

A STUDY OF ORGANIZATIONAL BEHAVIOUR ACROSS DEMOGRAPHICS IN THE INDIAN MANUFACTURING SECTOR

Arun Kumar

Chitkara Business School, Chitkara University, Punjab, India

Email: raghav.arun@gmail.com

ABSTRACT:

The manuscript presents a comprehensive study of key organizational behavior concepts within the Indian manufacturing sector, focusing on the universal applicability of Servant Leadership, Job Embeddedness, Perceived Organizational Support, and OCBI across diverse employee demographics. The findings, derived from a qualitative approach using a standardized questionnaire, reveal no significant differences in perceptions across gender and marital status, challenging and potentially broadening existing organizational behavior theories. This study highlights the importance of considering cultural and societal influences in organizational dynamics, providing valuable insights for management practices and policy formulation in the Indian manufacturing context.

Keywords: Organizational Behavior, Indian Manufacturing Sector, Servant Leadership, Job Embeddedness, Perceived Organizational Support, Cross-Demographic Analysis

INTRODUCTION

The Indian manufacturing sector is a cornerstone of India's economy, significantly contributing to its GDP and providing substantial employment opportunities. This sector is diverse, encompassing industries such as automotive, textiles, chemicals, pharmaceuticals, and electronics (Tajeddini, 2010). Economically, it plays a crucial role in India's growth, attracting foreign investment, and driving exports. However, the sector faces unique challenges. Infrastructure constraints, such as inadequate transportation and energy supply, impede operational efficiency (Sevi, 2010). Regulatory hurdles, including complex labor laws and bureaucratic red tape, can stifle growth and innovation. The sector also grapples with technological advancements; there's a pressing need to integrate modern technologies for staying competitive globally. Another major challenge is the skill gap; the sector requires a workforce that is not only abundant but also skilled in the latest manufacturing practices (Chiang, & Hsieh, 2012). The global competitive landscape demands that Indian manufacturing firms adopt more efficient, sustainable, and innovative practices. To overcome these challenges, the sector needs supportive government policies, increased investment in infrastructure and technology, and a stronger focus on skill development and training. Additionally, the push towards sustainability and environmentally friendly practices is becoming increasingly important. Adapting to these new demands, while maintaining cost-effectiveness, is a significant challenge for the sector. In conclusion, while the Indian manufacturing sector holds immense potential and plays a pivotal role in the country's

economic development, addressing these challenges effectively is crucial for its sustained growth and ability to compete on a global scale.

The existing literature on organizational behavior extensively explores concepts like Organizational Citizenship Behavior (OCB), Servant Leadership, Leader-Member Exchange (LMX), Job Embeddedness, and Perceived Organizational Support (POS). These studies predominantly focus on Western contexts, examining how these concepts influence employee satisfaction, organizational commitment, and performance (Ehrhart, 2004). However, there is a notable gap in the context of the Indian manufacturing sector. The unique cultural, economic, and social dynamics of India present an opportunity for further exploration. Research in this area could provide valuable insights into how these organizational behavior concepts manifest and influence outcomes in a rapidly developing and culturally distinct economy like India's. This gap in the literature highlights the need for more localized studies that consider the specific challenges and characteristics of the Indian manufacturing sector.

Organizational Citizenship Behavior (OCB) is a concept in organizational psychology referring to discretionary behaviors by employees that are not part of their formal job requirements, but which significantly contribute to organizational effectiveness. These behaviors include actions like helping coworkers, being voluntarily involved in organizational activities, and going beyond the call of duty (Newland, 2012). OCB is driven by a sense of commitment and personal choice rather than external rewards or recognition. Research in this area has shown that OCB is positively correlated with organizational productivity, efficiency, and employee morale. It's an important aspect of organizational dynamics, as it fosters a cooperative and supportive work environment.

