

**The motives and determinants of organisational citizenship behaviour in the
information, communication, and technology sector in South Africa**

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BY

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Abstract

Organisational citizenship behaviour (OCB), commonly referred to as extra-role behaviour, describes employees' voluntary efforts beyond their formal job specifications to support and contribute to organisational goals. This study examines the motives and determinants of OCB within South Africa's information, communication, and technology (ICT) sector, a rapidly evolving industry influenced by the Fourth Industrial Revolution. Using the Social Exchange Theory and Psychological Contract Theory, this research explores why employees engage in OCB and the factors that sustain these behaviours.

A qualitative methodology was applied to this study, with thematic analysis applied to data collected and analyses from nine research participants. Findings reveal that intersecting factors, including loyalty and commitment, leadership, workplace community, training and development, and aspirations for professional growth within the organisation shape OCB. These elements highlight the reciprocal nature of OCB, where employees' voluntary efforts contribute to organisational success while ensuring personal and professional fulfilment. The study concludes with reflections on the research process and recommendations for future studies on enhancing OCB in the South African ICT sector.

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Chapter 1: Direction of study

1.1. Introduction

The topic that is being researched is organisational citizenship behaviour (from here on referred to as OCB) in the South African context – including all aspects, inclusive of altruism, courtesy, sportsmanship, civic virtue and conscientiousness, as well as other concepts which relate to prosocial behaviour and organisational commitment. The focus of this study is centred on organisational citizenship behaviour within the information, communication and technology sector in South Africa, as we are currently in the fourth industrial revolution. Building on that, it can be argued that it is essential to study OCB in this context to understand individual behaviour in this work environment better and create work environments that foster this form of participation. OCB can contribute to job satisfaction and work meaningfulness of employees, which is beneficial to performance and productivity (Vázquez-Rodríguez et al., 2021).

To contextualise the concept of organisational citizenship behaviour, the chosen sector that this study focused on is the information, communications and technology (it has various names, ICT, information and technology or IT) sector in South Africa, which is one of the most significant sectors in South Africa, with revenue of R243.6 billion in 2021 (Mzekandaba, 2021). This study aims to contribute to a better understanding of employees that are working in the ICT sector and employees entering the Fourth Industrial Revolution (4IR) (Mokoena, 2022). With the rise of the 4IR, developing countries such as South Africa are shifting focus to the industries involved in internet distribution, telecommunications, etc. (Mokoena, 2022). Looking at South Africa post-COVID-19, the ICT sector is at the forefront of change due to the increase in remote work, resulting in a greater need for faster and accessible internet due to the high usage of streaming and online delivery services (Mokoena, 2022). Looking at organisational citizenship behaviour in the Fourth Industrial Revolution, the ICT industry is becoming a prominent sector with growing employee numbers and demand for scarce skills; thus, there is a possibility of unhealthy employment relationships, such as unfair job expectations (Aderibigbe, 2021). Aderibigbe (2021) argues that the reasoning behind encouraging OCB is that it can create sportsmanship amongst workers, which could lead to mechanisms that can aid in the adaptation to potential organisational change brought about by the fourth industrial revolution. Organisational citizenship behaviour can play a contributing factor in the decisions made by stakeholders in an organisation, as well as help with problem-solving techniques and create innovation amongst

employees. These all contribute to the overall organisational effectiveness of an organisation (Aderibgibe, 2021).

In this research, Psychological Contract Theory and Social Exchange Theory have been used to provide a theoretical context to organisational citizenship behaviour in South Africa. These theories provided a framework to analyse the results and create a clear discussion.

1.2. Background

Organisational citizenship behaviour is beneficial to an organisation as the primary goal of these behaviours is to improve the overall functioning of an organisation (Yadav & Punia, 2013). The original researchers in this field, Podsakoff et al. (2000) expressed this sentiment, stating that OCB positively impacts all aspects of an organisation. This leads to the organisation being more effective and helps to strengthen employer and employee relationships. There is the potential for job performance to increase as mandatory duties for employees are being performed and their voluntary responsibilities are being carried out (Yadav & Punia, 2013). When attempting to research organisational citizenship behaviour, it must be acknowledged that it is not task performance but contextual performance, which is highlighted in this research paper (Khaolo & Rambe, 2019).

The information, communication, and technology sector is one of the fastest-growing sectors in South Africa. Employees in this sector are considered valuable due to the scarcity of skills. Due to the shortage of these skills, it is vital to understand the behaviours of these employees to ensure that organisations have committed employees and have low staff turnover and high work engagement.

In terms of the theoretical background, the use of Psychological Contract and Social Exchange theory is used in this study. The Psychological Contract Theory which looks at the unwritten relationship between employers and employees while the Social Exchange theory looks at our interpersonal relationships and the exchanges that happen within these relationships. These theories are related to organisational citizenship behaviour as they both look at interpersonal exchanges between two parties from what is expected to what is not expected. Within the work environment, OCB is not a written expectation thus it can be seen as part of the Psychological Contract Theory

The justification for this study comes from previous honours-level research. The honours-level research looked at why employees in South African ICT sector participate in

organisational citizenship behaviour, and it made use of existing research published between 2011 and 2021 (a systematic review). This research made use of the Social Exchange, Psychological Contract and Social Dilemma Theories. With the use of thematic analysis, the following themes were uncovered: psychological, social and emotional flourishing (well-being) leads to an increase in OCB; workplace relationships, such as positive leadership relations and good co-worker relationships; professional aspirations such as career advancement and skills development; and lastly, personal characteristics such as altruism, conscientiousness and loyalty contribute to OCB. An overarching theme of organisational commitment (in the form of affective commitment) was very prominent in the data as well as helping behaviour being a common OCB trait. This study was conducted to see if the participants' experiences were like those in previous studies, used in the systematic review. The honours level research had various limitations, such as being based on previous literature, but it offered the opportunity for future research; thus, this is the motivation for conducting this current master's study. Another justification for this study is that there is a lack of studies on OCB conducted in developing countries. This view is supported by Khaolo and Rambe (2019), who state that most of the research done on OCB is based on developed countries. Thus, it is essential to conduct studies on developing countries such as South Africa, as South Africa is one of the strongest economies on the African continent.

1.3. Problem statement

There is a lack of research on this specific topic in South Africa; thus, this research aims to address that problem by collecting data on workers currently working within this sector so that future research can be built on this, and organisational citizenship behaviour can be contextualised in South Africa. Analysing previous research, there is more Western research conducted on this specific topic, and there is very little research conducted within the South African context in the last five years; thus, it can be argued that there is a gap in the research (Hennicks et al., 2022; Sukha, 2019).

1.4. Research questions

- What are the motives of organisational citizenship behaviour in the information, communications and technology sector within South Africa?
- What are the determinants of organisational citizenship behaviour in information communications and technology within South Africa?

- What influences employees to participate in organisational citizenship behaviour within the ICT sector?
- What are the support mechanisms in the information communications and technology sector to promote organisational citizenship behaviour in South Africa?
- How do one's professional and personal factors influence organisational citizenship behaviour in the information communications and technology sector in South Africa?

1.5. Research aims

1.5.1. Primary research aim

This research aims to explore the motives, determinants, and support mechanisms for organisational citizenship behaviour in the information, communication and technology sector in South Africa. To elaborate further, this research aims to understand why employees participate in OCB, what can be considered OCB within an organisation, and how the working environment contributes to employees' OCB actions.

1.5.2. Secondary research aim

The research aims to understand organisational behaviour. This research sample will make use of organisational leaders and employees within the organisational structure, thus attempting to create a holistic view of organisational citizenship behaviour, which is a form of organisational behaviour.

1.5.3. Research aim and research questions

The primary aim of the research is linked to the research questions that explore the motives, determinants and support mechanisms of OCB in the context of this study. These research questions and aims look at the drivers of OCB and the environment of these behaviours (the organisational culture and the leadership influences). The secondary aim of this research is to understand organisational behaviour and how one's personal and professional factors and support mechanisms contribute to organisational citizenship behaviour.

1.6. Research objectives

By doing this research, the end objective is to contribute to current knowledge on organisational citizenship behaviour in South Africa. Through this research, the objective is to help develop workplaces that support those doing extra-role behaviours and provide employees with a platform that they are willing to work harder for the organisation's goal

rather than their own goal. Finally, it is essential to understand employee behaviour positively and see its effect on employees and the organisation.

1.6.1. Research objectives and research questions

To understand the objectives, they have been paired with the relevant research question:

- *What are the motives of organisational citizenship behaviour in the information, communications and technology sector within South Africa?*

This links to the research objective of wanting to develop workplaces that support organisational citizenship behaviour.

- *What are the determinants of organisational citizenship behaviour in information communications and technology within South Africa?*

This research question links to the objective of understanding the behaviours of employees and leaders within an organisation that contribute to organisational citizenship behaviour.

- *What influences employees to participate in organisational citizenship behaviour within the ICT sector?*

Understanding the behaviours of employees and leaders within an organisation and how they relate to organisational citizenship behaviour

- *What are the support mechanisms in the information communications and technology sector to promote organisational citizenship behaviour in South Africa?*

This links to the research objective of wanting to develop workplaces that support organisational citizenship behaviour.

- *How do one's professional and personal factors influence organisational citizenship behaviour in the information communications and technology sector in South Africa?*

The final research question is linked to the objective of understanding the behaviours of employees and leaders within an organisation and how it relates to organisational citizenship behaviour.

1.7 Research paradigm and research philosophy

To successfully conduct this research, the researcher used qualitative research methods. Creswell and Creswell (2018) state that the qualitative research paradigm happens within a natural environment, and the data that has been gathered is descriptive. The researcher aims to research the human experience and draw conclusions based on the human experience

(Creswell and Creswell, 2018). Under the qualitative research paradigm, interpretivism research philosophy is used.

Interpretivism is a research philosophy that uses data to draw meaning from individuals (Saunders, 2009). Interpretivism states that humans are different from objects as they (humans) have the autonomy to create meaning (Saunders, 2009). When doing research from an interpretive perspective, the aim is to better understand society through the human experience (Saunders, 2009). Within interpretivism, the ontological assumption is seen as reality rich, complex, and constructed through society; everything is open to human interpretation, and there are multiple meanings for things in society (Saunders, 2009). The epistemological assumption looks at the inadequacy of theories and concepts, which makes it necessary for researchers to shift their attention to individual perceptions, stories, and interpretations, which will lead to individualised interpretations of society (Saunders, 2009). Finally, the axiological assumptions in interpretivism look at the value-bound nature of research, the importance of reflexivity during thematic data analysis (Braun et al., 2016), with the researcher acknowledging the role they play in the interpretation of the research findings.

Linking the research paradigm and philosophy to the context of this research, qualitative research was used to understand the individual experience and understanding of organisational citizenship behaviour and using these experiences to create meaning of behaviours and how they manifest themselves in the organisation.

1.8. Definition of key terms

1.8.1. Contextual performance

According to Organ et al. (2005), contextual performance is defined as actions that help to sustain the culture of an organisation through interpersonal interactions. It can take the place of interpersonal facilitation, which is helping a fellow individual in the workplace or job dedication, which is where an individual obeys the organisation's rules, regulations and time framework. Contextual performance indirectly aids an organisation by maintaining the organisation's social and psychological spheres at the organisation's baseline (Singh & Singh, 2008). Contextual performance is very similar to organisational citizenship behaviour, but they are measured in different ways (Organ et al. 2005). However, Hennicks et al. (2022) argue that organisational citizenship behaviour is a form of contextual performance, as when an individual engages in these behaviours, it is to help the organisation.

1.8.2. Prosocial behaviour

Prosocial behaviour is a broad concept that encompasses behaviour exhibited towards members of society in a helpful manner that would benefit others (Penner et al., 2005). In the study of prosocial behaviour in psychology, it can be argued that this form of behaviour originates from emotions that stem from paternal instincts (McDougall, 1908). Prosocial behaviour is divided into three levels – micro, meso, and macro which are ways of looking at prosocial behaviour from an interpersonal level to a group level and an organisational level (Penner et al., 2005). Organ et al. (2005) argue that exhibiting prosocial behaviour can be related to the mood state of the individual; this relates to the stress or lack thereof, which will guide them in deciding whether to engage in prosocial behaviour.

1.8.3. Helping behaviour

Helping behaviour is the broadest term relating to organisational citizenship behaviour. It looks at essential concepts such as altruism, courtesy, peacekeeping, and cheerleading (Podsakoff et al., 1997). More recent research by Perumalsami (2014) states that helping behaviour is an essential form of OCB, as helping behaviour looks at helping others through voluntary work and ensuring no work-related issues, such as interpersonal and organisational conflict. In conjunction with the term helping behaviour, contextual performance is explored within the constructs of helping behaviour. Contextual performance is defined as activities that individuals perform in an organisation that contribute to the psychological and social elements (Du Plooy & Roodt, 2010). When an individual participates in helping behaviour, it will, in turn, benefit the organisation or individuals within the organisation. An example of this is organisational citizenship behaviour.

1.8.4. Extra-role behaviour

Organ et al. (2005) argue that organisational citizenship behaviour falls under the umbrella term of extra-role behaviour. Extra-role behaviour (ERB) is defined as actions done to better the organisation and is not part of the role outline of the individual who does these actions (Organ et al., 2005). Pohl et al. (2019) build on this statement by combining OCB and ERB through altruism (a form of helping individuals). Compliance, whistleblowing, and principled organisation dissent are forms of extra-role behaviour that bring to light less than favourable activities that the business might be involved in and alert the necessary parties about anything unethical (whistleblowing); principled organisation dissent is where employees speak up about not agreeing with organisational conditions in terms of efficiency and justice (Organ et

al., 2005). This means ERB looks at how to better the organisation ethically, which may not be part of the job expectations (Organ et al., 2005). Other forms of extra-role behaviour include cooperating with fellow employees, coming to work early and leaving late and making use of organisational resources effectively and efficiently (Shahi et al., 2022).

1.8.5. Organisational citizenship behaviour

Organisational citizenship behaviour (OCB) is based on behaviourist theory that argues that behaviour that is exhibited in social situations is observed by others and copied. In the case of OCB, if learnt behaviour is rewarded, it will be done again by the individual or by others (Mohapatra et al., 2019). Organisational citizenship behaviour has many different descriptions that are explored in this research. The most common definition is that it is an employee's action that is done at one's discretion (voluntary), not for a formal reward, but to promote the overall functioning of an organisation by going above and beyond (Motaung & Radebe, 2018). In Psychology, organisational citizenship behaviour is prosocial behaviour, defined as behaviour undertaken by an individual that will help and benefit another individual (Cherry, 2022). Kartono et al. (2019) defined OCB as the freedom in an employee's behaviour to decide whether to perform a task which is not in their job description. This work task aims to contribute positively to the psychological and social elements of the work environment (Kartono et al., 2019). Turnispeed and Rassuli (2005) stated that OCB is not outlined in an employment contract, but it is a desirable organisational behaviour.

There are five vital elements of OCB: altruism, civic virtue, courtesy, sportsmanship, and conscientiousness. Kowal et al. (2019) divide them into individually orientated behaviours (OCBI), such as courtesy and altruism, which are behaviours that relate to the individual, and organisational-orientated behaviours (OCBO), which are done for the benefit of the organisation, such as conscientiousness, civic virtue or sportsmanship.

Pohl et al. (2019) argue that OCB is multi-dimensional and comes from political philosophy and research on civic citizenship related to loyalty, obedience, and participation. Relating OCB to political philosophy implies that OCB behaviours should not be restricted to positive behaviours but also behaviours that promote and result in innovation (Pohl et al., 2019). Khaola and Rambe (2019) simplify OCB behaviours and describe it as promoting good behaviour in the work environment, ensuring a positive image of the company, ensuring that there are no wasteful purchases and being ethically sound within the organisation. Thus, it

can be argued, using Pohl et al. (2019) and Kartono et al. (2019), that it is a form of positive psychology.

The benefits of OCB for the organisation include organisational effectiveness (psychological and social effectiveness), job satisfaction, organisational commitment, employee retention and organisational performance (Karatono et al., 2019; Jnaneswar & Ranjit, 2021). Looking at relationships between employees, OCB can be beneficial in increasing morale and creating a positive work environment (Jnaneswar & Ranjit, 2021). Singh and Singh (2008) argue that when potential workers see current workers participating in OCB, it creates an attraction to the organisation as it shows the organisation is an environment where people want to help and create an atmosphere of kindness, where communication is valued and where loyalty and commitment are shown (which are components of Social Exchange Theory). OCB can be beneficial in helping employees discover their role in the organisation and foster a culture of stability (Singh & Singh, 2008).

Altruism is behaviour that seeks to help a specific individual, such as volunteering to help someone even if help is not requested or stipulated (Sepeng et al., 2020). As previously mentioned, altruism is a characteristic of helping behaviour, meaning that it looks at helping in different aspects of the organisation outside of the employee's job requirements (Sarfranz et al., 2022). Furthermore, Ocampo et al. (2018) state that altruism is a form of prosocial behaviour that benefits another individual. Organ et al. (2005) liken it to the personality trait of being selfless. Altruistic employees have personal characteristics of selflessness, and their primary concern is the people around them (their co-workers and supervisors) in their organisation.

Conscientiousness is defined by Ocampo et al. (2018) as how much an individual is committed to their job and how that may exceed the formal job responsibilities. Sarfranz et al. (2022) build on this by stating that conscientiousness refers to how the employee adapts their behaviours for the betterment of the organisation. In conjunction with altruism, conscientiousness is a form of prosocial behaviour that benefits the organisation (Rioux and Penner, 2014). Roberts et al. (2012) argue that conscientiousness is a personality trait that looks at individual characteristics of employees, such as self-control, the duty they have to others, the determination of each individual and the behaviour towards structures and rules within a specific organisation, such as attending meetings, being on time, and ensuring the internal maintenance of the organisation (Sarfranz et al., 2022). Conscientiousness is related to

OCB in the form of organisational politics, which looks at the power dynamics within the organisation and how that relates to achieving the overall organisational goal (Ocampo et al., 2018).

Courtesy looks at the behaviours that aim to stop problems. If a problem arises, then courteous behaviours are displayed to try to lessen the effects of the problem (Ocampo et al., 2018). Courtesy is exhibited through the individual, including paying attention to other employees in the organisation and creating good relationships with co-workers. Courtesy looks at how employees attempt to avoid arguments within the workplace (Ocampo et al., 2018). Sarfraz et al. (2022) argue that an employee with courtesy ensures that there are preventative measures in place to ensure conflict does not arise within the organisation. Their main goal is to have positive lines of communication to achieve the organisation's goals.

Civic virtue is defined as the participation of employees in the organisation's politics and administration. It looks at the employee's responsibilities within the organisation's management structure, such as being involved in meetings and adapting to organisational structures (Ocampo et al., 2018). Building on Ocampo et al. (2018), Khan et al. (2020) define civic virtue as the behaviour that is loyal and faithful to the organisation. Civic virtue looks at how employees know themselves and their roles, such as participation within the organisation, work responsibilities and acknowledging the organisation's life (Ocampo et al., 2018; Khan et al., 2020). Civic virtue is closely linked to organisational commitment. Sarfraz et al. (2022) argue that a characteristic of civic virtue is the employee's commitment to the organisation. They contribute by giving feedback and constantly wanting to improve the organisation and are concerned about the well-being of the organisation and its employees.

Finally, the last element is sportsmanship. In a more generalised sense, an individual who has good sportsmanship is someone who does not complain and continues to have a positive perspective when something does not go their way, and the individual is willing to sideline their agenda for the good of the organisation (Perumalsami, 2014). Regarding OCB, sportsmanship is defined as the behaviour of individuals who are determined to work through a challenging environment and work through less than functional situations without complaining (Ocampo et al., 2018). This means that the employee is willing to work through these circumstances, and they do not get easily put off by a situation that does not go in their favour or is less than favourable for everyone (Sarfraz et al., 2018). They put the

organisation's goals ahead of their own goals. It can be argued that sportsmanship helps with overall employee morale (Ocampo et al., 2018).

