

# Moderating role of Gender on Work Engagement, Task Performance and Organizational Citizenship behavior in Indian IT Sector

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## Abstract

*Understanding multifaceted association of relationships among Work Engagement, Task Performance and Organizational Citizenship behavior (OCBI, OCBO) and moderating influence of gender is crucial for organizations determined to encourage inclusive and dynamic work environments. By reformatory gender-related discrepancies within these realms, Organizations have capacity to advocate for equity, inclusivity and employee welfare thereby cultivating heightened levels of work engagement and organizational accomplishment. In this study we investigate Moderating role of Gender on Work Engagement, Task Performance and Organizational Citizenship behavior in Indian IT Sector. Primary data from 208 Indian IT staff was collected and PLS-SEM was used for analysis. The study found that while gender alone may not wield substantial impact on organizational results, the interplay between gender and work engagement assumes significance in sculpting Organizational Citizenship Behavior.*

**Keywords:** Gender, Work Engagement, Task Performance, Organizational Citizenship behavior, India, Information Technology (IT) Sector

## INTRODUCTION

Work engagement denotes an individual's profound immersion and fervor towards their professional duties. It encompasses heightened sense of vitality, concentration and allegiance to job responsibilities with profound feeling of contentment and gratification derived from work endeavors. Engaged personnel typically exhibit elevated levels of commitment, focus and impetus culminating in heightened efficiency, ingenuity and vocational prowess. Within Indian Information Technology (IT) sector work engagement assumes paramount importance owing to the sector's intricate dynamics. Renowned for its rapid tempo, rigorous demands and fiercely competitive milieu the Indian IT landscape often presents employees with formidable challenges including stringent deadlines and intricate projects. Sustenance of heightened work engagement emerges as critical determinant of both individual and organizational triumph. Engaged professionals within Indian IT sector are predisposed to maintain fervent dedication and allegiance to their duties fostering enhanced project outcomes and client contentment. They exhibit proactive inclinations spearheading innovative solutions and continual enhancements within organizational framework cultivating positive intercollegiate relationships and fostering synergistic collaborations fortifying teamwork and collective efficacy. By adeptly navigating fluxes and adversities inherent to IT industry, engaged employees bolster organizational adaptability and resilience culminating to heightened job contentment and mitigated burnout rates curbing turnover and fortifying employee retention. Cultivation and perpetuation of work engagement among Indian IT professionals serves as linchpin in propelling organizational acumen, competitiveness and enduring prosperity within this swiftly evolving sector. [Schaufeli et al., 2002; Robijn et. al., 2020; Preeti et. al., 2022; Preeti et. al., 2023]

Task performance delineates adeptness and efficiency with which individuals execute their assigned responsibilities within an organizational setting encompassing quality, quantity and promptness in accomplishing tasks to meet organizational objectives. Assessment of task performance revolves around scrutinizing individuals' proficiency in fulfilling job-related mandates and anticipations, adhering to deadlines, producing outputs of exceptional quality and adhering to pertinent standards and procedures. For Indian IT

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sector task performance intertwines closely with work engagement due to sector's inherent characteristics. Engaged personnel within IT sector are predisposed to exhibit escalated levels of task performance influenced by multitude of factors such as Motivation, commitment, Focus, concentration, Initiative, problem-solving, adaptability, agility, Job satisfaction and retention. Organizational Citizenship Behavior for Individuals (OCBI) and Organizational Citizenship Behavior for the Organization (OCBO) signify employees' voluntary actions that benefit their colleagues or the organization as a whole beyond their formal job obligations. Work engagement serves as catalyst for encouraging OCBI and OCBO among fostering culture of mutual support ultimately enhancing organizational success. Function of work engagement, OCBI, OCBO and Task Performance stands as a key player in fostering a vibrant and efficacious workplace ambiance. Work engagement embodies the zeal, commitment and absorption that employees channel into their professional endeavors serving as a critical driver of organizational triumph. Enthused employees are inclined to demonstrate elevated levels of OCBI encompassing discretionary actions that positively impact the organization such as aiding colleagues, undertaking additional responsibilities voluntarily and displaying proactive initiatives. OCBO delineates behaviors that advance collective interests of organization and bolstering reputation. Both OCBI and OCBO assume critical role in bolstering organizational efficacy, fostering teamwork, employee morale and overarching performance of the organization. [Liu, 2016; Preeti et. al., 2022; Preeti et. al., 2023]

