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# South Asian Journal of Management Research (SAJMR)

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# Demographic Influences on Organisational Citizenship Behaviour: Exploring the Interplay with Universal Human Values

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## Abstract

Organisational Citizenship Behaviour (OCB) is of profound importance in fostering organisational harmony and efficiency. This discretionary behaviour involving acts of helping colleagues, refraining from complaining acts, working in the holistic interest are significantly associated with positive organisational behaviour and favourable work outcomes. The present study examines the influence of demographic variables such as age, gender, educational qualification, work experience, and organisational tenure on Organisational Citizenship Behaviour among industrial employees of Goa. OCB's have been looked at generally from behavioural and psychological perspective, but this study draws its connection with Universal Human Values (UHV), thereby exploring OCB's as manifestation of Universal Human Values in the organisational context. UHV's, known for facilitating co-operativeness and healthy social bonds go beyond culture and societies and provide a equally strong ethical and moral foundation for eliciting OCB's in an organisational context. Study highlights how dimensions of OCB particularly altruism, civic virtue and conscientiousness exhibit the inherent principles of UHV's. On the basis of data collected from a sample of 419 employees from varied industrial setups across Goa using Organisational Citizenship Behaviour Scale by Dr. Arti Bakshi and Dr. Kuldeep Kumar; study aims to identify mean differences, significant demographic patterns and interaction effects. Findings reveal prominent age, gender, education wise differences in expression of OCB. Results thus underscore the essence of individual characteristics in shaping value driven behaviour in the workplace. By recognising these demographic disparities, organizations can focus on promoting UHV's within an organization to foster discretionary and extra-role behaviours.

**Keywords:** Demographics, Organisational Citizenship Behaviour, Universal Human Values, Workplace Behaviour

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## Introduction

In the contemporary work settings, Organisational Citizenship Behaviours are considered to be predominantly important in nurturing organisational harmony and promoting organisational effectiveness. In the highly competitive and politicised work environment evident of late; every organization is in search to onboard the best employees who exhibit positive value driven work behaviour and function within the ethical framework of the organization. According to Organ & Ryan (1995), Organisational Citizenship Behaviour is one such discretionary behaviour that extends beyond formal job requirements and contributes to the overall functioning and well-being of the organization. OCB's encompasses certain behaviours that go beyond job descriptions but play a vital role in creating a collaborative work environment, reducing conflicts and building organization as a cohesive unit. It involves acts of being supportive and collaborative towards colleagues; being respectful, humble and polite in one's interactions; demonstrating a ethically governed behaviour; being optimistic and resilient when faced with burdensome challenges; adding vibrancy to the organisational environment by active involvement in several activities.

According to Organ (1988) five dimensions of OCB comprises of conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. These five dimensions cover such organisational behaviours as helping co-workers, following company rules, not complaining, and actively participating in organisational affairs.

**Altruism:** Altruism has been defined by Smith & Organ (1983) as voluntary behaviours where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances.

**Conscientiousness:** According to Podsakoff & MacKenzie (1997), it is a prototype of going well beyond minimally required levels of attendance, punctuality, and housekeeping, penchant towards conserving resources, and overall giving an impression of being a responsible citizen of the organization. If the employee is highly conscientious it implies that he is highly responsible and needs less supervision.

Sportsmanship: As defined by Organ (1990), sportsmanship is a willingness to tolerate the inevitable inconveniences and impositions of work without complaining.

Courtesy: As mentioned by Organ (1990) courtesy refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them.

Civic virtue: As noted by Podsakoff, MacKenzie et al. (1990), civic virtue is behaviour on the part of an individual that indicates that employee dutifully participates in, is actively involved in, and is concerned about the life of the company

All these 5 dimensions of OCB constitute prosocial behaviours which significantly contributes to the growth of both individual as well the organization.