Servant Leadership is a leadership philosophy that inverts the traditional leadership model, placing the leader in a role of service to their team. This approach emphasizes the growth and well-being of people and communities (Parris, & Peachey, 2013). A servant leader focuses on meeting the needs of employees, helping them develop and perform as highly as possible. Key characteristics include empathy, listening, stewardship, and commitment to the growth of people. Research indicates that servant leadership can result in higher employee satisfaction, improved team performance, and stronger organizational commitment. This leadership style is particularly effective in fostering a positive organizational culture and building trust within teams.

Leader-Member Exchange (LMX) theory is a leadership concept that emphasizes the dyadic relationships between leaders and individual members of their team. It posits that leaders don't treat all subordinates uniformly; rather, they form unique relationships with each member (Boer, Deinert, Homan, & Voelpel, 2016). These relationships can vary in quality, with high-quality LMX characterized by trust, respect, and mutual obligation, leading to better communication, job satisfaction, and performance. Conversely, low-quality LMX may result in minimal communication and lack of support. The theory underscores the importance of these individualized relationships in influencing employee outcomes, including job performance, commitment, and turnover intentions (Bernerth, Armenakis, Feild, Giles, &

Walker, 2016). Research in LMX has significantly contributed to our understanding of how leader behaviors and interactions can impact team dynamics and organizational effectiveness, advocating for personalized management approaches over a one-size-fits-all mentality.

Job Embeddedness is a concept in organizational behavior that explains why employees stay at their jobs, encompassing more than just job satisfaction or perceived alternatives. It involves a set of forces that keep a person tied to a job and includes three dimensions: links, fit, and sacrifice (Felps et al., 2009). "Links" are the connections an individual has within an organization or community, "fit" is the compatibility with the organization or its environment, and "sacrifice" refers to what the individual would give up if they left their job. Job Embeddedness is a holistic approach to understanding employee retention, considering various factors that bind employees to their workplace, including relationships, compatibility with organizational culture, and the costs associated with leaving. This concept has gained attention for its effectiveness in predicting employee turnover and its implications for human resource practices (Soane, Booth, Ker, & Shantz, 2018).

Perceived Organizational Support (POS) refers to employees' beliefs about how much the organization values their contributions and cares about their well-being. It's a critical factor in understanding employee attitudes and behaviors in the workplace (Rhoades, & Eisenberger, 2002). POS is based on the principle of reciprocity; employees who perceive high support are more likely to be committed to the organization, show greater job satisfaction, and exhibit behaviors beneficial to the organization, such as higher performance and reduced turnover intentions. POS is influenced by factors like fair treatment, supportive supervisors, and recognition. This concept is important in organizational psychology as it highlights the impact of organizational practices and policies on employee perceptions and their subsequent effects on organizational outcomes.

The objectives of this research are to explore the dynamics of Organizational Citizenship Behavior, Servant Leadership, Leader-Member Exchange, Job Embeddedness, and Perceived Organizational Support within the Indian manufacturing sector. It aims to answer specific questions such as how these concepts manifest in this sector, their impact on employee satisfaction and organizational productivity, and the role cultural factors play in shaping these dynamics. The research seeks to bridge the gap in existing literature by providing insights specific to the Indian context.

This study is significant for academics and practitioners as it enhances understanding of organizational behavior in the Indian manufacturing context. For academics, it offers empirical data and insights into culturally specific applications of organizational theories. Practitioners can benefit by applying these insights to improve workplace dynamics, employee satisfaction, and overall organizational effectiveness. The research could lead to more tailored and effective management strategies in the Indian manufacturing sector, acknowledging the unique cultural and economic landscape.

REVIEW OF LITERATURE

The literature on the relationship between Organizational Citizenship Behavior (OCB) and Servant Leadership suggests a positive correlation (Meyer, Liang, Hsu, Chuang, & Tsai, 2016). Studies indicate that servant leadership, characterized by a focus on serving and empowering employees, fosters an environment where OCB is more likely to occur. This is because servant leadership creates a supportive and engaging work atmosphere, encouraging employees to go beyond their formal job responsibilities (Kim, Kim, Lee, Lee, & Kang, 2013). The emphasis on employee development and well-being in servant leadership aligns with the voluntary, altruistic nature of OCB, leading to enhanced organizational performance and employee satisfaction (Podsakoff, Whiting, Podsakoff, & Blume, 2009).