Over and above the standardised elements of OCB discussed above, other components make up OCB and are factors in OCB. In terms of the individual, Perumalsami (2014) argues that individual initiative is a factor in OCB; this is defined as extra-role behaviour that contributes to the creativity and innovation within the organisation, which will positively impact the organisation; which is conducted with eagerness and involves encouraging others to follow suit. In terms of loyalty, previously mentioned in the scope of OCB, this includes an individual defending and supporting the organisation's actions through positive and negative situations the organisation may face (Perumalsami 2014). Another factor that is associated with the individual is one of self-development, which looks at the behaviours of employees who aim to better their skill, knowledge and abilities for themselves, in a way that ultimately affects the organisation as they can offer the organisation more in terms of skills, thus giving the organisation a competitive advantage (Perumalsami, 2014)

As the introduction outlines, participating in OCB means contributing positively to the organisation. The employee's actions are discretionary, and there are no formal rewards (stipulated in one's contract). This has brought some criticism of this type of behaviour. It is argued that there is no agreement on what is required and what is considered an extra role; it comes down to what the individual describes as a role and extra role within their scope (Perumalsami, 2014).

Participating in these behaviours has different outcomes; individuals who partake in OCB have higher performance ratings from their superiors as they are making voluntary contributions to the organisation through their attitudes and actions; an individual's participation in OCB may lead to rewards (though they are not obligated to receive a reward) in the form of monetary or non-monetary rewards and finally, if individuals are playing their in role plus extra role work, there is a lower chance of them being let go as they are seen a valuable asset to the organisation (Perumalsami, 2014).

Jahangir et al. (2004) argue that OCB is considered a success by an organisation and its employees, when it helps increase overall productivity (from individuals assisting others in completing tasks or helping new staff members) and allows for more freedom to use organisational resources (this means worker autonomy to decide where to help and ensuring

tasks get done through cohesiveness and not superiors constantly monitoring subordinates). OCB can be integral in employee retention (individuals who want to work extra are more willing to stay), and it can create a community within the organisation (stronger bonds are built between co-workers who help each other, and there is better communication between individuals to reach a common goal).

1.8.6. Organisational commitment

The general overview of organisational commitment is how employees feel towards their organisation and the sense of belonging they feel to the organisation, which will result in them wanting to contribute to the values and goals of the organisation (Motaung & Radebe, 2018). Massoudi et al. (2020) posit that organisational commitment looks at the emotional relationships within an organisation, including the participation of the employees in the organisation, how willing the employees are to accept the needs of the organisation, the attachment the employees have to the organisation and the employees' desire to stay employed within an organisation. Massoudii et al. (2020) add to the concept of organisational commitment as an emotional relationship with the organisation, stating that employees who show organisational commitment view themselves as a vital element of the organisation. Employees collaborate to ensure that the organisation's goals are reached, which includes showing positive attitudes towards the organisation and its employees (Massoud et al., 2020). Organisational commitment has three components: affective commitment, continuous commitment, and normative commitment (Motaung & Rabede, 2018).

Affective commitment refers to the emotional commitment an individual has towards the organisation; this means that the individual is psychologically attached to the organisation and feels positive emotions towards the organisation as well as receives positive feedback from the organisation (Motaung & Rabede, 2018; Massoudi et al., 2020). Massoudi et al. (2020) expand on this definition by stating that affective commitment looks at the recognition and engagement with the organisation, and affective commitment looks at the emotions connected with working there. Affective commitment increases when employees want to stay in the organisation and help the organisation achieve its goals (Massoudi et al., 2020). Employees who express affective commitment feel positive personal emotions towards their place of employment; they are deeply committed and are happy to be associated with the organisation (Massoudi et al., 2020).

Continuance commitment looks at an individual's willingness to stay at an organisation because quitting may affect them in the long term, thus meaning the organisation is a better alternative than leaving the organisation (Motaung & Radebe, 2018). Massoudi et al. (2020) posit that continuance commitment looks at the losses that could happen when employees leave, which could cause a change in the advancement and promotion practices. However, the individuals who stay in the organisation are seen as committed. Thus, the organisation is more likely to invest in employees who express interest in staying in the organisation rather than those who are willing to leave (Massoudi et al., 2020).

Normative commitment refers to individuals staying at an organisation because they are obliged to continue working for a specific organisation (Motaung & Radebe, 2018). Massoudi et al. (2020) argue that it is more complicated than that; normative commitment, according to Massoudi et al. (2020), focuses on loyalty towards an organisation. Employees who feel that they need to stay at their workplace experience normative commitment (Massoudi et al., 2020). Employees who feel a strong commitment to the organisation feel a sense of gratitude and happiness in their workplace versus those who may feel negative emotions towards the organisation and want to leave it (Massoudi et al., 2020).

Organisational citizenship behaviour and organisational commitment are interconnected. Karatone et al. (2019) define OCB as the voluntary commitment of an employee to an organisation. This form of commitment is not part of the contractual job obligation. The reward for this commitment is that it benefits fellow employees and the organisation. This can be seen as the employee's affective commitment to the organisation. Gautam et al. (2005) stated that affective and normative commitment are strongly linked to altruism, which is organisational citizenship behaviour.

1.8.7. Organisational justice

Organisational justice is studied in conjunction with organisational citizenship behaviour. Organisational justice looks at how employees perceive fairness within an organisation based on the decisions that management makes and the impact these decisions have on the employees and their subsequent behaviour towards the organisation (Jnaneswar & Ranjit, 2021). Organisational justice is broken up into three dimensions – procedural (this form of justice looks at the fairness in different procedures within the organisation), distributive (this form of justice looks at the fairness in the distribution of resources within an organisation)

and interactional justice (this looks at the fairness within interpersonal relationships and the treatment between employers and employees) (Jnaneswar & Ranjit, 2021).

Organisational justice and organisational citizenship behaviour are linked together through the theoretical basis of social exchange theory, which looks at the relationship between organisations and employees (Jnaneswar & Ranjit, 2021; Tsai & Cheng, 2012). Jnaneswar and Ranjit (2021) argue that a positive reciprocal relationship is essential for organisational citizenship behaviour to manifest itself. Cropanzano and Byrne (2000) researched the relationship between organisational citizenship and interactional justice and concluded that they are related through altruism, courtesy, sportsmanship and conscientiousness.

1.8.8. Organisational politics

Organisational politics is discussed in conjunction with consciousness. It is defined as employees' understanding of the power dynamics within the organisation and how they work towards achieving an organisational goal or the goal of other individuals in the workplace (Chernyak–Hai & Rabenu, 2018). A negative power dynamic between leadership and employees can create feelings of hostility, which could result in the lack of organisational citizenship behaviour within the organisation. Still, it is vital to create a positive environment within the organisation where people encourage others to participate and build healthy relationships, which could lead to participation in positive extra-role behaviour (Hyusein & Eyupoglu, 2022).

1.8.9. Leadership and supervisor support

Singh and Sharna (2005) cited in Dubey et al. (2023) attempt to redefine leadership within the post-COVID era. Leadership is not confined to giving out orders and ensuring employees obey them; leadership is the act of inspiring employees to perform to the best of their abilities to achieve organisational success (Singh and Sharna, 2005, cited in Dubey et al., 2023). When looking at leadership holistically in the organisation, leadership is now seen as an organisational skill, not an individual skill (Dubey, Pathak & Sahu, 2023). Thus, for a leader to be successful and effective in an organisation is to maximise the potential of all within the organisation as this will lead to the organisation achieving its objectives and overall job satisfaction (Dubey et al., 2023).

Khaolo and Rambe (2019) focus on the relationship between transformational leadership and OCB. Transformational leadership is defined as a leadership style whereby the leader is a role

model; the leader stimulates the employees to contribute positively to the organisation. This type of leader is known for their supportive nature and plays a role in mentoring employees as well as being a motivator of the organisation and the employees' goals and visions. This is the most researched leadership style, as it has been proven that it plays an influential role in how individuals perform within an organisation, from in-role to extra-role behaviours (Khaolo and Rambe, 2019). Another leadership style that is positively related with organisational citizenship behaviour is servant leadership. Sendjaya et al. (2008) argue that servant leadership is a form of selfless leadership (which puts the interest of others above the interest of oneself) which plays a role in organisational citizenship behaviours. The servant leadership approach looks at how organisational leaders aim to help their employees reach their potential through shared organisational vision and commitment (Mahembe & Engelbrecht, 2014).

According to Kaur and Randhawa (2021), supervisor support plays a significant role in how individuals participate in the organisation and whether they join in organisational citizenship behaviour. Supervisor support is defined as how much supervisors appreciate their employees' work and care about their employees' overall well-being (Kaur & Randhawa, 2021). The benefits of supervisor support include increasing an organisation's job satisfaction, the organisational commitment of the employees, creating good relationships with fellow employees and a willingness to work harder and take on more responsibilities (extra roles) (Kaur & Randhawa, 2021).

The relationship between supervisory support and organisational citizenship behaviour is closely related to the exchange relationship established between employer and employee. A supervisor is seen as a representative of the organisation; thus, their support is seen as the organisation supporting the individual (Kaur & Randhawa, 2021). Supervisors are supposed to help their subordinates and guide them in a positive direction within the organisation. These types of behaviours include unconditional support and attending meetings that are not necessary to be in. Leaders need to show interest in their subordinates' overall well-being (Hyusein & Eyupoglu, 2022).

Building on supervisor support is critical to looking at an organisation's leadership structure and the form of leadership that positively correlates with organisational citizenship behaviour. Perceived organisational support is defined as how far an organisation values its employees' contributions and looks after their well-being, i.e., its perceived commitment to

its employees (Cropanzano & Byrne, 2001). Cropanzano and Byrne (2001) argue that support predicts helping behaviours towards the organisation.

1.8.10. Job satisfaction

Job satisfaction is defined as the positive feeling that an employee has towards their work and, subsequently, the organisation (Mohapatra et al., 2019). It looks at elements within a job, such as the nature of the job, whether there is an opportunity for growth in the organisation, flexibility, relationships with fellow employees, and leadership within the organisation (Mohapatra et al., 2019). Traditionally, job satisfaction is looked at through tangible elements such as co-worker salaries and working conditions, but job satisfaction can be seen through intangible elements such as emotions for the organisation (Kartono et al., 2019). Within previous honours-level research and throughout this study, job satisfaction is seen as a motivator, result and benefit of organisational citizenship behaviour.

1.8.11. Ubuntu

The final definition is the African concept of Ubuntu, which is defined as a value system that comprises caring, sharing and compassion (Molose et al., 2018). Within the workplace, Ubuntu occurs when an employee is committed to the organisation's goals, resulting in solidarity, teamwork, and pride in their work (Molose et al., 2018). Within the research of Ubuntu within South African organisational context, Motsepe (2020) notes the relationship between affective commitment and Ubuntu, stating that having a sense of Ubuntu or togetherness can enhance the affective commitment of employees, which as previously mentioned, can be seen as a form of OCB.

1.8.12. The Five-Factor Model of Personality

This model looks at an individual's personality through independent characteristics that come together to make up an individual and individual differences (Kumar et al., 2009). Within this model there are five dimensions – Openness to Experience, Conscientiousness, Extraversion, Agreeableness and neuroticism (Kumar et al., 2009). Openness to experience is open to try new things, embrace new experiences and be receptive to new ideas (Kumar et al., 2009). Conscientiousness (which is also a characteristic of OCB) looks at the goals of an individual and the behaviours that contribute to the achievement of these goals. Extraversion looks at the sensitivity of the individual in social situations (Kumar et al., 2009). Agreeableness looks at how the individual utilizes resources to partake in the right behaviour, including the

courteous (another characteristic of OCB) nature of the individual (Kumar et al., 2009). The final dimension of the five-factor model is neuroticism, which looks at what pushes an individual to express negative emotions (Kumar et al., 2009).

1.9. Conclusion

This chapter serves as the introduction to the research. It forms a baseline for the reader to understand the research. The researcher has defined these key terms as a way of helping to familiarise the reader with the intersectionality of OCB. As the thesis progresses, these concepts will be used in the literature review and linked to the results and discussions chapter.

1.10. Thesis outline

Chapter 1: Consists of the introduction to the study and definition of key concepts that will be used throughout the thesis.

Chapter 2: Context, Theoretical Framework and Literature Review – this chapter focuses on the literature and previous research, which provides the context and relevance of organisational citizenship behaviour.

Chapter 3: Research methodology – this chapter explores the research design and methodologies and justifies why they were used.

Chapter 4: Results - this chapter summarises findings from the data collection process.

Chapter 5: Discussions – following on the results chapter, a discussion based on these results is formulated and matched with the literature.

Chapter 6: Recommendations, reflections, limitations and conclusion – in the closing chapter of this thesis, the limitations of this study are discussed, reflections on the research by the researcher are conducted, and recommendations are made based on the results of this study. Finally, a conclusion is presented based on all the research done.

1.11. Chapter summary

This chapter introduced the topic of this research, presented key concepts and explained the layout of the rest of the chapters.

Chapter 2: Context, theoretical framework and literature review

2.1. Introduction

The purpose of this chapter is to present a contextual theoretical framework and literature for this research, including an explanation of the Fourth Industrial Revolution in the global sphere and in the South African context. It can be argued that it is crucial to look at the ICT sector within the Fourth Industrial Revolution, as it is the primary sector where developments are happening, and the skills and employees are vital to its success.

For the literature review for this research, it is essential to understand the context in which organisational citizenship behaviour is discussed, including prosocial behaviour, contextual performance, helping behaviour, and extra-role behaviour. Within the conversation of organisational citizenship behaviour, concepts such as organisational commitment, organisational justice, and organisational politics play a role in individuals' actions towards the organisation. Closing off this chapter, a theoretical foundation for this study will be laid. The psychological contract theory and the social exchange theory are used in this study to provide psychological insight into how individuals act within the work environment.

2.2. Context

2.2.1. Fourth Industrial Revolution

The concept of the Industrial Revolution looks at a period when technological advancements are happening at a rapid rate, resulting in changes in the socioeconomic climate of the world (Olaitan et al., 2021). The World Economic Forum outlines that the Fourth Industrial Revolution (4IR or Industry 4.0) differs from any previous revolution due to the introduction of new technologies that are beneficial to understanding the physical, digital, and biological components of society as well as improving economies and industries worldwide (Schwab, 2017). Philbeck and Davis (2019) affirm this statement by adding that the Fourth Industrial Revolution is a force of transformation in terms of technical change for industry and society. Peckham (2021) notes that 4IR is not a new technological invention as such. It looks at the rapid development of technologies within an organisational structure. Xu et al. (2018) argues that 4IR is a digital revolution, including technological breakthroughs that have not been seen in the past. Xu et al. (2018) note that the rate of technological change is not linear (other revolutions have been linear). The Fourth Industrial Revolution has also transformed systems of production, management and government (Schwab, 2015).

The Fourth Industrial Revolution was set to bring the development of new technology into the world as well as evolving business models, and this has brought challenges and uncertainty to governments as they attempt to develop policies that account for the industrial revolution (Levin, 2018; Peckham, 2021). It is extremely challenging for developing countries as they face economic and social inequalities that may hinder their adaptation to new technologies (Levin, 2018). The overall concept of 4IR is that through this period, there are significant shifts in the world's economic, political, and societal spheres (Philbeck & Davis, 2019). When analysing 4IR, it is essential to differentiate between 4IR and the digital revolution, as the digital revolution is characterized by a shift from the industrial revolution to the digital information age (Philbeck & Davis, 2018).

Due to the rapid developments, governments worldwide need to create policies for the fourth industrial revolution to avoid the risk of falling behind and to protect the needs of humans while ensuring positive involvement in advancing a country into the fourth industrial revolution (Peckham, 2021). This is beneficial as it can help the country find a path to navigate the introduction of new technology. The government can help create an enabling environment through infrastructure, cellular towers, and intellectual property laws and finally the funding and enabling of research, development, and innovation task forces (Levin, 2018). It is also essential for the government to establish proper training and educational programs for people to learn and understand the new technologies being introduced and ensure that they are accessible and make it easier for people to adapt (Levin, 2018).

In terms of the effect on the workforce, there is a predicted shift from a labour-intensive workforce to a knowledge and skills-intensive workforce. This means that it is vital to find people with the appropriate skills set in terms of digital, technical, and commercial skills (Levin, 2018). Chaka (2019) conducted research on the skills and competencies needed to sustain a career within 4IR. Levin (2018) emphasis's hard skills, while Chaka (2019) emphasis's the need for soft skills such as willingness to learn new things, social skills such as communication, collaboration, critical thinking and leadership skills (Anggraeni 2018; Benešová and Tupa; 2017; Caruso, 2018; Coskun et al., 2019; Damian & du Plessis, 2015).

It is also essential to find managers and supervisors who can combine the skills of their staff and help them adapt to the changes they are facing (Levin, 2018). Levin (2018) argues that this technology-driven revolution will bring about increased productivity and the potential to create new jobs and harness knowledge from human creativity. Peckham (2021) avers that

the 4IR creates a distinctive divide between manual (unskilled) and skilled labour. Automation is replacing manual labour (which is different to the first industrial revolution), and inventions such as Artificial Intelligence are now taking over in terms of human skills and human ability (Peckham, 2021).

The introduction of the 4IR brings multiple opportunities for industries. In terms of employee relations, management styles may change due to the shifts in society, and this may result in management focusing on motivating employees to use their knowledge rather than their physical attributes to figure out their human potential. When researching 4IR, it is essential to highlight the concept of digital labour. In previous revolutions, labour has been restricted to a "workspace"; employees and employees had to travel to a shared location where all factors of production were located (Graham et al., 2017). With the rise of the accessibility to the Internet, there is a rise in digital labour, where everyone can work in different locations across countries (Graham et al., 2017). The rise of digital labour can be attributed to two elements – the rise of unemployment in mainstream sectors and the increase of worldwide connectivity (Graham et al., 2017). With the need for more jobs and increased connectivity, there is an increase in employees and employers to outsource work to and to source work from (respectively) that is not within the confines of the standard workspace or labour markets (Graham et al., 2017). However, it is essential to understand the impact of digital labour as this thesis aims to research the extra role behaviour of people who set up and enable the connectivity of people worldwide, thus contributing to the accessibility of digital work.

2.2.2. Fourth Industrial Revolution in international markets

Drawing a comparison between developed and developing countries, developed countries have had advanced technological improvements while developing countries are slowly catching up due to inequalities of resources (Olaitan et al., 2021). Olaitan et al., (2021) state that Africa (which is home to developing countries) is trailing behind in technological advancements and this sets them back in relation to developed nations.

As previously mentioned, a relationship exists between 4IR, digital labour, and outsourcing work that can be done via the internet. This is particularly relevant to international markets because higher-income economies tend to outsource to lower-income economies, such as India and the Philippines, thus giving them connectivity to the internet (Graham et al., 2017). Graham et al. (2017) argue that digital labour allows countries such as Nigeria to gain economic growth and alleviate the poverty levels within the population.

Within the realm of social science and research, the 4IR can be used to help individuals and organisations understand the intersectionality between people and technology (Philbeck and Davis, 2018). This can be used to improve international relations and the exchange and development of technology and labour.

In terms of accessibility to the benefits of 4IR, there are downsides due to the inequalities faced by many countries. Peckham (2021) highlights that there could be a rise in social inequalities between different nations and different labour markets due to certain countries not having access to rapid technological changes that wealthier countries may have.

Looking at the African continent, Mtotywa et al., (2022) look at the missed opportunities from the previous Industrial revolutions. The African continent is still struggling in many aspects as they are not on par with their global north counterparts (Mtotywa et al., 2022).

2.2.3. Fourth Industrial Revolution in South Africa

In the global sphere, South Africa is known for having many primary sector industries, such as farming and mining, as well as a large informal sector (Sutherland, 2020). One can also describe South Africa as a dual economy as there is a combination of high-net-worth individuals in the formal sector and low-income earners in the informal sector (Manda & Backhouse, 2018). The Fourth Industrial Revolution focuses on technology developments in different spheres, from digital transformation to the transformation in the informal sector (such as many informal traders getting Yoko devices) thus South Africa embracing 4IR can prove to be lucrative in terms of profits and create opportunities in different sectors, which can contribute to reducing inequalities that South Africa faces.

