

IMPACT OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN TECHNOPARK THIRUVANANTHAPURAM, KERALA

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ABSTRACT

Managing a talented workforce that engages beyond the expectations of their role is essential in the contemporary business world. Among the different aspects of employee engagement, commitment to the organization and organizational citizenship behavior (OCB) have been identified as key facets influencing productivity and positive employee behavior. This paper evaluates the role of organizational commitment on the OCB of employees in Technopark, in Thiruvananthapuram, Kerala. The research intends to understand the extent to which the three sub-facets of commitment to an organization— affective, calculative, and normative— determine the engagement of employees in voluntary behavior that includes assisting peers, upholding order in the workplace, and endorsing organizational objectives. As one of the most advanced IT parks in India, Technopark serves as an optimal setting for the study of knowledge-driven behavioral phenomena. The study predominantly relies on secondary sources, such as books, journals, research papers, and organizational case studies that focus on employee behavior in the domain of information technologies. The study found a high positive correlation between OCB and commitment to organization. The higher the executive's emotional commitment and loyalty to the organization, the higher the forbearance, responsibility, and voluntary engagement of that executive in organizational affairs. The study also found that decreased employee commitment is caused by workplace stress, high turnover intention, and high market competition. This study suggests that Technopark IT companies should increase employee engagement, leadership development, recognition, and work-life balance programs to improve commitment and citizenship behaviors. The study endeavors to add to the limited research on the IT sector of India, especially in the area of organizational behavior, and intends to provide HR managers and policymakers with applicable suggestions.

Keywords: Organizational Commitment, Organizational Citizenship Behaviour, Technopark, Employee Behaviour, IT Sector, Human Resource Management.

INTRODUCTION

In today's business world, companies have realized that the skills and responsibilities of employees are not the only factors affecting performance. For companies to thrive, they must know the benefits of employees performing tasks not formally required of them. This behavior is called Organizational Citizenship Behaviour (OCB) and is extremely beneficial in a company as it increases effectiveness, productivity, teamwork, and positive interpersonal relationships. Concurrently, Organizational Commitment has become an important factor of consideration for employers as they try to understand and influence the behaviors and attitudes of their employees. Employees who are committed to their company are most likely to show loyalty and support and help the company achieve its goals even beyond what is expected of them. With a firm located in Technopark Thiruvananthapuram, India, one of the country's biggest Information Technology parks, we have an opportunity for a study on the correlation between Organizational Commitment and Organizational Citizenship Behaviour. The IT industry is a highly competitive and knowledge-based environment that requires employee commitment and sustained growth, along that line, innovative and cooperative cultures. The companies that are located in the Technopark are dependent on employees who are dedicated and committed to doing the activities of the workplace and who see and strive for the positive achievement of the company's goals. In this context, Organizational Citizenship Behaviour

is extremely important to help companies maintain efficiency and reduce workplace conflicts while improving the effectiveness of the company.

Organizational Commitment refers to the psychological attachment that employees have towards their organization. Meyer and Allen divided the concept of commitment into three components: affective, continuance, and normative. Affective commitment refers to the emotional attachment employees have to the organization. Continuance commitment refers to the staying cost that employees perceive after leaving the organization. Finally, normative commitment refers to the obligation employees feel they have to remain with the organization.

An employee who has a strong commitment to the organization is perceived to have a high level of motivation, low turnover intentions, and actively participates in various organizational activities. Organizational citizenship behavior (OCB) is a term that was introduced by Organ. It describes the behavior that goes beyond the formal transactional role of an employee. Unlike the formal role of an employee, the informal role is highly beneficial to the organization. OCB behaviors constitute helping your co-workers, having a good attitude towards work, civic virtue, sportsmanship, and performing activities outside the employee's formal role. OCB is highly valuable in the IT industry as it promotes collaborative problem solving and communication. It enhances employee morale and the organization's adaptability.

The relationship between OCB and Organizational Commitment has been a main focus of researchers in the past decade. The studies that have been conducted from the years 2010 to 2024 have shown that employees that have a high level of organizational commitment tend to engage in OCB that facilitates the growth of the organization and the welfare of the other employees. The relationship between commitment and discretionary workplace behavior is very important due to the high level of complexity the modern world has brought to organizations. Numerous scholars have made important contributions in this domain. As mentioned by Ghosh and Swamy (2014), committed employees participate in activities beyond their job tasks that increase workplace productivity and improve workplace relationships. Moreover, Jain and Cooper (2012) found a positive correlation between affective commitment of service employees and citizenship behavior. Their study indicated that service employees who have affective commitment to both their organization and colleagues demonstrate support to their organization and enhance the performance of their team.