Traditionally, OCB's have been explored from the perspective of behavioural outcomes thereby highlighting its linkage with several instrumental benefits like organisational effectiveness, work outcomes, employee engagement etc. Numerous studies have also explored connection between several dispositional and organisational antecedent factors like personality, organisational climate, leadership and OCB's. However, relatively lesser amount of research is dedicated towards understanding ethical and moral groundwork underlying OCB's. In this context, it is intriguing to explore OCB as a behavioural manifestation of Universal Human Values in the workplace. These UHV's in the form of Trust, Compassion, Peace, Responsibility, Respect extend across cultures, societies and are considered to be of paramount importance in facilitating positive humanly interactions and strengthening the social fabric of our society. By examining OCB's from UHV lens this study postulates that OCB's reflect practical applicability of UHV's in the organisational context.

Secondly, existing literature highlights disparities in citizenship behaviour based on demographics. However, barely any studies have been conducted in the Goan region despite rampant industrial growth witnessed in this region. To develop a deeper understanding of how individual characteristics shape citizenship behaviours, this study explores the influence of gender, age, tenure, work experience, education on OCB's. Study also examines whether employees working at varied levels, in different industries and sectors differ in exhibiting OCB's.

### **Theoretical Framework - Exploring the Convergence Of Ocb And Uhv**

Theoretical evidence asserting that OCB's are one form of Universal Human Values can be drawn from several existing theories establishing the connection between values and discretionary work behaviours. Based on these theories, OCB's can be perceived as manifestation of UHV's in the organisational setting.

According to Cameron et al. (2004), organizational virtuousness is characterized by traits like compassion, integrity, forgiveness and trust. This theory is based on theory of virtue developed by Aristotle which postulates that virtuous individuals significantly contribute in building virtuousness within an organization.

In subsequent revisions of his theory, Cameron (2014) emphasised that sense of virtuousness does play an instrumental role in bringing positive outcomes and positively contributes to employee's well being and sense of involvement.

Moral Foundation theory proposed by Haidt (2001) postulates that ethical decision making and behaviours are driven by universal moral values namely care, loyalty, fairness, authority and sanctity. These values being deep-rooted in human behaviour can be associated with OCB's. Altruism dimension of OCB focusing on helping acts on the part of employees is related to Care whereas conscientiousness dimension is highly similar to fairness.

In his Expanded theory of Basic Human Values Schwartz (2012) asserts that our attitudes, behaviours and decision making particularly employee attitudes and discretionary behaviours is guided by set of 19 universal values related to openness to change, self enhancement, conservation and self transcendence.

Universal Human Values are ethical principles that serve as a foundation to guide our behaviour. These values are universal across cultures and societies. OCB and its dimensions align with key universal values such as truth, compassion, peace, respect and responsibility. Compassion is a foundational human value that is similar to altruism dimension of OCB. Altruism involves voluntary acts of helping colleagues, being supportive, understanding and expressing concern towards well being of the co-workers. These qualities are related to compassion which involves being caring, co-operative and helpful towards others. Responsibility, second key facet of universal values involves commitment towards one's duties and obligations, being accountable and reliable in executing duties. This value draws similarities with conscientiousness dimension of OCB which incorporates meticulously performing work, accepting additional duties, being accountable and professional in performing one's duties and diligently completely the work assigned. Third dimension of OCB that is Courtesy involves

being polite and considerate while interacting and being respectful towards other people's opinions so that effective communication and congenial environment is maintained. This dimension resonates with universal value of respect which involves treating others in a fair and dignified manner. Sportsmanship dimension of OCB encompasses maintaining optimistic attitude in the face of adversities, avoiding complaining behaviour, prioritising collective harmony over personal grievances so as to minimise conflicts and facilitate collective harmony. This reflects strong resonance with universal value of Peace which also stresses upon reducing conflicts and promoting harmony. The fifth key universal value of Truth emphasises principles of honesty, openness and transparency. Civic Virtue dimension of OCB aligning with this value also entails upholding of ethical standards, reporting wrong doings, working with integrity, honesty and a deep sense of commitment towards organisational governance through involvement in decision making process and other organisational activities.

From this it can be inferred that OCB's are deeply grounded in fundamental human values and exploring it from this perspective can provide a more holistic view of human behaviour. This also underlines a need to integrate ethical principles in organisational fabric to positively guide human interactions and behaviours.