According to Peckham (2021), governments worldwide could struggle to keep up with technological changes and ensure that human jobs have the skills to keep up with them. As mentioned in Levin (2018), it is essential to have a government policy on integrating new technologies. The South African President Cyril Ramaphosa introduced a Digital Industrial Revolution Commission to help the government understand the ever-changing technological environment (Sutherland, 2020). In conjunction with the Department for Telecommunications and Postal Services, the Department of Science and Technology and the Department of Trade and Industry, this commission got stakeholders involved to develop clear and concise policies and frameworks.

Unfortunately, South Africa has many inequalities and a high unemployment rate (Sutherland, 2020). According to Levin (2018), human capital is challenged when adapting to new technology. There is a shortage of skilled workers, such as engineers and scientists (Levin, 2018). Another challenging element is the lack of connectivity, which creates more inequalities as people have limited access to internet services (Levin, 2018). Mtotywa et al. (2022) argue that opportunities within the 4IR can potentially reduce unemployment and poverty in South Africa.

2.2.4. Employee perspective of the Fourth Industrial Revolution in South Africa

The South African workforce faces many challenges, according to Shivdasani (2019). South Africa cannot be classified as having a highly skilled workforce due to the high levels of illiteracy of the South African population. This sets South Africa back in terms of adapting these 4IR advances. Another challenge within South Africa is the unemployment rate. As previously mentioned, the first three industrial revolutions have not been very successful on this continent and thus unemployment remains a concern. Mtotywa et al. (2022) argue that reducing unemployment should be the driving force in ensuring the implementation of 4IR and the smooth transition from manual jobs to automated jobs, without job losses but through job and skills creation, thus turning our challenges into opportunities.

Maharaj (2020) investigates whether South Africa is ready for the fourth industrial revolution in terms of its workforce and its labour legislature. It is important to acknowledge that the leading sector of South African labour is the informal sector, which is not included in the labour legislature (Maharaj, 2020). The rise of the gig economy means that more members of the South African labour force are going to be self-employed rather than working for big corporations. This links to the 4IR as there is an increased need for internet connectivity in South Africa, which will result in more online work (Maharaj, 2020). With the introduction of online and remote working, the idea of physical workspace changes and thus leads to job displacement (Maharaj, 2020).

The role of government within 4IR affects employees in many sectors in South Africa; the government approach is to favour the employees, who must adapt to the ongoing changes (Maharaj, 2020). It can be noted that the characteristics of the informal sector and those who already work in the 4IR sectors are similar: flexibility, casualisation, and non-stereotypical aspects of the workplace (Maharaj, 2020).

Looking at digital labour, Graham et al., (2017) argue that South Africa is considered a middle-income country, and the experiences of digital labour workers differ from person to person. For example, in the earlier stages of the digital labour phenomenon, many people found themselves redundant and were left without a job. Through networking and the introduction of digital labour platforms, more people have found work. It is essential to understand the behaviours of ICT sector workers who enable connectivity to run smoothly so that digital labour is accessible to people.

It is important that South Africa uses 4IR to reduce illiteracy as this will have a ripple effect on the other challenges that the workforce faces, to ensure that there is a smooth path towards adapting 4IR into our workspace and attempting to improve.

2.2.5. Information, communication, and technology sector and Fourth Industrial Revolution: Globally

According to SONI (2024), the global ICT sector was valued at 5 trillion USD in 2023, with developed countries such as the United States and China leading the way in infrastructure and capabilities. This is due to increased internet connectivity, the increased use of smartphones, the high demand for cloud-based technologies and the continued need for data analytic technologies (SONI, 2024).

The sector continues to grow due to the enormous digital transformation that includes the use of artificial intelligence in everyday use; the affordability of the Internet, which leads to organisations using it in day-to-day operations; governments becoming active investors in ICT within many countries enabling countries to grow and lastly the increase in remote work and E-Learning which has led to expansion of ICT resources.

It must be noted that the Internet is one of the critical components of the Fourth Industrial Revolution (Morrarr, 2017). In the global landscape, the distribution of wealth plays a crucial role in Industry 4.0; thus, developed countries have an advantage over developing countries; therefore, social inequalities become a critical challenge when trying to move forward with Industry 4.0 (Morrarr, 2017).

2.2.6. Information, communication, and technology sector in South Africa

The information, communication, and technology sector is a multidimensional sector comprising technology, communications, and biotechnology. According to Manda and

Backhouse (2018), South Africa is a prominent African country when it comes to adapting ICT to government, business and overall society. There have been three methods of ICT adoption – digital transformation of government, digital access and digital inclusion to ensure that all South Africans live in an inclusive digital society (Manda & Backhouse, 2018).

The Independent Communication Authority of South Africa (2021) includes the telecommunications, broadcasting and postal industry within the ICT sector. The International Trade Administration argues that the ICT sector is one of the largest sectors in South Africa, and it is known for its forward-thinking approach in mobile software, cyber firewalls, and developments within the electronic banking sector. The ICASA states that there are 22,000 people employed within the sector and that there is an ongoing demand for skilled individuals in ICT-related areas as these skills are considered scarce (Pekelaar, 2022).

Manda and Backhouse (2018) highlight how government policies should be implemented to benefit societies in developing nations such as South Africa. The Department of Communications and Digital Technologies (DCDT) is one of the departments spearheading South Africa's endeavor to adapt to the Fourth Industrial Revolution within the ICT sector (Mokoena, 2022). The South African government introduced the 2016 National Integration ICT Policy White Paper, which outlines methods by which different stakeholders can create inclusive pathways towards digital transformation. It further outlines ways to make connectivity and technology accessible for all and to bridge the inequality within the technological sphere (Mokoena, 2022).

Within South Africa, there are essential pieces of legislation that relate to the ICT Sector; these include The Broadcasting Act 4 of 1999, the Electronic Communications Act 36 of 2005, the Film and Publications Act 65 of 1996, the Independent Communications Authority of South Africa Act 13 of 2000 and Postal Services Act 124 of 1998 (Mokoena, 2022). These pieces of legislation are essential in policy development and public and private entities in the ICT sector need to adhere to them. Legislation is also a mechanism whereby a government can help introduce transformation interventions to help adapt to the Fourth Industrial Revolution.

The telecommunications sector in South Africa plays a vital role in economic growth. However, there is the challenge of ongoing inequalities ranging from social to financial, thus resulting in the challenge of accessibility (Mokoena, 2022). Though Gillward et al. (2018)

argue that there is an increase in access and more households are using the Internet, the ongoing lack of infrastructure and the rolling blackouts in South Africa affect connectivity.

In terms of other sectors in the South African economy, ICT can be used to enhance sectors such as health, business and education to try and reduce structural inequalities (Manda and Backhouse, 2018). Pekelaar (2022) stresses that it is vital for South Africa to invest in ICT skills development programs to ensure that the sector can grow, and local companies can benefit from having skilled workers. Pekelaar (2022) statement reinforced by previous literature written by Manda and Backhouse (2018) that the government has acknowledged ICT as a method of trying to solve some of South Africa's development issues such as poverty, unemployment and inequality. Looking at the workforce and the potential workforce, it is crucial to understand the employees' behaviours within the workplace and use that understanding to create a work environment where employees are committed to their work and want to engage in prosocial behaviour.

2.2.7. Information, communication, and technology sector and the Fourth Industrial Revolution in South Africa:

Information, Communication and Technology were very prominent in the third industrial revolution. Still, with the introduction of digitisation, ICT is even more prevalent in this revolution as it aims to increase the need for and upgrade of ICT products (Bayode et al., 2019). Looking at the South African perspective, it is noted from this literature review and Bayode et al. (2019) that the government plays a role in ensuring its citizens' smooth progression and adaptability to Industry 4.0.

As South Africa is a developing country, many challenges arise in attempts to digitise South Africa. South Africa does not have a reliable and stable electricity supply (the common occurrence of load shedding), and there is a lack of maintenance and general infrastructure of electricity plants (Bayode et al., 2019). Another challenge is broadband and ICT; it can be argued that we have good wireless infrastructure; however, there is a lack of accessibility and affordability, and many people do not have access to the Internet (Bayode et al., 2019). It must be noted that South African mobile services have extremely high data prices (Bayode et al., 2019). Introducing Industry 4.0 and attempting to upgrade the ICT infrastructure requires financial resources, especially for small to medium enterprises (which are huge in South Africa); upgrading business technology or even home technology requires vast capital input

without a guaranteed economic benefit or return on investment (Bayode et al., 2019). Introducing new technologies requires more security – and cybersecurity - as many people's data could be at risk (Bayode et al., 2019).

As mentioned throughout this contextual framework: South Africa has a massive skills shortage. It is crucial for South Africa to pioneer Industry 4.0. Capital needs to be invested in the skills of the workers in the ICT sector, especially in the young population (Bayode et al., 2019). This goes hand in hand with the challenge of mindset; there needs to be a mindset shift that is geared towards adapting to Industry 4.0 and advancing our ICT sector along with other sectors that use ICT products in South Africa (Bayode et al., 2019).

2.3. Theoretical framework

2.3.1. Psychological Contract Theory

A psychological contract is defined as an unwritten list of expectations in constant use between members of a specific organisation (Davidson, 2001). Adding to this, a psychological contract is seen as an understanding by all parties involved in organisational relationships, such as employer and employee relationships. The psychological contract determines the obligations within that relationship (Davidson, 2001).

A psychological contract is based on the exchange of benefits and rewards. Roussau (1995), cited by Davidson (2001), defines the psychological contract as personal beliefs influenced by the organisation and the employment agreement between employer and employee. In essence, the employer gains from the employees through their labour, and the employee gains through the organisation's reward system (Davidson, 2001). A vital element of a psychological contract is that all parties benefit from the outcomes, creating a balance of exchange (Davidson, 2001).

Within a psychological contract, all those involved have obligations, making it fairer. An imbalance may occur when there are multiple disparities and no acceptable outcome (Davidson, 2001). Creating a psychological contract must be voluntary. An employee does not have to accept a job, while an employer does not have to offer a job to a particular individual; there is a degree of choice within an employment relationship (Davidson, 2001). When entering a psychological contract, there is a degree of clarity; each party needs to have a clear view of the exchange between them and what is expected and what is not expected

(Davidson, 2001). A psychological contract can be affected by different factors. These can either be directly or indirectly linked to the employment contract and the rate of change of these external factors (Davidson, 2001). Looking at the individuals within this psychological contract, individuals' previous experiences, especially negative experiences - can play a role in the level of trust within the psychological contract (Davidson, 2001). Finally, psychological contracts are multi-dimensional. On an individual level, they are psychological and implied. On a group level, they are normative and social (Davidson, 2001). Group-level contracts are related to organisational culture and social and environmental context.

Concerning organisational citizenship behaviour, the Psychological Contract Theory looks at the reasoning behind the behaviours towards the organisation. Thus, when employees feel loyal to the organisation, they may act positively towards the organisation and their co-workers (prosocial behaviour). Based on the employer- employee relationship, both role players can affect the psychological contract. The purpose of OCB is not the reward because these behaviours are not done for rewards; they are done for the betterment of the organisation, which, in a sense, is a form of reward.

2.3.2. Social Exchange Theory

The social exchange theory is a commonly used theory to explain workplace behaviour. It looks at human interactions and interdependence among people, and how people's actions are influenced by other people's actions (Cropanzano & Mitchell, 2005). Social Exchange Theory (the theory of reciprocity) fundamentally looks at what someone has to offer someone else and how that other party may also have something good to offer in return (Kaur & Randhawa, 2021). This theory is based on the norms of reciprocity, which include norms in which people receive something from another party and the party giving gets a form of compensation. The other norm looks at the social patterns of exchange that people partake in due to them owing people (Kaur & Randhawa, 2021).

Tsai and Cheng (2012) use the Social Exchange Theory to look at personal feelings of obligation, gratitude and trust within the workplace. Further, this theory looks at the effort-reward relationship and what is considered fair within the workplace. Social Exchange Theory aims to incorporate individual principles within the work context (Tsai & Cheng, 2012). Looking at organisational commitment concerning social exchange theory, Tsai and Cheng (2012) argue that organisational commitment looks at the performance based on the

exchange of where an individual within an organisation shares their knowledge and in exchange, they receive a sense of belonging from the organisation.

In terms of norms of exchange, Cropanzano and Mitchell (2005) argue that social exchange theory states that relationships grow over time, based on trust, loyalty (which is related to OCB), organisational support and mutual commitments between different parties (Chernyak-Hai & Rabenu, 2018). Building on the concept of trust, Tsai and Cheng (2012) argue that it is an essential element of the social exchange theory. Trust within an organisation can be beneficial in terms of job satisfaction and commitment (Tsai & Cheng, 2012). Social Exchange Theory looks at the relationship between trust and commitment through the norm of reciprocity (Tsai & Cheng, 2012) – which means giving and receiving; thus, when trust is given, trust is earned.

Another element of the Social Exchange Theory looks at organisational justice, which is vital in organisational citizenship behaviour. Tsai and Cheng (2012) argue that trust is essential in how justice is presented within an organisation. As previously mentioned, Social Exchange Theory looks at the concept of reciprocity. Cropanzano and Mitchell (2005) elaborate on this point by stating that reciprocity comes in different forms: interdependent exchange and as a folk belief (which looks at the cultural belief that people get what they deserve) (Cropanzano & Mitchell, 2005). Within the study of Social Exchange Theory, the concept of altruism is discussed. In this context, it is defined as a rule in reciprocity that looks at how individuals aim to benefit others even if there is a cost involved for them (Cropanzano & Mitchell, 2005). This is a factor of OCB.

Social Exchange Theory argues that employees who participate in social interactions feel that their actions will be reciprocated in a different exchange (Pohl et al., 2019). In terms of the relationship between supervisors and employees and the role that organisational citizenship behaviour plays, the norm of reciprocity, according to Organ et al. (2005), will show that OCB may have positive implications on the supervisors and the organisation as well as provide good performance reviews for employees and a way of rewarding them. Social Exchange Theory explains that an employee may exhibit OCB due to the norms of reciprocity (Kaur & Randhawa, 2021).

Social exchange relationships between employers and employees manifest when employers look out for their employees. It is beneficial for both parties when a strong relationship can be

created and maintained (Cropanzano & Mitchell, 2005). A positive social exchange relationship can lead to positive work behaviour, which can benefit the organisation and help it achieve its goals (Cropanzano & Mitchell, 2005). According to Chernayak–Hai and Rabenu (2018), building social exchange relationships in the workplace is based on a cost-benefit analysis.

2.4. Literature review

2.4.1. The motives of organisational citizenship behaviour within the South African context

Kartono et al. (2019) define motivation as increasing the desire to do one's job. Motivated employees are more likely to be enthusiastic about their jobs and want to do what their job requires of them (Kartono et al., 2019). Building on this motivation is also seen as the employees exhibiting different behaviours and values towards achieving a specific goal (Kartono et al., 2019). Motivation is seen as a driving force towards employees working well, cooperating, and attempting to gain satisfaction (Kartono et al., 2019).

Research conducted by Takeuchi et al., (2014) found that three motives are linked to organisational citizenship behaviour; namely prosocial values, organisational concerns and impression management. Prosocial values (which can be linked to prosocial behaviour) encompass the willingness of employees within the organisation to help and form relationships within the organisation (Riouz and Penner, 2001). Organisational concerns motivate the employee to be involved and to have a positive relationship with the organisation itself (Riouz and Penner, 2001). The final motive is impression management, which involves employees wanting to be perceived positively within the organisation (Riouz and Penner, 2001). In research conducted by Maharaj (2006) examines the sense of purpose among South African accountants. This study concludes that accountants who have found meaning in their work are motivated to participate in OCB and concludes that job satisfaction has a positive association of OCB (Maharaj, 2006). There is a gap in the research in terms of understanding the motives, OCB and ICT sector within South Africa and this research aims to close the gap.

2.4.2. The determinants of organisational citizenship behaviour in South African context

Rao (2018) posits that determinants of OCB are self-efficacy and well-being at the workplace, job satisfaction, self-control and the environment within the workplace. A study conducted by Diedericks & Rothmann (2014) on IT professionals in South Africa found a positive correlation between flourishing within a workplace and organisational citizenship behaviour. Flourishing is defined as employees feeling happy at work; thriving, engaged, motivated and willing to learn (Diedericks & Rothmann, 2014). Flourishing encompasses the concept of emotional well-being, psychological well-being and social well-being. It was concluded in this study that individuals who are flourishing (experiencing all forms of well-being) within the organisation will participate in OCB. Building on social well-being, Hennicks et al. (2022) concluded that employees with high social well-being within an organisation will have job satisfaction, which will lead to organisational citizenship behaviour. Diedericks & Rothman (2014) also note that job satisfaction is a determinant of OCB through the social exchange theory (the theoretical framework for this study, which is explained in 2.4.2).

2.4.3 Influences affecting employees to participant in organisational citizenship behaviour

Karatono et al. (2019) conducted a study on what influences OCB behaviours. One key element is job satisfaction; satisfaction refers to whether a person is happy or unhappy; job satisfaction looks at whether they are happy within the workplace (Kartono et al., 2019). Employees who exhibit job satisfaction will have a positive relationship with their place of employment. They speak positively about it, trust the company and are more likely to work over and above their role description and help to combat the stress levels of other staff members (Kartono et al., 2019). Kartone et al. (2019) highlight that motivation and job satisfaction influence employees' organisational citizenship behaviours. Job satisfaction has a positive relationship with OCB and can be seen in behaviours such as altruism, courtesy, civic virtue, conscientiousness and sportsmanship. The study concluded that job satisfaction is an influencing factor in OCB behaviours, and that motivation within the workplace can lead to OCB behaviours. Though this study is not focused on the ICT sector and is therefore limited, it demonstrates a positive correlation between these elements and can extended through data collection.

Mohapatra et al. (2019) studied job satisfaction and its relationship with organisational citizenship behaviour in the IT sector. This study showed that there are new and unique dimensions of OCB, such as employee sustainability, social participation, sharing of knowledge, and administrative behaviour.

Employee sustainability refers to employees participating in different activities within the organisation. This can be on an individual basis or with the help of fellow employees. The goal of these activities is for employees to improve themselves within the organisation (Mohapatra et al., 2019). These activities are performed in order to show support to the organisation, such as showing appreciation to co-workers, making new people feel at home and helping others who may require help and who come to you for advice within the workplace (Mohapatra et al., 2019). This is linked to organisational citizenship behaviour, as employee sustainability looks at how the employees put the organisational goal above their own, showing loyalty and support for the organisation.

Social participation is defined as actions undertaken to improve different tasks within the organisation and to improve the organisation's effectiveness (Mophapatra et al., 2019). Social participation also looks at casual interactions within the workplace to help reduce stress and increase employee engagement (Mophapatra et al., 2019). Mophapatra et al. (2019) also emphasise sharing knowledge, which is essential within the tech community. This can range from participating in meetings to helping a co-worker learn new software.

Administrative behaviour as one of the influences of OCB looks at activities planned for the organisation's benefit, such as team building exercises (Mophatra et al., 2019). Mophatra et al. (2019) concluded that job satisfaction plays an influential role in OCB and the ICT sector; however, it is essential to acknowledge that the previous characteristics mentioned are more relevant to the study of OCB in the IT sector than the standard five dimensions of OCB.

With regards to influences of OCB, many studies have noted organisational commitment. Organisational commitment analyses the individual's willingness to participate in extra elements concerning their work (Tsai & Cheng, 2012), which are directly related to organisational citizenship behaviour and the commitment of the individual to the organisational goal above their goals. Coetzee and Botha (2012) view OCB in terms of

organisational commitment. They argue that there are additional aspects one needs to consider within OCB: obedience, loyalty and participation. Obedience is defined as respecting the structures within an organisation and how employees adapt to them (Coetzee & Botha, 2012). Loyalty looks at how involved the employee is within the organisation and has a positive relationship with the organisation and its stakeholders; the concept of loyalty also looks at how the employee defends the organisation and aims to ensure a positive name for the organisation in the public sphere (Coetzee & Botha, 2012). The last aspect is participation; this looks at how actively involved the organisation and the wider community are. This includes keeping up to date with issues about the work environment, engaging in meetings that are not compulsory, creating informed opinions and creating an innovative space within the organisation. Diedericks & Rothman (2014) concluded that employees who are satisfied with their work show organisational commitment, which will influence how they behave within the workplace, leading to them participating in extra-role behaviours.

