve conflicts' stood at fourteenth with the mean score 2.98, 'Conflict embraced for growth, open dialogue, and win-win solutions' stood at fifteenth with the mean score 2.91, 'Emphasized accountability cultivates ownership and responsibility for team goals' stood at fifteenth with the mean score 2.91, and finally 'Prioritized psychological safety enables risk-taking and learning from failures' stood at sixteenth with the mean score 2.90.

Table 4.3 Impact of Organizational Citizenship Behavior on IT Team Effectiveness and Performance

Factors	Mean	Std. Deviation
Trust and respect impact organizational citizenship behavior in IT teams.	3.18	1.43
Collaboration enhances performance and organizational citizenship behavior.	3.23	1.40
Supportive environment fosters going beyond job responsibilities in IT teams.	3.14	1.47
Clear goals and shared vision increase unity and organizational citizenship behavior.	3.12	1.41
Knowledge sharing and cooperation boost organizational citizenship behavior.	2.98	1.41
Transparent communication enhances organizational citizenship behavior in IT teams.	2.94	1.48
Effective communication encourages contribution beyond formal job roles.	3.12	1.38
Timely information sharing enhances adaptability and organizational citizenship behavior.	3.13	1.47
Active listening fosters inclusivity and improves organizational citizenship behavior.	3.07	1.36
Clear communication aligns efforts with objectives, increasing organizational citizenship behavior.	3.02	1.49
Proactive problem-solving stimulates innovation and organizational citizenship behavior.	2.89	1.41
Autonomy and empowerment foster innovation and organizational citizenship behavior.	3.26	1.47
Recognition and rewards motivate innovative thinking and organizational citizenship behavior.	3.04	1.42
Learning environment embracing experimentation supports problem-solving and innovation.	3.03	1.38
Collaborative problem-solving encourages knowledge sharing and organizational citizenship behavior.	2.95	1.45
Trust building creates a supportive environment for organizational citizenship behavior.	3.04	1.41

Emotional support and recognition enhance employee morale and citizenship behavior.	3.04	1.46
Transparent decision-making fosters trust and organizational citizenship behavior.	2.99	1.46
Mentorship and guidance motivate organizational citizenship behavior in IT teams.	3.11	1.38
Teamwork and collaboration foster organizational citizenship behavior in IT teams.	3.10	1.45
Embracing change enhances adaptability and organizational citizenship behavior.	3.02	1.37
Resources and training support adaptability and organizational citizenship behavior.	3.15	1.44
Valuing employees' willingness to take on additional responsibilities encourages citizenship behavior.	2.90	1.47
Growth mindset and innovation enable quick adaptation and citizenship behavior.	3.05	1.43
Culture valuing flexibility empowers employees for organizational citizenship behavior.	3.26	1.47

INFERENCE: From the above table 4.3, the descriptive statistics for the Impact of Organizational Citizenship Behavior on IT Team Effectiveness and Performance are ranked from 'Autonomy and empowerment foster innovation and organizational citizenship behavior' stood at first with the highest mean score 3.26, followed by 'Culture valuing flexibility empowers employees for organizational citizenship behavior' stood at first with the mean score 3.26, 'Collaboration enhances performance and organizational citizenship behavior' stood at second with the mean score 3.23, 'Trust and respect impact organizational citizenship behavior in IT teams' stood at third with the mean score 3.18, 'Resources and training support adaptability and organizational citizenship behavior' stood at fourth with the mean score 3.15, 'Supportive environment fosters going beyond job responsibilities in IT teams' stood at fifth with the mean score 3.14, 'Timely information sharing enhances adaptability and organizational citizenship behavior' stood at sixth with the mean score 3.13, 'Clear goals and shared vision increase unity and organizational citizenship behavior' stood at seventh with the mean score 3.12, 'Effective communication encourages contribution beyond formal job roles' stood at seventh with the mean score 3.12, 'Mentorship and guidance motivate organizational citizenship behavior in IT teams' stood at eighth with the mean score 3.11, 'Teamwork and collaboration foster organizational citizenship behavior in IT teams' stood at ninth with the mean score 3.10, 'Active listening fosters inclusivity and improves organizational citizenship behavior' stood at tenth with the mean score 3.07, 'Growth mindset and innovation enable quick adaptation and citizenship behavior' stood at eleventh with the mean score 3.05, 'Trust building creates a supportive environment for organizational citizenship behavior' stood at twelfth with the mean score 3.04, 'Emotional support and recognition enhance employee morale and citizenship behavior' stood at twelfth with the mean score 3.04, 'Recognition and rewards motivate innovative thinking and organizational citizenship behavior' stood at twelfth with the mean score 3.04, 'Learning environment

