

“The Effect of Demographics variables on the Organizational Citizenship Behavior of employees in Finance sector with special reference to Banking sector in Lucknow”

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Abstract:

The paper focuses on the effect of demographic variable on organizational citizenship behaviour of employees in finance sector with special reference to banking sector in Lucknow. The paper studies to which demographic variable affects more and less. The paper also focuses on to what extent organizational citizenship behavior is present in employees of banking sector in Lucknow. The study is conducted on 400 employees of banking sector employees in Lucknow. The study uses convenience sampling and uses statistical techniques ANNOVA and correlation for analysis of the data.

Keywords: Organizational Citizenship behaviour, demographic variables, banking sector, employees.

Introduction:

The satisfied, committed and loyal workforce is essential in this complex challenging environment for organizations to be successful. Organizational citizenship behaviour means individual behaviours that are beneficial to the organization but not directly recognized by the formal reward system. Organ (1988) defines OCB as a set of helpful, discretionary and extra role behaviours exhibited by employees that are not directly or clearly recognized by the formal reward system and have an overall positive effect on the operation of the organization also they cannot be enforced by the employment contract. By discretionary, it is meant that behaviour is not enforceable but which is clearly specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable. Organizational citizenship behaviour is defined as those extra work –related behaviours which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations. (Bateman & Organ, 1983). The concept was introduced by Bateman and Organ in 1980's. Smith et al (1983) conceptualized OCB with Altruism (behaviour targeted specifically at helping individuals) and generalized compliance (behaviour reflecting compliance with general rules and expectations). Later Organ in 1988 identified five OCB dimensions namely altruism, courtesy, civic virtue, conscientiousness and sportsmanship. Williams and Anderson (1991) proposed a two dimensional conceptualization of OCB : OCB -I (Behaviour directed towards individuals) and OCB-II (Behaviour directed towards organization). Podsakoff and Mackenzie (1997) considered helping behaviour, sportsmanship and civic virtue. Marockzy and Xin (2004) supported only sportsmanship and courtesy OCB dimensions among the five recognized by Organ (1998). According to (Nemeth and Staw, 1989), organizational citizenship can help organizations to improve performance and gain competitive edge as it motivates employees to perform beyond the formal job requirement. To be successful in today's competitive environment organizational citizenship behavior helps organizations to accelerate towards innovation and productive approaches. As Organ (1988) emphasized, organizational citizenship leads towards effective organizations and bring new resources for them. Hackman & Oldham (1975), proposed job characteristic model (JCM) describing five core job characteristics (Task variety, task identity, task significance, task autonomy and task

feedback). The premise behind introducing this model was that motivation level of employee is directly linked with the task assigned to the employee. According to them motivational feelings can never be linked with a monotonous task. Only a well-defined and challenging task can arouse such feelings among employees. Organ (1990) founded that relationship exists between OCB and satisfaction. Podsakoff and associates (2006) defined the ways in organizational citizenship behaviour affects organizational performance. By organizational citizenship behaviour the organization are fostering group behaviour and team spirit, attracting the manpower to work in close coordination in the organization and also enhancing the stability of organization and indeed the productivity of the organization. Organizational Citizenship behaviour is a kind of extra role behaviour from the organization perspective but such behaviours are induced in the organizations as individual behavior rather than the traditional behaviours. These behaviour can be induced as according to Social exchange theory .

Literature Review:

The OCB concept originated from the conceptualization of management theorist Chester Barnard (1968, first publication was in 1938). According to Barnard, the vitality of the organizations depends on the willingness of individuals to contribute forces to the cooperative system. Willingness means de-personalization of personal action, and its impact is sticking together, meaning the union of efforts (Barnard, 1968). Barnard suggests that without sticking together, a personal effort cannot contribute to the organization. In 1964, Katz made important contributions to Barnard's observations. He identified three basic types of behaviour that are essential for a functioning organization: a) people must be induced to enter and remain within the system, b) they must carry out their specific role assignments in a dependable fashion, and c) there must be innovative and spontaneous activity that goes beyond role. Organ and his colleagues (Bateman and Organ, 1983; Smith, Organ and Near, 1983) used the term Organizational Citizenship Behaviour (OCB). Organ (1988) defined OCB as follows: Individual behaviour that is discretionary, not explicitly recognized by the formal system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behaviours is rather a matter of personal choice, such that its omission is not generally understood as punishable. He states that organizational citizenship behaviours is directly or formally not compensated by the organization's reward system.