2.4.4. The support mechanisms to promote organisational citizenship behaviour in South Africa

In terms of the relationship between leadership and OCB Dubery et al. (2023) looks at how OCB in an organisation leads to efficiency and a leader who encourages their employees to work above and beyond is seen as an effective leader. Studies conducted outside of the ICT environment stated that effective leaders have a positive impact on OCB, staff morale and increased value in work (Dubery et al., 2023).

Looking at the transformation and inclusion of ICT in South Africa as a whole, Manda and Backhouse (2018) state that is important for leadership to take control in terms of adapting ICT into an organisation or ensuring that the ICT work environment is achieving organisational goals. Overall, leadership behaviours such as transformational leadership, transactional leadership and leader-member exchange play a role in organisational citizenship behaviour. Mahembe and Engelbrecht (2014) conducted research on South African organisations and concluded that there has been a relationship between servant leadership and organisational citizenship behaviour. Servant leadership is a form of altruistic leadership that looks at enhancing positive actions within the organisation such as organisational citizenship behaviour (Mahembe & Engelbrecht, 2014).

In the study of IT professionals conducted by Hennicks et al. (2022), it is suggested that organisations, specifically management, should research methods to ensure their employees' well-rounded social well-being as this can play a role in increasing organisational citizenship behaviour. This includes looking at ways to give employees autonomy over their jobs.

Pohl et al. (2019) argue that perceived organisational support is linked to organisational citizenship behaviour. According to organisational support theory, if employees feel that their organisation cares about their well-being, they (the employees) feel valued within the organisation. Employees with higher levels of perceived organisational support will participate in more extra-role behaviours because they benefit the organisation (Pohl et al., 2019). Mahembe and Engelbrecht's (2014) argue that supportive behaviours such as supporting a co-worker; helping them with their work, and helping them with workplace problems is a form of OCB as it leads to a positive work environment, high level of patience within the workplace and being protective of the organisation.

2.4.5 Professional and personal factors that influence organisational citizenship behaviour in South Africa

Employees' personalities play a role in the type of behaviours they exhibit within the organisation (Udin & Yuniawan, 2020). Employees participate in the organisation in different ways. In an organisation with a diverse range of employees there are diverse ways of completing tasks and behaviours (Udin & Yuniawan, 2020). Udin and Yuniawan (2020) argue that when employees have a positive psychological relationship with the organisation, they are more likely to participate in organisational citizenship behaviours. Rioux and Penner (2001) state that individual differences and personality traits play a role in OCB, but there is a gap in the literature regarding how they interplay.

Udin and Yuniawan (2020) use the Big Five model to examine the relationship between organisational citizenship and personality. In previous literature, Kumar et al. (2009) examined the relationship between the five-factor model's characteristics and concluded that individuals with the personality traits of Openness to Experience, Conscientiousness, Extraversion, and Agreeableness are more likely to demonstrate OCB.

Training and development of employees are important for both the organisation and its employees. Eyupoglu and Tashtoush (2020) argue that organisations that invest in their

staff's training and development will increase employees' organisational commitment, which relates positively to organisational citizenship behaviour.

Hennicks et al. (2022) note that some organisations acknowledge personal characteristics such as personal religion; this shows that organisations know that their employees have a life outside of the work environment, which will, in turn, lead to a sense of feeling seen and understood by their organisation. Hennicks et al. (2022) argue that if employees have access to opportunities such as studying, training and opportunities for job growth, this can be an influencing factor in participating in extra-role behaviour.

The literature review process showed that there is a clear gap in the research in terms of correlation between certain professions and education and if they are predictors of OCB, as most research conducted has been targeted at a specific industry or profession.

2.5. Conclusion

This chapter is structured to show the different elements of OCB within the ICT Sector in South Africa. The researcher has demonstrated the value of understanding the 4IR in a global context and ICT sector in the global sector to show the disparities between developed and developing countries. As previously mentioned there is little research on OCB and developing countries and thus my research aims to fill that gap. It is essential to contextualise the research questions in relation to previously published literature to show the lack of research in this area.

2.6. Chapter summary

This chapter presented a summary of the relevant pieces of literature and theory that are relevant to this research.

Chapter 3: Research methodology

3.1. Introduction

The previous chapter examined the context, literature, and theoretical framework related to this study, highlighting the necessity of conducting this research within the South African context. This chapter on research methodology details how the study was carried out and how the data were analysed. It also justifies using a qualitative approach and describes the role of the researcher.

3.2. Research methodology

Qualitative research methodology was considered the most suitable framework to answer my research questions and understand the individual behaviours of ICT workers. According to Creswell and Creswell (2018), qualitative research has been employed to explore and comprehend different individuals' perspectives on societal issues. Lim (2024) emphasises that the choice of qualitative research is motivated by necessity, importance, relevance, and urgency. Using this as a foundation for this study, there was a need to examine this complex social phenomenon since organisational citizenship behaviour is context dependent. This research is crucial for understanding human behaviour within a work environment. It is relevant because it seeks to explore the ICT sector and the people involved in it. Lastly, in terms of urgency, this research responds to the digital revolution and the ongoing changes in the world of work and the lived experiences of those in this sector. Qualitative research methodology involves questions and procedures that emerge within society. During data collection, it is typically conducted in locations where participants feel most comfortable. Data analysis aims to identify overarching themes in the data, from which the researcher derives meaning (Creswell & Creswell, 2018).

Qualitative research includes a natural setting, research as a key role player, diverse spread of data, inductive data analysis, meaning drawn from participants, the use of reflexivity, and a holistic approach towards conducting research (Creswell & Creswell, 2018). A natural setting in qualitative research is where the researcher collects data on site where the participants are performing the activities that are being researched. This also includes engaging with participants on site (Creswell & Creswell, 2018). During the data collection process, the researcher suggested settings that were comfortable to the participant, this was either at work, online or a third location of their choice.

Qualitative research emphasizes the role of the researcher who collects the data by evaluating documents, observing participants, or conducting interviews with participants; through this, they gather data and interpret the data to find meaning (Creswell & Creswell, 2018). Within qualitative research, there are multiple sources of data, and the researcher can rely on one or more sources of data. The forms of data differ from each other – the evaluation of documents and structured interviews can be a form of closed ended questions and answers while observations and semi-structured interview can be a form of open-ended questions. Within data collection, participants who are interviewed are encouraged to be themselves and are not restricted by parameters of scales and theory. This is where the role of the researcher comes into play as they use the information collected from the participants' interviews and create codes and themes from this data (Creswell & Creswell, 2018). Within the study of OCB, the role of the researcher is continuously felt as the researcher engaged with this research out of their own personal interest in OCB and took a positive approach due to their own positive experiences with OCB. The researcher also chose the ICT sector due to their interest in technology, with a developing economy.

Qualitative research makes use of inductive and deductive data analysis. In terms of inductive study, the researcher works to build patterns, categorize, and create themes. This process is not linear as the researcher needs to go between the data and the themes to ensure that it is being accurately captured (Creswell & Creswell, 2018). The inductive approach within qualitative methods utilises the past experiences of people to form a base but looks at the data to find the themes to be able to conclude (Creswell & Creswell, 2018). Within this study, it is acknowledged that there is a lack of research on OCB in the ICT Sector and therefore, the inductive approach is the best way to uncover information from the data that has been collected.

For the inductive data analysis, researchers compare the themes to the existing literature to understand the relationship between them. (Creswell & Creswell, 2018). The focal point of qualitative research is attempting to find the participants' meaning. Thus, the researcher needs to ensure that they have prioritised the meaning of the participants, rather than their own (Creswell & Creswell, 2018). The research design of all qualitative research focuses on the emergence of data. The research layout does not conform to a strict framework, and the process could change as the research progresses (Creswell & Creswell, 2018). During the

data analysis section, the research used the codes and themes and analysed them with the relevant literature used in Chapter 2.

In the practice of qualitative research, the concept of reflexivity is fundamental. The researcher is required to reflect on the role they played during the research as well as the external factors that might play a role, such as background, culture, and individual experience, as this may help influence the study (Creswell & Creswell, 2018). The final characteristic of qualitative research is making sure there is a holistic account of what is being researched. This means the researcher needs to attempt to create a complex understanding of the topic, including different perspectives, looking at the various factors involved and looking at the bigger picture to try and accurately capture the phenomenon (Creswell & Creswell, 2018). In the final chapter of this study the researcher goes into depth about the reflections of the role they played. Even though this research takes a positive approach, there are negative aspects to OCB which this research acknowledges in the study and the questions that were presented to the participants.

Previous Creswell (2012) publications state that qualitative research focuses on researching a certain phenomenon in society. Creswell (2018) emphasised that it is important to problematize the phenomenon and build a study based on that problem. In qualitative research, the role of literature is to justify why this phenomenon has been problematized (Creswell, 2012). Creswell and Creswell (2018) state that the literature review creates a relationship between connected topics. The justification for using qualitative research methodology is that it is best utilised when the research problem variables are unknown and thus need to be explored, which is done through learning from the study participants (Creswell, 2012). The researcher utilized the Creswell's views (2012) as essential literature when it comes to the foundation work for qualitative methodology as it is crucial to understand the phenomenon that is organisational citizenship behaviour through the lens of interpretivism. In this research, I have problematized the concept of OCB to gain insight on the experiences and understanding of the participants' perceptions of OCB. The literature used in this research looks at related research topics based on the research questions to demonstrate the research gap and the interrelated concepts.

Creswell and Creswell (2018) emphasised the importance of the researcher in qualitative research as this is an interpretative form of study and requires input from the researcher. Thus, the practice of reflexivity is vital to this form of research. Reflexivity is a way of

critically reflecting on how the researcher's (myself) perspective and how the researcher influences the research (Creswell & Creswell, 2018). It is an important way of establishing rigor and trustworthiness. The researcher considers the assumptions and beliefs, acknowledge their own biases (Creswell & Creswell, 2018). From this the researcher could see and interpret how participants past experiences play a role in this current study (Creswell & Creswell, 2018).

The researcher argues that qualitative research is the most appropriate method for this research through the evaluation of qualitative methodology's advantages and disadvantages. Rahman (2016) outlines the advantages of qualitative research by stating that it aids in producing rich accounts of the participants' experiences relative to the research. Regarding interpretivism, qualitative research can help evaluate the studied human phenomena (Rahman, 2016). Building on the latter, qualitative research has enabled the researcher to compare people's different experiences of the same phenomenon (Rahman, 2016).

During data collection, the researcher was able to build relationships with participants. This served as an advantage of qualitative research to try and discover meaning from these interactions (Rahman, 2016). Qualitative research is flexible and can be structured in different forms to be appropriate for the study (Rahman, 2016). Through the data collection process, the researcher experienced many instances of rejection as businesses either did not respond or did not want to partake in the study. However, they were able create a friendly relationship with other organisations, which made the interviews more relaxed for both parties.

In contrast, there are also disadvantages to qualitative research. While attempting to understand the experiences of humans, qualitative research may omit sensitivities (Rahman, 2016). Looking into sensitivities, qualitative sensitivity looks at the direction of the research topic – in this study, it is organisational citizenship behaviour and the direction taken was more of a positive approach rather than a critical approach (Braun & Clarke, 2013). So, omitting sensitivities would be a disadvantage as it prioritizes cause and effect instead of expressing an interest in the process and meaning of what is being studied (Braun & Clarke, 2013). During the interviews, the researcher did ask a critical question of organisational citizenship behaviour but most of my questions focused on the positive aspects and how to create a positive environment.

There is the risk of low credibility as it may leave out key elements (Rahman, 2016). There is a smaller sample size due to the emphasis on quality over quantity. This means there is an issue of generalizability when trying to account for the views of the wider population (Rahman, 2016). Data analysis becomes difficult due to the in-depth nature of the data (Rahman, 2016). These limitations are significant to consider and evaluate when conducting qualitative research. During the data collection process, the researcher began off attempting to target a bigger sample size and bigger companies, but this proved difficult, so they then scaled back and decided to target local organisations and use a smaller sample size.

3.3. Research design

Within qualitative research, there are different research designs: narrative, phenomenological, grounded theory, ethnography, and case study (Creswell & Creswell, 2018). A phenomenological research design has been used in this study. Phenomenological research is based on philosophical and psychological research that draws on individuals lived experiences and uses interviews to gauge these lived experiences (Creswell & Creswell, 2018). Creswell (2013) elaborated on this definition by emphasizing the need for different individual experiences to ensure a more in-depth understanding of a lived experience. Within a phenomenological study, the focus is on finding what the participants in the study have in common and their lived experiences (Creswell and Creswell, 2018). When using this research design form, the researcher attempts to understand the participants' viewpoints (Williams, 2021). In this study, the researcher attempted to find out the participants' perceptions of organisational citizenship behaviour within their work environment and acknowledging that each participant's perception may vary as individual experiences are different.

3.4. Research philosophy

The research philosophy that is deemed best suitable for this research is interpretivism. The basis of interpretivism is that it is a critique of positivism and incorporates the use of subjectivity (Alharahsheh & Plus, 2020). Interpretivism views reality as socially constructed, meaning that society gives meaning to language, consciousness, and shared experiences (Myers, 2013). Alharahsheh and Plus (2020) add that interpretivism seeks to evaluate the phenomenon under study in terms of the context in which it is being studied. It states that humans are different from other forms of life as humans can make meaning from their experiences. Interpretivism considers societal differences – culture, circumstances, and time (Alharahsheh & Plus, 2020). Interpretive research aims to find richness in the data set to

create a comprehensive research report (Alharasheh & Plus, 2020). Building on Alharasheh and Plus (2020), Clark et al. (2022) state that interpretivism is an alternative to positivism. Researchers use interpretivism to gain a better perspective on all aspects of the central phenomenon (Creswell, 2007). When generalising the data, interpretive researchers use moderate generalisations, meaning that the phenomenon being studied can be seen from a narrow or broad perspective. It differs from experience to experience (Williams, 2016).

From the experience of the researcher in this study, they justified the usage of interpretivism due to the need to understand the central topic which is organisational citizenship behaviour. The use of local language within the study and certain recurring use of language illustrates the participants' feelings towards the concept of organisational citizenship behaviour in their environment.

3.5. Research paradigm

A research paradigm includes ontology, epistemology, methodology, and axiology (Alharasheh & Plus, 2020). Creswell and Creswell (2018) add the concept of rhetoric as a philosophical assumption. Ontology in research is defined as the nature of reality in society, and it looks at the phenomenon being researched in its natural setting (Aljarasheh & Plus, 2020). Ontology states that reality is subjective and is seen differently by everyone; thus, the experiences of the participants contribute to the findings of the research (Creswell, 2007). The researcher acknowledges that it is essential to understand that reality plays a role in this research context. The participants of this study each have their reality with their work environment.

Epistemology examines how the researcher attempts to discover knowledge within reality (building on ontology), and epistemology emphasizes the researcher's role and input on the research topic (Alharasheh & Plus, 2020). The aim is that the research is not directly affected by the researcher, and the researcher needs to ensure that there is distance between themselves and the research (Creswell, 2007). In terms of ontology in the interpretive approach, reality is seen as subjective as meaning is created through society – ontology. Epistemology is seen as a direct link between the research and the participants as in this context. It starts from the premise that humans and their experiences cannot be separated (Alharasheh & Plus, 2020). In terms of interpretive phenomenology - the research paradigm and research design of this study, the epistemological approach states that the research aims to focus on how the participants find meaning in their experiences (Banister et al., 2011). The

researcher in this study understood that there was a link between the researcher and their views and the participants and that their answers reflected their own experiences.

Axiology in interpretivism looks at the role of the researcher as interpretivism is value-based, and the researcher needs to practice reflexivity (Alharahsheh & Plus, 2020). This means that the researcher is willing to explore their values within the research and how these values may influence the research and the interactions with the participants (Creswell, 2007). As mentioned in 3.2, the role of the researcher is a crucial component of qualitative research; however, there is the risk of bias, resulting from the interpretation of the researcher. Thus, the researcher needs to ensure they are reflexive and do not impose their views and perspectives of the ICT sector on the research.

For the research methodology assumption, qualitative interpretive research yields small sample sizes to get an in-depth perspective. It focuses on quality rather than quantity (Alharahsheh & Plus, 2020). The researcher uses inductive techniques within the research context, collecting data before making generalisations about the data set. The purpose of using qualitative methods is to find answers (or descriptions) to research problems and use the human experience as an answer (Creswell, 2007). Thus, using interviews as a source of data allows able to see the human experiences of organisational citizenship behaviour.

And finally, rhetoric looks at the language used in the research (Creswell, 2007). For qualitative research, the researcher uses the participants' language, which stems from personal vocabulary (Creswell, 2007). The research uses descriptive language within the written report. For this study being conducted in South Africa, the language used is English; the jargon is quite technical due to the study focusing on the ICT sector, and the researcher has used phrases used in the interviews to attempt to portray the experiences of the interviewees accurately.

3.6. Sampling method

A sample is defined as a smaller group of people selected from a larger population to participate in a study. (Creswell, 2012). The sampling method deemed appropriate for this study is known as purposeful sampling. Purposeful sampling is a non-probability sample, meaning it is not based on randomization, as the individuals in this study were picked based on criteria (Clark et al., 2022; Stratton, 2024). Stratton (2024) argues that purposeful sampling is used in qualitative social studies. An essential element of purposeful sampling is

that the researcher cannot use a general population (Clark et al., 2022). Purposeful sampling is most effective when trying to understand a phenomenon with limited access to resources (Palinkas et al., 2015). In this study, the population were those within the ICT sector, and the sample size was picked based on the inclusion and exclusion criteria. When looking for participants, purposeful sampling seeks to find those who are available and want to participate in the research (Palinkas et al., 2015). In this study, to find data the researcher used participants that were readily available within the area that met the inclusion and exclusion criteria.

According to Saunders et al. (2012), purposeful sampling may not fully represent the population, but it is advantageous when working with small samples. This research into organisational citizenship behaviour looked at a sample size of between 8 – 10 people. Creswell (2007) argues that for phenomenological research, the sample size should be between 5 to 25 individuals who have been exposed to this experience.

There are different types of purposeful sampling with different uses, and they have different aims. For this study, a homogenous sample would be the most suitable (Palinkas et al., 2015). Homogenous samples are, by their nature, small. The purpose of using a homogeneous sample is to gather in-depth data and procedures to do in-depth analysis (Palinkas et al., 2015). The purpose of this research is to look at the experiences of the employees within the realm of organisational citizenship behaviour, and even though the population of ICT sector employees is 22 000, it is not possible to interview them all; thus, a targeted sample was sourced for this study. For this study, the study took samples of workers ICT small medium enterprises within Makhanda, and the population was exposed to the research, and the participants volunteered their time.

3.6.1 Inclusion and exclusion criteria

With the ICT sector being a significant sector, the aim was to sample and include only employees within the ICT environment who have a form of qualification in the sector (e.g. a STEM degree, technical vocational certificate, etc) and who have worked in this sector for more than a year as an inclusion criterion. A small sample size of 8 to 10 employees from within the ICT sector in South Africa was targeted due to the qualitative nature of the study not emphasising the number of employees but focusing on in-depth analysis.

As the ICT sector is quite big, people who work in non-ICT sector roles in an ICT sector business such as secretaries, and human resources management were excluded. The study focused on employees in core ICT careers such as software developers, technical support, business consultants, technical assistants, cloud developers, communications officer etc.