In this study we explore the moderating role of gender on relationship between work engagement, task performance, OCBI and OCBO in Indian IT sector. Gender exerts a significant influence on work engagement, task performance, OCBI and OCBO within IT Sector Company through multifaceted mechanisms. Gender stereotypes and biases prevalent in the workplace can shape individuals' perceptions of their roles impacting their engagement and performance particularly evident in male-dominated environments where women may face perceived incompetence in technical roles. Disparities in access to opportunities such as training and leadership roles can hinder engagement and performance as women may be systematically excluded from advancement opportunities leading to diminished motivation and task performance. Gender roles pertaining to care giving responsibilities can also disrupt work-life balance contributing to heightened stress levels and reduced engagement among women. Organizational culture and support systems play pivotal role as companies prioritizing diversity and inclusion initiatives foster an environment where all employees feel valued and supported enhancing engagement and performance. Representation of women in leadership positions serves as crucial determinant influencing perceptions of gender equality and providing mentorship opportunities that can enhance engagement and performance for all genders. Addressing gender-related barriers and promoting diversity initiatives are imperative in fostering more equitable and supportive work environment bolstering employee engagement and performance across genders. The remainder of the paper is structured as follows: In Section 2 we review relevant literature and elucidate the model and hypothesis, In Section 3 we present the data and methodology adopted. In section 4 we present our empirical findings and conclude our study in Section 5.

## **LITERATURE REVIEW**

Tian et. al., (2021) study delves into intricate interconnections among workplace loneliness, gender dynamics, work engagement and organizational citizenship behaviors (OCBs) within Chinese workforce by analyzing data from 290 individuals. The study unveiled pivotal role of work engagement as a mediator in complex relationship between workplace loneliness and OCBs. The study explored influence of gender wherein female participants exhibited notable indirect impact of work engagement on OCBs amidst workplace loneliness in contrast to their male counterparts highlighting how gender intricately shapes intricate nexus of workplace loneliness, work engagement and OCBs. Krishnan et. al., (2023) scrutinize interplay between employee work engagement and agreeableness personality and its impact on their engagement in organizational citizenship behavior (OCB) by using cohort of 646 individuals within Malaysian healthcare sector and decipher the lower levels of agreeableness despite the inherent positive influence of work engagement on OCB.

Zhang et. al., (2023) study delves into how safety management conduct of construction company proprietors influences safety citizenship behavior (SCB) of construction workers uncovering favorable effect mediated by work engagement and subject to moderation by power distance furnishing valuable insights for fostering proactive safety practices and advising owners on enhancing project safety oversight by utilizing data from 534

participants and analyzed using SEM. Park and Kim (2024) studied impact of perceived organizational support on work engagement, organizational citizenship behavior and customer orientation within public sports organizations elucidating that organizational support fosters work engagement but doesn't directly impact organizational citizenship behavior or customer orientation, work engagement functions as thorough mediator between perceived organizational support and these outcomes underscoring necessity of deploying efficacious support strategies to augment employee engagement and cultivate nurturing work environment in public sports organizations.

Zhang and Farndale (2022) study focused on how age influences work-related attitudes and behaviors by examining how age profiles moderate relationship between job resources and work engagement based on data from 270 employees in multinational firms in India. Preeti et al. (2023) explored determinants and effects of employee engagement within Indian IT sector utilizing primary data obtained from 453 Indian IT workers and employing Partial Least Squares-Structural Equation Modeling (PLS-SEM). This scholarly inquiry contributed to existing literature by emphasizing crucial role of influential leadership particularly in aftermath of Covid-19 crisis within framework of employee engagement analysis. Figure 1 depicts the theoretical model utilized in our study, which is an improvised version of the model proposed by Preeti et al. (2023) aimed at investigating the Moderating Role of Gender on Work Engagement, Task Performance and Organizational Citizenship behavior [OCBI and OCBO].