Organ started studying discretionary behaviours in organizations and some of its possible antecedents (Organ ,1977; Bateman &Organ ,1983; Smith ,organ &Near ,1983). Organ (1988) has provided five dimensions including altruism or helping behaviours, conscientiousness, sportsmanship, civic virtue and courtesy. Some researchers (e.g. Williams & Anderson, 1991) have also divided OCB into two types including behavior that is directed at individual (OCBI) and organization (OCBO) level. Dyne (1995) proposed the broader construct of "extra role behaviours" (ERB), defined as "behavior which benefits the organization and /or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations". Thus organizational citizenship is functional, extra -role, pro-social organizational citizenship is functional, extra -role, pro-social organizational behaviors directed at individual, groups and/or an organization. These are helping behaviours not formally prescribed by the organization and for which there are no direct rewards or punishments.

Bateman and Organ were responsible for introducing the concept of Organizational Citizenship Behavior in 1983. Different researchers conducted research and thirty different forms of OCB were identified by (Podsakoff, MacKenzie, Pain & Bachrach, 2000). Smith, Organ and Near (1983) identified two factors of Organizational Citizenship Behavior which includes altruism and Generalised Compliance using 16 point OCB scale. Organ (1988) identified five factor model of OCB which includes the altruism, courtesy, civic virtue, conscientiousness and sportsmanship. Research conducted by Lin (1991) bring about a six dimensional scale which includes identification with the organization, assistance to colleagues, harmony, righteous, Discipline and Self-Improvement. In 1991 William and Anderson classified OCB into two dimensions which includes OCBI (Organizational Citizenship targeted towards Individuals) and OCB-O (Organizational Citizenship Behavior targeted towards Organisations). Graham, Van Dyne (1994) introduced a three dimensional model which includes obedience, loyalty and participation. Further Podsakoff (2000) classified it into the following and includes Helping behavior Sportsmanship Organizational loyalty Organizational compliance Individual initiative Civic virtue Self-development

Research Objectives:

1. To study the effect of demographic variables on the Organizational citizenship Behavior of Employees.
2. To study which demographic variables affect Organizational citizenship Behaviour of employees more?
3. To study which demographics variables affect Organizational citizenship Behaviour of Employees less?
4. To study what extent organizational citizenship behaviours is present in employees of finance sector.
5. To analyse the relationship between age of the employees & OCB in financial sector.
6. To study the relationship between gender of the employees & OCB in financial sector.
7. To find relationship between experience of the employees & OCB in financial sector.

Research Methodology:

The research is descriptive in nature. It focuses on the employees of finance sector. The research focuses primarily on the effect of demographics variables on the organizational citizenship behavior of employees. Secondly, it focuses which demographics variables affect the organizational citizenship more. Thirdly; it focuses on which demographics variables affect organizational citizenship behavior less. Fourthly, to what extent organizational citizenship behavior is present in employees of finance sector. The study was carried on 400 employees of finance sector in Lucknow. The research uses convenience sampling. The sources of data include the primary and secondary both. The primary sources include the questionnaire, interview and observation method. While the secondary sources includes the data which available with the organization. These includes the books, periodicals, journals, published data, reports, Statistical records maintained by the financial institution i.e the banking sector in Lucknow.