3.7. Data collection method

Due to the nature of this research design – phenomenological research design - the data that was needed for this research project was collected from participants who had first-hand experience. Thus, interviews were best suited for this form of research problem (Creswell, 2007). The data collection method selected for this research was semi-interviews. Semi-structured interviews are classified as non-standardised interviews, during these interviews there is an interview schedule, but there is more probing, and questions can vary from participant to participant (Saunders et al., 2012). The point of this form of interviewing is that it is easier to start a discussion. Some questions may be used for certain participants, while others may be omitted, depending on the natural flow of the interview (Saunders et al., 2012). **Appendix A** of this thesis outlines the interview schedule. During the interviews, I used the answers of the participants to probe them further about their experience of organisational citizenship behaviour.

To conclude that semi-structured interviews are suitable for this study, the researcher needed to analyse the advantages and disadvantages. Creswell and Creswell (2018) explain that interviews are best when the research participants cannot be observed. The participants can provide a first-hand account of their experience, and it gives the researcher the space to ask the participants more questions based on previous answers. However, interviews can be influenced by researcher bias. The participants might not feel comfortable if it is not in a natural setting and there is the risk of misinformation being indirectly passed on (Creswell & Creswell, 2018). After evaluating these advantages and disadvantages, with the use of reflexivity to combat the bias, the researcher decided that the advantages outweigh the disadvantages, and it was therefore deemed appropriate to use interviews for this study.

An important element of qualitative research is data saturation and data sufficiency. Data saturation in qualitative research refers to the point in data collection where no new themes, insights or patterns emerge from the data, indicating that enough information has been gathered to fully understand the research topic or answer the research question (Palinkas et

al., 2015). Data sufficiency suggests that there is enough data to draw an accurate conclusion and whether it relates to the purpose of the research (Palinkas et al., 2015).

3.8. Procedures for interviewing participants

As mentioned above, the data collection method being used in this research is the semi-structured interview. This is where the researcher uses their discretion when asking questions; questions vary from person to person; and there is an increased amount of probing of the participant. The purpose of using this method is to gain rich data from the sample. As previously mentioned, the research design is phenomenological, thus Creswell (2007) argues that open-ended questions are best suited for this type of research, as the researcher emphasises the need for descriptions of the experiences to gain rich data.

For this study, there is an interview schedule consisting of the base questions that are used in all the interviews. The researcher then used their responses to the base questions to probe further and to create a discussion. Interviews can be conducted online or in person. An informed consent form is signed on request, and the researcher requests permission from the participant to record the conversation on a cell phone and a recorder for both online and face-to-face interviews. The researcher must ensure that the participant knows they can withdraw at any time, and they will remain anonymous throughout the whole research process. The researcher needs to introduce the research and discuss the aims and objectives of the research, so the participant understands what the research is about and why they have been requested to participate in it. It is important for the researcher to build rapport with the participants. This means a positive relationship should be established, and this could lead to the participants opening up about their experiences, which will result in a richer data set.

3.9. Procedures for data analysis

For this qualitative research, the process of thematic analysis by Braun and Clarke (2006) was used. Thematic analysis is frequently used in research in Psychology. Thematic analysis is method of identifying and interpreting recurring themes within data by analysing qualitative data such as interview transcripts (Braun & Clarke, 2006). Within qualitative research, a theme looks to uncover something in the data that shows a pattern and meaning within the data (Braun & Clarke, 2006). A researcher finds a theme within the dataset through the methods of coding (Braun & Clarke, 2006).

Braun and Clarke (2006) outline a step-by-step guide to the coding process, and the researcher is advised to follow the necessary six phases to ensure reliability and validity within the research. Phase 1 starts with familiarising yourself with the data. This includes transcribing interviews and reading through the data. The researcher needs to note down important concepts relating to the study (Braun & Clarke, 2006). The following phase is the coding. Once the researchers have familiarised themselves with the data they can proceed. For this research, NVivo coding was used for the first round of coding, which involved using language from the interview to code (Braun & Clarke, 2006). The purpose of doing this is to organise the data in groups and progressively translate the data into information. For this research, two rounds of coding were used. The second round of coding was holistic coding. This approach makes use of the line-by-line approach of NVivo, but the codes are grouped together such that common ideas are identified through the codes and different codes are created (Saldana, 2013). During these coding phases, the researcher did it the manual way by using different colours to identify the codes and then group them. After coding has been completed, phase three begins. This is where the search for themes starts. The researcher compares the codes from the first and second rounds of coding to identify the themes, patterns and common ideas (Braun & Clarke, 2006). Phase four is when the researcher goes over the themes and evaluates which themes relate to and answer the research question. This is where the researcher creates a thematic map of all the codes and how they relate to each other (Braun & Clarke, 2006). Phase five involves defining and naming the themes. This is where the researcher makes use of the thematic map to find the true meaning of the themes and then decides what to name the themes and organises them in a clear structure. From there, each theme needs a detailed explanation of how the researcher researched this conclusion (Braun & Clarke, 2006). The final phase of the thematic analysis is producing a report based on the results from the qualitative research data collection. This is presented in the results and discussion section of this master's thesis. This is where the researcher uses the themes to create a report, answer the research questions and draw a conclusion based on the research. Within this section, there must be clear evidence showing how theories, literature and data relate to one another and ultimately answer the research question (Braun & Clarke, 2006).

3.10 Criteria to assess rich rigor and transparency in qualitative research

The validity and reliability of the qualitative study are assessed using the criteria used to assess rich rigor and transparency (Tracy 2010). Tracy's use of eight quality criteria (2010) is

known as the big tent. I applied the big tent to my research on organisational citizenship behaviour in the ICT sector.

The first criterion is whether the topic that is being studied is relevant, timely, significant, and interesting (Tracy, 2010). The researcher argues that this research is relevant in terms of the Fourth Industrial Revolution (which I have explained in Chapter 2), the rise of integrating technology in everyday use which has resulted in the increase of IT and tech companies. It is important to understand the behaviours of tech company employees. This research is also valuable in the South African context as there is a gap in the literature that has motivated this study. It is also of interest for employers to understand what motivates employees to show extra interest in their work.

The second criterion is rich rigor (Tracy, 2010). Rich rigor looks at the study using sufficient and relevant theories, data (collection and analysis), samples and context (Tracy, 2010). This is to ensure that the research is complex and rich in information and makes use of different sources of information (Tracy, 2010). Chapters 1 and 2 show the direction of the study and context, theoretical framework and the relevant literature. In Chapter 1 there is an extensive list of terms explained that relate to organisational citizenship behaviour, which the researcher argues that is important in understanding the intersectionality of OCB. Chapter 2 follows on from Chapter 1 and it shows the context in which this research is written, including the understanding of the Fourth Industrial Revolution, ICT sectors and employees within these contexts. It must be noted that Chapter 2 explores both the global and local context (South Africa).

The third criterion is sincerity. This looks at whether the study has self-reflexivity and is open and honest about methods used as well as the challenges faced while conducting the study (Tracy, 2010). This is shown in the final chapter of this research (Chapter 6) which looks at the limitations and reflections within the study. The researcher adopts a positive approach towards organisational citizenship behaviour (OCB), emphasizing its beneficial impact on organisations and individuals, rather than focusing on the potential fatigue associated with excessive work engagement. At a personal level, the researcher has encountered challenges and academic fatigue that have hindered research productivity.

The fourth criterion is credibility. This looks at whether the research has a thick description of information in the form of demonstrating rather than explaining (Tracy, 2010). Credibility

also looks at how trustworthy the research findings are (Tracy, 2010). This study attempts to draw connections between theoretical and literature-based frameworks and their real-life applications. As the researcher, the author is held accountable for the research findings by various bodies within Rhodes University.

Resonance is the fifth criterion for qualitative research and how those who are reading the research are affected by the research (Tracy, 2010). This looks at whether the research can create empathy, whether readers can identify with what has been discovered, and how the research can be understood by people who have not experienced the phenomenon researched (Tracy, 2010). With this research, the researcher made sure that the language used was such that even readers who are not familiar with this area would be able to understand what is being discussed.

The sixth criterion for qualitative research looks at whether the research provides a significant contribution in terms of concept, theory, practical work, morals, methodology, and heuristic significance (Tracy, 2010). This can be determined once the research is completed.

The second-to-last criterion looks at the ethical aspects of this research. Section 3.11 deals with the ethical considerations of this research in depth. According to Tracy (2010), there are four forms of ethics: procedural, situational, relational, and existing ethics. Procedural ethics looks at the steps that need to be followed in terms of the organisational structures (Tracy, 2010). In the case of this research, this meant obtaining ethical clearance through Rhodes University, permitting me to conduct this research and not take advantage of the participants. Situational ethics looks at how circumstances differ for each research study undertaken, and that it is the role of the researcher to ensure that each situation is handled in the correct ethical manner and that the researcher reflects on the ethics of their research throughout the research process (Tracy, 2010). This study is a low-risk study (classified by Rhodes University); thus, there were no ethically challenging questions asked in the interview that would make participants feel vulnerable. However, during the interview process, every interview was different and was handled differently, as people have different ways of interacting. Relational ethics looks at the role of the researcher and how the researcher needs to be self-aware of their character and how their actions in this research can impact others (Tracy, 2010). This looks at human values such as respecting others and treating them with dignity while attempting to make a meaningful connection in the process (Tracy, 2010). During the interview process, the researcher created rapport with the different participants, made jokes

with them, made them feel at ease and comfortable and conducted it in a space where they felt comfortable.

Existing ethics looks at ethical considerations that happen once data collection is complete (Tracy, 2010). This means that the researcher must not discuss the interview with others and even though the researcher cannot control how people interpret the findings, they must ensure that sensitive information is not easily evident (Tracy, 2010). After the interviews were complete, the researcher did not discuss my interview with anyone else, and all the data was stored in a password-protected device and backup drive.

Lastly, meaningful coherence refers to whether the study achieved its purpose, used methods and techniques that were outlined in the proposal and whether there is a connection between all aspects of the research – literature, research questions, findings, and conclusions (Tracy, 2010). During the process of writing this thesis, the researcher continuously consulted my research proposal and my first three chapters to show the connection with the data discussed in Chapter 4. The final chapter of this research is the conclusion that utilizes all aspects of the research to show the relationship between the proposal, context, literature and data that has been collected.

Validity in research looks at whether the research's conclusions are an accurate reflection of the situation in the real world (Saunders et al., 2012). In Creswell (2007), validation is defined as the perception of trust within research. Qualitative validity looks at whether the research is accurate from the researcher's, participants, and the reader's perspective (Creswell & Creswell, 2018). Previous publications stated that in the last thirty years, different terminology has been used to describe validity. Different validity strategies help prove validity. These approaches include triangulation, member checking, using rich descriptions, ensuring no bias, showing negative and positive information relating to the research, spending a long period in the field, as well as peer debriefing and external evaluation (Creswell & Creswell, 2018). Creswell and Creswell (2018) narrow it down to trustworthiness, authenticity, and credibility. Validation in the eyes of the interpretive approach highlights the importance of the researcher's self-awareness when conducting the research. The researcher needs to be open to listening to new perspectives and accept the fact that the research can be interpreted differently (Creswell, 2007). To prove validity, the researcher needs to keep documents such as recordings and written accounts (Creswell, 2007). In terms of authenticity, the researcher must ensure that different views have been

explored to accurately answer the research question (Creswell, 2007). The final aspect of validity is credibility. Creswell (2007) states that this looks at the researcher's involvement and whether the researcher has participated in self-reflection while conducting the research. When applying it to this study of organisational citizenship behaviour, the researcher has ensured the accurate representation of the participants' experiences within the organisation. The researcher has kept detailed records of my interviews, including audio tape recordings, notes from the interviews and transcriptions from the interviews. During the data analysis process, the researcher used the data to explore different methods of answering the research questions and once again showed how different elements of organisational citizenship behaviour are connected.

Reliability asks two questions – would this research yield the same results if tested in a different environment and would a different researcher arrive at the same conclusions (Saunders et al., 2012). Qualitative reliability looks at the approach that the researcher decides to use and whether it is consistent throughout (Creswell & Creswell, 2018). During this process, the researcher needs to document how they remained reliable throughout the research process. This can include rechecking transcripts to ensure they are correctly recorded, ensuring that there is consistency in the coding process, as well as cross-checking the codes (Creswell & Creswell, 2018). This research is based on the individual's experience in their specific workplace. If another researcher came and interviewed the same participants, they would be able to gain the same information. During the research process, the researcher repeatedly checked the transcripts and recordings to ensure the accurate portrayal of the experiences of individual participants with organisational citizenship behaviour.

3.11. Ethical considerations

When conducting research, it is important to examine the ethical practices that are important to observe in qualitative research. Ethics considers doing good and not harming others. In research, harm can be avoided if correct ethical procedures are followed (Orb et al., 2001). Qualitative research ethics differ from quantitative research ethics, as qualitative research examines human experiences and often involves the participants engaging in conversations based on experience, emotions, and opinions (Orb et al., 2001).

There are many different principles for ethical practices. These practices will include autonomy, beneficence, and justice (Orb et al., 2000). Autonomy refers to the use of informed consent within qualitative research. Informed consent means that the participants

have the right to decide whether they want to be in the study or not (Orb et al., 2001). When the participant gives informed consent, they also have the autonomy to decide which information they are willing to give (Orb et al., 2001). **Appendix B** of this research shows the informed consent form that participants were asked to sign before the interview commenced and **Appendix C** shows the participants' consent to audio recording.

Beneficence in qualitative research looks at whether the research is going to be for the betterment of society (Orb et al., 2001). This means when looking for research participants and interviewing them, confidentiality and anonymity are important, as these people who are being interviewed may be vulnerable members of society (Orb et al., 2001). For this research, the researcher believed it was beneficial to understand what makes human beings do work tasks that are not within their job scope. The researcher argues that such information is valuable to both the organisation and its employees, who may engage in self-reflection regarding their workplace behaviours.

Justice within ethics looks at equality and fairness. This means those who gave their consent to participate in this study were not mistreated during the interview process (Orb et al., 2001). This means it is important that the researcher acknowledges the participants are being open and honest and they deserve to be treated with fairness before, during and after the research (Orb et al., 2001). This research was low-risk research, and the researcher ensured that no one was harmed, and participants were free to withdraw their participation at any point of this research they would not feel pressured to participate in this research. For example, in the second interview, the participant did not feel comfortable during the interview, thus the researcher gave them the option to stop the interview and not use their data for the study, and they said that would be best.

During this research, the interview method was the chosen method for the process of data collection, thus it is the duty of the researcher to listen to their chosen participants, during this process. It is understood that the participants have free will and can choose which information they want to share. This is where the researcher builds confidence and trust during the interview (Orb et al., 2001). An interview is considered a morally rich data collection method, as the information exchanged in the interview is from experience. This is where the role of the researcher and the direction of the research are monitored as it is important to keep within the scope of research (Orb et al., 2001). Within an interview, sensitive and personal topics may arise, and the researcher needs to ensure confidentiality

within the study. For this research, the questions posed to participants that would not be too sensitive to answer but would be able to get valuable information about their workplace experience.

For this research to be done there is a rigorous process for the study to be approved. As previously mentioned, this study is considered a low-risk study and it was approved by the Psychology Department Research Committee, the Humanities Department Research Committee, and the Rhodes University Ethics Committee (**Appendix D**). The forms needed to gain participants include: a gatekeeper form (**Appendix E**) and an advertisement (**Appendix F**), and once the gatekeeper had permitted access, an informed consent form was distributed to the participants. As highlighted by Tracy (2010) this is an integral part of procedural ethics.

The researcher embarked on a study on organisational citizenship behaviour to benefit the employee, employer and organisation. The aim for the employee is to create a work environment that is enjoyable and beneficial to them that they want to engage in extra-role behaviour, which will benefit the employer and the organisation's overall goal. The researcher also interviewed participants about their work environment and experience. This is where the interviewer had to ensure confidentiality as the interviewee could speak openly about unfavourable or uncomfortable work practices. In terms of fairness and autonomy, it must be made clear that participants can remain anonymous, and they can withdraw from the study at any time. For this research this was made explicit in the gatekeeper form, advertisement and informed consent form.

3.12. Conclusion

In conclusion, this chapter outlined the methodological base of this research. The justification for qualitative research for this study was that the study aimed to make use of people's experiences as the data. Making use of phenomenology means that the researcher acknowledges that there are different human experiences of organisational citizenship behaviour. A semi-structured interview was deemed to be the best method of data collection as the researcher was able to establish rapport with each interviewee. When searching for interview participants, a gatekeeper permission form was sent out and the official confirmation from Rhodes University was attached. When picking inclusion criteria, the researcher highlighted the importance of interviewing people within the ICT sector, with qualifications that focus on ICT sector. For exclusion purposes, the researcher decided to

exclude people who have worked in this environment for less than a year and hold non-technical positions such as secretaries, administrative support. The study focused on software developers, business consultants, communication officers and broadcasters. Furthermore, a clear and consistent data analysis was conducted to find the relevant themes from the data.

As this was qualitative research, the researcher acknowledged their role in this research. The researcher considered the ethical implications of this research. Gatekeeper permission was sought from the companies. Anonymity of the participants and their company was respected, and their names were therefore not mentioned in this research process. In terms of consent, the researcher gained written and verbal consent to conduct and record each interview session. The researcher ensured that each participant felt comfortable and would feel free to withdraw at any time.

Lastly, in terms of achieving reliable and valid data, the researcher kept track of the codes used and performed cross checks of the codes. In terms of review, a Rhodes University Lecturer was appointed to supervise this research, and every chapter was evaluated as well as a full draft of the entire research process and edits were continuously being made.

To conclude, the researcher followed a clear process, and the research framework was related to the research question and the answers provided from the data set.

3.13. Chapter summary

This chapter explained the research framework that was used to conduct the data collection and analysis of the research.

Chapter 4: Results and Discussions

4.1. Introduction

Chapter 4 focuses on the results and analyses of the interviews conducted. This chapter is structured by aligning the research questions with the themes uncovered in the data analysis. For illustrations of the themes related to each other, **Tables 2 and 3** display the codes for each participant and the progression of the codes to the themes that have been illustrated in this chapter. Following on from each research question's results there is a discussion of the results and a comparison with the existing literature reviewed in Chapter 2. The purpose of combining the results and discussion is to aid in answering the research question and achieving the research objectives.

4.2. Description of participants

To ensure the protection of the participants of this study, I refer to the participants as "Participant" and a corresponding letter. The table below shows the demographics of the participants and their role within the organisation.

Table 1. Participant Demographic

<u>Participant</u>	<u>Gender</u>	<u>Race</u>	<u>Job Title</u>
Participant A	Male	Black	Business Lead
Participant B	Female	Black	Student Intern
Participant C	Male	Black	Junior Software Developer
Participant D	Female	White	Project Management Lead
Participant E	Male	White	Junior Technical Support
Participant F	Female	White	Intern/Junior Support
Participant G	Male	Black	Front end developer

Participant H	Male	White	Product Lead - Tracking	Technical Vehicle
Participant I	Male	White	Business Owner/Technical Lead	

4.3. What are the motives of organisational citizenship behaviour in the information communications and technology sector within South Africa?

The first research question is linked to the theme identified in the data analysis as the role of the community. This theme is broken into two sub-themes, namely the community within the organisation (for example: leadership and colleagues) and the external community (for example: customers and the broader community).

4.3.1. Community within the organisation

The data suggests that creating a healthy team atmosphere within an organisation contributes to helping behaviour, which is a form of organisational citizenship behaviour.

Participant C expressed this sentiment: *“You can actually tell that people care and will come and check in and ask how you are doing.”*

Participant C also adds that there is a *“sense of community”* in the organisation.

In smaller firms such as Participant C’s workplace, it is easier to create community and help each other out (helping behaviour) as the human capital is not extensive. Participant D, who adds to Participant C’s feelings of community within the organisation and is part of the communications side of the organisation, believes that her engaging in extra-role behaviour contributes to the overall team morale.

