

Effect of Demographic Factors on Organizational Citizenship Behaviour

Dr. G. Sudha

Associate Professor, Central University of Tamil Nadu

Thiruvavur.

Email: sharanudhai@gmail.com.

Article Info

Volume 83

Page Number: 5959 - 5969

Publication Issue:

March - April 2020

Abstract

Organizations are shifted away from the use of strict hierarchical structures and individualized jobs. Instead autonomous team-based work structures have been implemented, and this implementation has increased the importance of individual initiative and cooperation. As a result, the organizational citizenship behaviour, contributes indirectly to the organizations through the maintenance of various personal and organizational characteristics have gained more importance than ever before. In the present study an attempt is made to understand the relationship between age, gender, type of bank, income, experience and organizational citizenship behaviour. Respondents were selected from public, private and foreign banks. The results reveals that type of bank did not have a significant relationship with organizational citizenship behaviour.

Article History

Article Received: 24 July 2019

Revised: 12 September 2019

Accepted: 15 February 2020

Publication: 01 April 2020

Keywords: Dimensions of Organisational Citizenship Behaviour (OCB), Scheffe, Conscientiousness, Sportsmanship

I. INTRODUCTION

An external observer must see the perceived outcomes of the behaviour as positive, and the target or recipient of the behaviour must be inside the organization. Thus the concept of organizational citizenship behaviour is derived from the assumption that the intended beneficiary is the aggregate of all the employees in the organization. Organisational citizenship behaviour is a specific type of work behaviour. It is defined as the individual behaviour that is beneficial to the organisation, though not directly recognized by the formal reward system. These behaviours are rather a matter of personal choice, so that their omissions are not generally understood as punishable. Organisational citizenship behaviour has its impact on the effectiveness and efficiency of work teams and organisations, which therefore contribute to the overall productivity of the organisation. In

organisation, non – prescribed organisationally beneficial behaviours and gestures are distinguished from organisational behaviour that can be enforced on the basis of formal role obligations. Bateman & Organ (1983) denoted these former behaviours as “Organisational citizenship behaviour”.

Organ (1988) defines organisational citizenship behaviour as spontaneous, modest, mundane employee behaviour that is not formally recognized by an organisations reward system, but nevertheless advances the effective functioning of the organisation. Central to Organ’s definition is altruism, which they defined as discretionary behaviour that has the effect of helping a fellow employee with an organisationally relevant task.

Graham (1986) defined organisational citizenship behaviour as the behaviour that is supportive of collective rather than individual interest.

In the recent years, organisational citizenship behaviour has gained the attention of many researchers. Most commonly, elements of organisational performance such as Productivity, Absenteeism and turnover are explained in terms of organisational citizenship behaviour (OCB). Organisational citizenship behaviour has been a focus for many organisations because managers take decisions on the basis of their perceptions about employees.

According to Chaitanya and Nachiketa (2001) the concept of organisational citizenship behaviour owes its origin to social exchange theory that identifies the conditions under which people feel obligated to reciprocate when they benefit from some other persons or some entity's actions. Researchers have broadly defined organisational citizenship behaviour as a behaviour that is discretionary, or not formally recognized by a reward system that can promote the functioning of the organisation. Organisational citizenship behaviour is also defined more specifically as behaviours that contribute to or enhance the social and psychological context that supports task performance.

Organ (1997) stated that organisational citizenship behaviour is the behaviour that contributes indirectly to the organisation through the maintenance of the organisation's social system. These are the behaviours that help the organisation but may not be directly or explicitly recognized in the organisation's formal reward system.

In their study Van Dyne et al. (1995) stated that organisational citizenship behaviour

- (a) Is restricted to current rather than former employees
- (b) Goes beyond a person's official job duties, and
- (c) Is intended to be positive in that it is based on helping, sharing and cooperating.

George & Brief (1992) described organisational citizenship behaviour as an essential because organisations cannot anticipate the entire array of behaviours needed for achieving goals through formally stated in – role job description.

