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Exploring The Dynamics of Learning Orientation and Technology Integration in Shaping Organisational Behaviour - A Structural Analysis Through ISM and MICMAC

Sonu Kumari
Research Scholar, Dept of Commerce
Maharishi Dayanand University, Rohtak
Email: sonu.rs.comm@mdurohtak.ac.in

Dr Dalbir Singh Kaushik
Associate Prof. Dept. Of Commerce
Gaur Brahman Degree College, Rohtak
Email: kaushikdalbir@yahoo.com

Abstract

Purpose: Organisations require employees who excel in their roles and willingly engage in extra-role behaviours known as organisational citizenship behaviour (OCB). This study aims to identify and analyse the factors that influence OCB, directly or indirectly, and explore their contextual relationships. Additionally, it establishes a hierarchical framework to clarify the critical components of OCB.

Methodology: The research uses the Interpretive Structural Modeling (ISM) approach to analyze the structural hierarchy and interconnections among variables such as OCB, innovative work behavior, task performance, job satisfaction, leadership style, emotional intelligence, learning orientation, and technology integration. A thorough review of existing literature and expert opinions forms the basis of the analysis. MICMAC (Cross-Impact Matrix Multiplication Applied to Classification) analysis is employed to categorize factors into autonomous, independent, dependent, and related groups based on their driving and dependent powers.

Findings: The study constructs a structural model showing the relationships between the factors. Leadership style is identified as the most influential independent factor, positioned at the top of the hierarchy. In contrast, task performance, emotional intelligence, and learning orientation are placed at the bottom as dependent factors. These dependent variables reflect a subordinate role in influencing OCB. The findings emphasize the critical role of leadership style in shaping OCB.

Implications: While previous research has explored individual factors associated with OCB, this study bridges a gap in the literature by demonstrating their interrelationships. The research underscores the importance of leadership style in driving OCB and related outcomes.

Originality and Value: Unlike prior studies that relied on content analysis, quality management techniques, and the Analytical Hierarchical Process (AHP), this research employs the ISM-MICMAC technique, making it a novel approach to studying OCB and its influencing factors.

Keywords: Organisation citizenship behaviour, Innovative Work behaviour, Task Performance, Job Satisfaction, Leadership Style, Emotional Intelligence, Learning Orientation, Integration of Technology, Interpretive Structural Modeling, Cross-Impact Matrix Multiplication Applied to Classification.

1. INTRODUCTION

Organisations increasingly rely on employees' proactive actions and creative thinking to stay competitive in today's rapidly evolving work environments. These behaviours are encapsulated in two key categories crucial for organisational success and growth: organisational citizenship behaviour (OCB) and innovative work behaviour (IWB). Podsakoff et al. (2009) define OCB as voluntary, extra-role actions that employees perform to support organisational functioning, which are not formally rewarded by incentive systems. On the other hand, IWB involves generating, sharing, and implementing innovative ideas or processes at work (De Jong & Den Hartog, 2010). These behaviours are particularly impactful in knowledge-driven industries like IT, where constant innovation and adaptability are vital for improving individual task performance (Battistelli et al., 2013; Bos-Nehles et al., 2017).The growing importance of OCB and IWB in today's competitive environment has prompted extensive research into the factors influencing these behaviours. One critical factor identified is transformational leadership, which fosters the discretionary behaviours of OCB and the creativity required for IWB (Khan et al., 2020; Bastian & Widodo, 2022). Transformational leaders inspire employees to exceed their formal job responsibilities, encouraging both civic and innovative actions. Additionally, job autonomy or the level of control employees have over their tasks, plays a significant role in promoting both OCB and IWB. Employees with greater task autonomy are more inclined to take initiative and think creatively beyond their prescribed duties (De Spiegelaere et al., 2014; Akhtar & Ali, 2023).The relationship between leadership, job autonomy, and employee behaviours is further mediated by organisational culture and employee engagement. Fairness, creativity, and collaboration within the workplace enhance both OCB and IWB, leading to improved job performance (Purwanto et al., 2020). Employee engagement—the emotional and cognitive commitment workers invest in their roles—bridges organizational leadership and culture, motivating employees to exhibit civic and creative behaviours aligned with organisational goals (Ayu et al., 2019; Budiprasetia & Johannes Lo, 2021).For businesses, innovation is an economically viable and efficient way to enhance productivity, particularly in product development, operations, and services (Lee et al., 2021). As a result, fostering IWB among employees has become essential to address rapidly changing demands, create sustainable business solutions, and maintain profitability in competitive environments. The emergence of Industry 4.0 has further heightened the need for adaptability, particularly in the service sector, where flexibility and rapid innovation are critical for maintaining a competitive edge.