### **Review of Literature**

Several researchers have attempted to investigate the influence of demographics on OCB's however fewer studies have been carried out in Indian context, particularly Goa. Also not much research has centred around industry, job level, sector wise comparison of OCB; hence this study attempts to address this gap. Majority of the existing literature perceives OCB as a outcome variable bringing out definite benefits whereas this study explores it as ethically and morally driven value based behaviour.

Bhatti, O. K., Waris, S., & Zaheer, A. (2023) in their study exploring relationship between personality traits and organisational citizenship behaviour discovered significant influence of demographic factors especially age and education on dimensions of OCB. This study highlights how intrinsic values connected with cultural norms interact with demographics in shaping citizenship behaviours like altruism and conscientiousness. Farid, T., Iqbal, S., & Maqsood, A. (2021) in their study of banking sector employees of Pakistan examined influence of gender on OCB and Job Satisfaction. Study underlined the gender differences thereby further emphasising that females are more likely to indulge into interpersonal-focused OCB whereas males are more prone to exhibit organization-focused citizenship behaviours.

Gupta, V., & Singh, S. (2020) in their study found a strong positive connect between tenure, work experience and civic virtue, conscientiousness dimension of OCB. A study by Kim, Y. J., & Park, C. (2019) divulged significant age differences in OCB's with older employees found exhibiting higher levels of citizenship behaviours compared to their counterparts. Podsakoff, N. P., MacKenzie, S. B., & Podsakoff, P. M. (2018) in his comprehensive review examining the influence of education, found augmented levels of civic virtue and courtesy in those who had acquired higher levels of education. Zaman, T., & Parveen, H. (2022) in his study examining demographic predictors of OCB in emerging markets concluded that education and tenure have a statistically significant impact on OCB. Rahman, M., & Ahsan, M. (2021) in their study discovered moderating role of gender and age on the relationship between job satisfaction and OCB. This study suggests significance of intrinsic values and life experiences in shaping the expression of citizenship behaviours.

Li, Y., & Huang, X. (2023) in their study of industry specific factors shaping citizenship behaviours found OCB's to be more pronounced in service based industries as nature of job role is customer facing which fosters interpersonal citizenship behaviours. Gupta, S., & Sharma, K. (2022) in their study comparing OCB's in IT and healthcare sector asserted that focus on innovation in IT and empathy in healthcare influences OCB dimensions such as altruism and courtesy. Rahman, M., & Khan, S. (2021) in their comparative analysis of public and private sector employees concluded that public sector employees exhibit higher levels of organization based citizenship behaviours whereas private sector employees are more inclined towards interpersonal based citizenship behaviours. Researchers attributed this to variations in motivational system and job security across these sectors.

Though there exists research supporting influence of demographic variables, research that has been carried out in the field of OCB over past several years has primarily focused on exploring its antecedent and predictor variables. Role of several dispositional, contextual and situational factors such as personality, psychological capital, leadership, organizational climate, culture is being widely explored presently. OCB as a construct is of great significance presently in the organizations considering its effectiveness in enhancing organisational performance. Universal Human Values are the foundational moral principles guiding our behaviour and hence gaining pronounced importance on all frontiers. Recent studies have highlighted its role in promoting peace, social harmony, global citizenship. Organizational Citizenship Behaviour can be considered as manifestation of UHV's in the organizational context and recent studies do emphasise its role in creating value driven and human centric work environment.

## Research Methodology

### Research Design

Quantitative research design has been adopted for this study wherein data has been collected from 419 employees of organisations from the state of Goa. As study employs cross-sectional survey; data collected reflects only current behavioural perceptions of employees.

### Objectives of the Study

- To establish a theoretical connection between Universal Human Values and Organisational Citizenship Behaviours.
- To examine the influence of age, gender, education, work experience and organisational tenure on Organisational Citizenship Behaviour among employees of Goa region.