Organ (1988) said that organisational citizenship behaviour could enhance an organisation's success by permitting it to allocate more effectively its financial and human resources. For example, a conscientious employee may require little supervision; employees exhibiting altruism and courtesy could save the organisation a great deal of time and costs in training and 'crisis' management respectively. Poor sportsmanship prevent managers spending enough time on more important job functions; and employees high on civic virtue may save costs by providing constructive suggestions regarding changes that might be made in their department or company.

She differentiated organisational citizenship behaviour from Brief and Motowidlo's (1986) description of organisational citizenship behaviour and prosocial behaviour by describing the former as behaviour to help the organisation and the latter to help the individual that is, altruism.

II. RELATED WORK

Dimensions of Organisational Citizenship Behaviour (OCB)

During the past decade, research on organisational citizenship behaviour on the part of employees has received considerable attention. Initially, Smith et al. (1983) identified two organisational citizenship behaviour dimensions Altruism and Conscientiousness. Later, Organ (1988) introduced three additional organisational citizenship behaviour dimensions; Courtesy or Gestures, Sportsmanship and Civic Virtue. Organ has broken organisational citizenship behaviour down into five dimensions. They are

Altruism: Behaviour that is directly and intentionally aimed at helping a specific individual or group of individuals.

Conscientiousness: Carrying out the role behaviours well beyond the minimum required level. It includes faithful adherence to role about work procedures and conduct.

Courtesy: Taking action to prevent problems by respecting other's needs.

Sportsmanship: Behaviours, which are involved when a person accepts minor frustrations without complaint.

Civic Virtue: Behaviour that is designed to increase one's participation in and support of the organisation as whole.

Hsingetal (2018) analysed organizational citizenship behaviour of men in nursing profession. 167 male nurses are taken as sample for this study. An analysis was made by taking different career stages like exploration, establishment and maintenance based on their experience. It is suggested that hospitals has to develop some strategies to increase organizational identification among their employees during establishment stage.

Thomas etal (2016) investigated the difference between male and female about organizational citizenship behaviour and counterproductive work behaviour. The data was analysed by splitting organizational citizenship behaviour as individual – directed organizational citizenship behaviour, organisation – directed organizational citizenship behaviour and task – directed organizational

citizenship behaviour. The results reveals that gender did not have any significant role on individual – directed organizational citizenship behaviour and organisation – directed organizational citizenship behaviour whereas a weak difference was observed in task – directed organizational citizenship behaviour. Female found to exercise more task – directed organizational citizenship behaviour when compared with their male counterparts.

Ayse and Oya (2016) done an exploratory study to find out the relationship between Demographic Characteristics and academic staff's organizational citizenship behaviour. Demographic Characteristics such as Age, Gender, Rank and Tenure was selected for this study. Older academic staff found to have more organizational citizenship behaviour than the younger staff.

Method:

This study is aimed to study the relationship between age, gender, education, experience, income, number of dependents, type of bank and organizational citizenship behaviour. Organizational citizenship behaviour was measured by using OCB questionnaire developed by S.K.Chaitanya and NachiketaTripathi(2001). Six different dimensions namely, Altruism, Civic Virtue, Courtesy, Conscientiousness, Sportsmanship and Perception about organizational citizenship behaviour were measured using seven point scale. The sample consists of 409 bank officers out of which 310 from public banks, 80 from private banks and 10 from foreign banks.

Table 1: Organizational Citizenship Behaviour based on Types of Bank

Organizational citizenship behaviour	Types of bank	N	Mean	SD	SE	F-value	LS
Altruism	Public	310	11.32	4.29	0.24	3.122	0.05
	Private	80	12.27	2.81	0.31		
	Foreign	19	10	3.14	0.72		
	Total	409	11.44	4.02	0.2		
Civic Virtue	Public	310	12.28	3.74	0.2	1.284	NS
	Private	80	12.95	3.51	0.39		
	Foreign	19	13	3.56	0.82		
	Total	409	12.44	3.69	0.18		
Courtesy	Public	310	11.65	3.7	0.21	1.186	NS
	Private	80	12.34	3.19	0.36		
	Foreign	19	11.89	2.62	0.6		
	Total	409	11.8	3.56	0.18		
Conscientiousness	Public	310	12.04	4.01	0.23	0.808	NS
	Private	80	12.65	3.52	0.39		
	Foreign	19	11.89	3.24	0.74		
	Total	409	12.16	3.88	0.19		
Sportsmanship	Public	310	12.68	4.12	0.23	0.136	NS
	Private	80	12.91	3.38	0.38		
	Foreign	19	12.53	3.25	0.75		
	Total	409	12.72	3.94	0.19		
Perception about OCB	Public	310	12.3	4.46	0.25	1.273	NS