embracing experimentation supports problem-solving and innovation' stood at thirteenth with the mean score 3.03, 'Clear communication aligns efforts with objectives, increasing organizational citizenship behavior' stood at fourteenth with the mean score 3.02, 'Embracing change enhances adaptability and organizational citizenship behavior' stood at fourteenth with the mean score 3.02, 'Transparent decision-making fosters trust and organizational citizenship behavior' stood at fifteenth with the mean score 2.99, 'Knowledge sharing and cooperation boost organizational citizenship behavior' stood at sixteenth with the mean score 2.98, 'Collaborative problem-solving encourages knowledge sharing and organizational citizenship behavior' stood at seventeenth with the mean score 2.95, 'Transparent communication enhances organizational citizenship behavior in IT teams' stood at eighteenth with the mean score 2.94, 'Valuing employees' willingness to take on additional responsibilities encourages citizenship behavior' stood at nineteenth with the mean score 2.90, and finally 'Proactive problem-solving stimulates innovation and organizational citizenship behavior' stood at twentieth with the mean score 2.89.

Table No. 4.4

Null Hypothesis (H₀) : There is no significant association between the age group and the dimensions of Organisational Citizenship Behaviour on Team effectiveness

Alternative Hypothesis (Hₐ) : There is a significant association between the age group and the dimensions of Organisational Citizenship Behaviour on Team effectiveness

ANOVA							
Dimensions		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**	**Remarks**
Teamwork and Cooperation	Between Groups	16.794	3	5.598	.635	.594	Not Significant
	Within Groups	1092.386	124	8.810			
	Total	1109.180	127				
Knowledge Sharing and Communication	Between Groups	15.828	3	5.276	.513	.674	Not Significant
	Within Groups	1274.164	124	10.276			
	Total	1289.992	127				
Trust and Psychological Safety	Between Groups	23.205	3	7.735	.698	.555	Not Significant
	Within Groups	1374.537	124	11.085			
	Total	1397.742	127				
Conflict Management and Resolution	Between Groups	97.062	3	32.354	3.231	.025	Significant
	Within Groups	1241.657	124	10.013			
	Total	1338.719	127				
Team Performance and Results	Between Groups	177.757	3	59.252	7.275	.000	Significant
	Within Groups	1009.961	124	8.145			
	Total	1187.719	127				
Team Cohesion and Collaboration	Between Groups	21.000	3	7.000	.573	.634	Not Significant
	Within Groups	1514.180	124	12.211			

	Total	1535.180	127				
Communication and Information Sharing	Between Groups	58.077	3	19.359	1.663	.179	Not Significant
	Within Groups	1443.798	124	11.644			
	Total	1501.875	127				
Problem-solving and Innovation	Between Groups	6.189	3	2.063	.192	.902	Not Significant
	Within Groups	1335.366	124	10.769			
	Total	1341.555	127				
Trust and Support	Between Groups	99.894	3	33.298	2.844	.041	Significant
	Within Groups	1451.981	124	11.710			
	Total	1551.875	127				
Adaptability and Flexibility	Between Groups	53.031	3	17.677	2.465	.065	Not Significant
	Within Groups	889.211	124	7.171			
	Total	942.242	127				