Kim's study conducted in 2015 shows the importance of commitment to the organization predicting altruism and conscientiousness in employees within technology-driven organizations. It was also noted that highly committed employees also tend to display a greater degree of cooperation and willingness to provide assistance to coworkers. Additionally Podsakoff and others in 2014 established that OCB (organizational citizenship behavior) positively aids organization by self-reducing the management job and increasing the interaction level and coordination among employees, thus enhancing, indirectly, efficiency of the organization. The positive influence of commitment on citizenship behavior can also be found from the studies in the Indian context. Sharma and Dhar (2016) proved that in Indian IT firms, employees with greater organizational commitment showed helping behavior, civic virtue, and voluntary behaviors of organizational assistance. Similarly, in Bhatnagar (2017), it was established that committed employees enhance the culture of the organization and strengthen proactive behaviors at work in the knowledge-driven sectors.

Organizational commitment and OCB (avisory citizenship behavior) have been noted in recent studies from 2020-2024 to be highly relevant, especially with the changes brought on by the pandemic. The altered work dynamics would make commitment from employees imperative in organizations. Research by Singh and Gupta (2022), committed employees showed adaptability to the changing work environment and showed citizenship behavior even when faced with uncertainty in the workplace. Nair and Joseph (2023) focused on the IT sector in the state of Kerala, and stressed that the commitment of employees, when combined with organizational trust and "aiding" leadership, further enhances OCB (Organizational Citizenship behavior).

Although the number of articles published in this field is increasing, few have analyzed the effect of Organizational Commitment on Organizational Citizenship Behaviour in Technopark,

Thiruvananthapuram. Given the importance of the IT industry in Kerala's growth, it is vital to comprehend the nuances of employee commitment and the behavioral consequences on the workplace in this unusual setting. For that reason, the present study is interested in the association of Organizational Commitment and Organizational Citizenship Behaviour of employees at Technopark, Thiruvananthapuram, in Kerala. The outcomes of this research are expected to assist companies in the development of relevant human capital management frameworks that focus on the improvement of employee commitment, organizational productivity, and the sustainable development of the organization.

CONCEPT OF ORGANIZATIONAL COMMITMENT

Commitment to an organization is a pivotal principle in behavioral science and the management of human resources. The development of commitment among employees occurs when a psychological attachment and emotional bond to the organization occur. Porter's theory, which suggests that committed employees adopt the organization's purpose, values, and goals, and is willing to act in ways that ensure the organization achieves its goals, best illustrates organizational commitment in an employee. Modern organizations and particularly the knowledge-driven business and economic sectors, such as information technology, find organizational commitment critical in the enhancement of employee performance, the reduction of turnover intention, and the cultivation of positive workplace behavior. Commitment to an organization is a construct that became important largely due to the writings of Becker, Porter, Mowday, Allen, and Meyer. Organizational commitment, according to Porter et al. (1974), is the overall identification and involvement of a member of the organization. It also relates to a belief in the goals of the organization and a commitment to the attainment of the goals. It also relates to the desire not to sever the individual's membership in the organization. The definition focuses on the emotional and psychological relation of the employees to the concern and behavior relation of the employees in the workplace.

Meyer and Allen's Three-Component Model is useful for analyzing the different facets and categories of organizational commitment and is widely referenced for this purpose. The model identifies three types of commitment: affective, continuance, and normative. Affective commitment refers to the emotional connection that employees develop for a particular organization; thus, such employees are typically those who wish to remain in the organization. Continuance commitment refers to the commitment that employees develop when they perceive that there are costs associated with leaving, such as losing a job, a benefits package, or career growth opportunities. Normative commitment is the sense of obligation or moral responsibility that employees perceive to remain in the organization, even if they might not necessarily wish to.