**Sample:** This study is based on a sample of 419 selected employees of medium sized industrial establishments from the state of Goa. Random Sampling method has been employed for sample selection. Sample comprised of 241 Males and 178 Female respondents.

**Tools for Data Collection:** 30 items Organisational Citizenship Behaviour Scale developed by Dr. Arti Bakshi and Kuldeep Kumar consisting of five dimensions namely Conscientiousness, Courtesy, Sportsmanship, Helping Co-worker and Civic Virtue with well established reliability and validity have been utilised for data collection purpose. Reliability of the scale was found to be above 0.80

**Tools for Statistical Analysis:** Data gathered using standardised tools and personal data sheet has been analysed using t-test, One Way Anova, Factorial Anova, Post Hoc and MANOVA and Multiple Regression.

### Result and Discussion

Data gathered from the respondents has been statistically analyzed to identify mean difference between varied demographic groups. Further regression analysis was also executed to explore effect of significant demographic factors on OCB. Factorial Anova, MANOVA and Post Hoc analysis has also been performed to identify the interaction effect and group differences.

#### Ha1: There is a significant gender difference in organisational citizenship behaviour.

To investigate whether males and females differ on organisational citizenship behaviour and its five dimensions t-test analysis was performed. From the Table 1 it can be inferred that t value of -4.124 ( $p = <.001$ ) is significant at 0.01 level of significance thereby indicating that males and female distinctly differ in exhibiting OCB. Further from the results of MANOVA (Table 2) it is apparent that Gender exerts a significant influence on almost all dimensions of OCB except for Courtesy and Helping CoWorker (Conscientiousness:  $F = 6.04$ ,  $P = 0.014^*$ ; Civic Virtue:  $F = 5.98$ ,  $P = 0.01488^*$ ; Sportsmanship:  $F = 44.88$ ,  $P = 7.08e-11^{***}$ ). Highly prominent gender based differences have been evident on particularly sportsmanship dimension.

| Table 1: Results of t-test showing Gender differences in OCB |         |                |
|--|---------|----------------|
| Dimensions of OCB  | T Value | P Value (Sig.) |
| Conscientiousness  | -2.457  | .014*          |
| Courtesy   | 0.133   | 0.894          |
| Sportsmanship  | -6.537  | <.001**        |
| Helping Co-Worker  | -1.131  | 0.259          |
| Civic Virtue   | -2.460  | .014*          |
| Overall OCB  | -4.124  | <.001**        |

\*Significant at 0.05 Level of Significance

\*\*Significant at 0.01 Level of Significance

| <b>Table 2: Results of Multivariate MANOVA (Pillai's Trace)</b> |               |                 |                  |
|---|---------------|-----------------|------------------|
| <b>Variable</b>   | <b>Pillai</b> | <b>Approx F</b> | <b>Pr(&gt;F)</b> |
| Gender  | 0.117         | 10.535          | 1.63e-09 ***     |
| Age   | 0.066         | 1.812           | 0.0285 *         |
| Educational_Qualification                                       | 0.07          | 1.914           | 0.0185 *         |
| Years_of_Experience   | 0.086         | 1.420           | 0.0810           |
| Organizational_Tenure   | 0.021         | 0.422           | 0.9882           |

\*\*\*Significant at 0.001 Level of Significance

\*Significant at 0.05 Level of Significance

Further, results of descriptive analysis supported by results of Post Hoc (Table 3) reveal that males score lower on Organizational Citizenship Behaviour compared to their female counterparts by 5.95 points. Also on the other three dimensions of OCB wherein significant gender differences are noticeable, female employees have been discovered to be more involved in conscientious, sportsmanship and civic virtue based behaviours.

| <b>Table 3: Results of TurkeyHSDPost-Hoc Test - Gender Based Comparison</b> |                   |                 |                 |                   |
|---|-------------------|-----------------|-----------------|-------------------|
| <b>Comparison</b>   | <b>Difference</b> | <b>Lower CI</b> | <b>Upper CI</b> | <b>p-adjusted</b> |
| Male - Female   | -5.95             | -8.74           | -3.16           | 3.44e-05          |