Table 2: Organizational Citizenship Behaviour based on Age

Organizational citizenship behaviour	AGE	Public			Others			Scheffe	F-value	Sig.
		Mean	SD	No	Mean	SD	No			
Altruism	Below 30	11.73	4.36	115	11.46	3.01	48		Age 0.836	0.658
	31 - 40	10.79	4.06	128	12.21	2.93	33			
	41 - 50	11.04	4.38	50	11.91	3.33	11			
	Above 50	13.35	4.65	17	12.57	2.99	7			
	Total	11.32	4.29	310	11.84	3	99			
Civic Virtue	Below 30	12.94	4.21	115	12.67	3.44	48	3 Vs 4	Type * Age 0.669	0.844
	31 - 40	11.9	3.25	128	12.88	3.52	33			
	41 - 50	11.36	3.69	50	12.64	3.14	11			
	Above 50	13.35	3.2	17	15.86	3.8	7			
	Total	12.28	3.74	310	12.96	3.5	99			
Courtesy	Below 30	11.54	4.12	115	11.94	2.79	48			

	31 - 40	11.9	3.6	128	12.79	2.83	33			
	41 - 50	11.16	3.18	50	11.55	2.84	11			
	Above 50	12	2.85	17	13	5.86	7			
	Total	11.65	3.7	310	12.25	3.08	99			
Conscientiousness	Below 30	12.13	4.55	115	12.1	3.32	48			
	31 - 40	12.02	3.54	128	12.76	3.17	33			
	41 - 50	11.72	3.64	50	12.45	4.18	11			
	Above 50	12.71	4.69	17	14.14	4.74	7			
	Total	12.05	4.01	310	12.51	3.47	99			
Sportsmanship	Below 30	12.98	4.99	115	12.15	3.42	48			
	31 - 40	12.32	3.48	128	13.52	3.21	33			
	41 - 50	12.5	3.17	50	12.73	3.04	11			
	Above 50	13.82	4.5	17	14.57	3.26	7			
	Total	12.68	4.12	310	12.84	3.34	99			
Perception about OCB	Below 30	12.3	5.02	115	12.56	3.6	48			
	31 - 40	12.43	3.81	128	13.24	3.09	33			
	41 - 50	11.54	4.79	50	12.64	4.39	11			
	Above 50	13.53	3.99	17	15.43	2.94	7			
	Total	12.3	4.46	310	13	3.52	99			

Irrespective of the types of bank for all the dimensions of organizational citizenship behaviour, officers in the age above 50 years have higher mean score values, which indicate that officers having above 50 years are having higher citizenship behaviour than others.

From the obtained F – values 0.836 and 0.669 (Table 4.33) are not significant. It implies that both

age, types of bank and age jointly do not have influence on the dimensions of organizational citizenship behaviour. The dimension civic virtue significantly differs between the age group 41 to 50. This may be because if age increases, his participation in work as a whole will also increase.

Table 3: Organizational Citizenship Behaviour based on Gender

Organizational citizenship behaviour	Gender	Public			Others			F-value	Sig.
		Mean	SD	No	Mean	SD	No		
Altruism	Male	11.51	4.37	180	11.69	3.05	59	Gender 0.842	0.538
	Female	11.06	4.18	130	12.05	2.95	40		
	Total	11.32	4.29	310	11.84	3	99		
Civic Virtue	Male	12.35	3.53	180	13.07	3.79	59	Type * Gender 0.880	0.510
	Female	12.18	4.03	130	12.8	3.08	40		
	Total	12.28	3.74	310	12.96	3.5	99		
Courtesy	Male	11.72	3.58	180	12.32	3.19	59		
	Female	11.55	3.87	130	12.15	2.95	40		
	Total	11.65	3.7	310	12.25	3.08	99		