Technology also plays a significant role in modern learning methods. Research highlights the importance of adopting competency-based e-learning systems, influenced by anticipated personal and social learning support (Cheng et al., 2011). The 70-20-10 training model has proven effective in equipping employees for technological changes (Baroudi et al., 2018). Furthermore, the COVID-19 pandemic has accelerated the adoption of e-learning, underscoring technology's role in facilitating continuous training and development (Lytovchenko et al., 2022).

2. Research Questions:

To address these evolving organizational challenges, the study explores the following questions:

1. How does leadership style influence organizational citizenship behavior (OCB) and innovative work behavior (IWB) in technology-driven organizations?
2. What are the interconnections among the factors identified using the MICMAC method?

3. LITERATURE REVIEW

1. Organisational Citizenship Behavior (OCB): OCB refers to voluntary actions by employees that go beyond their assigned roles, enhancing overall organisational success (Podsakoff et al., 2009). While it improves work performance and effectiveness (Kumaria & Thapliyal, 2017), OCB is heavily influenced by transformational leadership, which motivates employees to exceed expectations (Aslam, 2014; Khan et al., 2020). Job autonomy also plays a crucial role in encouraging OCB (Akhtar & Ali, 2023). However, overemphasizing OCB without proper recognition risks employee burnout (Chelagat et al., 2015).
2. Innovative Work Behavior (IWB): IWB is particularly vital in knowledge-intensive industries like IT, as it involves creating, sharing, and implementing new ideas (De Jong & Den Hartog, 2010). It drives competitiveness and innovation, especially when supported by transformational leadership and job autonomy (Akhtar & Ali, 2023; Battistelli et al., 2013). Proactive leadership fosters creativity, enhancing task performance (Bos-Nehles et al., 2017; Bastian & Widodo, 2022).
3. Task Performance: Task performance measures how effectively employees fulfill their responsibilities. It is linked to engagement, leadership support, and continuous feedback (Koopmans et al., 2014; Al-Omari et al., 2019). Recognition and empowerment further boost performance (Yang et al., 2022).
4. Job Satisfaction: Job satisfaction reflects employees' contentment with their roles. It positively impacts commitment, reduces turnover, and enhances organizational outcomes (Abdullah & Akhar, 2016; Asiedu et al., 2014). Transformational leadership significantly contributes by creating supportive environments (Akhtar & Ali, 2023).
5. Leadership Style: Leadership style, especially transformational, shapes behaviors like OCB, IWB, and job satisfaction. It fosters innovation, engagement, and trust during normal and crisis periods (Coun et al., 2021). Effective leadership cultivates cultures of collaboration and adaptability..
6. Emotional Intelligence (EI): EI encompasses understanding and managing emotions. It positively influences OCB, satisfaction, and performance, fostering trust, reducing conflicts, and promoting engagement (Eriksson & Ferreira, 2021; Adim & Tamunomiebi, 2019).
7. Learning Orientation: Organizations with a learning orientation encourage continuous improvement and innovation. Such environments enhance engagement and performance by supporting experimentation and adaptation (Akram et al., 2015; Bauwens et al., 2024).
8. Integration of Technology: Adopting technology enhances efficiency, innovation, and task performance by streamlining processes (Koopmans et al., 2014). During crises like the pandemic, technology facilitates engagement and creativity (Coun et al., 2021). Effective integration requires strong leadership and consistent training.

Code No.	Name of the Variables	Reference
B1	Organizational Citizenship Behaviour (OCB)	Podsakoff et al., 2009, Kumaria & Thapliyal, 2017, Aslam, 2014; Khan et al., 2020 , Akhtar & Ali, (2023), Chelagat et al. (2015),
B2	Innovative Work Behaviour(IWB)	De Jong and Den Hartog (2010), Bos-Nehles et al., 2017, Akhtar & Ali, 2023, Bastian and Widodo (2022), Battistelli et al., 2013.
B3	Task Performance:	Koopmans et al. (2014), Yang et al. (2022), Al-Omari et al., 2019.
B4	Job Satisfaction	Abdullah and Akhar (2016), Asiedu et al. (2014), (Akhtar & Ali, 2023).
B5	Leadership Style	Akhtar and Ali (2023), Coun et al. (2021),
B6	Emotional Intelligence(EI)	(Eriksson & Ferreira, 2021), (Adim & Tamunomiebi, 2019).
B7	Learning Orientation	Akram et al. (2015), Bauwens et al. (2024)
B8	Integration of Technology	Koopmans et al. (2014), Coun et al. (2021)