Determining organizational commitment takes into consideration a variety of factors. These factors may include different leadership styles, different organizational cultures, the ways in which employees can develop in their careers, the ways in which employees are compensated, the work-life balance, and the ways in which employees have a say in the decision-making process. When employees feel as if they are valued, as if they are respected, and as if they are supported by management, their commitment to the organization is likely to increase. A good working environment as well as communication is also of great importance to employees' trust and loyalty to the organization. In light of Technopark Thiruvananthapuram, Kerala, the building of commitment to the organization is becoming more important, as the field of Information Technology relies on a lot of skilled manpower and teamwork. In Information Technology, employees often work in a highly competitive and pressurized environment, and it becomes a problem to retain skilled employees. The organizations in which commitment is created among employees are said to enjoy a greater level of productivity, less absenteeism, more cooperation, and a better level of organizational performance. Employees are said to show more commitment to the organization and are more enthusiastic in their efforts to complete their assigned tasks and maintain good interpersonal relations with their fellow employees and the management.

There is a close relationship between commitment to the organization and OCB. Highly committed employees display a willingness to perform actions that are beneficial for the organization, even if those actions are not a part of their formal job description. Such actions may consist of providing assistance to

other employees, offering their expertise, maintaining order and discipline, and showing willingness to participate in activities arranged by the organization. Thus, commitment serves as an incentive for employees to perform beyond the normal expectations. Employees' dedication to an organization impacts their behavior within it, as well as the organization's success. Commitment by employees in an organization plays a crucial role in its success. In most of the flourishing technology centers like Technopark Thiruvananthapuram, organizational commitment is one of the most effective ways to enhance employee retention, foster organizational citizenship behavior, and promote sustainable growth within the organization.

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

Organizational commitment means that employees have a strong loyalty and dedication to their organization. Employees with organizational commitment have a desire to stay, positively contribute, and help foster good relationships with management and other employees. In almost all modern organizations, and especially in industries driven by technology like Technopark Thiruvananthapuram, commitment to the organization helps to enhance employee performance, reduce employee turnover, and helps to elevate the level of cooperation among employees.

The importance of organizational commitment was brought to the foreground by the work of scholars such as Lyman Porter and John Meyer. They describe commitment as the identification of employees with the objectives and values of the company. This embodies a stronger connection emotionally and psychologically where employees have the impetus to perform functions beyond their job responsibilities. The three types of organizational commitment are affective, normative and continuous. Affective commitment occurs when employees are emotionally attached to the organization. Employees that have a strong sense of affective commitment stay in the organization because they want to and due to their emotional connection with the organization.

Employees in the organizations that are located in Technopark Thiruvananthapuram are often eager to take part in activities such as teamwork, creative activities, and activities that require problem-solving.

Continuance commitment is defined as the perceived risk of leaving the organization. Employees may choose to stay in the organization rather than leave and risk losing a sought after financial status, career path, or network. In the IT industry, wherein employees invest time in developing new skills and growing the organization, continuance commitment may be very relevant when employees prefer long-term career stability and growth over employment elsewhere. Normative commitment is defined as feeling morally obligated to stay with an organization. For employees, demonstrating steadfast loyalty to their organization due to the support, training, services, or welfare benefits is commendable. They maintain their connection due to feelings of ethical obligation.

The relationship between commitment and employee satisfaction, workplace conditions, culture, corporate leadership, and communication are intrinsically linked. Employees are likely to feel more committed to a company when leadership is supportive and when there are fair employee evaluations, recognition, and career advancement opportunities. In the organizations of Technopark Thiruvananthapuram, where there is a fair degree of competition and constant changes, it is important to have a high level of organizational commitment in order to retain the best professionals and to sustain the success of the organization.

A committed workforce is a driving factor for organizational success. Employees that are committed to the company have a tendency toward punctuality, sincerity, innovativeness, and cooperativeness. They also are more likely to show Organized Citizenship Behavior (OCB), where they perform activities like voluntarily assisting colleagues, knowledge sharing, and endorsing supportive activities of the organization outside of the formal tasks that are required of them. Given this, commitment to the organization serves as a foundation to promote an organization to greater positive behaviors and productivity in the workplace. When an employee commits to an organization, the employee strengthens their relationship to that organization. The employee's attitudes and motivations are positively impacted as well as retained with this strengthened commitment. For the organizations that are in Technopark Thiruvananthapuram, strengthening the

commitment to organizational employees will have a positive effect on the work culture, employee engagement, and related organizational sustaining growth.