INFERENCE: Based on the ANOVA Table No. 4.4 ,the results revealed that among the dimensions analyzed, Teamwork and Cooperation, Knowledge Sharing and Communication, Trust and Psychological Safety, Team Cohesion and Collaboration, Communication and Information Sharing, Problem-solving and Innovation, and Adaptability and Flexibility did not show significant associations with age groups in terms of their impact on Team Effectiveness. However, the analysis identified significant associations for certain dimensions. Specifically, Conflict Management and Resolution demonstrated a significant relationship with age groups, with an F-statistic of 3.231 and a p-value of 0.025. This suggests that age groups have an impact on the way team members handle conflicts and resolve issues, influencing overall team effectiveness. Similarly, Team Performance and Results exhibited a significant association, with an F-statistic of 7.275 and a p-value of 0.000, indicating that age groups significantly affect the team's ability to achieve performance goals and produce desirable outcomes.

Additionally, Trust and Support also showed a significant association with age groups, with an F-statistic of 2.844 and a p-value of 0.041. This indicates that the level of trust and support among team members is influenced by their age group, potentially impacting team effectiveness either positively or negatively. Overall, the analysis highlights that Conflict Management and Resolution, Team Performance and Results, and Trust and Support are the dimensions of OCB on Team Effectiveness significantly associated with age groups, while the remaining dimensions did not exhibit such significant associations.

Table No. 4.5

Null Hypothesis (H0) : There is no significant association between the years of experience and the dimensions of Organisational Citizenship Behaviour on Team effectiveness

Alternative Hypothesis (Ha) : There is a significant association between the years of experience and the dimensions of Organisational Citizenship Behaviour on Team effectiveness

ANOVA							
		Sum of Squares	df	Mean Square	F	Sig.	Remarks
Teamwork and	Between Groups	76.601	3	25.534	3.066	.031	Significant

Dimension	Source	Sum of Squares	df	Mean Square	F	Sig.	Inference
Cooperation	Within Groups	1032.578	124	8.327			
	Total	1109.180	127				
Knowledge Sharing and Communication	Between Groups	43.366	3	14.455	1.438	.235	Not Significant
	Within Groups	1246.626	124	10.053			
	Total	1289.992	127				
Trust and Psychological Safety	Between Groups	70.873	3	23.624	2.208	.091	Not Significant
	Within Groups	1326.869	124	10.701			
	Total	1397.742	127				
Conflict Management and Resolution	Between Groups	33.910	3	11.303	1.074	.363	Not Significant
	Within Groups	1304.809	124	10.523			
	Total	1338.719	127				
Team Performance and Results	Between Groups	38.570	3	12.857	1.387	.250	Not Significant
	Within Groups	1149.148	124	9.267			
	Total	1187.719	127				
Team Cohesion and Collaboration	Between Groups	2.979	3	.993	.080	.971	Not Significant
	Within Groups	1532.200	124	12.356			
	Total	1535.180	127				
Communication and Information Sharing	Between Groups	9.142	3	3.047	.253	.859	Not Significant
	Within Groups	1492.733	124	12.038			
	Total	1501.875	127				
Problem-solving and Innovation	Between Groups	10.807	3	3.602	.336	.800	Not Significant
	Within Groups	1330.748	124	10.732			
	Total	1341.555	127				
Trust and Support	Between Groups	41.568	3	13.856	1.138	.337	Not Significant
	Within Groups	1510.307	124	12.180			
	Total	1551.875	127				
Adaptability and Flexibility	Between Groups	8.665	3	2.888	.384	.765	Not Significant
	Within Groups	933.577	124	7.529			
	Total	942.242	127				

INFERENCE: Based on the ANOVA Table No. 4.4, the results revealed that the dimension of Teamwork and Cooperation showed a significant relationship with years of experience since the p-value is less than 0.05, indicating that team members' collaboration and teamwork are significantly influenced by their experience, impacting overall team effectiveness.