4. Research Methodology

The study employs a qualitative and exploratory research design, combining an extensive literature review and expert interviews to identify and validate the factors contributing to start-up failures. Brainstorming sessions with 11 experts, including academicians, industry professionals, and entrepreneurs, were conducted to establish relationships among these failure factors. Participant selection began with purposive sampling based on expertise, followed by snowball sampling due to limited awareness of experts in this domain. Snowball sampling has also been previously employed in studies using the ISM methodology (Gan et al., 2018; Goel et al., 2022).In line with ISM methodology, brainstorming sessions provided clarity on the research objectives and failure factors identified through the literature review. A questionnaire with rows and columns included factors like Organizational Citizenship Behavior, Innovative Work Behavior, Task Performance, Job Satisfaction, Leadership Style, Emotional Intelligence, Learning Orientation, and Technology Integration. Experts conducted pairwise comparisons of these factors based on their interrelationships, selecting symbols (V, A, X, O) to represent these connections. Experts were questioned separately to prevent bias, and consensus analysis was used to validate the data (Ma et al., 2019). The data was reviewed to develop interpretive structural modelling (ISM).

The ISM methodology was used to visually represent the relationships and dependencies among the factors, organising unstructured models into hierarchical ones (Attri et al., 2013). MICMAC analysis further classified the failure factors into autonomous, independent, dependent, and linking categories based on their driving and dependency powers. This ISM-MICMAC approach provided an in-depth understanding of complex interrelations, aiding in comprehensive decision-making (Sarvari et al., 2023; Sreenivasan et al., 2023).

Interpretive Structural Modeling (ISM)

ISM is a qualitative technique introduced by Warfield (1974) for analyzing and understanding complex system relationships. By leveraging graph theory, ISM organizes interconnected elements into systematic hierarchical models. Experts decompose complex systems into components to build a conceptual framework that highlights interdependencies (Mannan et al., 2016). The hierarchy in ISM represents the direction and intensity of these connections, following these steps:

Identify variables relevant to the study objective through an extensive literature review.

Establish contextual links among variables using expert opinions and create a Structural Self-Interaction Matrix (SSIM) representing pairwise relationships.

Convert SSIM into binary values to develop the reachability matrix and apply the transitivity rule for the final reachability matrix (FRM).

Partition FRM into hierarchical levels through level partitioning.

Develop a conical matrix to align elements by level.

Create an initial digraph based on transitivity relationships and refine it by excluding transitive links.

Replace nodes with descriptive phrases to form a hierarchical ISM framework illustrating factor interactions.

Cross-Impact Matrix Multiplication Applied to Classification (MICMAC)

MICMAC, developed by Duperrin and Godet (1973), complements ISM by analyzing the relationships and roles of factors in a system. It classifies variables into four categories: autonomous, independent, dependent, and linkage factors, based on their driving and dependent powers (Choudhary et al., 2022). This matrix-based method is widely used for its ability to highlight critical variables in complex systems (Nandal et al., 2019).

Results

The study's findings, derived from ISM and MICMAC analyses, include a hierarchical model illustrating interconnections among failure factors for start-ups. Based on literature and expert sessions, eight factors influencing organizational behavior were identified: Organizational Citizenship Behavior, Innovative Work Behavior, Task Performance, Job Satisfaction, Leadership Style, Emotional Intelligence, Learning Orientation, and Technology Integration.

Structural Self-Interaction Matrix (SSIM)

SSIM establishes contextual relationships among the eight factors using expert judgment and the symbols V, A, X, and O, representing:

V: Variable p influences variable q.

A: Variable q influences variable p.

X: Variables p and q mutually influence each other.

O: Variables p and q are unrelated.

The pairwise comparisons, calculated using the formula $(N\times(N-1))/2$, where N is the number of factors, are summarised in SSIM. For instance, the "O" value between Organizational Citizenship Behavior and Learning Orientation indicates no relationship, while "A" for Task Performance and Technology Integration shows the latter influences the former.