Dependent variable : The dependent variable in this research is the organizational citizenship behavior. It is so because in this research the organizational citizenship behavior of the employees is studied. Organizational citizenship behaviours was measured with manager responses to a 24-item self-report scale adapted from Podsakoff et al. (1990; see appendix C). Each of these items was measured using a seven-point Likert scale ranging from (1) Strongly Disagree to (7) Strongly Agree. The scale measures five facets of OCB identified by Organ (1988): altruism (ALTR), conscientiousness (CONSC), sportsmanship (SPORT), courtesy (COURT), and civic virtue (CIVIC). The altruism subscale consists of five items. A sample item from the altruism subscale is "I am always ready to lend a helping hand to those around me." A total score for Altruism was derived by averaging across the five items. The conscientiousness subscale consisted of five items. A sample from the conscientiousness subscale is "My attendance at work is above the norm." A total score for conscientiousness was derived by averaging across the five items. The sportsmanship subscale is made up of five items such as "I always focus on what's wrong, rather than the positive side." For ease of interpretation, all five of the sportsmanship items were reverse scored. A total score for sportsmanship was derived by averaging across the five items. The courtesy subscale has five items such as "I try to avoid creating problems for my co-workers." A total score for courtesy was derived by averaging across the five items. The civic virtue subscale consists of four items. A sample from the civic virtue subscale is "I keep abreast of changes in the organization." A total score for civic virtue was derived by averaging across the four items. An exploratory factor analysis of the OCB scales was conducted.

Independent Variable: The independent variable includes the demographic variables .These includes the age, gender, income, experience of employees of finance sector with special reference to Banking sector in Luck now.

The tools used for data analysis includes descriptive and inferential analysis. Descriptive analysis includes the mean, standard deviation .While the inferential analysis includes the factor analysis, varimax rotation ,one-way annova and correlation.

Data analysis and interpretation

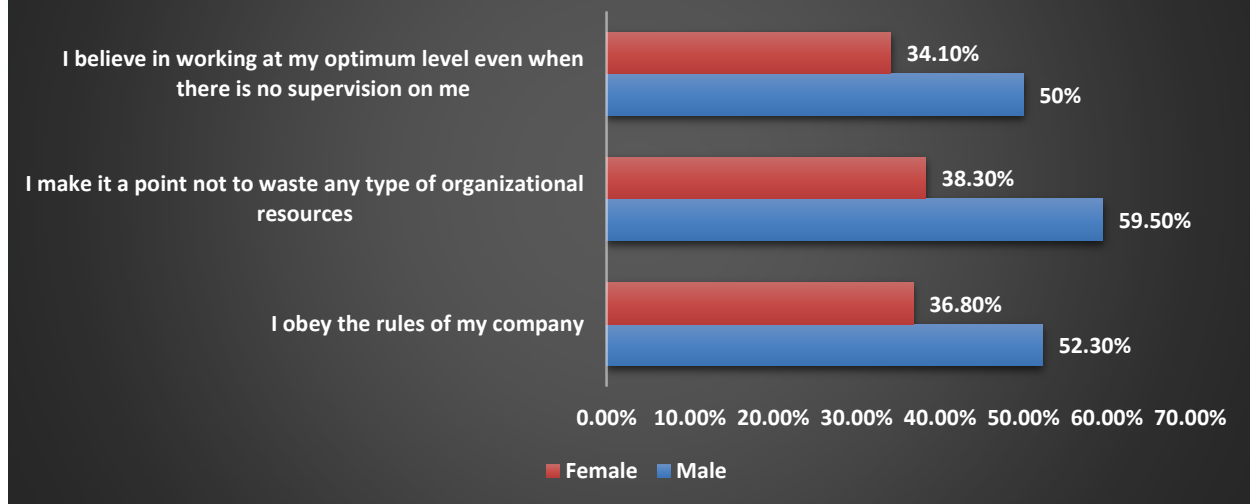
H1 (NULL): it is not significant that males and females are having same level of conscientiousness in financial sector.

H1: it is significant that males and females are having same level of conscientiousness in financial sector.

Table1: ONE WAY ANOVA FOR H1					
	Sum of Squares	df	Mean Square	F	Sig.