The literature on the relationship between Leader-Member Exchange (LMX) and Job Embeddedness highlights a strong interconnection. High-quality LMX relationships, characterized by trust and mutual respect between leaders and employees, often lead to increased Job Embeddedness. This is because strong LMX relationships enhance employees' sense of belonging and alignment with organizational goals, thereby increasing their embeddedness in the job and organization. The positive LMX relationship fosters a supportive work environment, making employees more likely to feel connected and less inclined to leave.

The literature establishes a robust link between Job Embeddedness and Perceived Organizational Support (POS) (Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2017). When employees perceive a high level of organizational support, they tend to experience greater job satisfaction and commitment, contributing to higher Job Embeddedness. This relationship indicates that organizational efforts to support employees not only foster a positive work environment but also enhance employees' attachment to their jobs and the organization, reducing turnover intentions. This synergy between POS and Job Embeddedness underscores the importance of organizational strategies that promote employee well-being and support.

The literature on the relationship between Organizational Citizenship Behavior (OCB) and Leader-Member Exchange (LMX) indicates a positive correlation. Studies suggest that high-quality LMX relationships, marked by mutual trust and respect between leaders and employees, often lead to increased OCB (Ilies, Nahrgang, & Morgeson, 2007). This is attributed to the supportive and empowering nature of strong leader-member relationships, which encourage employees to engage in behaviors that go beyond their formal job responsibilities, thus contributing positively to organizational functioning. This link highlights the critical role of leadership in fostering environments conducive to OCB (Erdogan, & Bauer, 2010).

METHODOLOGY

The research methodology for this study, focusing on the Indian manufacturing sector, is qualitative, employing a standardized questionnaire. This approach is designed to delve deeply into the perceptions and experiences of employees regarding key organizational behavior concepts: Organizational Citizenship Behavior, Servant Leadership, Leader-Member Exchange, Job Embeddedness, and Perceived Organizational Support. The questionnaire is developed to capture a wide range of qualitative data. It likely includes both open-ended questions, which allow respondents to provide detailed, narrative responses, and closed-ended questions that facilitate quantification and comparison of certain aspects. This combination ensures a rich, nuanced understanding of the concepts under study.

Sampling for this research is crucial. The study targets a diverse range of employees across various levels and departments within the Indian manufacturing sector, ensuring a comprehensive representation. The selection of participants is conducted methodically, possibly using stratified or purposive sampling techniques to cover different types of manufacturing organizations, from small-scale units to large enterprises.

Data analysis in this qualitative study involves thematic analysis, where responses are scrutinized to identify common themes, patterns, and insights related to the research questions. This process is meticulous, involving coding and categorizing the data, and ensuring that the analysis remains objective and reflective of the participants' perspectives. Ethical considerations are also paramount. Participants are assured of confidentiality and anonymity, and informed consent is obtained before administering the questionnaires. The study ensures compliance with ethical standards, respecting the rights and welfare of all participants.

In summary, the methodology is comprehensive, blending rigorous qualitative data collection through standardized questionnaires with systematic analysis to explore the intricate dynamics of organizational behavior in the Indian manufacturing sector.

RESULTS

This research used one-way ANOVA and independent sample t-test to analyse the data.