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Table 1. Structural Self-Interaction Matrix (SSIM)

Variables	B8	B7	B6	B5	B4	B3	B2
Organisation Citizenship behaviour(B1)	O	O	A	A	V	V	V
Innovative work behaviour(B2)	X	A	O	A	O	V	
Task Performance(B3)	A	A	A	A	A		
Job Satisfaction(B4)	O	O	A	A			
Leadership Style(B5)	V	O	O				
Emotional Intelligence(B6)	O	O					
Learning Orientation(B7)	V						
Integration of Technology(B8)							

After constructing the Structural Self-Interaction Matrix (SSIM), it is transformed into the Interpretive Relationship Matrix (IRM). This conversion replaces the SSIM symbols (V, A, X, O) with binary codes as defined in Table 3. For instance, if SSIM (1,8) = O, then both IRM (1,8) and IRM (8,1) are assigned the value 0.
Coding rules:

1. If SSIM (p, q) = V, then IRM (p, q) = 1 and IRM (q, p) = 0.
2. If SSIM (p, q) = A, then IRM (p, q) = 0 and IRM (q, p) = 1.
3. If SSIM (p, q) = X, then IRM (p, q) = 1 and IRM (q, p) = 1.
4. If SSIM (p, q) = O, then IRM (p, q) = 0 and IRM (q, p) = 0.

Table 2. Initial Reachability Matrix (IRM) :

Variables	B1	B2	B3	B4	B5	B6	B7	B8	Driving Power
Organisation Citizenship behaviour(B1)	1	1	1	1	0	0	0	0	4
Innovative work behaviour(B2)	0	1	1	0	0	0	0	1	3
Task Performance(B3)	0	0	1	0	0	0	0	0	1
Job Satisfaction(B4)	0	0	1	1	0	0	0	0	2
Leadership Style(B5)	1	1	1	1	1	0	0	1	6
Emotional Intelligence(B6)	1	0	1	1	0	1	0	0	4
Learning Orientation(B7)	0	1	1	0	0	0	1	1	4
Integration of Technology(B8)	0	1	1	0	0	0	0	1	3
Dependence Power	3	5	8	4	1	1	1	4	

Final Reachability Matrix (FRM):

After converting the SSIM into the IRM, the next step involves creating the FRM matrix by incorporating all potential transitivity links (Attri et al., 2013). The transitivity rule states that if A influences B and B influences C, then A will automatically influence C. For instance, in this study, since B1 influences B2 and B2 influences B8, it follows that B1 will influence B8 under the transitivity rule. Consequently, the entry (B1, B8) is marked as 1* in the FRM. Transitivity is utilized to address any inconsistencies or gaps in the expert opinions collected during the SSIM development process (Attri et al., 2013). The "*" symbol in Table 4 indicates transitivity. The final reachability matrix (FRM) helps determine the hierarchical ranking of factors through level partitioning. In this matrix, the total number of rows represents a factor's driving power, while the columns indicate its dependence power. This information is further used to group factors into independent, dependent, autonomous, and linkage categories via MICMAC analysis.

Table 3: Final reachability matrix (FRM)

Level

Variables	B1	B2	B3	B4	B5	B6	B7	B8	Driving Power
Organisation Citizenship behaviour(B1)	1	1	1	1	0	0	0	1*	5
Innovative work behaviour(B2)	0	1	1	0	0	0	0	1	3
Task Performance(B3)	0	0	1	0	0	0	0	0	1
Job Satisfaction(B4)	0	0	1	1	0	0	0	0	2
Leadership Style(B5)	1	1	1	1	1	0	0	1	6
Emotional Intelligence(B6)	1	1*	1	1	0	1	0	1*	6
Learning Orientation(B7)	0	1	1	0	0	0	1	1	4
Integration of Technology(B8)	0	1	1	0	0	0	0	1	3
Dependence Power	3	6	8	4	1	1	1	6	