**Hypothesis 1:** Gender plays a moderating role in relationship between Work Engagement and Task Performance

**Hypothesis 2:** Gender plays a moderating role in relationship between Work Engagement and OCBI

**Hypothesis 3:** Gender plays a moderating role in relationship between Work Engagement and OCBO

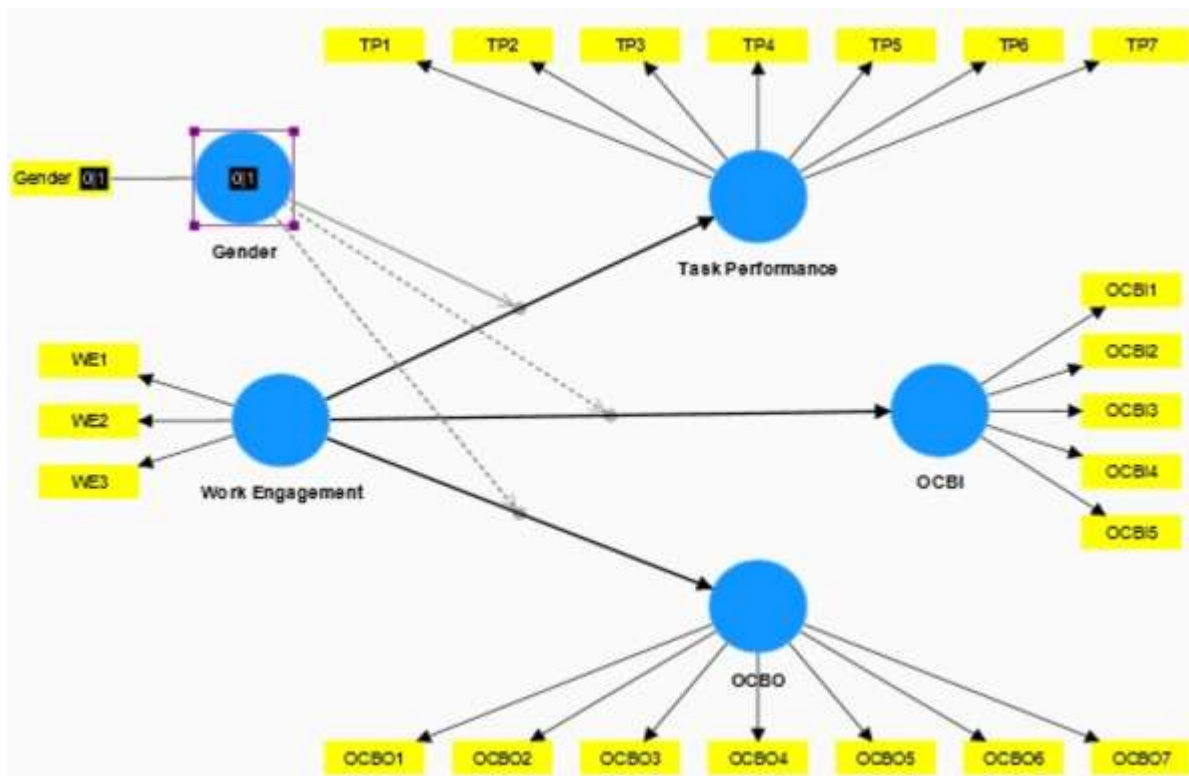


Figure 1. Model to study Moderating Role of Gender on Work Engagement, Task Performance and Organizational Citizenship behavior [OCBI and OCBO].

## DATA AND METHODOLOGY

The developmental trail of India's Information Technology (IT) sector spanning from its embryonic inception in 1950s to contemporary times has been marked by significant milestones including establishment of key entities such as Tata Consultancy Services, Infosys, Wipro and HCL. IT sector in India witnessed paradigm shift with advent of liberalization reforms in 1990s which facilitated substantial influx of foreign capital which in-turn fueled accelerated expansion propelled by widespread adoption of internet during 1990s and early 2000s. Continual advancements in cutting-edge digital technologies such as artificial intelligence, cloud computing, machine learning, data analytics, IoT, cybersecurity have further solidified sector's indispensable role as linchpin of nation's economy and primary source of employment [IBEF, 2024].

The target demographic for this study consisted of employees of Indian IT firms with the sampling frame comprising individuals employed in the Top 10 IT companies of Bangalore as listed on the National Stock Exchange of India. Primary data collection took place through an online survey questionnaire administered to employees in Bangalore's IT sector, resulting in a sample size of 208 responses gathered between April and September 2022. Work engagement is quantified utilizing the Utrecht work engagement 3-item scale (UWES-3) [Schaufeli et al., 2020]. Employee Task performance, OCB-I (Organizational Citizenship Behavior-Individual) and OCB-O (Organizational Citizenship Behavior-Organizational) is quantified as adopted by Preeti et. al., 2022; Preeti et. al., 2023.

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed as statistical method to analyze relationships between latent and observed variables. PLS-SEM combine's elements of factor analysis and structural equation modeling and are widely utilized across various disciplines including marketing, behavioral finance, management, psychology and sociology to test theoretical models and hypotheses is concerning variable relationships. PLS-SEM was selected due to its capability to handle intricate models and its adaptability to diverse data types.

## EMPIRICAL FINDINGS

Table 1 presents results of reliability and validity analysis using Cronbach's alpha, composite reliability and average variance extracted (AVE). We find reliability coefficients within acceptable bounds with Cronbach's alpha values spanning from 0.565 to 0.711 signifying satisfactory internal coherence. Composite reliability values (rho\_a and rho\_c) surpass threshold of 0.6 indicating robust reliability of the constructs. The AVE metrics delineating proportion of variance captured by construct vis-à-vis measurement error also exceeds recommended threshold of 0.5 denoting sufficient convergent validity. AVE values for OCBI and Task Performance meets the requisite threshold, however AVE values for OCBO marginally falls short implying potential shortfall in capturing desired variance. Overall the findings support reliability and validity of the measurement framework albeit circumspection is warranted while interpreting results pertaining to OCBO. [Hair et. al., 2010]