ORGANIZATIONAL COMMITMENT IN TECHNOPARK THIRUVANANTHAPURAM

Organizational commitment is the attachment, loyalty, and sense of belonging an employee develops for their organization. Employees with organizational commitment intend to remain within the company and contribute to the goals of the company. They maintain positive working relations with management and coworkers. Within modern day organizations, and most especially those in the technology driven sectors such as Technopark Thiruvananthapuram, organizational commitment has a positive impact on employee performance, reduction of turnover intention, and an increase in the helpful behaviors of employees. The concept has been given more academic credence due to some of the studies that were done by Lyman Porter, John Meyer and others. They explained that committed employees see themselves as a part of the goals and the values of the organization. Commitment to an organization is beyond the security and survival of a job; it is a emotional and psychologically bonded relationship to the organization that is beyond the formal responsibilities of that organization.

There are basically three primary categories of organizational commitment, these are: affective commitment, continuance commitment, and normative commitment. Affective commitment is the emotional attachment that employees develop towards their organization. Employees that have affective commitment intend to stay in the organization because they want to stay and feel an attachment to the organizations values and culture. In Technopark Thiruvananthapuram, the employees that have affective commitment usually have a positive attitude towards working collaboratively in teams, being innovative and tackling issues.

Continuance commitment describes the commitment to an organization based on the perceived costs of leaving. Employees may remain in their positions for all sorts of reasons including the potential financial costs, costs associated with future career and job opportunities, and the emotional costs of disrupting professional relationships. For employees in the IT field, where the employees' commitment to the organization is crucial in developing a company's human capital, continuance commitment is particularly relevant. Such employees may prefer stability and control over their career paths. Normative commitment reflects a sense of ethical responsibility and/or obligation to stay. Employees stay in a company because of an ethical duty and a sense of gratitude for the supportive role the company plays in providing training and promotion opportunities, services, and other benefits.

The definition of organizational commitment encompasses some of the following areas. Employee satisfaction is closely tied to employee commitment. The organizational culture of the company, the style of leadership, the criterion for measuring performance and employee recognition and rewards, as well as the working environment, are all related to commitment levels. For a company such as the Technopark Thiruvananthapuram, which houses companies in a competitive and fast changing market, it becomes imperative to have elevated levels of organizational commitment in order to retain skilled employees and achieve continued success of the organization.

An engaged and committed employee base is a firm's greatest asset. Committed employees practice commendable behaviors such as punctuality, diligence, and constructive innovation in the workplace. They are likely to practice the behaviors that benefit an organization and its employees. Such behaviors include assisting a co-worker, voluntary dissemination of relevant knowledge and information, and participating in activities that benefit the organization, all of which are done beyond the formal duties that the employees are obligated to perform. For this reason, the foundation of productive and positive behaviors in the workplace is the organizational commitment of employees.

The final summation of this analysis is that organizational commitment defines how strongly employees are linked to their place of work. Directly related to organizational commitment is the attitude of employees, their motivation level, their voluntary stay with the organization and behavioral outcomes in the work environment. The firms located at the Technopark Thiruvananthapuram will be able to achieve a

constructive work environment that higher levels of employee engagement, citizenship behavior, and organizational commitment. All of these elements will be beneficial to the growth and sustainability of the organization.

RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND OCB

The psychological attachment employees have toward their jobs is referred to as organizational commitment. This commitment indicates employees' identification with the organization's objectives and their willingness to assist in the organization's achievement. Modern organizational behavior places commitment at the center of employee engagement, productivity, retention, and workplace dynamics. In Knowledge-Based Institutions and organizations centered on technology, like Technopark, commitment is a vital factor in employee motivation and overall organizational effectiveness.

The concept was popularized by the work of Porter, Mowday, and later Meyer and Allen, who viewed commitment as a multi-faceted concept. In their view, organizational commitment represents the emotional attachment to the workplace and the willingness to remain with the organization and continue pursuing the organization's goals. Highly committed employees demonstrate high levels of dedication, low levels of absenteeism, and high levels of cooperation within the workplace. Meyer and Allen proposed three broad types of organizational commitment: affective, continuance, and normative commitment. Affective commitment is the emotional attachment employees have to their organization. Employees remain with the organization because they want to stay and feel a connection to the organization. In the case of IT organizations in Technopark Thiruvananthapuram, the components of supportive leadership, opportunities for career progression, an innovative work environment, and positive interpersonal relationships may lead to affective commitment.