Partitioning Iteration 1

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Level partitioning

The FRM facilitates the identification of reachability and antecedent groups for individual factors, as discussed by Warfield (1974). The reachability set includes the focal factor along with all other factors it has the potential to influence. Conversely, the antecedent set consists of the focal factor itself and any other factors that could influence its occurrence (Attri et al., 2013). In the FRM, factors corresponding to a '1' in the row for a given factor are included in its reachability set, while factors corresponding to a '1' in the column for that same factor are included in its antecedent set. For example, in this study, the reachability set for factor B1 includes B1, B2, B3, B4, and B8, whereas its antecedent set includes B1, B5, and B6.Following this, an intersection set is determined for each factor, which comprises the common elements in both the reachability and antecedent sets. During level partitioning, elements with identical reachability and intersection sets are classified as 'Level I.' These 'Level I' factors are high-level elements in the ISM model, representing factors influenced by others but not directly influencing the emergence of additional variables. Once the 'Level I' factors are identified, they are removed from the table, and the process is repeated iteratively to determine the factors at subsequent hierarchical levels. For instance, in the first iteration of partitioning (refer to Table 5), factor B3, which has identical reachability and intersection sets, is designated as 'Level I' and excluded to continue with the next iterations.

Table 5. Level Partitioning Iteration 1

Elements (Mi)	Reachability Set R(Mi)	Antecedent Set A(Ni)	Intersection Set R(Mi) ∩ A(Ni)	Level
B1	1,2,3,4,8	1,5,6	1	
B2	2,3,8	1,2,5,6,7,8	2,8	
B3	3,	1,2,3,4,5,6,7,8	3	I
B4	3,4,	1,4,5,6	4	
B5	1,2,3,4,5,8	5	5	
B6	1,2,3,4,6,8	6	6	
B7	2,3,7,8	7	7	
B8	2,3,8	1,2,5,6,7,8	2,8	

Once the 'Level I' factor and the B3 factor are removed from the table, the intersection sets for the remaining factors are recalculated as previously described. At this stage, factors with identical reachability and intersection sets are categorised as 'Level II' factors (see Table 6). For instance, in this study, factors B2, B4, and B8 are identified as belonging to the 'Level II' category. For example, in the present study, B2, B4, and B8 factors fall into the 'level II' category.

Table 6. Level Partitioning Iteration 2

Elements (Mi)	Reachability Set R(Mi)	Antecedent Set A(Ni)	Intersection Set R(Mi) ∩ A(Ni)	Level
B1	1,2,4,8	1,5,6	1	
B2	2,8	1,2,5,6,7,8	2,8	II
B3		1,2,4,5,6,7,8		I
B4	4	1,4,5,6	4	II
B5	1,2,4,5,8	5	5	
B6	1,2,4,6,8	6	6	
B7	2,7,8	7	7	
B8	2,8	1,2,5,6,7,8	2,8	II

Following the identification and removal of 'Level II' factors, the iteration process is repeated. At this stage, factors B1 and B7 exhibit identical reachability and intersection sets. Consequently, these factors are classified as 'Level III,' as detailed in Table 7. The partitioning process concludes once all factors have been allocated to their respective levels.

Table 7. Level Partitioning Iteration 3

Elements (Mi)	Reachability Set R(Mi)	Antecedent Set A(Ni)	Intersection Set R(Mi) ∩ A(Ni)	Level
B1	1	1,5,6	1	III
B2		1,5,6,7		II
B3		1,5,6,7		I
B4		1,5,6		II
B5	1,5	5	5	
B6	1,6	6	6	
B7	7	7	7	III
B8		1,5,6,7		II

After identifying the 'Level III' factors and removing them from the model, the iterative process continues. At this stage, factors B5 and B6 are found to have identical reachability and intersection sets. Consequently, they are designated as 'Level

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IV,' as illustrated in Table 8. This marks the conclusion of the partitioning process, with all factors assigned to their respective levels.

Table 8: Level Partitioning Iteration 4

Elements (Mi)	Reachability Set R(Mi)	Antecedent Set A(Ni)	Intersection Set R(Mi) ∩ A(Ni)	Level
B1		5,6		III
B2		5,6		II
B3		5,6		I
B4		5,6		II
B5	5	5	5	IV
B6	6	6	6	IV
B7				III
B8		1,5,6,7		II

This study conducted four rounds of level partitioning (as depicted in Tables 5, 6, 7, and 8). Factor 3 was assigned to Level I, while factors 2, 4, and 8 were categorised under Level II. Factors B1 and B7 were placed at Level III, and finally, factors B5 and B6 were assigned to Level IV. This hierarchical arrangement of factors in the structural model positions 'Level I' factors at the top and 'Level IV' factors at the bottom.