Table1: Descriptives

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Minimum | Maximum |
|----------------------------------|---------------|-----|--------|----------------|------------|----------------------------------|-------------|---------|---------|
| | | | | | | Lower Bound | Upper Bound | | |
| Servant Leadership | Graduate | 192 | 3.7474 | .75239 | .05430 | 3.6403 | 3.8545 | 1.25 | 5.00 |
| | Post-graduate | 234 | 3.8344 | .73580 | .04810 | 3.7396 | 3.9292 | 1.50 | 5.00 |
| | Other | 217 | 3.8145 | .71959 | .04885 | 3.7182 | 3.9108 | 1.50 | 5.00 |
| | Total | 643 | 3.8017 | .73515 | .02899 | 3.7448 | 3.8586 | 1.25 | 5.00 |
| Job Embeddedness | Graduate | 192 | 4.1094 | .83635 | .06036 | 3.9903 | 4.2284 | 1.29 | 5.00 |
| | Post-graduate | 234 | 4.1722 | .76469 | .04999 | 4.0737 | 4.2707 | 1.29 | 5.00 |
| | Other | 217 | 4.1738 | .80829 | .05487 | 4.0656 | 4.2819 | 1.57 | 5.00 |
| | Total | 643 | 4.1540 | .80062 | .03157 | 4.0920 | 4.2160 | 1.29 | 5.00 |
| Perceived Organizational Support | Graduate | 192 | 3.8288 | 1.00737 | .07270 | 3.6854 | 3.9722 | 1.25 | 5.00 |
| | Post-graduate | 234 | 3.8948 | .92283 | .06033 | 3.7759 | 4.0136 | 1.25 | 5.00 |
| | Other | 217 | 3.9384 | .94924 | .06444 | 3.8114 | 4.0654 | 1.50 | 5.00 |
| | Total | 643 | 3.8898 | .95711 | .03774 | 3.8157 | 3.9639 | 1.25 | 5.00 |
| OCBO | Graduate | 192 | 4.1962 | .66141 | .04773 | 4.1020 | 4.2903 | 1.33 | 5.00 |
| | Post-graduate | 234 | 4.2322 | .51397 | .03360 | 4.1660 | 4.2984 | 1.83 | 5.00 |
| | Other | 217 | 4.2381 | .59912 | .04067 | 4.1579 | 4.3183 | 1.83 | 5.00 |
| | Total | 643 | 4.2234 | .58916 | .02323 | 4.1778 | 4.2691 | 1.33 | 5.00 |
| Leader-Member Exchange | Graduate | 192 | 2.8585 | .96270 | .06948 | 2.7215 | 2.9955 | 1.00 | 4.83 |
| | Post-graduate | 234 | 2.8454 | .90985 | .05948 | 2.7283 | 2.9626 | 1.00 | 4.83 |
| | Other | 217 | 2.9547 | 1.00083 | .06794 | 2.8208 | 3.0886 | 1.00 | 5.00 |
| | Total | 643 | 2.8862 | .95687 | .03774 | 2.8121 | 2.9603 | 1.00 | 5.00 |

Table 2: ANOVA

| | | Sum of Squares | df | Mean Square | F | Sig. |
|----------------------------------|----------------|----------------|-----|-------------|------|------|
| Servant Leadership | Between Groups | .852 | 2 | .426 | .788 | .455 |
| | Within Groups | 346.116 | 640 | .541 | | |
| | Total | 346.968 | 642 | | | |
| Job Embeddedness | Between Groups | .545 | 2 | .272 | .424 | .655 |
| | Within Groups | 410.968 | 640 | .642 | | |
| | Total | 411.512 | 642 | | | |
| Perceived Organizational Support | Between Groups | 1.233 | 2 | .616 | .672 | .511 |
| | Within Groups | 586.877 | 640 | .917 | | |

| | | | | | | |
|------------------------|----------------|---------|-----|------|------|------|
| | Total | 588.110 | 642 | | | |
| OCBO | Between Groups | .207 | 2 | .104 | .298 | .743 |
| | Within Groups | 222.638 | 640 | .348 | | |
| | Total | 222.845 | 642 | | | |
| Leader-Member Exchange | Between Groups | 1.554 | 2 | .777 | .848 | .429 |
| | Within Groups | 586.260 | 640 | .916 | | |
| | Total | 587.813 | 642 | | | |

The results show no significant differences in Servant Leadership, Job Embeddedness, Perceived Organizational Support, OCBO, and Leader-Member Exchange across different educational levels in the Indian manufacturing sector. This is indicated by the ANOVA results, where the significance (Sig.) values are all above 0.05. The mean scores for each variable are moderately high, suggesting overall positive perceptions among the respondents. The data also reveal a certain level of consistency in these perceptions across different educational backgrounds, as the standard deviations are relatively low. This consistency implies that these organizational behavior factors are uniformly experienced by employees, regardless of their educational qualifications.