Participant D states: *“I can’t do any of the coding stuff, so it’s team morale.”*

Participant D feels that she should be engaged in extra-role behaviour as she does not do the core business functions, and she wants to make the organisation a more productive environment for the business to function. In terms of team morale,

Participant E adds: *“We all appreciate each other very much for the sole fact that we’re able to get along and depend on each other”* Participant E elaborates on this point by adding: *“Why it all feels like one big family at the office is because we all very welcoming with each other.”*

Participant I emphasised that their organisation is small, and thus, everyone must pitch in where they can,

Participant I elaborates on this point by saying: *“We’re so small that it’s the lines between person’s role and this person’s role is completely blurred so far ... if *** needs support on the project management side I’ll go help with her with that... if uhm but yeah so my main goal is to support my developers.”*

Participant I further stated: *“I absolutely hate doing is DevOps, but we all got involved and chip in.”*

Participant C also expressed this sentiment about working for a smaller company, stating that: *“Team if like 20 people in these small towns so you are going to have that sense of community.”*

In terms of working together, Participant F states that there is a domino effect of helping behaviours and getting involved in different projects,

Participant F states: *“As soon as one person said look what I’m doing it’s super cool, the next person is like that’s cool like let me get involved and it’s a domino effect.”*

Participant F alludes to extra-role behaviour being done within their organisation because of interest in what the other person is doing and the organisation encourages this in terms of allowing their employees to explore their interests in the organisation.

4.3.2. External Community

In the initial interviews, the researcher asked the organisational leadership what motivated them to start this organisation.

Participant H stated that the purpose of their organisation is *“supporting other people and creating opportunities for other people – job opportunities and just generally making a difference in the world.”*

Participant H added that what their organisation does is to “*Build software and service humanitarian purposes.*”

Organisational leadership focuses on empowering the community around them, whether it be offering training and development (which is expanded on in the discussions), or offering people opportunities to work in their organisation and further support them. During the interview process, three participants elaborated on their experiences of their organisation taking a risk on them (when they were part of the external community before being hired). This is discussed further in the next section.

4.3.3 Discussion

The first research question is linked to the theme of the role of community. This theme has been divided into two sections: internal community and external community. It looks at the relationship the organisation and its employees have with these two communities and how this impacts the organisational citizenship behaviours of everyone in the organisation.

Looking at the key concepts of Chapter 1, the role of community is closely related to contextual performance and prosocial behaviour. Contextual performance looks at actions undertaken within the organisation to create and sustain organisational culture (Organ et al., 2005). Helping your coworkers is participating in creating a positive prosocial (helping behaviours) environment. Looking at organisational justice, which looks at fairness within the organisation (Jnaneswar & Ranjit, 2021), a participant stated that when performing extra roles or pulling one’s weight, it will all balance out in the end and add in helping the organisation reach its goals.

In terms of the types of organisational citizenship behaviour, this theme is related to altruism, which looks at helping the individual even when not really required to do so (Sepeng et al., 2020). Participants in the current study discussed how help does not necessarily have to be requested, but it is an environment that appreciates helping behaviour if the employee wishes to do to. This also relates to prosocial behaviours within the organisation.

The researcher emphasized the importance of defining Ubuntu, an African concept, in Chapter 1. This concept highlights the idea of employees demonstrating commitment to organisational goals through collaboration and teamwork (Molose et al., 2018). It is important to incorporate this into the study as it looks at the South African context. The

results of the data showed that employees within the organisations felt that they have pride in their work, value their coworkers, and are willing to help them so that organisational goals can be met. This ties in with the theme of internal community. In the second sub-theme – the external community- the organisations’ leaders say they have a duty (psychological contract) to give back to the community and not only make a profit but to ensure there are opportunities to better the skills of people in the community.

Looking at the literature, the motivators of OCB lean towards individual motivators such as job satisfaction and enthusiasm (Kartono et al., 2019). Using the data presented in Chapter 4, it can be argued that a massive motivator for OCB is helping fellow employees and improving the community through their work.

In terms of the research conducted by Takeuchi et al. (2014), the three motives of OCB are prosocial values, organisational concerns, and impression management. The community plays a role as a key motivator in these three areas. In terms of prosocial values, the creation of a healthy community within an organisation leads to employees helping each other and showing interest and support within the organisation. In contrast, this theme does not incorporate the other motives of organisational concerns and impression management. These are addressed in other themes within the research, such as organisational concerns which are linked to loyalty and commitment, which are discussed in 4.4. and impression management, which is linked to personal influences of OCB, which is discussed in 4.7. This is a clear illustration of the intersectionality of the data within this research.

4.4. What are the determinants of organisational citizenship behaviour in information communications and technology within South Africa?

The second research question is answered by the theme - *The feeling of loyalty and commitment towards the organisation and its goals*. This theme is divided into two sub-themes: namely, loyalty and commitment to the organisation and loyalty and commitment to the leadership within the organisation. In terms of the research objectives outlined in Chapter 1, the theme of loyalty and commitment is used to understand the behaviours of the employees and what contributes to employees wanting to engage in extra-role behaviour.

4.4.1 Loyalty and commitment to the organisation

One of the interview questions was: what motivates or pushes the participant to go above and beyond their job scope.

Participant C stated, *“I care about my work, which will drive me to push a little bit extra”*

Participant C expressed feelings of pride towards the organisation they work for which leads them to engage in organisational citizenship behaviour.

One of the questions in the interview looked at the sense of belonging within the organisation. There were many different perspectives in the responses to this question.

Participant D stated: *“Sense of belonging is quite strong but maybe because I have been here kind of from the beginning and was one of the first members so have watched the team grow and been part of that kind of welcoming of new members and getting them set up and established”*

Looking at the above quote, it can be argued that this sense of belonging feeds into the concept of loyalty and commitment within the organisation. As Participant D stated, she has been there since the beginning, and her relationship with the organisation strengthened as she watched it grow bigger and welcomed to members to the organisation. In the next section the relationship with leadership and loyalty within the organisation is discussed.

4.4.2. Loyalty and commitment to the leader of the organisation

This subtheme is quite important as some of the participants in the organisation felt their loyalty and commitment ran deeper than the organisation and they were committed to the organisational leadership.

Participant D states, *“I have a lot of loyalty to my immediate superior because he has been taking me across with him into new projects, so we’ve gone into them together and there is a long history of establishing new companies and taking them off together.”*

This quote looks at how Participant D is committed not only to the organisation but to the leadership as they have shown their appreciation for Participant D, and that is why they feel a

sense of belonging. Building on from Participant D, two other participants stated they are grateful to the leadership within their organisation for taking a chance on them.

Participant E stated, *“My loyalty goes to them for a very different reason that is because when I spoke to *** after I started working with them, he said OK well if you’re going to move full time and find you a place to stay.”*

Participant D later stated, *“Basically my loyalty goes to them because I’ve never ever been me with such generosity before in the sense that they said yeah you don’t have to pay rent because you’re taking a risk to move here with us”*. Participant D feels a sense of loyalty to the leadership because they have helped her.

Participant G also stated his deep sense of loyalty: *“they took me in without any hassles”*. Participant G later stated that he has built solid relationships with the organisation and its leaders, saying, *“I’ve got offers from the enemy... but the company really trusts me, and I’ve built some relationships here if I leave now, I will be breaking trust.”*

These quotes presented above show the progression of the relationship from external community to internal community (see 4.2) and how that is done through loyalty and trust - which is mentioned in Chapter 2 as part of organisational citizenship behaviour. These results show how these subthemes are interconnected within this study.

4.4.3 Discussion

The second theme discovered from the data looks at the feeling of loyalty and commitment towards the organisation and its goals. This theme has been divided into two subthemes: loyalty and commitment to the organisation, and loyalty and commitment to the leadership of the organisation. The researcher chose to include loyalty and commitment to the leader in this theme as they felt it was more relevant under the feeling of loyalty and commitment. This research theme ties into the research question of the determinants of organisational citizenship behaviour in the information, communication and technology sector in South Africa. The researcher argues that this is more relevant to this research question as the leaders in these organisations tend to leave employees to make their own decisions over their actions.

When explaining the key concepts of OCB in Chapter 1, it was noted that loyalty is a key component of civic citizenship, which is a form of OCB. The results from Chapter 4 have

reinforced the need to understand loyalty under the lens of organisational citizenship behaviour. Furthermore, within OCB, conscientiousness is linked to this theme as conscientiousness looks at the commitment of the individual beyond their job responsibilities (Ocampo et al., 2018).

Within the literature, the concept of organisational commitment is discussed in great depth. A component of OCB – civic virtue - is linked to organisational commitment. Civic virtue is how involved employees are in the management process of the organisation (Ocampo et al., 2018). It looks at how the organisation allows employees to speak up and give their opinions and feedback. Affective commitment is a key component of organisational commitment. This looks at the emotional commitment that an employee may have towards the organisation and feelings of positivity for the organisation. OCB is seen as a form of voluntary and affective commitment to the organisation.

The existing literature used in this research takes a different approach to determining factors of OCB. Rao (2018) stated that the determinants are well-being, job satisfaction, self-control, and the environment within the workplace. In this research the findings differ as loyalty and commitment are the key themes. The findings of this research are related to Rao's (2018) findings in terms of the environment being a determining factor, but not necessarily looking at well-being, job satisfaction and self-control. These are more relevant to the support mechanisms within the organisation, which are discussed in Section 4.6. The environment the participants described is one of loyalty and commitment to the organisation and that is why they partake in OCB.

Research conducted by Diedericks & Rothmann (2014) examined flourishing within the organisation, which looks at emotional, psychological, and social well-being. In terms of psychological well-being, many of the participants have a positive psychological relationship with the organisation, as shown through their continued commitment and loyalty to the organisation and its leadership. However, emotional well-being was not a common code within the research, with the leaders stating the need for more support systems for well-being in their organisation.

Hennicks et al. (2022) support Rao (2018) and Diedericks & Rothman (2018) in concluding that overall well-being is a key determinant of OCB. However, these authors' findings differ from the findings of the current study, only focusing on psychological well-being.

4.5. What influences employees to participate in organisational citizenship behaviour within the ICT sector?

This question is answered by the theme of training and development within the organisation. This research theme relates to the research objective of understanding employees' behaviours and motives for showing extra-role behaviour. This theme has two subthemes – receiving training and development and facilitating training and development. The overall premise of this theme is that in many cases the training and development is a form of extra-role behaviour.

4.5.1 Receiving training and development

Many of the employees of the organisation stated that they feel privileged to be receiving extra training and development.

Participant C spoke of their own experience of training and development in the ICT sector stating: *“IT is continuous learning and development so if someone from a different department does ask me to come in and help them with something that I normally wouldn't have do to yeah it is an opportunity for me to learn more than anything else.”* Participant C later stated that within their environment *“we are constantly learning about the field, constantly changing so further education is necessary.”*

Participant C detailed their experience of the organisation, helping in terms of extra courses and cyber security courses as well as registering with societies to better their skills and knowledge. The organisation does not have to do this, but they do engage in this form of extra-role behaviour, and the recipient (Participant C) is grateful and in turn, engages in extra-role behaviour.

Participant E discussed their training and development experience as well as their willingness to learn.

Participant E stated that within the organisation, they want to *“learn as much I can”* and in terms of the advantages of extra-role behaviour Participant E stated that the *“advantage of extra-role behaviour is learning new things.”*

Participant E takes engaging in organisational citizenship behaviour as a way of learning within the organisation and this in turn benefits the organisation as their employees are more qualified to achieve the organisational goals.

4.5.2. Facilitating training and development

Within the leadership of the organisation, Participant A, as previously mentioned, wants to empower individuals both inside and outside the organisation.

Participant A later mentioned that the organisation: *“Focuses on skills and development”*.

Participant A aims to use the organisation as a platform to train and develop interns who ask for help from neighbouring institutions and those within the community.

Participant G enjoys facilitating training and development programs in the organisation:

Participant G explained: *“When you are training someone else here to learn more about what you’re doing, helping someone helps you grow.”*

These participants explained that their way of training someone helps them grow in an organisation, so there is a flow of extra-role behaviour that benefits themselves and others in the organisation.

4.5.3 Discussion

The third theme identified within the research is training and development within the organisation. This was quite a prominent theme within the research as both leadership and employees thrive off training and development. In many cases, within the organisation, the act of training and development is seen as organisational citizenship behaviour as it is not in the employees’ job description. Many of the younger (and newer) employees within the organisation are grasping at every opportunity to gain experience, whether it is in their realm of work or not.

In terms of the research question and objectives, the theme of training and development looks to answer what influences employees to participate in organisational citizenship behaviour within the ICT sector. It aims to fulfil the objective of creating a work environment where people want to engage in OCB and understand workers’ behaviours.

It can be concluded from the literature that there is a research gap in understanding how training and development are related to organisational citizenship behaviour. Hennicks et al. (2022) argued that employees must have access to opportunities within the organisation, such as studying and training, which could lead to participating in extra-role behaviour. This was found to be true, as many of the participants felt that their organisation provides opportunities to grow in terms of experience, knowledge and strengths through training and development. Participants also felt that because their organisation provided them with these opportunities, they would reciprocate by positively contributing to the organisation. Participants who train others feel that they are also growing and contributing to the organisational goals rather than their own.

Mohapatra et al. (2019) research looks at job satisfaction but takes it a step further by looking at employee sustainability, social participation, knowledge sharing and administrative behaviour. Employee sustainability relates to training and development within these organisations, as there were participants in this research who were actively contributing to the development of leaders. In terms of social participation, the participants either gave or received training and development, which contributed to the overall organisational effectiveness. Knowledge sharing is directly related to training and development, as within an ICT company, it is imperative to learn about new software and impart that knowledge to co-workers or juniors. Many of the research participants expressed that they were doing this, and they felt that they learnt more when they did it. And lastly, in terms of administrative behaviour, Mophatra et al. (2019) link it to team-building behaviours. This was not a common theme among research participants, so leaders noted the need for more team-building activities to enhance the well-being of their team.

4.6. What are the support mechanisms in the information communications and technology sector to promote organisational citizenship behaviour in South Africa?

The next theme uncovered from the data is the influence of leadership within an organisation. This theme ties in with the research question: What are the support mechanisms in the information, communication and technology sector? Leadership within an organisation plays a significant role in how employees behave. This theme is divided into two subthemes: employee behaviours and leadership behaviours. This is done to show the separate experiences of employees and leaders within the organisation and how they relate to organisational citizenship behaviours.

4.6.1. Employee behaviours

During the data analysis of the interviews conducted in this study, it was noted that many employees felt autonomy over their jobs and that this contributed to them engaging in extra-role behaviour. When asked about the role of leadership in the organisation, many of the answers were grouped under autonomy.

Participant C stated: *“we know who is in charge,”* and Participant C later added: *“level of ownership”*.

Participant G stated concerning job autonomy: *“We are given some authority, but again, it is a pleasure to show up”*.

This extract from the data shows that Participant C acknowledges that leadership is present, but they (the employees) take autonomy over their jobs. This type of decision-making in the organisation on behalf of the leaders leads to the employees feeling like they are allowed to engage in work outside of their scope. This also relates to the sub-theme under this theme, which looks at leadership behaviours (mentioned in 4.2.2).

A common idea identified was guidance, which is discussed under leadership rather than training and development, as it is essential to show that it is possible to have relaxed leadership but also guide staff when needed. Job autonomy was highlighted as a factor of leadership; however, when participants need guidance, their leadership is present.

Participant E highlighted that *“they are really able to guide us as juniors when we need guidance”*

This was a recurring idea as many of the participants felt that they had control over their work but were able to ask for help. This motivated them to do extra work, due to feeling loyalty to the organisation for allowing flexibility while also being supportive.

4.6.2. Leadership Behaviours

In this study, three leaders were interviewed from different organisations. The leaders had different leadership styles; however, they and their employees engaged in organisational

citizenship behaviours within the organisation. In this study, a nontraditional style of leadership was identified.

Participant As stated that their leadership is *“I believe that I need to empower others and let them be in control.”*

Participant A stated that they aimed to empower those in their organisation and in their broader community. Participant A is an example of a leader who is there to provide guidance but allows for freedom in the organisation.

Participant B, who reports to Participant A, stated, *“I feel like I belong here because my boss does not like me calling him boss has made me feel like I belong ... If I make a mistake at work, obviously everyone makes mistakes, yes, I won't be perfect all the time he understands he talks to me like in a way that I understand he's not harsh, he's welcoming, he's kind”*. Participant B later states *“Participant A is different; I am happy to come here”*.

This shows that Participant A's form of leadership is helpful and encouraging, which in turn makes Participant B positive and happy to come to work. Being positive within the work environment and showing passion towards the organisation is a form of extra-role behaviour. When Participant A was asked about their leadership style, they demonstrated a leaning towards a more relaxed yet helpful approach. Regarding their leadership style Participant A stated,

“Say you made a mistake, find a way to fix it and take ownership, and I won't kill you.”

This demonstrates a leadership strategy that ensures your staff know you are there, but they have autonomy over their jobs.

Another idea that came up in the data in terms of leadership was assumed or unintentional leadership as the participants referred to it. This was a code that was used to highlight a person in the organisation who had become a leadership figure due to their experience within the organisation.

When asked about this, Participant D stated: *“I have fallen into a leadership position unintentionally purely by being one of the older members and also one of the longest established members.”* Participant D later elaborated on this point by expressing their experiences within the organisation: *“I have kind of taken on a mother hen vibe.”*

From these quotations from the data transcript, Participant D’s extra role is the leadership she provides within the organisation, as they are not employed in a leadership position within the organisation, yet many employees in the organisation find comfort in asking for Participant D’s help and advice.

The third leader that was interviewed was the founder of an organisation. Participant H described their leadership approach as a relaxed style and stated that as a leader, it is important to understand the people you are leading.

In terms of their leadership style Participant H stated, *“that depends on the individual usually, I think so in general terms I’m a very casual hands-off kind of leader, you know fortunate that the majority of my team are professionals, they can manage their own time and they understand their roles and responsibilities and they do not need to be micromanaged so it is more of good guidance and a strategic leadership set up where we look at you know the overall big picture and then we try and fit people in.”*

Participant H’s leadership is very person-centric and in turn, has created loyalty within the organisation (which is a form of organisational citizenship behaviour). Participants who work under Participant H have stated they are loyal to the organisation and want to engage in extra-role behaviours due to the leader making the organisational goals clear.

Participant I stated, *“The only reason I joined ***** was because of Participant H, I have never had a boss that is smarter and better than me in my entire career and all my years, I’ve never had somebody that I can go to I am stuck can you help me?”* Participant I further elaborated that *“my loyalty is more towards Participant H than to the organisation, but Participant H is the organisation”*.

This type of leadership is connected to the laissez-faire leadership style, which is related to the code of relaxed leadership that is mentioned a few times within the data that is analysed

within this study. Within this leadership style, there is a leader present, but the employees have freedom of movement. This was emphasised by Participant C detailing their experience with the leadership within the organisation, as previously mentioned under employee behaviours.

4.6.3. Discussion

This theme was identified from the data in the previous chapter as the influence of leadership within the organisation. This theme was broken up into employee behaviours and leadership traits. This theme aligns with the research question of what support mechanisms exist in the information communication and technology sector to promote organisational citizenship behaviour in South Africa.

According to the key concepts in Chapter 1, Khalo and Rambe (2019) outlined the interrelated nature of transformational leadership and organisational citizenship behaviour. Transformational leadership looks at a leader who sets an example and a leader who encourages employees to contribute positively to the organisation. Another form of leadership that was also identified as having a close relationship with organisational citizenship behaviour is servant leadership, which is a leadership style that prioritises serving others over personal gain. In terms of supervisor support – which is more middle management than the leadership of the organisation, Kaur and Randhawa (2021) note that it is important for the supervisors themselves to create a support system of checking in and actively caring about their staff as this will increase the positive feelings towards the organisation.

Within this study, the researcher obtained two perspectives of leadership – one from the employees within the organisation and one from the leadership itself. The employees enjoyed the fact that they had autonomy over their jobs. This is supported by previous research conducted by Hennicks et al. (2022), who stated that leaders who give employees in the IT sector more job autonomy increase their likelihood to participate in organisational citizenship behaviour. One leader stated that it is important to understand the individuals you are leading. This goes beyond the scope of a leader to have a personal stake in the individual over and above the individual's contribution to the organisational goals.