Conical matrix

A conical matrix is developed using the FRM and iteration levels to determine various factors' causal and dependent impacts. This matrix is organised by grouping variables of the same level along the rows and columns of the FRM (see Table 9). The driving magnitude of a variable is calculated by summing the horizontal count of 1s, while the dependency magnitude is determined by summing the vertical count of 1s (Raj et al., 2008). For example, Table 9 illustrates that factor B3 at Level I is listed first, followed by factors 2, 4, and 8, grouped under Level II. Factors B1 and B7 are grouped at Level III and placed after factors B5 and B6, which belong to Level IV. The conical matrix closely resembles the FRM, with the key difference being that elements are arranged in rows and columns based on their respective levels.

Table 9. Conical Matrix (CM)

Variables	B3	B2	B4	B8	B1	B7	B5	B6	Driving Power	Level
B3	1	0	0	0	0	0	0	0	1	I
B2	1	1	0	1	0	0	0	0	3	II
B4	1	0	1	0	0	0	0	0	2	II
B8	1	1	0	1	0	0	0	0	3	II
B1	1	1	1	1*	1	0	0	0	5	III
B7	1	1	0	1	0	1	0	0	4	III
B5	1	1	1	1	1	0	1	0	6	IV
B6	1	1*	1	1*	1	0	0	1	6	IV
Dependence Power	8	6	4	6	3	1	1	1		
Level	1	2	2	2	3	3	4	4		

Digraph

A digraph is a visual representation of factors created using level partitioning (refer to Figure 1). It depicts the hierarchical relationships and interdependencies among various factors or variables in a complex system through nodes and edges, with transitivity removed (Thakkar, 2021). In this representation, the first-level factors are positioned at the highest level, followed by factors from subsequent levels. This process continues until all factors are assigned positions in the initial digraph. The initial digraph is then refined into the final digraph by eliminating all transitivity links (Raj et al., 2008).

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Digraph

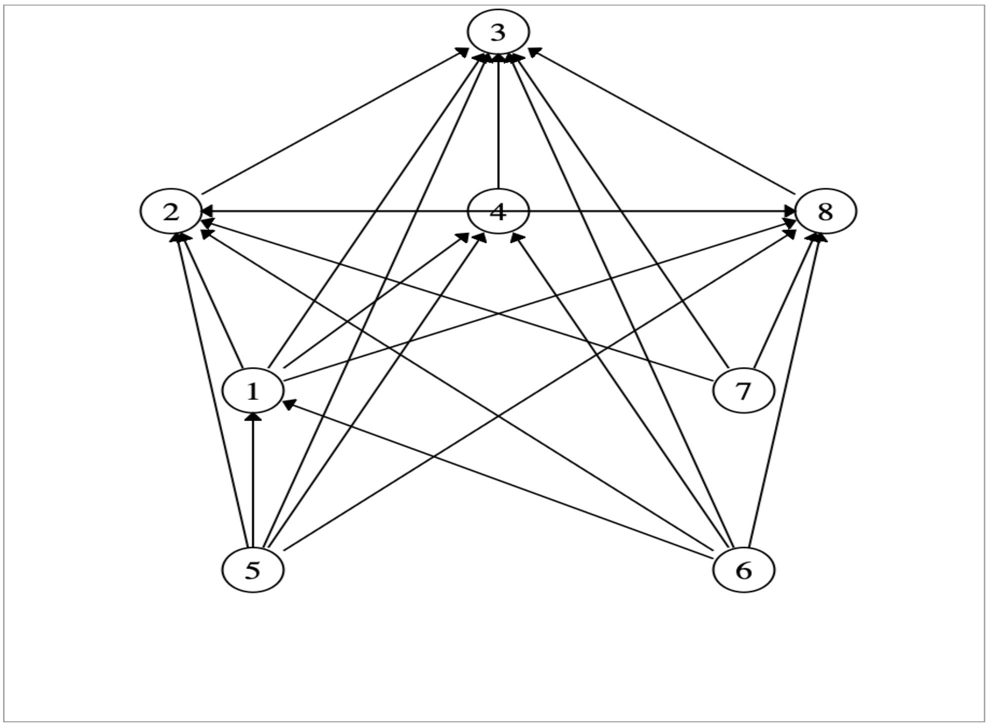

Figure 1. Final digraph indicating the interrelationships among the factors

Structural model of ISM

The ISM model is created by replacing the nodes representing factors in the digraph with corresponding statements (Attri et al., 2013). This framework aids in understanding the structural hierarchy of factors and their interconnections (refer to Figure 2).