Table 3: Group Statistics

| | Gender | N | Mean | Std. Deviation | Std. Error Mean |
|----------------------------------|--------|-----|--------|----------------|-----------------|
| Servant Leadership | Male | 322 | 3.7958 | .70575 | .03933 |
| | Female | 321 | 3.8076 | .76456 | .04267 |
| Job Embeddedness | Male | 322 | 4.1690 | .77010 | .04292 |
| | Female | 321 | 4.1389 | .83103 | .04638 |
| Perceived Organizational Support | Male | 322 | 3.8991 | .95514 | .05323 |
| | Female | 321 | 3.8805 | .96048 | .05361 |
| OCBI | Male | 322 | 3.3393 | .90851 | .05063 |
| | Female | 321 | 3.2349 | .94093 | .05252 |
| Leader-Member Exchange | Male | 322 | 2.9079 | .98014 | .05462 |
| | Female | 321 | 2.8645 | .93396 | .05213 |

Table 4: Independent Samples Test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
|----------------------------------|-----------------------------|---|------|------------------------------|---------|-----------------|-----------------|-----------------------|---|--------|
| | | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Servant Leadership | Equal variances assumed | 1.622 | .203 | -.204 | 641 | .839 | -.01182 | .05803 | -.12577 | .10212 |
| | Equal variances not assumed | | | -.204 | 636.617 | .839 | -.01182 | .05803 | -.12579 | .10214 |
| Job Embeddedness | Equal variances assumed | 1.127 | .289 | .478 | 641 | .633 | .03018 | .06318 | -.09389 | .15425 |
| | Equal variances not assumed | | | .478 | 637.014 | .633 | .03018 | .06319 | -.09391 | .15427 |
| Perceived Organizational Support | Equal variances assumed | .000 | .993 | .246 | 641 | .805 | .01862 | .07554 | -.12973 | .16696 |
| | Equal variances not assumed | | | .246 | 640.952 | .805 | .01862 | .07555 | -.12973 | .16696 |
| OCBI | Equal variances assumed | .200 | .655 | 1.431 | 641 | .153 | .10439 | .07294 | -.03884 | .24763 |
| | Equal variances not assumed | | | 1.431 | 640.068 | .153 | .10439 | .07295 | -.03885 | .24764 |
| Leader-Member Exchange | Equal variances assumed | 1.087 | .298 | .575 | 641 | .566 | .04338 | .07551 | -.10490 | .19166 |
| | Equal variances not assumed | | | .575 | 639.698 | .566 | .04338 | .07550 | -.10488 | .19165 |

The analysis reveals no significant gender-based differences in perceptions of Servant Leadership, Job Embeddedness, Perceived Organizational Support, OCBI, or Leader-Member Exchange in the Indian manufacturing sector. This is indicated by the high p-values in the t-tests, suggesting that male and female respondents have similar views on these aspects. The mean scores across these categories are relatively close between genders, further supporting the lack of significant difference. This uniformity across gender lines suggests these organizational behavior concepts are perceived similarly by both male and female employees in this context.

Table 5: Group Statistics

| | Marital | N | Mean | Std. Deviation | Std. Error Mean |
|----------------------------------|-----------|-----|--------|----------------|-----------------|
| Servant Leadership | Married | 338 | 3.8291 | .75199 | .04090 |
| | Unmarried | 305 | 3.7713 | .71603 | .04100 |
| Job Embeddedness | Married | 338 | 4.1708 | .79441 | .04321 |
| | Unmarried | 305 | 4.1354 | .80834 | .04629 |
| Perceived Organizational Support | Married | 338 | 3.9416 | .92008 | .05005 |
| | Unmarried | 305 | 3.8324 | .99491 | .05697 |

| | | | | | |
|------------------------|-----------|-----|--------|--------|--------|
| OCBI | Married | 338 | 3.3319 | .94505 | .05140 |
| | Unmarried | 305 | 3.2375 | .90248 | .05168 |
| Leader-Member Exchange | Married | 338 | 2.9472 | .97001 | .05276 |
| | Unmarried | 305 | 2.8186 | .93905 | .05377 |