In terms of OCB characteristics, civic virtue is most identifiable with this theme as it looks at employees adhering to the managerial roles and administration of the organisation (Ocampo

et al., 2018). Within this study, it was noted that leadership had structures, but they allowed the employees to have job autonomy, and employees have respect and loyalty (mentioned in theme 2) for these structures and the organisation's work effectively.

In terms of perceived organisational support, it was noted in the data that many people within the organisation felt supported by their superiors and their unintentional leaders, to whom they go to seek comfort and guidance. This is an extra role an employee has taken as someone that people go to in the organisation. This also makes employees feel that they have high perceived organisational support as they have different support mechanisms within the organisation. Building on leadership, it is linked to the staff in the organisation having loyalty and commitment to the leader of the organisation, which was discussed in Section 5.2.

Within the research of ICT in South Africa, Manda and Backhouse (2018) highlighted transformational leadership as the most common leadership style when studying the relationship between leadership and OCB. The current research had similar findings to Manda and Backhouse (2018) because the leadership interviewed in this research have characteristics of transformational leadership, such as a mentoring role, a supportive nature to and continuously helping employees achieve their goals (which is supporting their training and development).

In agreement with Mahembe and Engelbrecht (2014), this research does have leaders who have servant leadership characteristics, which is a form of altruism which shows the relationship between servant leadership and OCB. The leaders within this study put the interests of the organisation and their employees above their own, and continuously ensure the vision of the organisation is upheld.

A difference between the literature used in the study and the data collected in this study was the introduction of the laissez-faire leadership style. The participants enjoyed the fact that their leaders were involved and supportive, but they also enjoyed job autonomy and the ability to take control over their work, engage in extra roles and gain experience in other areas.

Throughout the interview process of this research, the participants demonstrated an elevated level of perceived organisational support. Pohl et al. (2019) observes that perceived organisational support is about the wellbeing of employees. However, within this study

perceived organisational support is shown through the ability to have job autonomy while acknowledging the leadership structure.

4.7. How do one's professional and personal factors influence organisational citizenship behaviour in the information communications and technology sector in South Africa?

The final theme looks at personality characteristics that influence the organisational citizenship behaviours of workers in the organisation. This theme is divided into two sub-themes – personality characteristics and personal growth (which will include career growth). This theme specifically aims to answer the research question of how one's professional and personal factors influence organisational citizenship behaviour in the information, communications, and technology sector in South Africa. The objective of this theme is to understand the behaviours of the employees from a holistic point of view.

4.7.1. Personal characteristics

During the data collection process, the researcher asked participants why they engage in extra-role behaviour and many alluded to personal characteristics playing a role in their organisational behaviour. A unique code that was discovered in the data was religion. The first instance of this was when asked about the advantages and disadvantages of OCB,

Participant A stated: *“one of the bible verses that I can think of that I can think of that I am not sure if it is a bible verse or not, but what doesn't kill you makes you stronger”*

This quote started off the conversational topic of religion. This topic looks at how organisational citizenship behaviour makes one stronger. Participant A expressed the view that there are no disadvantages of OCB. Participant A further elaborated on this when asked if there was anything the participant would like to add to our discussion on the topic of organisational citizenship behaviour. Participant A spoke about their religious views.

Participant A stated: *I would say that influenced a lot of what's going on here, you know, prosperity is in the Bible, God created us ... his vision is not for us to die, but he created us to prosper.*

It can be concluded from this that one of the key influences of OCB can be linked back to one's religious views and the personal need to help others based on their religion.

Participant D and the researcher discussed the concept of extra-role behaviour as something inherent or a taught trait within societal norms, especially for women and the participant stated:

“a kind of a personal thing ... I don't know if it is an inherent trait or a taught trait or wanting to make sure that things are right and working and keeping things moving but also this idea that if we all pull out weight when required then it should all balance out and everyone will be working you know evenly and equally. This idea that you know if you can step up, you should.”

Participant D also said of themselves *‘intrinsic motivation to make sure that I am pulling my weight.’*

During the interview process, Participant E spoke about their motivation and personal feelings regarding extra-role behaviour.

Participant E said, *“comes down very much to a personal thing, you know ... I do run on appraisal.”*

Participant E feels that he enjoys engaging in organisational citizenship behaviour because he enjoys the recognition he gains from it. Further, Participant E wants to sustain a good reputation in the organisation as previously discussed. They feel loyal to the organisation due to the opportunities the organisation has provided them.

Participant E further adds that *“reputation – hard work does not go unnoticed.”*

Participant E wants to create a good reputation for future opportunities in the organisation. This point is emphasised by Participant D's interpersonal experience of extra-role behaviour.

Participant D stated: *“When you are reliable – yes you will find out very quickly who is reliable in an organisation.”*

This looks at how building a positive reputation through doing more than what is expected of you in the organisation leads to others trusting you.

Looking at the relationship between personal characteristics and training and development,

Participant I stated: *“I really love teaching and helping people grow.”*

This shows the integration between the themes within this study, looking at people’s personalities and the role of training and development in the organisation. This quote is an example of integrating personal characteristics in the workplace for the benefit of achieving the overall organisational goal.

4.7.2 Personal and professional growth

While conducting the analysis, the code of growth became quite common. There were two distinct types of growth: personal and professional growth. Participant F, who is one of the newer members of the organisation, stated that they engage in extra-role behaviour to learn more and for career growth. Speaking about additional factors that contributed to their engagement in extra roles in the organisation, Participant F stated:

“Definitely so like career growth like being offered a permanent job.”

Participant G states that in terms of professional aspirations, their aspirations are more focused on their self-development rather than career growth,

Participant E states: *“I was thinking about the short term was just in terms of self-development... later I will think of things like promotion.”*

This study aims to focus on the positive aspects of organisational citizenship behaviour; however, there was the question of the disadvantages of engaging in extra-role behaviours.

Participant D expressed that there is a negative side to having these attributes: *“Responsibility and trustworthiness are being used at the expense of what you should be doing (instead of your regular task) plus the expense of your family and social life.”*

Participant D also mentioned, *“You’re starting to be taken advantage of and yes, more effort than you are being reciprocated for so as long as it (extra-role behaviour) is a*

manageable point where you're not feeling overwhelmed and that everything that is outside of your scope of work and your actual day job is not suffering."

Participant G agreed with this sentiment, stating that: *"there is a disadvantage of trying to help people and not doing what you are supposed to do."*

Participants D and G spoke openly about the disadvantages of OCB. They stated that once people in the organisation know you are reliable, they may take advantage of you; plus their work might not be completed which would mean goals would not be achieved. This could result in them feeling overwhelmed by work, potentially leading to a decline in personal and professional growth.

4.7.3. Discussion

The final theme that has been identified in the data analysis was the personal characteristics that influence the behaviours of employees in the organisation. This theme is related to the research question of how one's professional and personal factors influence organisational citizenship behaviour in the information communication and technology sector in South Africa. This research question sought to understand employees' behaviours from a personal growth point of view. It is important to include professional aspects of this as many individuals may have their professional aspirations outside of the organisational goals or the organisation's career path for a particular job. This theme is divided into two sub-themes; namely personal characteristics and personal growth.

Looking at the literature review, there was a gap identified in the literature review when discussing personal and professional characteristics in conjunction with OCB however Hennicks et al. (2022) stated that personal religion was a key factor in engaging in organisational citizenship behaviour. In the data analysis, it was found that religion was a motivator for one participant's OCB. Participant A identifies as someone who is of faith and wants to uplift their organisation and the broader community because that is what the Bible encourages.

In terms of personality traits and OCB sportsmanship can be seen as a personality trait. Many of the participants have a personal interest in the organisation and stated that within their organisation there are hardly any problems and not much to complain about and continue to show a positive outlook (Perumalsami, 2014). This study was a positive approach to OCB but many of the participants noted that there was not much to complain about and that

personalities may clash but they can move past it and work towards a common goal. This ties in with courtesy (another OCB factor), that people within the organisation aim to stop problems and acknowledge their differences but move forward to achieve the organisational goals.

During the data collection, another Participant discussed how engaging in organisational citizenship behaviour is a personal thing, looking at the key conceptions mentioned in Chapter 1, Participant D aims to engage in prosocial behaviour, which means behaviour within society that aims to benefit other people. In terms of the aspects of OCB, altruism looks at being selfless within the organisation. Many participants within the organisation stated that they enjoy helping other people because they genuinely care about the people around them. This can be linked back to the role of community (Theme 3) however, in this theme, the researcher looked at it from the personal characteristics of people rather than the effects of the community (which was previously discussed in Theme 3).

When looking at the research gaps, the data collected from this study can increase information on OCB behaviours and personal motivators. In terms of individual career goals, this theme ties in with training and development (which is discussed in theme 5) however many participants engage in extra-role behaviour for the benefit of their own self-development rather than professional aspirations; many want to stay within the company they are in, as they enjoy the community, the leadership and the job autonomy that is felt within the organisation.

In agreement with Udin and Yuniawan (2020) and Rioux and Penner (2001), this research supports the notion that personal characteristics play a role in one's organisational citizenship behaviours. However, this research does not fill the literature gap on which personality traits interplay with OCB. Hennicks et al. (2022) and this research are similar in terms of the viewpoint of religion and its influence on OCB.

In terms of training and development under professional growth, the literature classifies training and development as a form of professional growth, but this research differs in the classification of training and development as an influence. Many of the participants in this research indicated that they partook in OCB for helping reasons and not for professional growth. However, their participation and helping behaviour got them recognised which led them to professional growth within the organisation

4.8. Summary and interpretations of the key findings

The key findings of this research highlight the intersectionality of organisational citizenship behaviour within this study. It has been found that participants engage in OCB due to a sense of community—both within the organisation and with the organisation’s customer base. There exists a keen sense of belonging and community within these organisations, and the helping behaviour is driven by support for each other’s goals and aspirations. What contributes to OCB in these organisations are feelings of loyalty and commitment, alongside the organisational leadership, which plays a significant role as a contributing factor in engaging in organisational citizenship behaviour. Regarding the factors that impact OCB, the influence of gaining and imparting knowledge among fellow employees (through training and development) is notable. Most participants indicate that training and development do not form part of their job descriptions; however, the organisation encourages it, and it is also beneficial for those who learn through training others. When considering the promotion of OCB, the primary support mechanisms within the organisation derive from its leadership and how they support their employees, which leads to positive prosocial behaviour from the employees. The final key finding relates to the personal and professional factors of participants, examining personal values such as religion and personality traits like reliability and trustworthiness, all of which play a role in OCB. In terms of professional aspects, participants expressed concerns that OCB might hinder their work but stated they engage in OCB for their own fulfilment and for the organisation rather than for career progression.

The aim of this research was to fill the gap in the literature on OCB in the ICT sector in South Africa and to enhance the workplace environment, which could lead to organisational citizenship behaviour. I argue that it is important to understand that OCB is different from person to person and that the results show they different forms of OCB can happen simultaneously.

The researcher argues that the best use of these results is to analyse them in terms of the organisation. For example, one of the leaders said that they do not have team-building activities, but still have a good internal community. The researcher would suggest that the human resources department utilise that information and implement team-building activities to increase the already high team morale. In terms of training and development, within an organisation this research would help motivate the benefit of training and development,

resulting continuous training and development opportunities, initiatives and potential financial support towards them.

In terms of hiring practices, this research can be extremely helpful in determining if potential employees are an accurate culture fit. This research can be used to develop interview questions and behavioural tests that pertain to someone's helping behaviour, how much they may value community, their career goals and what their employer-employee relationship is.

4.9. Conclusion

This chapter was an exploration of the data that was collected during the interview stages. These findings suggest a positive perspective on organisational citizenship behaviour, as most participants actively engage in extra-role behaviour for the benefit of the organisation's goals and culture. This chapter is the baseline for the next chapter which will use the literature from Chapter 2 and the results from this chapter to show a relationship between theory and practice as well as draw comparisons between the two.

In conclusion, this discussion chapter combines the results, and the already established literature found in Chapters 1 and 2. This study sought to address the research gap on organisational citizenship behaviour in the South African ICT sector. However, this was a small-scale study, and it succeeded in linking the existing literature to the findings.

While writing the results and discussions chapter, there is a clear overlap of themes. The majority of the themes involve leadership and the role that leadership plays in the behaviours that lead to organisational citizenship behaviour – from participants feeling that they need to go the extra mile because their leader goes the extra mile (psychological contract); because the leadership in the organisation allows for job autonomy and employees can complete their tasks and do not feel restricted in what other activities that can help with within the organisation and leadership constantly encouraging and funding training and development within the organisation and finally leaders who want to better the general community around them as opposed to just making a profit.

It can be argued that these research findings are interesting and valuable to the study of OCB. They give perspective on the individual understanding of OCB in a small-scale organisation. These findings are interesting in the South African context due to the lack of research on

developing countries and of the insights they provide on different organisations within the same sector in South Africa.

It can be concluded that through the data collection and data analysis process reported in this chapter, there has been substantial evidence to answer the research question, and it must be noted that all these research answers demonstrated that OCB has multiple components that are connected.

- What are the motives of organisational citizenship behaviour in the information communications and technology sector within South Africa? This question was answered with the conclusion that an organisation with a strong sense of community and an understanding of the broader community is a motivating factor for participating in OCB. It is evident from this that a sense of community is strong motive and needs to be researched more in the future.
- What are the determinants of organisational citizenship behaviour in information communications and technology within South Africa? This question was answered with the conclusion that the determinants are based on feelings of loyalty and commitment towards the organisation.
- What influences employees to participate in organisational citizenship behaviour (OCB) within the ICT sector? This research concluded that employees are influenced to do OCB due to the positive relationship between training and development and the participants.
- What are the support mechanisms in the information communications and technology sector to promote organisational citizenship behaviour in South Africa?

Within the organisations that were utilised during this study, it was noted that leadership played a significant role in the organisational culture; from the loyalty and commitment to the leaders; the training and developing of staff and allowing job autonomy for the participants. The leadership style is a combination of styles mentioned in the literature such as transformational and laissez-faire.

- How do one's professional and personal factors influence organisational citizenship behaviour in the information communications and technology sector in South Africa? It was concluded through this study that personal characteristics play a key role in this regard. As mentioned in the literature review, there is a gap in the research on the correlation between personality and OCB and this research helps close the gap and

could open the opportunity to study personality and OCB together. In terms of professional growth, it was only the intern participants who wanted to grow within the organisation and stay in the organisation due to the goals and leadership (this connects with the results of loyalty and commitment and leadership in the organisation).

It must be noted that this study takes a positive rather than a critical approach to organisational citizenship behaviour. This research tries to understand individuals' behaviours and create workplaces where extra-role behaviours happen naturally. When asked about the disadvantages of organisational citizenship behaviour, the participants shared similar sentiments as they alluded to how people may be taken advantage of due to being known as trustworthy and reliable. One's personal life may be put in jeopardy due to overexertion at work and lastly, your tasks that have been outlined in the job description may be sidelined as you as prioritizing helping people (this could be due to the personality trait of having a people-pleasing nature).

4.10. Chapter summary

This chapter was a summary of key themes from the results of the data collection process. These themes are imperative in understanding the research topic. This chapter compared previous literature and research with the data collected for this thesis. This chapter aimed to show the correlation between the two and help further draw a conclusion

Chapter 5: Recommendations, reflections, limitations and conclusion

5.1. Introduction

The final chapter of this thesis focuses on the contribution of this research and recommendations for future research and for organisations that want to create a workforce that participates in organisational citizenship behaviour. This chapter also highlights the limitations of this study, provides my reflections on the research process, and concludes the thesis.

5.2. Research contributions

As outlined in Chapter 1, this research aimed to explore the motives, determinants, and support mechanisms for organisational citizenship behaviour in the information, communication and technology sector in South Africa. When this research started, it aimed to look at OCB in big enterprises, but eventually focused on small and medium enterprises within the local community. Through this research, a better understanding of the practical component of organisational citizenship behaviour and how it manifests itself in real-world situations was gained.

Looking at the literature and studies conducted that helped create the context of this study, it can be argued that this research has contributed significantly in terms of training and development and empowering the youth, which in turn leads to organisational loyalty and commitment, which are elements of organisational citizenship behaviour as discussed in chapter 1. The results from this research show the overlap and relationships of different codes and themes found in the data collection. This contributed to the research by showing that organisational behaviours are interconnected and should be studied in conjunction to show the ongoing relationship between different employees' work behaviours.

5.3. Recommendations

Although this is a small-scale research project, the researcher has offered recommendations based on the findings of the research. This section is divided into two parts – recommendations for future research and recommendations for organisations to put this research into practice.

5.3.1. Future research

In terms of future research in this field, it can be argued that it would be ideal to combine large enterprises and small and medium enterprises when looking at a population (as many participants noted that within smaller firms, one is like family and thus more willing to help their co-worker). In terms of methodology, a mixed methods approach and collecting multiple forms of data, such as observations and surveys (with scenarios attached). The researcher could engage in observing participants' behaviours can be helpful as some participants were unsure of organisational citizenship behaviours.

In terms of developing new research topics, future researchers could look at the relationship between two variables, such as the relationship between employee well-being and organisational citizenship behaviour or the implementation of training and development programmes and their effects on organisational citizenship behaviour.

5.3.2. For organisations

This research looked at small and medium enterprises, so recommendations for organisations that want their staff to be loyal and dedicated to the organisation should ensure open lines of communication and see their staff as human beings. This also includes aiming to invest more time in one's staff and growth of staff as this can result in extra-role behaviours because the staff feel looked after by the organisation and, in turn, want to achieve the organisational goals.

5.4. Limitations

This study had various limitations. The study had a small sample size, and thus broad generalisations cannot be made. However, a small sample size in qualitative research helps to increase the richness of the data and enhance understanding of the individual experiences of the participants. This study also took a positive approach to OCB, assuming all participants engage in organisational citizenship behaviour and show affective commitment as opposed to a continuous commitment to the organisation. No negative approaches were probed besides the discussion of disadvantages. Thus, there is no exploration of the negative side, which could be perceived as a biased perspective rather than drawing a comparison between the positive and negative attributes of OCB.

5.5. Relevance in the study of industrial and organisational psychology

In reflection, it can be argued that this study is relevant to organisational psychology and the psychology field broadly, as it observed organisational behaviours and positive psychology. The results of this study show how other disciplines within organisational psychology, such as training and development, organisational commitment and leadership, can work together to form a positive and productive working environment without compromising the employee. This study is also relevant to organisational development practices as these results can be utilised in structuring an organisation where the employees feel a positive psychological relationship and thus engage in extra-role behaviour.

5.6. Reflections

This research project was a passion project as the researcher had a keen interest in the ICT sector in South Africa and to understand behaviours of those who continuously help people, whether it is in my interpersonal relationships or in my job roles (doing more than the role that is required of me and doing other people's jobs for them).

At the beginning of this research (which was a continuation of previous honours research, which was a systematic review of this topic). The researcher started on a highly enthusiastic note about this research and was eager to start. As the research progressed, it was realised how big a task master's researcher is, especially when it came to contacting major ICT companies in South Africa and continuously getting rejected. The writing of the first three chapters was a challenge (as this is not a commonly researched topic) but enjoyable. Reading existing research has strengthened the researcher's reading-for-meaning skills and academic skills.

More challenges arose during the data collection phases the researcher attempted to advertise to a new batch which was successful in gaining a local organisation to participate in the research study. The researcher enjoyed the data collection process, interviewing different people from different functions of ICT within an IT company and how they work together. Discussing their experiences of extra-role behaviour and these experiences within the organisation was insightful.

After the data collection process, it was not difficult to analyse the data using Braun and Clarke's thematic analysis. During the data analysis, the researcher noticed the evident intersectionality of the different themes that were picked up in the research and their

relationships with each other and the broader topic. This research experience has been very tough but enjoyable; it posed many challenges in my academic, professional and personal life. The researcher was lucky enough to have a helpful and understanding supervisor through this process.