Gender differences on overall organisational citizenship behaviours can be attributed to parental conditioning and gender based socialisation wherein females are nurtured from the initial ages to be more compassionate, empathetic, considerate which prompts them to indulge in such discretionary behaviours. Findings of this study are in concurrence with that of Eagly, A. H., & Crowley, M. (1986) who in their study also suggests women are conditioned and socialised to adopt nurturing roles which predisposes them to participate in OCB. Higher sportsmanship behaviour among females implies that women employees are likely to be optimistic and resilient when confronted with challenging work scenarios. This could be ascribed to the societal nurturing wherein females are encouraged to be accommodating which results in development of positive values like patience, adaptability and resilience in them. Goleman (1995) also highlights higher levels of empathy and self regulation among females. So all these traits collectively possibly contributes to positive attitude among women employees when faced with adversities in work settings. Findings of this study are consistent with Podsakoff, MacKenzie et al. (2000) who also suggests that sportsmanship aligns with feminine traits of patience and adaptability. With regards to conscientiousness dimension of OCB which relates to fulfilment of duties, responsibilities, sense of accountability and organised approach in accomplishing tasks; enhanced scores of females may step from their ability to manage multiple tasks simultaneously in a structured, methodical and meticulous way. On the aspect of Civic Virtue, females are socially predisposed to value harmony and collective well-being which to an extent justifies their higher involvement in organisational activities and decision making processes (Eagly & Johannesen-Schmidt, 2001). Chattopadhyay et al. (2004) also found that involvement of women in company based initiatives is likely to be on higher side due to their focus on cooperative and value driven goals.

The absence of any underlining difference on courtesy and helping co-worker insinuates that these behaviours are likely to be influenced by factors such as organisational climate, leadership culture rather than gender. With courtesy being a universal dimension and less gender specific in expression (Ilies et al., 2007). The above findings reinforce the idea that certain intrinsic values linked with Universal Human Values such as compassion and responsibility do play a prominent role in guiding citizenship behaviour of women employees in organisational settings.

**Ha2: There is a significant difference in organisational citizenship behaviour across different age groups.**

To explore differences in organisational citizenship behaviour and its dimensions across different age groups (20-29 Years, 30-39 Years, 40-49 Years, 50 Years and Above) one way anova was performed. As depicted in the Table 4, F value of 2.815 has been found significant at 0.05 level of significance ( $p = .039$ ). Findings signify that age factor does play a pivotal role in facilitating OCB. As evident from table 2, findings of MANOVA highlight significant age differences on dimensions of OCB. Age is found to be influencing sportsmanship dimension of OCB ( $F = 5.68$ ,  $P = 0.00081^{***}$ ).

| <b>Table 4: Results of One Way Anova showing differences in OCB based on Age</b> |                |                       |
|--|----------------|-----------------------|
| <b>Dimensions of OCB</b>   | <b>F Value</b> | <b>P Value (Sig.)</b> |
| <b>Conscientiousness</b>   | 1.630          | 0.182                 |
| <b>Courtesy</b>  | 1.010          | 0.388                 |
| <b>Sportsmanship</b>   | 3.244          | .022*                 |
| <b>Helping Co-Worker</b>   | 1.373          | 0.250                 |
| <b>Civic Virtue</b>  | 0.324          | 0.808                 |
| <b>Overall OCB</b>   | 2.815          | .039*                 |

\*Significant at 0.05 Level of Significance

Results of descriptive analysis substantiates that as employees age, they are more likely to be tolerant to hardships, sail through problematic situations smoothly and generally exhibit discretionary behaviours. From the table 5 depicting results of Post Hoc Test it can be inferred that employees in the age range of 40-49 exhibit higher OCB's compared to those in the age group of 20-29. Marginal difference is also noticeable among those aged between 50-59 and 20-29. This could be attributed to the fact that younger employees are not thoroughly accustomed to work environment, prioritise their career goals and professional advancement and hence are less likely to demonstrate discretionary behaviours. However, older employees with age end up being more matured and better at self regulation which may result in they refraining from complaining behaviour and adopting a positive attitude. Also, as older employees through their experience have a better understanding of organisational dynamics they might exhibit sportsmanship behaviour.