On the other hand, the analysis did not find any significant associations between years of experience and several other OCB dimensions on Team Effectiveness, including Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, Team Performance and Results, Team Cohesion and Collaboration, Communication and Information Sharing, Problem-solving and Innovation, Trust and Support, and Adaptability and Flexibility. These dimensions did not display any significant relationship with years of experience regarding their influence on Team Effectiveness since the p-value is greater than 0.05.

The analysis highlights the significant association between years of experience and the dimension of Teamwork and Cooperation in terms of its impact on Team Effectiveness. However, there were no significant associations between years of experience and the other studied dimensions of OCB, including Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, Team Performance and Results, Team Cohesion and Collaboration, Communication and Information Sharing, Problem-solving and Innovation, Trust and Support, and Adaptability and Flexibility, concerning their impact on Team Effectiveness.

Table No. 4.6

Null Hypothesis (H_0) : There is no significant association between the educational qualification and the dimensions of Organisational Citizenship Behaviour on Team effectiveness

Alternative Hypothesis (H_a) : There is a significant association between the educational qualification and the dimensions of Organisational Citizenship Behaviour on Team effectiveness

ANOVA							
		Sum of Squares	df	Mean Square	F	Sig.	Remarks
Teamwork and Cooperation	Between Groups	13.654	4	3.414	.383	.820	Not Significant
	Within Groups	1095.525	123	8.907			
	Total	1109.180	127				
Knowledge Sharing and Communication	Between Groups	12.167	4	3.042	.293	.882	Not Significant
	Within Groups	1277.825	123	10.389			
	Total	1289.992	127				
Trust and Psychological Safety	Between Groups	20.688	4	5.172	.462	.764	Not Significant
	Within Groups	1377.055	123	11.196			
	Total	1397.742	127				
Conflict Management and Resolution	Between Groups	95.667	4	23.917	2.367	.056	Not Significant
	Within Groups	1243.052	123	10.106			
	Total	1338.719	127				
Team Performance and Results	Between Groups	71.243	4	17.811	1.962	.104	Not Significant
	Within Groups	1116.476	123	9.077			
	Total	1187.719	127				
Team Cohesion and Collaboration	Between Groups	47.244	4	11.811	.976	.423	Not Significant
	Within Groups	1487.936	123	12.097			
	Total	1535.180	127				
Communication and Information Sharing	Between Groups	156.660	4	39.165	3.581	.008	Significant
	Within Groups	1345.215	123	10.937			
	Total	1501.875	127				
Problem-solving	Between Groups	129.607	4	32.402	3.288	.013	Significant

and Innovation	Within Groups	1211.947	123	9.853			
	Total	1341.555	127				
Trust and Support	Between Groups	74.095	4	18.524	1.542	.194	Not Significant
	Within Groups	1477.780	123	12.014			
	Total	1551.875	127				
Adaptability and Flexibility	Between Groups	67.534	4	16.883	2.374	.056	Not Significant
	Within Groups	874.708	123	7.111			
	Total	942.242	127				

INFERENCE: Based on the ANOVA results presented in Table No. 4.6, the results revealed that there is no significant associations between educational qualification and several OCB dimensions, including Teamwork and Cooperation, Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, Team Performance and Results, Team Cohesion and Collaboration, Trust and Support, and Adaptability and Flexibility.

Interestingly, for the dimensions of Communication and Information Sharing and Problem-solving and Innovation, the analysis revealed significant associations with educational qualification. The F-statistic for Communication and Information Sharing was 3.581, and the p-value was 0.008. For Problem-solving and Innovation, the F-statistic was 3.288, and the p-value was 0.013. These findings indicate that the way team members communicate and share information, as well as their problem-solving and innovative abilities, are significantly influenced by their educational qualification, impacting Team Effectiveness.

The result inferred that the analysis indicates that while the majority of dimensions of OCB on Team Effectiveness did not exhibit significant associations with educational qualification, Communication and Information Sharing, and Problem-solving and Innovation displayed significant relationships. These results suggest that educational qualification plays a notable role in influencing team members' communication, information sharing, problem-solving, and innovation, and these dimensions can significantly impact overall Team Effectiveness. On the other hand, the remaining dimensions of OCB, including Teamwork and Cooperation, Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, Team Performance and Results, Team Cohesion and Collaboration, Trust and Support, and Adaptability and Flexibility, did not show significant associations with educational qualification in terms of their impact on Team Effectiveness.