As stated in Chapter 1 the research problem was to address the lack of research on the topic OCB in the South African ICT sector as most research focuses on developed countries. This research addressed the problem by collecting data from small-scale South African businesses and gaining their perspective. Though this research had only 9 participants, it could lead to creating more opportunities for research in the future and helping human resource management in organisations create work environments where organisational citizenship happens naturally.

The original aim of this research was to explore the motives and determinants of OCB in the South African ICT sector. It can be argued that this research aim has been achieved through the collection and analysis of data. Utilising previous research in conjunction with the results of this research shows the ongoing evolution of OCB and how it differs between participants within the study.

The research objectives of the study included contributing to knowledge on OCB in South Africa. Other objectives were to help understand employee behaviours that contribute to OCB and to help implement strategies in the workplace so that OCB happens naturally. The researcher argued that the research objectives have been achieved, as more knowledge contributes to the existing knowledge on OCB.

5.7. Conclusion

In conclusion, this research was able to explore organisational citizenship behaviour through a different lens. It showcased the multiple elements of OCB and how they are connected in the overall subject of Organisational Psychology. This research utilised the theoretical frameworks of Psychological Contract Theory and Social Exchange Theory. The results showed the positive psychological relationship the participants have with the organisation, that results in OCB. The Social Exchange Theory is there to aid in the understanding of reciprocity of organisational citizenship behaviour and how that creates a positive relationship which leads to OCB.

The results and findings of this research look at the complexity of OCB in organisations within the South African context. This research can create more opportunities to explore the relationship between the different elements within South African organisations.

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Appendices

Appendix A: Interview schedule:

1. Briefly describe the nature of your ICT working environment.
2. As an employee what motivates or pushes you to work beyond the scope of your job description?
3. Following the first question briefly describe the day-to-day tasks you engage in to describe extra-role behaviour specifically within the ICT environment.
4. How would you describe your sense of belonging and loyalty towards the company you work for?
5. What role does leadership play in your ICT working environment?
6. Do you believe the role of leadership described contributes to your work ethic of engaging in extra-role behaviour?
7. Are there support and well-being programs at your work, and does this contribute to the social contract within organisation?
8. What factors (such as professional aspiration and career growth) play a role in engaging in extra activities beyond the job description?
9. What is your opinion, do you think are the advantages and disadvantages of engaging in extra-role work beyond your job description?
10. Anything else that you as an employee would like to add extra role behaviours and the nature of them your environment and the factors that may impact your behaviours?

Appendix B – Informed Consent Form:

PARTICIPANT INFORMED CONSENT DECLARATION

(To be signed by research participant/s)

Project Title: The motives and determinants of organisational citizenship behaviour within the information, communication, and technology sector in South Africa.

Nonyezi Beale from the Department of Psychology, Rhodes University, (g19b4781@campus.ru.ac.za), supervised by Dr Dineo Diale-Makgetla, (C.Diale@ru.ac.za), has requested my permission to participate in the above-mentioned research project.

The nature and the purpose of the research project and this informed consent declaration have been explained to me in a language that I understand.

I am aware that:

1. The purpose of the research project is to address and understand the **extra-role** behaviour within the ICT work environment as well as the employee's individual experiences of extra-role behaviours and the factors that influence the employees
2. Rhodes University has given ethical clearance to this research project (2023-7059-7669) and I have seen/may request to see the clearance certificate by contacting the Ethics Coordinator (ethics-committee@ru.ac.za)
3. By participating in this research project, I will be contributing towards by better understanding of the organisational citizenship behaviour of those in the information communication and technology sector in South Africa, this can further contribute to making the work environment better for the employee and more productive for the organisation.
4. I will participate in the project by agreeing to do the study and so will be contacted via email to find a suitable time to schedule an interview. Before the interview, you will be given information about the study, including the informed consent form, which the interviewer, will go through it with you for good measure before the

interview, to receive both written and verbal consent. The interview will be conducted in a quiet room, a safe space that is far away from distractions, to allow for in-depth conversations to take place. Each interview will last 30 to 60 minutes. The interviewer will ask permission to audio record each session. The interviewer will start with short 'get to know' questions to make you feel comfortable and relaxed, then use that as a steppingstone to move on to deep open-ended questions which will bring great value to the study. Throughout the interview anonymity, and confidentiality will be emphasized. As an alternative, online interviews can be conducted via zoom if you prefer an online interview. Each interview will receive its interview code to ensure confidentiality, and screen-sharing will be highly avoided as well to maintain privacy. Zoom can record and store data without obstructing the regulations stipulated in the consent form. Pseudo-names will be used throughout the study to ensure anonymity.

5. My participation is entirely voluntary and should I at any stage wish to withdraw from participating further, I may do so without any negative consequences.
6. I will not be compensated for participating in the research.
7. The following risks are associated with my participation; talking about your work and the extra roles you do that may hurt your personal and professional life.
8. The Researcher intends to publish the research results in the form of a journal article, and conference presentation.
9. However, confidentiality and anonymity of records will be maintained and my name and identity will not be revealed to anyone who has not been involved in the conducting of the research, *unless I indicate to the contrary/recognize that as a public figure, my identity will inevitably be/become known, in which case I agree to accept the loss of anonymity.*
10. In terms of the Protection of Personal Information Act (No. 4 of 2013) it remains my right to request the Researcher to provide me with a detailed explanation of exactly how confidentiality and anonymity of the data I provide will be achieved. I may also request to know exactly how my personal information will be stored securely, and for how long it will be stored.
11. If any data collected from me for this research project is to be used by the Researcher for any further study, I am to be informed in writing, and my written consent is requested again. I need not give consent for the new research if it is incompatible with

the initial purpose of the present study (POPIA, s15(3)). Equally, I can simply reject the request. In such cases, a formal request needs to be made to me by the researcher via the Ethics Coordinator (ethics-committee@ru.ac.za).

12. In terms of the POPI Act, I possess the right to receive feedback about this research.
This will be on request.

13. Any further questions that I might have regarding the nature of the research and/or my participation in it will be answered by Nonyezi Beale g19b4781@campus.ru.ac.za
14. By signing this informed consent declaration, I am not waiving any legal claims, rights, or remedies. A copy of this informed consent declaration will be given to me, and the original will be kept on record by the Researcher.

15. I *agree/disagree* with the Researcher's request to take photographs, or video me as part of this research project, recognizing that agreement here is likely to raise the risk of compromising my anonymity and that steps will be taken to ensure this will not happen if my consent is given.
16. I *agree/disagree* with the Researcher's use of voice recording of my comments and opinions during interviews, the purpose of which is to ensure the accurate recording of my views/responses. Furthermore, I have the right to request a copy of the interview transcriptions to confirm that my opinions are accurately recorded.

I....., have read the above information and confirm that it has been explained to me in a language that I understand. I am aware of this document's contents. I have asked all questions that I wished to ask, and these have been answered to my satisfaction.

I fully understand what is expected of me during the research.

I have not been pressured in any way and voluntarily agree to participate in the abovementioned project.

.....

Participants' signature

Witness

Date

Appendix C – Audio tape consent

Participant Audiotape Informed Consent Form

Rhodes University — Department of Psychology

USE OF TAPE RECORDINGS FOR RESEARCH PURPOSES PERMISSION AND RELEASE FORM

Name of participant			
Participant's contact details	Email address: Phone Number		
Name of researcher	Nonyezi Beale		
Level of research	Honours	Masters X	PHD
Brief title of project	The Motives and Determinants of Organisational Citizenship Behaviour in the Information, Communication and Technology Sector in South Africa		
Name of supervisor	Dr CD Diale-Makgetla		

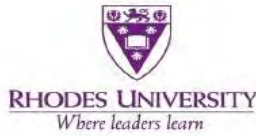
DECLARATION

(Please initial/tick blocks next to the relevant statements)

1.	The nature of the research and the nature of my participation have been explained to me	verbally	
		in writing	
2.	I agree to be interviewed and to allow recordings to be made of the interview	audiotape	
		videotape	
3.	I agree to and to allow recordings to be made	audiotape	
		videotape	
4.	The tape recordings may be transcribed	without conditions	
		only by researcher	
		by one or more nominated third parties	
5.	I have been informed by the researcher that the tape recordings will be erased once the study is complete, and the report has been written. OR I give permission for the tape recordings to be retained after the study and for them to utilized for the following purposes and under the following conditions		
Signature of the participant:			
Date:.....			
Witnessed by the researcher:			

Date:.....

Appendix D – Ethical clearance



Rhodes University Human Research Ethics Committee
Main Admin Building, Drostdy Road, Makhanda, 6139, South Africa
PO Box 94, Makhanda, 6140, South Africa
t: +27 (0) 46 603 7314
e: ethics-committee@ru.ac.za
<https://www.ru.ac.za/researchgateway/ethics/>
NHREC Registration number: RC-241114-045

10 December 2024

Ms Nonyezi Chloe Beale
Email: nonnybeale@gmail.com
Review Reference: 2023-7059-7669

Dear Ms Beale,

Re: The motives and determinants of organisational citizenship behaviour in the information, communication and technology sector
in South Africa. Researcher: Ms Nonyezi Chloe Beale
Supervisor(s): Ms Carol Dineo Diale

This letter confirms that the above research proposal has been reviewed and **APPROVED** by the Rhodes University Human Research Ethics Committee (RU- HREC). Your Approval number is: 2023-7059-7669

Approval has been granted for 1 year. An annual progress report will be required to renew approval for an additional period. You will receive an email notifying you when the annual report is due.

Please apply for a protocol amendment should any substantive change(s) be made, for whatever reason, during the research process. This includes changes in investigators. Email your request to ethics-committee@ru.ac.za.

Please submit a brief report to the ethics committee on the completion of the research. The purpose of this report is to indicate whether the research was conducted successfully, if any aspects could not be completed, or if any problems arose that the ethical standards committee should be aware of.

If a thesis or dissertation arising from this research is submitted to the library's electronic theses and dissertations (ETD) repository, please notify the committee of the date of submission and/or any reference or cataloguing number allocated.

Sincerely,

Dr Janet Hayward

Chair: Rhodes University Human Research Ethics Committee (RU-HREC)

Appendix E- Requestion for Gatekeeper permission



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Permission to conduct research at

Research Project Title: **The motives and determinants of organisational citizenship behaviour in the information, communication, and technology sector in South Africa.**

Research conducted by: Nonyezi Beale

Supervisor: CD Diale

Contact details: 0761409220/ g19b4781@campus.ru.ac.za

I trust that you are well, my name is Nonyezi Beale, g19b4781), a masters student in Psychology at Rhodes University. I am working under the principal investigator and supervisor DR Carol Dineo Diale, a registered Industrial Psychologist as well as senior lecturer in Organisational Psychology, staff member (s1700164). I am conducting research titled **The motives and determinants of organisational citizenship behaviour in the information, communication, and technology sector in South Africa.** The purpose of this letter is to request permission to conduct research within the Insight Technologies work environment with their staff who work in the information communication and technology sector this would include software developers, technicians, software engineers etc, as well as employees with an ICT qualification. This study aims at looking at the organisational citizenship behaviour (extra-role behaviours) of these employees within the organisation. The data gathered from this research will be compared to the literature obtained from previous research and thus more information will be produced on organisational citizenship behaviour. This will also lead to helping organisations understand their workers and their behaviours. This research is relevant as it will provide insight into behaviours in an ever-growing sector in South Africa. It is qualitative in nature as it is important to understand how employees experience the workplace.

Please note the following:

- This study will involve an anonymous semi-structured interview procedure. Names will not appear in the findings and the answers will be treated as strictly confidential. Participants cannot be identified in person based on the answers they provided.
- Participants may choose not to participate and may also stop participating at any time without any negative consequences.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide the organisation with a summary of the findings.
- Please contact my course leader, Dr CD Diale, at c.diale@ru.ac.za if you have any questions or comments regarding the study.
- The interview will take place virtually or in person at the convenient place of the participants.
- The anticipated may be that the employee interviewed shares their experiences of extra-role behaviour and the factors that play a role in participating beyond the scope of their job as well as the support mechanisms in place, which may benefit the organisation in retention, happiness in the workplace and sharing of resources to name a few
- Please find attached the supporting documents to my request (approval letter from the ethics committee, Informed consent & interview schedule).

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You permit for the study to be done in your organisation, subject to the confidentiality agreement stipulated above.
- Once approval has been granted an email will be sent out to pass to the employees of to comply with the POPI act and to avoid coercion and targeting potential participants directly.

Respondent's signature:

Date:

Appendix F – Recruitment Advertisement

Organisational Citizenship Behaviour in the information, communication, and technology sector

By Nonyezi Beale G19b4781

Masters by Thesis – Master of Social Science (Organisational Psychology)

The motives and determinants of organisational citizenship behaviour within the information, communication, and technology sector in South Africa

Supervised by Dr Carol Dineo Diale, PhD, Industrial Psychologist and Lecturer

Looking for participants that meet the following criteria:

- Individuals who have worked in the ICT sector for more than a year
- Individuals with ICT training

The purpose of this study is to look at employees who work in the information communication and technology sector this would include software developers, technicians, software engineers etc, as well as employees with an ICT qualification. This study aims at looking at the organisational citizenship behaviour (extra-role behaviours) of these employees within the organisation. The data gathered from this research will be compared to the literature obtained from previous research and thus more information will be produced on organisational citizenship behaviour. This will also lead to helping organisations understand their workers and their behaviours.

This research is relevant as it will provide insight into behaviours in an ever-growing sector in South Africa. It is qualitative in nature as it is important to understand how employees experience the workplace.

The nature of participation in this study is semi-structured interviews to collect data and to analyse. Interviews will be done through face-to-face interviews or via Zoom interviews. Your identity will be kept anonymous, a consent form will be signed, and verbal consent will be obtained too. The interviews will be audio recorded with the consent of the participant. Interviews will last between thirty minutes to an hour. The participant has the right to withdraw at any point. Permission will be obtained through gatekeeper permission

Contact – Nonyezi Beale – 0761409220 / g19b4781@campus.ru.ac.za

Tables

Table 2

2.1. First round of coding

A	B	C
<ol style="list-style-type: none"> 1. Vision 2. Training and development – empowering 3. Skills 4. Mindset 5. Passion 6. Long term vision 7. Passion 8. Skills 9. Positivity 10. Organisational community 11. Religion 	<ol style="list-style-type: none"> 1. Personal growth 2. Leadership 3. Early 4. Communication 5. Vision 	<ol style="list-style-type: none"> 1. Continuous development and training 2. Sense of belonging 3. Leadership 4. Autonomy 5. Ownership 6. Further learning

D	E	F
<ol style="list-style-type: none"> 1. Personal 2. Inherent 3. Keep things moving 4. Pull weight 5. Required 	<ol style="list-style-type: none"> 1. Personal Aspirations 2. Training and development 3. Affirmation 4. Appraisal 	<ol style="list-style-type: none"> 1. Learning 2. Skills 3. Making a difference 4. Opinions valued 5.

<ul style="list-style-type: none"> 6. Pick up slack 7. Growth 8. Support Structure 9. Strong Loyalty 10. Unintentional leader 11. Flexibility 12. Intrinsic motivation 13. Team Player 14. Reliable 15. Overwhelmed 16. Age 17. Personality 18. People Pleasing 	<ul style="list-style-type: none"> 5. Like minded 6. Appreciation 7. Reputation 8. Connected relationship 	
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G	H	I
<ul style="list-style-type: none"> 1. Training and development 2. Learning from training 3. Helping behaviour 4. Community 5. Trust 6. Confidence 7. Personality trait 8. Time consuming 9. Timeline 	<ul style="list-style-type: none"> 1. Problem solving 2. Challenging 3. Satisfaction 4. Community 5. Bigger picture 6. Understanding people 7. Skills 8. Personal satisfaction 9. Responsibility 10. Helping 	<ul style="list-style-type: none"> 1. Love 2. Passion 3. Loyalty to leaders 4. Helping behaviour 5. Training and development 6. Trust 7. Career 8. Learn

10. Goal driven	Behaviour	
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2.2 Second round of coding

A	B	C
<ol style="list-style-type: none"> 1. Community 2. Vision 3. Training and development 4. Empowering 5. Mindset 6. Helping behaviour 7. Religion 	<ol style="list-style-type: none"> 1. Personal growth 2. Sense of belonging 3. Helping behaviour 4. Personal Characteristics 5. Involved leadership 6. Enjoyment 6. Challenging 7. People person 8. Leadership 	<ol style="list-style-type: none"> 1. Enjoyment 2. Passion 3. Training and development 4. Safe space 5. Autonomy 6. Relaxed leadership 7. Pride 8. Support Community 9. Personal growth (decline)

D	E	F
<ol style="list-style-type: none"> 1. Personality trait 2. Experience/longevity 3. Sense of Belonging 4. Loyalty 5. Assumed leadership 6. Caring 7. Team morale 8. Helping behaviour 9. Flexibility 10. Autonomy 11. Friendship 12. Intrinsic motivation 13. Reliably – Personality Traits 	<ol style="list-style-type: none"> 1. Personality trait 2. Appraisal 3. Loyalty 4. Leadership 5. Community 6. Job autonomy 7. Professional/personality trait 8. Training and development 9. Internal community 10. Social/psychological contract 	<ol style="list-style-type: none"> 1. Helping behaviour and development 2. Training and development 3. Loyalty 4. Helpful leadership 5. Easy going 6. Understanding 7. Career growth 8. Learning 9. Distraction 10. Collaboration 11. Community

14. Trustworthy – Personality Trait 15. Personality trait		
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G	H	I
<ul style="list-style-type: none"> 1. Onboard and Welcoming (Training) 2. Learning (from Training and developing) 3. Training and development 4. Community 5. Caring leadership 6. Job Autonomy 7. Personal Growth 8. Commitment 9. People pleasing 	<ul style="list-style-type: none"> 1. Problem solving 2. Challenges 3. Helping behaviour 4. Community 5. Laissez – Faire 6. Involved leadership 7. Common goal 8. Understanding the individual 9. Personal interest 10. Self-development 	<ul style="list-style-type: none"> 1. Supervisor Support 2. Helping behaviour 3. Community 4. Training and development 5. Respect 6. Job Autonomy 7. Personality trait

Table 3 – Themes and relation to research question

THEMES	
<p>Theme 1: The influence of leadership on organisation.</p>	<p>Sub-themes:</p> <ul style="list-style-type: none"> → Employee behaviours → Leadership behaviours <p>Research Question: What are the support mechanisms in the information communications and technology sector that promote organisational citizenship behaviour in South Africa?</p> <p>Research Objective: Develop workplaces that support organisational citizenship behaviour</p>
<p>Theme 2: The feeling of loyalty and commitment to the organisation and its goals</p>	<p>Sub-themes:</p> <ul style="list-style-type: none"> → Loyalty and commitment to the organisation → Loyalty and commitment to the leader <p>Research Question: What are the determinants of organisational citizenship behaviour in information communications and technology?</p> <p>Research Objective: Understanding the behaviours of employees and leaders within an organisation and how it relates to organisational citizenship behaviour</p>
<p>Theme 3: The role of community</p>	<p>Sub-themes:</p> <ul style="list-style-type: none"> → Employee morale

	<p>→ External community</p> <p>Research Question: What are the motives of organisational citizenship behaviour in the information communications and technology sector within South Africa?</p> <p>Research Objectives: Develop workplaces that support organisational citizenship behaviour</p>
<p>Theme 4: Personal characteristics that influence the behaviours of employees in the organisation</p>	<p>Sub-themes:</p> <p>→ Personal characteristics</p> <p>→ Personal growth</p> <p>Research Question: How do one's professional and personal factors influence organisational citizenship behaviour in the information communications and technology sector in South Africa?</p> <p>Research Objectives: Understanding the behaviours of employees and leaders within an organisation and how it relates to organisational citizenship behaviour</p>
<p>Theme 5: Training and development within the organisation</p>	<p>Sub-themes:</p> <p>→ Receiving training and development</p> <p>→ Facilitating training and development</p> <p>Research Question: What influences employees to participate in organisational citizenship behaviour within the ICT sector?</p> <p>Research Objectives: Understanding the</p>

	behaviours of employees and leaders within an organisation and how it relates to organisational citizenship behaviour
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