| <b>Table 5: Results of TurkeyHSDPost-Hoc Test - Age Based Comparison</b> |                   |                 |                 |                   |
|--|-------------------|-----------------|-----------------|-------------------|
| <b>Comparison</b>  | <b>Difference</b> | <b>Lower CI</b> | <b>Upper CI</b> | <b>p-adjusted</b> |
| 40-49 - 20-29  | 6.47              | 0.27            | 12.66           | 0.036*            |
| 50-60 - 20-29  | 7.85              | -0.09           | 15.78           | 0.054             |

These findings are in accordance with previous research conducted by Organ and Ryan (1995) which also found age to be positively correlated to sportsmanship and conscientiousness. Researchers attributed this difference to variations in the organisational investment of varied age groups. Podsakoff et.al. (2000) in his study ascribed age differences to emotional stability and tolerance. These findings too affirm the idea that values such as peace and tolerance which develop over the years are particularly vital in shaping sportsmanship behaviour in the work setting.

### **Ha3: There is a significant difference in organisational citizenship behaviour based on education.**

Results of one way anova analysis executed to assess whether OCB varies as per educational level of employees are presented in the Table 6. As evident from the table, F value of 3.466 ( $p = .008$ ) has been found significant at 0.01 level of significance which insinuates that level of citizenships behaviour exhibited by employees varies significantly as a result of their acquired education.

| <b>Table 6: Results of One Way Anova showing differences in OCB based on Education</b> |                |                       |
|--|----------------|-----------------------|
| <b>Dimensions of OCB</b>   | <b>F Value</b> | <b>P Value (Sig.)</b> |
| <b>Conscientiousness</b>   | 1.471          | 0.210                 |
| <b>Courtesy</b>  | 2.305          | 0.058                 |
| <b>Sportsmanship</b>   | 2.883          | 0.022*                |
| <b>Helping Co-Worker</b>   | 0.743          | 0.563                 |
| <b>Civic Virtue</b>  | 1.911          | 0.108                 |
| <b>Overall OCB</b>   | 3.466          | 0.008**               |

\*Significant at 0.05 Level of Significance

\*\*Significant at 0.01 Level of Significance

As evident from Table 2, MANOVA results also assert multivariate effect of Education Level on OCB. Significant difference has been specifically evident through Univariate MANOVA on Courtesy (F = 3.62, P = 0.013\*) and Sportsmanship (F = 2.88, P = 0.0355\*) dimensions.

Results of descriptive analysis underscores that citizenship behaviour enhances with education. Also, as evident from Table 7, findings of Post Hoc Test reveals that OCB score is significantly higher among post graduates compared to those with secondary education. Marginal differences are also evident among secondary-graduation and post graduation-higher secondary groups thereby implying that OCB's increase with higher levels of qualification. This is likely because, as an employee acquires higher levels of education like graduation or post graduation; their chances of exhibiting OCB are increased in comparison to those with secondary or higher secondary education. As education fosters cognitive abilities, interpersonal skills, moral reasoning and aims to lay sound ethical foundation by internalising values in students, findings of this study highlighting its positive correlation with OCB are well justified. Also with achievement of higher levels of education, an individual's awareness of self and surrounding is heightened which may also contribute to higher levels of OCB. Higher levels of sportsmanship behaviour with higher levels of education can be explained with existing traces of evidence positing that emotional intelligence, resilience enhances with higher levels of educational attainment.

| <b>Table 7: Results of TurkeyHSDPost-Hoc Test - Education Based Comparison</b> |                   |                 |                 |                   |
|--|-------------------|-----------------|-----------------|-------------------|
| <b>Comparison</b>  | <b>Difference</b> | <b>Lower CI</b> | <b>Upper CI</b> | <b>p-adjusted</b> |
| Secondary - Post Graduation  | -9.90             | -19.24          | -0.56           | 0.033*            |
| Secondary- Graduation  | -8.28             | -17.39          | 0.82            | 0.089             |
| Post Graduation - Higher Secondary   | 5.54              | -0.17           | 11.26           | 0.061             |