Table No. 4.7

Null Hypothesis (H₀) : There is no significant association between the job position and the dimensions of Organisational Citizenship Behaviour on Team effectiveness

Alternative Hypothesis (Hₐ) : There is a significant association between the job position and the dimensions of Organisational Citizenship Behaviour on Team effectiveness

ANOVA		Sum of Squares	df	Mean Square	F	Sig.	Remarks
Teamwork and Cooperation	Between Groups	6.797	4	1.699	.190	.943	Not Significant
	Within Groups	1102.383	123	8.962			
	Total	1109.180	127				
Knowledge Sharing and Communication	Between Groups	24.965	4	6.241	.607	.658	Not Significant
	Within Groups	1265.027	123	10.285			
	Total	1289.992	127				
Trust and Psychological Safety	Between Groups	81.862	4	20.466	1.913	.112	Not Significant
	Within Groups	1315.880	123	10.698			
	Total	1397.742	127				
Conflict Management and Resolution	Between Groups	80.017	4	20.004	1.955	.106	Not Significant
	Within Groups	1258.702	123	10.233			
	Total	1338.719	127				
Team Performance and Results	Between Groups	120.756	4	30.189	3.480	.010	Significant
	Within Groups	1066.963	123	8.674			
	Total	1187.719	127				
Team Cohesion and Collaboration	Between Groups	83.933	4	20.983	1.778	.137	Not Significant
	Within Groups	1451.247	123	11.799			
	Total	1535.180	127				
Communication and Information Sharing	Between Groups	36.515	4	9.129	.766	.549	Not Significant
	Within Groups	1465.360	123	11.913			
	Total	1501.875	127				
Problem-solving and Innovation	Between Groups	39.836	4	9.959	.941	.443	Not Significant
	Within Groups	1301.719	123	10.583			
	Total	1341.555	127				
Trust and Support	Between Groups	48.143	4	12.036	.984	.419	Not Significant
	Within Groups	1503.732	123	12.225			
	Total	1551.875	127				
Adaptability and Flexibility	Between Groups	100.429	4	25.107	3.669	.007	Significant
	Within Groups	841.813	123	6.844			
	Total	942.242	127				

INFERENCE: Based on the ANOVA results presented in Table No. 4.7, the results revealed that there is no significant associations between job positions and the dimensions of Teamwork and Cooperation, Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, Team Cohesion and Collaboration, Communication and Information Sharing, Problem-solving and Innovation, Trust and Support, regarding their impact on Team Effectiveness.

On the other hand, the analysis revealed two dimensions that showed significant associations with job positions. For Team Performance and Results, the F-statistic was 3.480, and the p-value was 0.010. This suggests that job positions significantly influence the team's

ability to achieve performance goals and deliver desirable outcomes. Similarly, for Adaptability and Flexibility, the F-statistic was 3.669, and the p-value was 0.007. This indicates that job positions have a significant impact on the team's adaptability and flexibility, affecting overall Team Effectiveness.

The results revealed that job positions significantly influence the dimensions of Team Performance and Results, and Adaptability and Flexibility in the context of Team Effectiveness. However, there were no significant associations between job positions and the remaining dimensions of OCB, including Teamwork and Cooperation, Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, Team Cohesion and Collaboration, Communication and Information Sharing, Problem-solving and Innovation, and Trust and Support, in terms of their impact on Team Effectiveness. These results highlight the importance of considering job positions when assessing and improving specific aspects of Team Effectiveness, particularly in relation to performance and adaptability.