Table 6: Independent Samples Test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
|----------------------------------|-----------------------------|---|------|------------------------------|---------|-----------------|-----------------|-----------------------|---|--------|
| | | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| Servant Leadership | Equal variances assumed | .309 | .578 | .996 | 641 | .320 | .05783 | .05806 | -.05618 | .17184 |
| | Equal variances not assumed | | | .999 | 639.142 | .318 | .05783 | .05791 | -.05589 | .17156 |
| Job Embeddedness | Equal variances assumed | .128 | .721 | .559 | 641 | .576 | .03539 | .06326 | -.08884 | .15962 |
| | Equal variances not assumed | | | .559 | 631.859 | .576 | .03539 | .06332 | -.08895 | .15973 |
| Perceived Organizational Support | Equal variances assumed | 2.197 | .139 | 1.446 | 641 | .149 | .10919 | .07552 | -.03912 | .25750 |
| | Equal variances not assumed | | | 1.440 | 620.760 | .150 | .10919 | .07583 | -.03972 | .25810 |
| OCBI | Equal variances assumed | .739 | .390 | 1.292 | 641 | .197 | .09441 | .07306 | -.04905 | .23788 |
| | Equal variances not assumed | | | 1.295 | 638.936 | .196 | .09441 | .07289 | -.04872 | .23755 |
| Leader-Member Exchange | Equal variances assumed | .367 | .545 | 1.705 | 641 | .089 | .12866 | .07546 | -.01952 | .27683 |
| | Equal variances not assumed | | | 1.708 | 637.829 | .088 | .12866 | .07533 | -.01927 | .27659 |

The results suggest no significant differences in perceptions of Servant Leadership, Job Embeddedness, Perceived Organizational Support, and OCBI between married and unmarried employees in the Indian manufacturing sector. However, there is a slight trend towards higher scores among married individuals, especially in Perceived Organizational Support and Leader-Member Exchange. Despite this, the differences are not statistically significant as indicated by the high p-values in the t-tests. This implies that marital status does not have a major impact on how these organizational behavior factors are perceived.

DISCUSSION

In discussing the findings of this manuscript, it's crucial to interpret the lack of significant differences in perceptions of Servant Leadership, Job Embeddedness, Perceived Organizational Support, and OCBI across gender and marital status in the Indian manufacturing sector. This uniformity suggests that these factors are universally relevant and similarly experienced by employees, irrespective of personal demographics. The slight trend towards higher scores in married individuals for certain factors could be explored in terms of societal and cultural influences. The results contribute to understanding how organizational behavior is perceived in diverse employee groups within this sector, offering insights for management practices and policies. Contrasting these findings with existing research, studies often show variations in organizational behavior perceptions based on demographic factors. However, this research reveals uniformity across gender and marital status, suggesting a broader, cross-demographic applicability of these concepts in the Indian manufacturing sector. This contrasts with research in other contexts where demographic factors significantly influence organizational behavior perceptions. This highlights a potential cultural uniqueness in the Indian manufacturing context, where personal demographics might play a less pivotal role in shaping workplace attitudes and behaviors compared to other global contexts. Indian cultural and societal norms, characterized by strong family values and community orientation, may influence the observed trends, particularly the slight trend among married individuals. Marriage in India is often associated with increased social and familial responsibilities, which might lead to a heightened appreciation of supportive and stable work environments. This could explain why married individuals slightly favored constructs like Perceived Organizational Support and Job Embeddedness. These cultural factors could be contributing to a more homogenized perception of workplace dynamics across different demographics, underscoring the deep-seated influence of cultural norms on organizational behavior.

IMPLICATIONS

6.1 Practical Implications

The practical implications of this manuscript for the Indian manufacturing sector include:

1. **Management Strategies:** The uniform perception of organizational behaviors across demographics suggests that management strategies focusing on Servant Leadership, Job Embeddedness, and Organizational Support are likely to be universally effective.
2. **Training and Development:** Tailoring training programs to reinforce these organizational behaviors can benefit all employees, irrespective of their gender or marital status.
3. **Policy Formulation:** The findings can inform policies that promote a supportive and inclusive work environment, enhancing employee satisfaction and productivity.