I obey the rules of my company	Between Groups	.528	1	.528	1.014	.315
	Within Groups	207.382	398	.521		
	Total	207.910	399			
I make it a point not to waste any type of organizational resources	Between Groups	.080	1	.080	.274	.601
	Within Groups	116.098	398	.292		
	Total	116.178	399			
I believe in working at my optimum level even when there is no supervision on me	Between Groups	.000	1	.000	.001	.978
	Within Groups	111.677	398	.281		
	Total	111.678	399			

Graph1: Difference in Conscientiousness Agreement of male and female Respondents



Interpretation: In the graph it is found that the males showed more conscientiousness in comparison to the female employees.

H2 (NULL): it is not significant that OCB behavior of respondents remain same with the change in demographic factors of respondents.

H2: it is significant that OCB behavior of respondents remain same with the change in demographic factors of respondents.

Table4.53: ONE WAY ANOVA FOR FIRST INDEPENDENT VARIABLE GENDER(H2)

		Sum of Squares	df	Mean Square	F	Sig.
I help others who have been absent	Between Groups	2.732	1	2.732	3.431	.065
	Within Groups	316.866	398	.796		
	Total	319.597	399			
I help others who have heavy workloads	Between Groups	.012	1	.012	.017	.895
	Within Groups	271.426	398	.682		
	Total	271.438	399			
I willingly help others who have work related problems.	Between Groups	.317	1	.317	1.064	.303
	Within Groups	118.461	398	.298		
	Total	118.777	399			
I attend all functions that improve the company's image even if I do not get any personal advantage	Between Groups	.031	1	.031	.117	.733
	Within Groups	105.409	398	.265		
	Total	105.440	399			
I take steps to try to prevent problems with colleagues	Between Groups	1.408	1	1.408	2.042	.154
	Within Groups	274.502	398	.690		
	Total	275.910	399			
I should Keep abreast of changes in the organization.	Between Groups	.097	1	.097	.164	.686
	Within Groups	234.981	398	.590		
	Total	235.077	399			
I obey the rules of my company	Between Groups	.528	1	.528	1.014	.315
	Within Groups	207.382	398	.521		
	Total	207.910	399			
I make it a point not to waste any type of organizational resources	Between Groups	.080	1	.080	.274	.601
	Within Groups	116.098	398	.292		
	Total	116.178	399			
I believe in working at my optimum level even when there is no supervision on me	Between Groups	.000	1	.000	.001	.978
	Within Groups	111.677	398	.281		
	Total	111.678	399			

I do not waste my time complaining about trivial matters	Between Groups	.006	1	.006	.006	.936
	Within Groups	356.784	398	.896		
	Total	356.790	399			
I always keep my colleagues' interests above my own	Between Groups	.108	1	.108	.247	.620
	Within Groups	173.452	398	.436		
	Total	173.560	399			
I do not mind working during odd hours for the organization in case of an emergency	Between Groups	.927	1	.927	1.327	.250
	Within Groups	277.871	398	.698		
	Total	278.797	399			
I consider the impact of my actions on colleagues	Between Groups	.094	1	.094	.146	.702
	Within Groups	255.906	398	.643		
	Total	256.000	399			
Whenever I feel that a conflict between me & my colleague is about to arise, I choose to keep quiet to avoid the conflict	Between Groups	.007	1	.007	.021	.885
	Within Groups	125.791	398	.316		
	Total	125.798	399			
I encourage my colleagues when they go through a rough time	Between Groups	.190	1	.190	.536	.464
	Within Groups	140.920	398	.354		
	Total	141.110	399			

Discussion:

The whole data in the present study is divided into five groups which includes 22 yrs -30years, 31 years-35 years, 36 years-45 years, 46 years-55 years and above 56. The number of respondents in the age group 22 yrs -30years are 34, 31 years-35 years are 96, 36 years-45 years are 120, 46 years-55 years are 99 and above 56 years are 51. Employees in the age group 36 years-45 years have shown more organizational citizenship behaviours in banking sector. The various researches were carried out on organizational citizenship behaviour shows that age carries a significant influence on organizational citizenship behaviours. Wanixan and Weiwu (2006) in their research found that the older employees showed organizational citizenship behaviour than younger employees. In the research conducted by Yung Chou et al.(2011) showed that older IT professionals exhibited more organizational citizenship behaviour.