Findings of the study are in accordance with that of Podsakoff et al. (2000) who also reported education as a significant factor influencing OCB. He attributed this to increased ability to understand and abide by organisational norms with higher education. Goleman (1995) asserted that employees with higher education levels showcase better coping mechanism which is a result of increased emotional regulation and empathy. These two traits are considered inherent to sportsmanship. Kohlberg's (1981) theory of moral development propounds that advanced stages of moral reasoning gets facilitated with education, which empowers individuals to act in a manner consistent with Universal Human Values.

**Ha4: There is a significant difference in organisational citizenship behaviour based on level of work experience.**

Contrary to the hypothesis formulated, as can be seen from Table 8, results of one way anova did not unveil any significant difference in OCB across groups with varying levels of work experience. This implies that individual's willingness to behave responsibly and engage in helping, courteous, organization focussed behaviour is not affected by work experience. This implies that regardless of years of experience, intrinsic

values and motivations that guide discretionary behaviour remains the same. Also there exists a possibility of other contextual or job related factors being influential in determining OCB. No multivariate effects of experience has been noticed on OCB through MANOVA analysis as evident from Table 2.

| <b>Table 8: Results of One Way Anova showing differences in OCB based on Work Experience</b> |                |                       |
|--|----------------|-----------------------|
| <b>Dimensions of OCB</b>   | <b>F Value</b> | <b>P Value (Sig.)</b> |
| <b>Conscientiousness</b>   | 1.124          | 0.347                 |
| <b>Courtesy</b>  | 0.805          | 0.547                 |
| <b>Sportsmanship</b>   | 3.750          | .002**                |
| <b>Helping Co-Worker</b>   | 0.498          | 0.778                 |
| <b>Civic Virtue</b>  | 0.655          | 0.658                 |
| <b>Overall OCB</b>   | 1.817          | 0.108                 |

\*\*Significant at 0.01 Level of Significance

However dimension wise analysis discovered significant difference on sportsmanship dimension of OCB. As previously reported, experienced employees with their mastery over self regulation and coping mechanisms are likely to deal with problematic and conflicting scenarios positively compared to the less experienced group. Hence difference in sportsmanship could be attributed to this aspect. Study findings are consistent with that of Goleman (1995) who posited that emotional intelligence, which improves with experience, is closely tied to sportsmanship behaviours like patience and tolerance. Turnipseed and Rassuli (2005) in their study found that while work experience correlates with certain organisational attitudes, it does not uniformly predict OCB.

**Ha5: There is a significant difference in organisational citizenship behaviour based on organisational tenure.**

| <b>Table 9: Results of One Way Anova showing differences in OCB based on Organisational Tenure</b> |                |                       |
|--|----------------|-----------------------|
| <b>Dimensions of OCB</b>   | <b>F Value</b> | <b>P Value (Sig.)</b> |
| <b>Conscientiousness</b>   | 1.072          | 0.370                 |
| <b>Courtesy</b>  | 0.505          | 0.732                 |
| <b>Sportsmanship</b>   | 1.177          | 0.321                 |
| <b>Helping Co-Worker</b>   | 0.556          | 0.695                 |
| <b>Civic Virtue</b>  | 0.287          | 0.887                 |
| <b>Overall OCB</b>   | 1.277          | 0.278                 |

Considering the theoretical base that employees with longer tenure develop a familiarity with organisational norms, get accustomed to the company environment and are more prone to act in a socially integrated way, this hypothesis assessed differences in OCB based on organisational tenure. Morrison (1994) asserted that longer tenure results into deeper sense of belonging which in turn fosters engagement in citizenship behaviours. Van Dyne et al. (1994) also underlined that attachments both social and psychological that individual develops through long tenure do play a significant role in driving OCB. Contrary to the existing body of literature lack of significant difference in this study suggests the role of other individual traits, contextual and organization based factors in fostering OCB rather than just length of service. Findings of MANOVA did not underline any noteworthy multivariate effects of Tenure as can be seen in the Table 2. Absence of effect of tenure also underscores possible role of intrinsic values, inherent personality traits, emotional intelligence in influencing OCB over external factor such as time spent in the organization.