5. FINDINGS

- The majority of respondents fall within the age group of 26 to 35 years (32.8%) and 20 to 25 years (30.5%). Respondents above 45 years constitute the smallest age group, making up only 14.8% of the total sample. The representation of male and female respondents is nearly equal, with 50.8% male and 49.2% female. A significant proportion of respondents (28.9%) have 7 or more years of experience. The most common educational qualification is a Bachelor's Degree (34.4%), followed by Master's Degrees (24.2%). Mid-level roles are the most prevalent job positions (22.7%), while entry-level positions are the least represented (18.0%). The Information Technology department has the highest representation (21.1%), whereas the Human Resources department has the least (16.4%).

- Table 4.2 presents the Descriptive Statistics for OCB in IT Teams. It reveals that 'Recognized contributions motivate and reinforce a culture of excellence' has the highest mean score (3.29), while 'Prioritized psychological safety enables risk-taking and learning from failures' has the lowest mean score (2.90).

- In Table 4.3 - Descriptive Statistics for Impact of OCB on Team Effectiveness, two dimensions stand out with the highest mean score (3.26) - 'Autonomy and empowerment foster innovation and OCB' and 'Culture valuing flexibility empowers employees for OCB.' On the other hand, 'Proactive problem-solving stimulates innovation and OCB' received the lowest mean score (2.89).

- Table 4.4 focuses on the ANOVA for OCB Dimensions and Age Groups. Among the dimensions analyzed, Teamwork and Cooperation, Knowledge Sharing and Communication, Trust and Psychological Safety, Team Cohesion and Collaboration, Communication and Information Sharing, Problem-solving and Innovation, and Adaptability and Flexibility show no significant association with age groups. However, Conflict Management and Resolution, Team Performance and Results, and Trust and Support display significant associations with age groups.

- Similarly, Table 4.5 - ANOVA for OCB Dimensions and Years of Experience reveals that Teamwork and Cooperation exhibit a significant association with years of experience. Conversely, Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, Team Performance and Results, Team Cohesion and Collaboration, Communication and Information Sharing, Problem-solving and Innovation, Trust and Support, and Adaptability and Flexibility show no significant association with years of experience.

- Table 4.6 - ANOVA for OCB Dimensions and Educational Qualification indicates that Communication and Information Sharing and Problem-solving and Innovation show significant associations with educational qualification. However, Teamwork and Cooperation, Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, Team Performance and Results, Team Cohesion and Collaboration, Trust and Support, and Adaptability and Flexibility show no significant association with educational qualification.

- Lastly, Table 4.7 - ANOVA for OCB Dimensions and Job Positions highlights that Team Performance and Results and Adaptability and Flexibility are significantly associated with job positions. In contrast, Teamwork and Cooperation, Knowledge Sharing and Communication, Trust and Psychological Safety, Conflict Management and Resolution, Team Cohesion and Collaboration, Communication and Information Sharing, Problem-solving and Innovation, and Trust and Support show no significant association with job positions. Overall, the study provides valuable insights into the relationship between OCB dimensions and demographic factors, such as age, experience, educational qualification, and job positions, and their impact on Team Effectiveness in IT teams.

6. SUGGESTIONS

Based on the findings presented in the study, several suggestions can be made to enhance Team Effectiveness in IT teams

- Prioritize Psychological Safety and Recognized Contributions: As highlighted by the Descriptive Statistics for OCB in IT Teams, 'Recognized contributions motivate and reinforce a culture of excellence' received the highest mean score, while 'Prioritized psychological safety enables risk-taking and learning from failures' had the lowest mean score. Organizations should prioritize creating a psychologically safe work environment where team members feel comfortable taking risks and sharing their ideas without fear of criticism. Additionally, recognizing and appreciating employees' contributions can boost morale, motivation, and overall team performance.

- Foster Autonomy and Flexibility: The Descriptive Statistics for Impact of OCB on Team Effectiveness emphasize the significance of 'Autonomy and empowerment foster innovation and OCB' and 'Culture valuing flexibility empowers employees for OCB' with the highest mean scores. To improve team effectiveness, organizations should encourage a work culture that promotes autonomy and allows employees the flexibility to tailor their approaches and solutions to achieve team objectives. Providing opportunities for employees to take ownership of their tasks and encouraging a growth mindset can lead to increased engagement and innovative thinking.