**Table 1. Results of reliability and validity analysis.**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
OCBI	0.611	0.593	0.729	0.374
OCBO	0.626	0.646	0.747	0.31
TP	0.711	0.811	0.781	0.347
WE	0.565	0.606	0.771	0.534

Table 2 presents results of Discriminant validity analysis using Heterotrait-Monotrait (HTMT) ratio test scrutinizing the extent to which constructs maintain clear distinctions from one another thereby ensuring that they encapsulate unique underlying concepts rather than overlapping ones. The HTMT ratios stem from correlation coefficients among constructs serve as a metric with a value below 1 signifying adequate Discriminant validity. In our study we find all HTMT ratios fall below the threshold indicating sufficient delineation among the constructs i.e. Gender, OCBI, OCBO, TP, WE and Gender x WE. These findings affirm

that the constructs within the model encapsulate distinctive facets of organizational behavior and experience bolstering case for Discriminant validity of the measurement framework. [Robijn et. al., 2020]

**Table 2. Results of Discriminant validity analysis using Heterotrait-Monotrait (HTMT) ratio test**

	Gender	OCBI	OCBO	TP	WE	Gender x WE
Gender						
OCBI	0.087					
OCBO	0.204	0.933				
TP	0.186	0.906	0.936			
WE	0.084	0.662	1.005	0.89		
Gender x WE	0.043	0.428	0.509	0.481	0.873	

Table 3 presents Path Coefficient Results from Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis divulging insights into interrelations among gender, work engagement, Organizational Citizenship Behavior (OCBI and OCBO) and Task Performance. Gender demonstrates scant direct influence on OCBI (-0.001), OCBO (-0.106) and TP (-0.173). Work engagement manifests substantial favorable effects on all three outcomes with coefficients of 0.365 for OCBI, 0.682 for OCBO and 0.715 for TP denoting that heightened work engagement correlates with amplified organizational citizenship behavior and task performance. The interplay between gender and work engagement (Gender x WE) unveils notable revelations: although the collective impact yields moderate positive sway on OCBI (0.192) it exerts constricted adverse influence on OCBO (-0.093) and almost imperceptible effects on TP (0.005). [Preeti et. al., 2023] These findings intimate that while gender in isolation may not exert significant impact on organizational outcomes the interaction between gender and work engagement could wield influence particularly in molding organizational citizenship behavior. The results imply that cultivating heightened levels of work engagement could substantially augment organizational citizenship behavior and task performance underscoring significance of acknowledging interplay between gender and work engagement in molding organizational outcomes.

**Table 3. Path Coefficient Results from PLS-SEM.**

	Path coefficients
Gender -> OCBI	-0.001
Gender -> OCBO	-0.106
Gender -> TP	-0.173
WE -> OCBI	0.365
WE -> OCBO	0.682
WE -> TP	0.715
Gender x WE -> OCBI	0.192
Gender x WE -> OCBO	-0.093
Gender x WE -> TP	0.005

## CONCLUSION

Fundamental role played by work engagement, Organizational Citizenship Behavior for Individuals (OCBI), Organizational Citizenship Behavior for the Organization (OCBO) and Task Performance (TP) within Indian IT firms is paramount for cultivating vibrant and industrious workplace milieu. In this study we explored the moderating role of gender on relationship between work engagement, task performance, OCBI and OCBO in Indian IT sector. Work engagement characterized by deep immersion and fervor towards professional obligations serves as a catalyst for organizational prosperity compelling employees to demonstrate heightened dedication, concentration and impetus. Engaged personnel within Indian IT domain exhibit an inherent propensity to uphold fervent commitment and loyalty to their tasks thereby fostering superior project outcomes, proactive endeavors and constructive interpersonal bonds. Task performance delineating adeptness and efficacy with which individuals discharge their duties intricately intertwines with work engagement as engaged staff members showcase escalated levels of task performance propelled by motivation, focus, initiative, adaptability and job contentment. Organizational Citizenship Behavior (OCBI and OCBO) epitomizes voluntary actions that confer benefits upon colleagues or the organization is further augmented by work engagement nurturing supportive and collaborative workplace ambiance conducive to organizational efficacy. Scrutiny of path coefficients, reliability metrics and Discriminant validity furnishes invaluable insights into

intricate interplay among gender, work engagement and organizational outcomes. While gender alone may not wield substantial impact on organizational results, the interplay between gender and work engagement assumes significance in sculpting Organizational Citizenship Behavior. The findings of the study highlight role of work engagement in bolstering organizational efficacy and underscore the imperative for organizations to prioritize strategies tailored toward nurturing heightened levels of work engagement among their workforce within the dynamic and competitive landscape of Indian IT sector.

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