The ISM model developed in this study identifies leadership style and emotional intelligence as the key variables that significantly contribute to organisational behaviour. Task performance, positioned at the top of the model, has the least influence as it has the lowest driving power and dependency on other factors. The final diagram illustrates that innovative work behaviour and technology integration mutually influence each other.

In this study, leadership style, emotional intelligence, and learning orientation are classified as independent variables. The findings indicate that organizational citizenship behavior and learning orientation have an impact on innovative work behavior, job satisfaction, and technology integration.

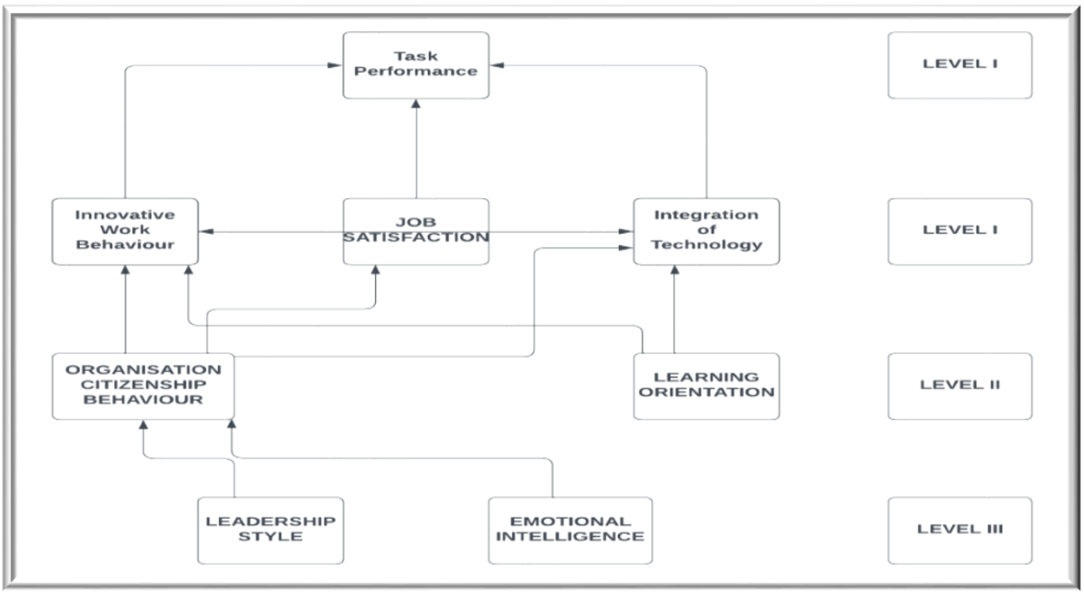

Figure 2. Structural model for factors related to Organisation Behaviour.

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5.MICMA Analysis

The primary technique known as Matrice d'impacts croisés multiplication appliquée á un classement (MICMAC) is predicated on the principles of matrix multiplication (Nandal et al., 2019). MICMAC studies the factors' driving power and reliance power, which aids in discovering and classifying crucial variables, hence distributing the adoption facilitators of the voice assistants. Using driving and reliance power, the factors in the current study are divided into the following categories:

1. **Autonomous Factors:** low driving and low dependence, indicating minimal influence and reliance on others; they have weak connections to the rest of the model. In this study, only B4 falls into this category.
2. **Independent Factors:** high driving power and low dependence; these are the main determinants shaping the system. The study includes B1, B5, B6, and B7 (e.g., leadership style) in this group.
3. **Dependent Factors:** lower driving power but high dependence; these factors depend on others and exert limited influence themselves. B2, B3, and B8 are in this cluster.
4. **Linkage Factors:** high driving and high dependence; these link independent and dependent factors and propagate effects, but no factors fall into this category in this study.

The MICMAC graph (Fig. 3) is created using the concepts above, where the y-axis represents the variable's driving power and the x-axis represents the dependency power of the variable. This graph creates a conceptual model and shows the hierarchy of variables.