- Focus on Conflict Management and Results-Oriented Roles: The ANOVA results for OCB Dimensions and Age Groups and OCB Dimensions and Years of Experience indicate that Conflict Management and Resolution, Team Performance and Results, and Trust and Support have significant associations with age and years of experience. Organizations should prioritize conflict resolution training and create avenues for open dialogue to ensure conflicts are addressed constructively. Moreover, emphasizing roles that focus on team performance and results can lead to better outcomes and motivation for team members to excel.

- Enhance Communication and Problem-Solving Skills: Based on the ANOVA results for OCB Dimensions and Educational Qualification, Communication and Information Sharing, and Problem-solving and Innovation have significant associations with educational qualification. Organizations should invest in communication training to promote effective information sharing and collaboration among team members. Additionally, fostering a problem-solving culture, where employees are encouraged to explore creative solutions and share knowledge, can improve overall team effectiveness.

- Consider Job Positions in Skill Development: The ANOVA results for OCB Dimensions and Job Positions reveal that Team Performance and Results and Adaptability and

Flexibility are significantly associated with job positions. To optimize team effectiveness, organizations should identify specific skill gaps associated with different job positions and provide targeted training and development programs. By tailoring skill enhancement initiatives, organizations can boost performance and adaptability in their IT teams.

In conclusion, these suggestions aim to enhance Team Effectiveness by promoting diversity, psychological safety, autonomy, conflict resolution, communication, and skill development within IT teams. Implementing these recommendations can lead to a more cohesive and productive team dynamic, ultimately improving overall team performance and organizational outcomes.

7. CONCLUSION

In conclusion, this study provides valuable insights into the dimensions of Organizational Citizenship Behavior (OCB) and their impact on Team Effectiveness in IT teams. The findings reveal various demographic factors, such as age, experience, educational qualification, and job positions, influencing the relationship between OCB dimensions and Team Effectiveness. To enhance Team Effectiveness in IT teams, several key suggestions have been proposed based on the study's results.

Firstly, it is crucial for organizations to prioritize psychological safety and recognize employees' contributions. Creating a psychologically safe work environment allows team members to take risks, share ideas, and engage in open dialogue without fear of criticism, fostering a culture of innovation and collaboration. Recognizing and appreciating employees' efforts and achievements can boost their morale, motivation, and overall performance, leading to improved team dynamics and outcomes.

Secondly, promoting autonomy and flexibility within the work culture is vital. Allowing employees the freedom to take ownership of their tasks and tailor their approaches to achieve team objectives can enhance engagement and innovative thinking. Empowering employees to make decisions and offering opportunities for professional growth with a focus on a growth mindset can further contribute to a more effective and adaptable IT team.

Furthermore, effective conflict management and a focus on results-oriented roles are essential for enhancing Team Effectiveness. Conflict resolution training and fostering open communication channels can help teams address conflicts constructively and promote a harmonious work environment. Emphasizing roles that prioritize team performance and achievement of results can boost motivation and productivity among team members.

In addition to the above, enhancing communication and problem-solving skills is crucial for improving Team Effectiveness. Investing in communication training to promote

effective information sharing and collaboration can lead to better coordination and understanding among team members. Fostering a problem-solving culture, where creative solutions are encouraged, and knowledge sharing is valued, can contribute to a more innovative and efficient IT team.

Lastly, organizations should consider the specific skill gaps associated with different job positions and provide targeted training and development programs to optimize Team Effectiveness. Identifying the unique needs of each job position can enable employees to enhance their performance and adaptability, ultimately benefiting the team as a whole.

By implementing these suggestions and fostering a work environment that prioritizes diversity, psychological safety, autonomy, conflict resolution, communication, and skill development, organizations can create a more cohesive and productive IT team. The collective efforts of the team members, supported by these initiatives, will lead to improved overall Team Effectiveness and contribute to positive organizational outcomes in the IT sector.

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