Continuance commitment is measured by the perceived cost of exiting the employment relationship. For example, some employees perceive that leaving an organization can result in financial loss, employment uncertainty, or diminished career opportunities. In the case of the competitive technology industry, employees may remain loyal due to the combined values of their salary, their job security and the professional contacts and skills that they develop with and through their employment. Normative commitment is the sense of obligation that an employee feels to remain with an organization. Some employees will remain simply because they feel that they should. Commitment is enhanced by the organization's investment in the employee's training and development, and the organization's positive treatment of employees. Employees are likely to feel more loyal if they perceive that they are appreciated and if they are given developmental opportunities.

There are several positive outcomes when employees exhibit strong organizational commitment. Employees with high organizational commitment generally display stronger job performance, increased cooperation with coworkers, and a reduced desire to leave the organization. Highly committed employees are the most likely to engage in what are termed discretionary behaviors, which are behaviors that employees exhibit outside of the formal requirements of their jobs. Discretionary behaviors take various forms, but they are principally associated with Organizational Citizenship Behavior (OCB). OCB is characterized by such things as improving workplace morale, assisting coworkers, and voluntarily expressing support for the organization and its goals.

Given the dynamic nature of the Technopark IT environment, retention of skilled employees will become a greater challenge, increasing the value of the commitment of employees. Organizational provisions for diversity, employee engagement, policies on work-life balance and recognition, and promotion of careers will enhance commitment of employees. Employees' commitment will lead to enhanced employee satisfaction, and the organizational culture and sustainability will be strengthened. Psychologically, organizational commitment represents employees' value for the organization and, behaviorally, the commitment defines the employees' relationship with the organization. It shapes employees' attitude, behavior, and readiness to perform beyond the assigned responsibility. Regarding the impacts of organizational commitment, in the context of the relationship between organizational commitment and

Organizational Citizenship Behavior, commitment is viewed as the prime predictor of positive behavior in the workplace and the effectiveness of the organization.

CHALLENGES AFFECTING ORGANIZATIONAL COMMITMENT AND OCB IN TECHNOPARK

Organizational commitment is a psychological term which pertains to an employee's loyalty to their organization. It encompasses the degree to which the employee correlates themselves with a company's goals and is inclined to assist the company in achieving its objectives. In the realm of modern organizational studies, commitment is considered to be of the utmost importance in determining an employee's behavior, productivity, and retention, and the employee's interpersonal relationships in the workplace. In knowledge-based and technology-based organizations, exemplified as Technopark, the role that organizational commitment plays in employee motivation and the overall organizational productivity cannot be overemphasized.

The definition of this term, popularized by Porter, Mowday, and subsequently, Meyer and Allen, is of a multi-dimensional nature. According to these scholars, organizational commitment is the result of the emotional attachment which the employee develops toward an organization. Employees construct bonds with an organization to the extent that they perceive a commitment to remain in the organization and a commitment to the organization's goals. Employees with high commitment levels show a great deal of dedication, and a low degree of absenteeism, and show high levels of cooperation in the workplace. In the case of Meyer and Allen, the three components of commitment are termed affective, continuance, and normative commitment. Affective commitment pertains to a situation whereby the employee is emotionally attached to the organization. Consequentially, employees remain in the organization because they want to remain in the organization. They enjoy the emotional attachment toward an organization's mission lofty and its workplace culture. In the context of IT firms situated in Technopark Thiruvananthapuram, affective commitment may stem from positive careers and pathways, positive workplace and social relations, supportive leadership, positive and an employee's innovative workplace culture, and great interpersonal relations.

Continuance commitment involves the perceived costs of leaving a company. Employees stay at a company because they think that quitting will lead to losing money, ending up with an uncertain career, or missing out on job opportunities. In fast paced industries such as technology, people may remain committed to the company because of the perks that come with working at the company, such as salary packages, job security, networking, and developing skills. Normative commitment is when employees feel obligated to stay working at a company. This may be the result of organizational investments, such as support systems, training opportunities, and beneficial management. Those that feel trust, recognition, and the chance to develop skills or advance may develop a stronger commitment and loyalty to the company.