The whole data in the present study is divided on the basis of gender which male in which 241 and female 159. Males in the banking sector have shown conscientiousness as compared to courtesy, civic virtue, altruism, sportsmanship. The male employees have shown more organizational citizenship behaviour as compared to female employees. This shows that the male employees are more bound to the rules, regulations and norms of the organization. The male employees are more conscientiousness as compared to the female employees which shows that these employees would not go against the

organization's policies and will work in accordance to fulfill the goals of the organization .They will obey the rules, regulations and norms of the organization which shows their sense of loyalty, commitment, belongingness to the organization .This will increase their performance on the job and indeed will lead to organizational citizenship behaviour. The various researches were carried on organizational citizenship behaviour showed the relationship of gender on organizational citizenship behaviour. The research carried out by Zin –Abadi (2009) on school teachers shows that female employees are more responsible in school than males .This shows the organizational commitment of teachers. Rezaian (2006) in the research on organizational citizenship behaviour found that in organization the lack of organization justice was found towards female employees .This lead to low organizational citizenship behaviour of females .Wanixan and Weiwu (2006) in the research on organizational citizenship behavior found that the female employees exhibited low organizational citizenship behaviour than men.The whole data is divided into five groups which includes 0-10 years ,11-20 years,21years-30 years,31 -35 years ,above 35 years. The number of respondents in the experience group 0-10 years are34, 11-20 years are 96, 21 years-30 years are 120, 31 years-35 years are 99 and 35 years above are 51. The employees in the experience group 11-35 years have shown more organizational citizenship behavior. The researches carried out by various researchers shows that more the experience the more will be the organizational citizenship behaviour. The research carried out by Wanxian and Weiwu (2006) and Yound Chou et al (2011) showed that employees with higher work experience exhibited more organizational citizenship behaviour. In the present research it is found out that employees between age group of 36 years-45 years show more Organizational citizenship behaviour as compared to the other age groups .It is so because more stability, commitment and dedication is observed in this age group.

Findings of the study:

1. The whole data of respondents is segregated in 5 age groups and these are 22-30years, 31-35years, 36-45years, 46-55years and above 56. Employees between the age of 36 to 45 have shown more OCB behaviour in financial sector.
2. Male employees of banking sector have shown more Organizational citizenship behavior then female employees.
3. The whole data of respondents is segregated in 5 experience groups and these are 0-10years, 11-20years, 20-30years, 30-35years and above 35. Employees between the experience of 11 to 35 have shown more OCB behavior in financial sector.
4. From the data analysis it is found that males are more conscientious in comparison to females in Banking sector.

Directions for future research

The study on the effect of demographics variables on Organizational Citizenship Behaviour of employees in finance in Lucknow.This study can be used for analysing the impact of demographics variables to the other sectors also .This study can be applied to other parts of the country in the financial sector. With the change in the place the effect of demographic variables on the employees will also change. The changes in the various demographic variables will affect the organizational citizenship behavior of the employees in the finance sector. The study can also be carried on the organizational citizenship behavior also. It can also be carried on the antecedents of the organizational citizenship behavior .Also be studied on the various factors affecting organizational citizenship behavior. It can be carried on the various sections of the society.

Conclusion:

Organizational citizenship behavior means individual behaviors that are beneficial to the organization but not directly recognized by the formal reward system. Organizational citizenship behaviors are individual behaviors which are not recognized by the formal reward system. The study is focused on the effect of demographics variables on the organizational citizenship behaviors in finance sector in Lucknow. This study was carried out on 400 employees of banking sector in Lucknow. The study uses the demographic variables and the effect of these on the organizational citizenship behavior of the employees in the banking sector in Lucknow. The results found were that male employees showed more conscientiousness as compared to female employees. The whole data was divided into 5 age groups and it was found that the employees between age group 36 years to 45 years have shown more Organizational citizenship behavior in the employees of banking sector in Lucknow. Conscientiousness existed at the greatest degree in the employees of banking sector in Lucknow.

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