MICMAC

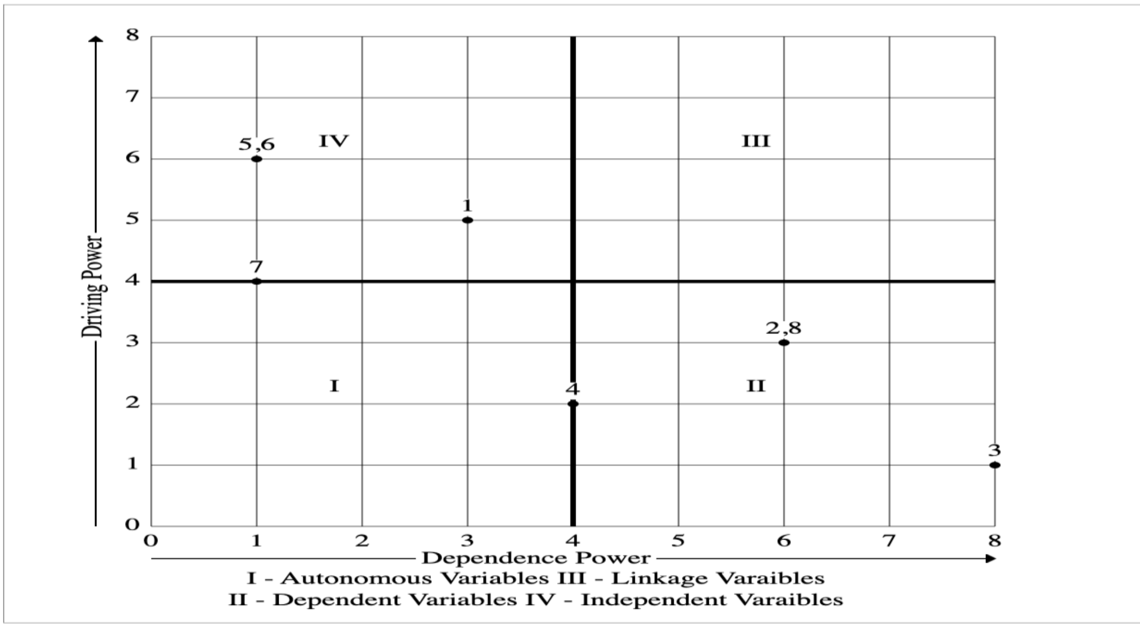

Figure 3. MICMAC Analysis

5. **Discussions and Conclusions:**

Conclusion:

This study sheds light on the intricate relationships between various organizational factors, including organizational citizenship behavior (OCB), innovative work behavior (IWB), task performance, leadership style, emotional intelligence, and technology integration. The findings emphasise the pivotal role of leadership style and emotional intelligence as driving forces in shaping employee behaviour and organisational performance. Additionally, Innovative work Behaviour and Integration of Technology significantly influence organisational outcomes, highlighting their interdependencies. By employing the ISM-MICMAC methodology, the research provides a hierarchical framework that illustrates these relationships, underscoring the importance of fostering a supportive leadership environment to enhance both OCB and IWB.

Implications

Managerial Practices: Organizations should prioritise transformational leadership styles to foster innovative and citizenship behaviours. This can lead to a more engaged and proactive workforce.

Training and Development: Enhancing emotional intelligence and learning orientation through targeted training programs can improve task performance and job satisfaction.

Policy Development: Policies promoting technology integration and continuous learning can bridge performance gaps and support sustainable organisational growth.

Organisational Culture: Cultivating a culture that values innovation and citizenship behaviours can lead to long-term success and competitiveness.

Future Scope:

Expand the Sample Size: Broader studies across diverse industries and regions can enhance the generalizability of findings.

Longitudinal Analysis: Conduct longitudinal studies to assess the long-term impact of leadership styles on organisational behaviour.

Explore Technological Impact: Investigate the evolving role of emerging technologies, such as AI and machine learning, in shaping innovative work behaviours.

Cross-Cultural Comparisons: Examine how cultural differences influence the relationships between OCB, IWB, and leadership styles in global organisations.

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ANNEXURE - I

Details of 11 experts selected for this Research:

Experts	Number (total=11)	Gender	Age	Details	Experience
Academicians	7	Female- 4 Male - 3	37 to 58 years	4 Associate Professors and 3 Professors from Universities and Colleges	More than 10 years of teaching experience in the field of Organisational Behaviour and management.
Industrialists and Entrepreneurs	4	Female- 2 Male- 2	32 to 48 years	2 Industrialists and 2 Entrepreneurs	More than 7 years of business experience