Conscientiousness	Male	12.09	4.17	180	13.03	3.44	59		
	Female	11.98	3.78	130	11.73	3.4	40		
	Total	12.05	4.01	310	12.51	3.47	99		
Sportsmanship	Male	13.02	4.16	180	13	3.53	59		
	Female	12.21	4.04	130	12.6	3.08	40		
	Total	12.68	4.12	310	12.84	3.34	99		
Perception about OCB	Male	12.29	4.37	180	12.97	3.33	59		
	Female	12.32	4.61	130	13.05	3.83	40		
	Total	12.3	4.46	310	13	3.52	99		

In public banks, male officers are having higher citizenship behaviour whereas in private and foreign banks except Altruism and overall perception about organizational citizenship behaviour are higher for female officers. The other dimensions like Courtesy, Civic Virtue, Conscientiousness and Sportsmanship are high for male officers.

The result shows that there is no significant difference among gender, types of bank and the dimensions of organizational citizenship behaviour. This will be confirmed by the obtained F- Values 0.842 and 0.882, which are not significant (Table 4.34). Hence the stated hypothesis is accepted.

Table 4: Organizational Citizenship Behaviour based on Educational Qualification

Organizational citizenship behaviour	Educational Qualification	Public			Others			Scheffe	F-value	Sig.		
		Mean	SD	No	Mean	SD	No					
Altruism	UG	11.77	4.09	138	12.02	3.25	41		Edu. Qua. 1.282	0.223		
	PG	11.13	4.29	150	11.53	2.92	51					
	Others	9.82	5.17	22	13	1.63	7					
	Total	11.32	4.29	310	11.84	3	99					
Civic Virtue	UG	12.7	3.89	138	12.49	3.11	41				Edu. Qua. 1.282	0.223
	PG	12.1	3.56	150	13.39	3.92	51					
	Others	10.82	3.65	22	12.57	2.23	7					
	Total	12.28	3.74	310	12.96	3.5	99					
Courtesy	UG	11.8	4.01	138	12.15	2.91	41	1 Vs 3 2 Vs 3	Type *Edu. Qua. 1.508	0.115		
	PG	11.78	3.31	150	12.55	3.16	51					
	Others	9.82	3.8	22	10.71	3.4	7					
	Total	11.65	3.7	310	12.25	3.08	99					
Conscientiousness	UG	12.06	4.14	138	11.83	3.78	41	2 Vs 3			Type *Edu. Qua. 1.508	0.115
	PG	12.46	3.81	150	12.82	3.31	51					
	Others	9.18	3.43	22	14.14	1.57	7					
	Total	12.05	4.01	310	12.51	3.47	99					
Sportsmanship	UG	12.89	4.25	138	12.39	3.05	41	1 Vs 3 2 Vs 3	Type *Edu. Qua. 1.508	0.115		
	PG	12.9	3.81	150	13.25	3.72	51					
	Others	9.82	4.46	22	12.43	1.51	7					
	Total	12.68	4.12	310	12.84	3.34	99					

Perception about OCB	UG	12.93	4.32	138	12.61	3.49	41	1 Vs 3	
	PG	12.26	4.37	150	13.24	3.7	51		
	Others	8.64	4.34	22	13.57	2.23	7	2 Vs 3	
	Total	12.3	4.46	310	13	3.52	99		

Based on the mean score values private and foreign bank officers show higher citizenship behaviour on the basis of their educational qualification. Among public bank officers, officers having UG qualification have higher mean value for the dimension Altruism, Civic Virtue, Courtesy and perception about organizational citizenship behaviour. Officers having PG qualification scored higher mean value for the dimension for Altruism, Conscientiousness, and perception about organizational citizenship behaviour.

It is seen from the above table 4.36 that the calculated F- Values 1.282, 1.508 for educational qualification, types of bank and educational qualification are not significant. From the scheffe result it is inferred that for the dimension Courtesy, Sportsmanship and their perception of organizational citizenship behaviour significantly differ between officers having UG qualification and professionally qualified officers.

