

Resilience and OCB among Employees of Information Technology Sector in Kerala: An Empirical Study

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Abstract: *Today, business wide acknowledges the importance of positive scientific discipline, there is a bigger accent on exploring human resource strengths to modify the work defies and augments organizational performance. Previous studies suggest that resilience absolutely relates to desired employee behavior, and performance like Organization Citizenship Behavior (OCB) among industrial employees. However, no study has been found in Information Technology (IT) sector and it would be intriguing to understand resilience - OCB relationship. The study sample comprised workers (N = 362) operating in distinguished IT corporations of Technopark and adjacent areas, Thiruvananthapuram, Kerala, India. Data were collected with the assistance of self-administered questionnaires through systematic sampling. A model was developed and tested in which the effect of resilience on OCB was hypothesized and tested using SPSS. The results offer empirical proof for the positive relationship between resilience and OCB.*

Keywords: *Resilience, OCB, Positive psychology*

Introduction

Organizational Citizenship Behavior (OCB) is one among the researched areas in organizational behavioral studies. OCB has gained vital research attention which is evident from the growing variety of studies on the subject. OCB literature reveals that researchers have mostly targeted on two areas: (a) understanding the predecessors of OCB and (b) highlighting the positive outcomes of OCB for organizations. The influence of cumulative OCB exhibited by employees on organizational effectiveness. Therefore, researchers and organizations perpetually seek new ways to reinforce employee OCB.

Researchers have targeted on exploring positive constructs influencing OCB. One such positive construct is resilience which is a psychological resource capability. It has been defined resilience

as the capability of an individual to withstand hardship and, while facing adversity, continue to lead a functional and healthy life. Luthans (2002) opined resilience as the positive psychological capability to rebound, 'to bounce back' from adversity, uncertainty, conflict, failure or perhaps positive modification, progress, and increased responsibility. Resilience is commonly thought-about as a crisis or emergency management issue. The link between a resilient workforce and its impact on organizational outcomes is still not well understood by organizations. It is asserted that a resilient perspective is helpful in every aspect of ordinary living as it provides the strength to tackle routine challenges and sudden problems. Crisis or adversity for an employee can be any problem at a personal level related to work or family. It may be a non-congenial environment or an unsupportive manager. Similarly, a female worker

may face problems such as sexual harassment, glass ceiling, and lack of family support, which she might be unable to express. These seemingly small but significant problems not only affect the efficiency of the worker but also change the attitude of the employee towards the corporate.

While the arguments in favor of positive psychology and its applications in the organizational context are considered promising, empirical evidence particularly relating to resilience and OCB in the Indian context is scarce (Paul & Garg, 2012). Exploring the link between resilience and OCB is very important given the rationality for a major association of OCB with structure performance (Podsakoff & MacKenzie, 1997). Insights into resilience-OCB relationship may shed some light-weight on how workers sustain their motivation levels to have interaction in OCB even within the face of adversity. There are studies (Shahnawaz & Jafri, 2009; Vohra & Goel, 2009; Gupta & Singh, 2014) indicating the link between resilience and OCB, however the results are mixed. Also no such studies are found within the context of Kerala, India. This study explores the suggestion of future research of resilience-OCB relationship by Paul, Bamel, Garg (2016) on generalization of finding by examination with a richer sample considering completely different industries. Despite the respectable growth of IT sector, until currently no studies of this nature is found. While IT provides more employment, work setting it offers doesn't seem to be as moneymaking. To show extra-role behaviors whereas operating amidst such riotous challenges, the work force needs the power to reply effectively and recover quickly. The above reasons necessitated a study seeks that to examine and verify the relationship between resilience and OCB among employees of IT sector in Kerala, India.

Review of Literature

For any study, it's essential to conduct an intensive theoretical understanding by reviewing the past studies and evidences on the area. The

objective of this section is to appraise gettable literature on resilience and OCB.

Even though the term resilience is commonly related to psychological science since 1970, Caverley (2005) explored resilience within the context of the operating population because it relates to how employees handle the challenges of the business world. However, in an organizational context, it still remains an emerging thought. Resilience is the ability to mentally or emotionally cope with a crisis or to return to pre-crisis status quickly (de Terte, & Stephens, 2014).

Resilience exists once the person uses "mental processes and behaviors in promoting personal assets and protective self from the potential negative effects of stressors" (Robertson, Cooper, Sarkar & Curran, 2015). In less complicated terms, psychological resilience exists in those who develop psychological and behavioral capabilities that enable them to stay calm throughout crises/chaos and to maneuver on from the incident without long-term negative consequences. Resilience is mostly thought of as a "positive adaptation" when a trying or adverse state of affairs. When someone is "bombarded by daily stress, it disrupts their internal and external sense of balance, presenting challenges similarly as opportunities." However, the routine stressors of existence will have positive impacts that promote resilience. It is still unknown what the right level of stress is for every individual.