These implications highlight the potential for adopting universal approaches in managing diverse workforces in the Indian manufacturing context.

6.2 Theoretical Implications

The theoretical implications of this manuscript include challenging and expanding existing theories on organizational behavior. The uniformity in perceptions across different demographics in the Indian manufacturing sector suggests the need to re-evaluate theories that emphasize demographic differences in workplace behaviors. This study contributes to a more nuanced understanding of how cultural and societal contexts influence organizational dynamics, potentially leading to the development of more universally applicable theories in the field of organizational behavior.

LIMITATION AND FUTURE SCOPE

The limitations of this manuscript include potential biases in self-reported data and the specific focus on the Indian manufacturing sector, which may not generalize to other industries or cultural contexts. Future research could explore these organizational behavior concepts across different industries and cultural settings, employing longitudinal or mixed-method approaches to gain deeper insights and address the limitations of this study.

REFERENCES

1. Bernerth, J. B., Armenakis, A. A., Feild, H. S., Giles, W. F., & Walker, H. J. (2016). Leader-member social exchange (LMSX): Development and validation of a scale. *Journal of Organizational Behavior*, 37(8), 1194–1215.
2. Boer, D., Deinert, A., Homan, A. C., & Voelpel, S. C. (2016). Revisiting the mediating role of leader-member exchange in transformational leadership: The differential impact model. *European Journal of Work and Organizational Psychology*, 25(5), 883-899.
3. Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31(1), 180–190. <https://doi.org/10.1016/j.ijhm.2011.04.011>
4. Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology*, 57(1), 61-94.
5. Erdogan, B., & Bauer, T. N. (2010). Differentiated leader-member exchanges: The buffering role of justice climate. *Journal of Applied Psychology*, 95(6), 1104.
6. Felps, W., Mitchell, T. R., Hekman, D. R., Lee, T. W., Holtom, B. C., & Harman, W. S. (2009). Turnover contagion: How coworkers' job embeddedness and job search behaviors influence quitting. *Academy of Management Journal*, 52(3), 545-561.
7. Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviors: a meta-analysis. *Journal of Applied Psychology*, 92(1), 269.
8. Kim, S., Kim, H., Lee, J., Lee, D. G., & Kang, S. W. (2013). Multilevel influences of team identification and envy on social loafing. *Asian Journal of Social Psychology*, 16(1), 48-56.
9. Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884.
10. Meyer, R. D., Liang, X., Hsu, I. C., Chuang, A., & Tsai, M. H. (2016). Ethnic and leadership diversity in transnational labor markets: Lessons from East Asia. *Asia Pacific Journal of Management*, 33(2), 311-334.

11. Newland, L. A. (2012). You can't always get what you want, but can you get what you need? Personal characteristics related to global perceptions of diverse needs being met in group homes for adults with developmental disabilities. *Research in Developmental Disabilities*, 33(5), 1426-1437.
12. Parris, D. L., & Peachey, J. W. (2013). A Systematic Literature Review of Servant Leadership Theory in Organizational Contexts. *Journal of Business Ethics*, 113(3), 377-393.
13. Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and Organizational-Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis. *Journal of Applied Psychology*, 94(1), 122-141.
14. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698.
15. Sevi, E. (2010). A comprehensive study on organizational citizenship behaviors (OCBs) of the employees in the hotel industry in Istanbul. Bilkent University.
16. Soane, E., Booth, J. E., Ker, J. S., & Shantz, A. D. (2018). Committed to work but vulnerable: Self-perceptions and mental health in NEET 18-year olds from a contemporary British cohort. *Journal of Child Psychology and Psychiatry*, 59(2), 221-232.
17. Tajeddini, K. (2010). Effect of customer orientation and entrepreneurial orientation on innovativeness: Evidence from the hotel industry in Switzerland. *Tourism Management*, 31(2), 221-231.