In general, commitment to an organization is a sign of several beneficial outcomes for the organization. Employees that are committed usually perform better and are better team members. They also tend to be more innovative and have a lower desire to leave the company. Committed employees often perform jobs that they are not obligated to do. These activities help the company and are referred to as Organizational Citizenship Behaviour (OCB). OCB includes voluntary activities like helping coworkers, offering to do additional work, creating a positive work environment, and endorsing the mission and vision of the company.

At Technopark, where professionals have to work in ever-changing and competitive environments, retaining commitment of the staff can be a challenge. In environments like Technopark, a company can achieve staff commitment if it has in place fair policies, gives employees a voice, creates a work-life balance, acknowledges achievement, and facilitates career growth. Staff commitment not only increases satisfaction among employees but also reinforces the organization's culture and sustainability. Therefore, commitment to the organization serves as a psychological and behavioral element that explains the bond between employees and the organization. It dictates the work-related attitudes and behaviors of staff, as well as the

extent of discretionary effort an employee is willing to exert in the work place. In the relationship between commitment to the organization and Organizational Citizenship Behavior, commitment is seen as one of the main predictors of positive behavior and contributes to the effectiveness of the organization.

STRATEGIES TO IMPROVE ORGANIZATIONAL COMMITMENT AND OCB

Strategies for bolstering organizational commitment and Organizational Citizenship Behavior (OCB) have assumed significant importance for contemporary businesses—in particular, knowledge-driven enterprises, such as the IT industry in Technopark. Organizational commitment is the employees' psychological bond with their organization, whereas OCB is the discretionary behaviors that employees choose to perform that are not expressly required by their job descriptions that serve to benefit the organization. The two are interrelated because employees with strong organizational commitment tend to be more cooperative and more supportive. A positive workplace climate is one of the best ways to boost organizational commitment. Employees that perceive a workplace with mutual respect, fairness, and supportive management, develop stronger psychological attachment to their workplace. For IT companies located in the Technopark, a flexible workplace, healthy communication, and employee acknowledgment can be effective ways to enhance Commitment. Furthermore, providing employees with workplace advancement opportunities to enhance their career, through teaching and training, can enhance their job satisfaction and workplace loyalty.

To promote OCB, effective leadership is a necessity. Managers who facilitate and embrace Fairness in the workplace, acknowledge employee initiatives, and uphold transparency, engender trust in employees. This trust, in turn, prompts employees to help their colleagues, willingly engage in knowledge sharing, and work towards the organizational objectives beyond their routine tasks. Positive organizational behavior is equally fostered by reward and recognition. Non-monetary reward, in the form of appreciation and performance recognition, are effective mechanisms to reinforce citizenship behavior. Among the many strategies to instill work-life balance, the technology industry requires this the most, as there is often a high pressure to deliver. Flexible work schedules and employee wellness and stress management programs help employees keep their satisfaction and burnout in check. Organizations that prioritize employee wellness will more likely have a dedicated workforce, and in turn, will have a higher level of organizational citizenship behavior (OCB). Furthermore, supportive and participative leadership and a balance among recognition systems, career development, and work-life balance are significant to improving OCB and organizational commitment. All these practices are particularly important in Technopark Thiruvananthapuram, and in the high-pressure and fast-changing world of technology, organizational success and competitiveness deeply rely on the individual and group commitment of employees, as well as their collaborative and innovative behavior.

CONCLUSION

Organizational commitment and organizational citizenship behavior are two interrelated components that impact the effectiveness of organizations and employee performance. This becomes very evident in Technopark, where the organizations are operating in an environment that promotes rapid changes due to competition and technology. Employee commitment plays a major role in maintaining productivity, innovation, and harmony in the workplace. This study shows that an employee who is emotionally connected to and valued by the organization is likely to exhibit citizenship behaviors such as helping, being responsible, and active participation in the organization. Affective commitment was the most important factor driving employees' OCB. This research also showed that organizational support, leadership, and recognition aligned with an appropriate work-life balance have a positive impact on employee behavior and attitudes; on the other hand, work stress, high attrition, and a lack of recognition negatively impact commitment and citizenship behavior. In this sense, the organizations in Technopark should prioritize their employee-centered policies and supportive cultures in order to enhance commitment and foster discretionary behaviors at work. Investments in the well-being, professional growth, and management of employees should yield results in the form of new productivity, as employees prioritize their commitment

over and above the traditional economic exchange. The research fills a gap in the explanation of employee behavior in the Indian IT sector and shows how vital commitment is to the development of organizational citizenship behavior.

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