Some folks will handle bigger amount of stress than others. Resilience is that the integrated adaptation of physical, mental and non secular aspects in a very set of "good or bad" circumstances, a coherent sense of self that is ready to maintain normative organic process tasks that occur at numerous stages of life (Richardson, 2002). It is necessary to notice that resilience isn't solely regarding overcoming a deeply trying state of affairs, however additionally starting of the same state of affairs with "competent functioning". Resiliency permits someone to rebound from adversity as a

reinforced and a lot of capable person (Richardson, 2002)

Campbell-Sills, Cohan. and Stein (2006) opined that majority of the studies on resilience has been conducted with a younger and treatment-seeking population the applying of positive psychology at the geographic point as positive organizational behavior (Youssef & Luthans, 2007). Considering Hofstede's dimensions of national culture (Hofstede, 2001), Indian culture (demonstrating high power distance, collectivism, medium uncertainty rejection, masculinity, long-term orientation, and restraint) seems quite totally different from western culture and so, the findings of studies on white populations might not be relevant within the Indian context.

The early studies of OCB were guided by the construct of altruism (Bateman and Organ, 1983). This was reiterated by Smith, Organ and Near (1983), who described the dimensions of OCB as altruism and generalized compliance. In the mid-1980s, Graham (1986) suggested that the political dimension of the word 'citizenship' be added to the investigations of OCB. Organ (1988) subsequently included 'civic virtue' as a form of OCB in his book on the same subject, but continued to define the overall OCB construct as organizationally functional extra-role behavior. Organ (1988) points out five specific categories of discretionary behavior and explains how each behavior helps to improve efficiency in the organization:

- a. Altruism is a behavior that is typically directed toward other individuals but contributes to group efficiency by enhancing individuals' performance (e.g., helping new colleagues and freely giving time to others).
- b. Conscientiousness enhances the efficiency of both an individual and the group (e.g., efficient use of time and going beyond minimum expectations).
- c. Sportsmanship improves the amount of time spent on constructive endeavors in the organization (e.g., avoids complaining and whining).

d. Courtesy helps to prevent problems and facilitates constructive use of time (e.g., advance notices, reminders, and communicating appropriate information).

e. Civic virtue promotes the interests of the organization (e.g., serving on committees and voluntarily attending functions).

Shapiro, Kessler and Purcell (2004), have two explanations for why employees engage in OCB. The primary explanation views OCB as a form of reciprocation where employees in OCB to reciprocate fair or sensible treatment from the organization. The second view is that employees engage in OCB because they define those behaviors as a part of their job. A variety of employee, job, organizational and leadership characteristics are consistently found to predict differing types of OCB across employment (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

Method of Study

Objectives

The specific objectives of the study are:

1. To establish the relationship between resilience and OCB.
2. To inspect the extent to which the resilience dimensions influences overall OCB.

Hypotheses

The hypothesis of the study is as follows:

H0: There exists no significant relationship between resilience and OCB.

H1: There exists a significant relationship between resilience and OCB.

Participants

The study sample comprised of employees (N = 362) working with well-known Information Technology (IT) firms of Technopark and adjacent areas, Thiruvananthapuram, Kerala, India. Data were collected with the help of self-administered questionnaire through systematic random sampling. Of the 130 employees who

participated in the study, 256 (70.7 per cent) were male and 106 (29.3 per cent) were female. The age of participants ranged from 25 years to 48 years with a median age of roughly 34 years. Further, 102 (28.2 per cent) participants were married and 260 (71.2 per cent) were single. The highest educational qualifications of respondents were conjointly recorded: 270 (74.6 per cent) participants were found to be graduates and 92 (15.4 per cent) respondents were postgraduates. Further, 238 (65.7 per cent) participants had less than 10 years of work experience whereas 124 (34.3 per cent) had experience above 10 years.

Measures Used

Resilience

To measure resilience, the Resilience Scale (RS-14) by Wagnild and Young (2009) was used. It comprised fourteen things measured on a 7-point Likert scale. The 15 items in the scale are designed to measure the four dimensions of resilience: self-reliance, perseverance, ability to see the reality, and self efficacy. The scores in the scale ranged from 1 = strongly disagree to seven = strongly agree. The reliability alpha has been reportable to be 0.84 supported pilot study of 30 numbers.

OCB

To measure OCB, the scale developed by Khalid, Shaiful. Annuar., Ali, Hassan., Ismail, Mohammad., Kassim, Kamsol. Mohamed., & Zain, Rozihana. Shekh. (2009) (Self Rating) was used. The 24 items in the scale are designed to measure the six dimensions of OCB: courtesy, altruism, effort expended, conscientiousness, civic virtue, and sportsmanship. The items are rated on a 5 - point scale with the score ranged from 1 = strongly disagree to 5 = strongly agree. The reliability coefficient of the scale based on the pilot study was found to be 0.86.

Sampling

A three-tier sampling was used after identifying the appropriate sector / industry for the study. At the first level, Information Technology (IT)

parks were hand-picked through random sampling by means of the lottery system. At the second level, a lottery system was again used to select organizations from the IT parks obtained in the first level. At the third level, systematic sampling was opted to reduce bias. Representatives (HR managers / project managers / unit heads) from the selected organizations were asked to distribute the survey instrument to employee of their respective organizations as per the given guidelines. They were inculcated to use either employee list or the list of email-ids and hand over the survey to each fourth employee on the list with a random starting point, thus ensuring that a random sample was obtained for further analysis.