### Interaction Effect and Regression Analysis

As discussed above, ANOVA findings prominently highlight individual effects of gender, age and educational qualification on OCB. However results of factorial ANOVA depict non significant 3 way interaction between Gender x Age x Qualification. However F Values as depicted in the Table 10, support marginally significant two way interaction between Gender x Age and Gender x Educational Qualification. This implies that the way gender influences citizenship behaviour is likely to marginally vary across varied age groups and educational levels. However, despite these three variables having individual effects, study does not depict any noteworthy combined effect of these three variables on OCB.

| Table 10: Anova Table With Interaction Terms |         |           |
|--|---------|-----------|
| Source                                       | F value | Pr(>F)    |
| Gender:Age                                   | 2.242   | 0.08292 . |
| Gender: Educational_ Qualification           | 2.445   | 0.06365 . |
| Age: Educational_ Qualification              | 0.658   | 0.74697   |

| Table 11: Results of Multiple Regression   |         |          |                   |
|--|---------|----------|-------------------|
| F Value  | P Value | R Square | Adjusted R Square |
| 2.861  | 0.0002  | 0.1022   | 0.0665            |
| Predictors: Gender, Age, Educational Qualification, Years of Experience, Tenure. |         |          |                   |

From Table 11 depicting results of multiple regression it is evident that F Value of 2.861 is significant hence it can be asserted that this overall model is significant. This implies that age, gender, education, experience and tenure do play a significant role in predicting OCB. Further R square value of 0.1022 indicates that approximately 10.2% variance in OCB is explained by predictor variables of this model. Gender, Age and Educational Qualification proved to be significant predictor thereby supporting findings obtained through Analysis of Variance techniques.

### Future Scope

Considering the findings, industry professionals can develop HR interventions targeting younger employees and those with lesser qualifications as OCB's have been found lower among these groups. Also specific strategies could be developed to boost OCB levels among male employees. Companies can increase their investment in employee education which can bring them positive results in the form of heightened OCB's. Further research can empirically test the connection between UHV's and OCB and simultaneously assess the moderating role of contextual and situational behaviours including cultural norms across sectors and industries to develop a comprehensive understanding of the organisational dynamics. Intervention based studies can also be considered while doing future research.

### Conclusion

This research sought to accomplish dual objectives of exploring theoretical connection between OCB and UHV and also empirically analysing the influence of demographic variables in shaping citizenship behaviours. Theoretical review provides compelling evidence of linkage between conscientiousness, courtesy, helping co-worker, civic virtue, sportsmanship aspect of OCB and universal human values like empathy, peace, respect and responsibility. Study highlights how viewing OCB's from ethical and moral lens can significantly help in fostering these discretionary behaviours in the organisational settings.

Demographic analysis highlights prominent role of gender, age and education in shaping OCB. On the gender front, female employees were found to exhibit higher levels of OCB particularly on conscientiousness, sportsmanship and civic virtue, thereby concurring with existing literature body suggesting female preferences for empathy, collaboration and adaptability. Older employees as well as those with higher levels of educational attainment exhibited greater levels of OCB, therefore emphasising transformational role of education in reinforcing discretionary behaviours through development of moral reasoning. Work experience and organisational tenure exhibited little influence thereby underling the role of intrinsic values, motivations in driving OCB rather than just number of years associated with an organisation or experience.

Research findings underscore the interplay between values and demographics in shaping OCB's. Organizations aiming to foster OCB's can promote universal human values by creating nurturing environment characterized by value-based training programs, value-driven ethical leaderships, reinforcement initiatives recognising OCB. Study highlights how UHV's can be looked at from a strategic perspective for cultivating citizenship behaviours in the forthcoming years so as to promote interpersonal harmony and organisational success.

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