Analysis and Discussions

To analyze the quantitative data, the investigator explored the interior structure, measurement qualities of the study variables, and the proposed hypothetical model of relationship between the variables. The data was analyzed using statistical tools like correlation analysis and multiple regression analysis. Correlation analysis was carried out to test the relationship between the study variables. Multiple regression analysis was also done to determine how each of the four elements of resilience and OCB are related.

Relationship between Resilience and OCB

Table 1 presents the results of correlations analysis regarding to the inter-relationship among resilience and OCB. Karl Pearson's Coefficient of Correlation was used for the purpose. The results indicate that, there exists significant positive relationship between resilience and OCB ($r = .508$). This finding is in line with the opinion of previous studies (Shahnawaz & Jafri, 2009; Vohra & Goel, 2009; Gupta & Singh, 2014) that identified OCB as one among the positive outcomes enhanced by resilience that may perhaps contribute to organizational performance and success. It can be observed that all variables were having significant correlation. Significant positive correlation among the variables of resilience

presents a desirable scenario wherein an increase in any one of the variable would positively influence other variables. This can be true for the OCB variables too. Based on the above results, hypothesis 1 is rejected, i.e., The relationship between resilience and OCB is statistically significant.

Table 1: Correlations between Resilience and OCB

	6	7	8	9	10	11	12
1	.873**	.302**	.369**	.317**	.426**	.464**	.500*
2	.680**	.229*	.210**	.452**	.396**	.437**	.468**
3	.733**	.260**	.339**	.461**	.363**	.409**	.416**
4	.580**	.234**	.440**	.403**	.464**	.480**	.521**
5	.580**	.229**	.364**	.586**	.439**	.428**	.508**

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Note:

- 1 - Self - reliance
- 2 - Perseverance
- 3 - Ability to see the reality
- 4 - Self efficacy
- 5 - Resilience
- 6 - Courtesy
- 7 - Altruism
- 8 - Effort Expended
- 9 - Conscientiousness
- 10 - Civic Virtue
- 11 - Sportsmanship
- 12 - OCB

Impact of OCB Dimensions on ME

The results of multiple regression presented in Table 2 revealed that there exists multiple correlations between resilience and OCB (.523). The coefficient of multiple determination (R Square) was found to be .250. This implies that 25 per cent of variance in OCB is explained by resilience (self-reliance, perseverance, ability to see the reality, and self efficacy). Significant F-value denotes the availability of evidence to conclude that at least one of the predictors is useful for predicting ME.

Table 2: Multiple Regression for ME as a Function of OCB

Multiple R	.523
R Square	.250
Adjusted R Square	.244
Standard Error of Estimate	15.308
F-value	15.564**
Level of Significance	.000

**Significant at $p < .01$ level

To know about the components of resilience that influences OCB, beta values were considered. From the output displayed in Table 3, the regression equation is arrived as under: $OCB = 252.247 + 1.127 \text{ self-reliance} + .424 \text{ perseverance}$

$+ 1.326 \text{ ability to see the reality} - 2.783 \text{ self efficacy}$

The t-value in Table 3 revealed that self-reliance, perseverance, ability to see the reality, self efficacy emerged as significant predictors of OCB.

Table 3: Beta Table of Multiple Regression for OCB as a Function of Resilience

Particulars	Unstandardized coefficients		Standardized coefficients	t-value	Level of Significance
	B	Standard Error	Beta		
(Constant)	252.247	12.763		22.364	.000
Self – reliance	1.127	.388	.319	3.816**	.000
Perseverance	.424	.312	.094	1.833*	.034
Ability to see the reality	1.326	.634	.159	1.760*	.049
Self efficacy	-2.783	.685	-.270	-3.747**	.000

**Significant at $p < .01$ level

*Significant at $p < .05$ level

The above results indicate that self-reliance, perseverance, ability to see the reality, and self efficacy contributes to OCB. It is obvious that self-reliance, perseverance, ability to see the reality, and self efficacy of employees can contribute an effect on their OCB. Higher levels of OCB contribute to higher performance outcome with predetermined standards of performance.

Conclusion

As employees form the foundation for almost all organizational results; an increased consideration is required towards new measures to develop organizational outcomes like OCB. This study highlights the importance of resilience to encourage OCB. Resilience may be a comparatively distinctive positive psychological capability relevant to the work which might be measured, developed, and effectively managed for obtaining desired outcomes. While hardly any studies have talked concerning resilience (as an individual construct and not as a part of any other higher order construct) in the context of working population in IT sector, this study provides higher insights into the relevance and implications of

resilience at the work for predicting positive outcomes.

Limitations and Scope for Future Research

Like any other study, the current research has a few limitations. The findings solely suggest the extent of relationship between resilience and OCB. However, generalizability of the findings won't be established because the study depends exclusively on cross-sectional data. Future studies of an experimental nature may be conducted to ascertain the causality and establish the direction of causality. Also, the mediation and moderation model may well be enriched by studying the impact of demographic variables like gender, nature of job, working condition, etc.

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