Table 5: Organizational Citizenship Behaviour based on Experience

Organizational citizenship behaviour	Years of Experience	Public			Others			F-value	Sig.
		Mean	SD	No	Mean	SD	No		
Altruism	<5 yrs	11.39	4.2	97	11.79	2.9	47	Exp. 0.636	0.873
	6-10 yrs	10.88	4.14	129	11.81	3.11	37		
	11-15 yrs	11.38	4.58	47	11.6	4.04	5		
	>15 yrs	12.57	4.55	37	12.3	2.98	10		
	Total	11.32	4.29	310	11.84	3	99		
Civic Virtue	<5 yrs	12.51	3.84	97	12.83	3.58	47		
	6-10 yrs	12.07	3.71	129	12.59	3.3	37		
	11-15 yrs	12.4	3.76	47	12.4	4.04	5		
	>15 yrs	12.24	3.68	37	15.2	3.36	10		
	Total	12.28	3.74	310	12.96	3.5	99		
Courtesy	<5 yrs	11.07	3.58	97	12.13	2.84	47	Type * Exp. 0.641	0.869
	6-10 yrs	11.81	3.85	129	12.38	2.75	37		
	11-15 yrs	12.26	3.82	47	11	3.61	5		
	>15 yrs	11.86	3.19	37	13	4.94	10		
	Total	11.65	3.7	310	12.25	3.08	99		
Conscientiousness	<5 yrs	11.56	4.24	97	12.21	3.37	47		
	6-10 yrs	12.02	3.81	129	12.68	3.02	37		
	11-15 yrs	12.7	3.61	47	10.8	5.97	5		
	>15 yrs	12.59	4.5	37	14.1	3.96	10		
	Total	12.05	4.01	310	12.51	3.47	99		
Sportsmanship	<5 yrs	12.65	4.47	97	12.57	3.33	47		

	6-10 yrs	12.49	4.1	129	12.89	3.41	37		
	11-15 yrs	13.11	3.56	47	12.8	3.9	5		
	>15 yrs	12.86	3.99	37	13.9	3.18	10		
	Total	12.68	4.12	310	12.84	3.34	99		
	<5 yrs	11.98	4.33	97	12.94	3.4	47		
Perception about OCB	6-10 yrs	11.91	4.43	129	12.76	3.42	37		
	11-15 yrs	13.21	4.77	47	11.6	6.11	5		
	>15 yrs	13.32	4.37	37	14.9	2.64	10		
	Total	12.3	4.46	310	13	3.52	99		

From the mean score values, it is observed that in private and foreign banks for all the dimensions of organizational citizenship behaviour, officers having 15 years of experience have scored high. In public banks, the dimensions Courtesy, Conscientiousness and Sportsmanship have obtained high mean score values for officers having 11 – 15 years of experience and for the dimension Altruism and perception about organizational citizenship

behaviour have got high mean score values for officers having more than 15 years of experience.

From the F – values 0.636 and 0.641 for experience and types of bank and experience, it is observed that years of experience do not have any impact on the dimensions of organizational citizenship behaviour as individually and also jointly with types of bank.

Table 6: Organizational Citizenship Behaviour based on Income

Organizational citizenship behaviour	Income (in rupees)	Public			Others			Scheffe	F-value	Sig.
		Mean	SD	No	Mean	SD	No			
Altruism	< 15000	12.24	2.49	21	9.25	3.2	4		Income 1.081	0.366
	15000 - 20000	10.62	3.95	76	12.57	2.74	28			
	21000-25000	10.78	4	88	12.05	3.21	22			
	> 25000	11.97	4.8	125	11.51	2.95	45			
	Total	11.32	4.29	310	11.84	3	99			
Civic Virtue	< 15000	12.67	3.65	21	11.75	4.57	4	2 Vs 4	Type * Income 1.370	0.137
	15000 - 20000	11.49	3.24	76	11.79	3.08	28			
	21000-25000	12.23	3.34	88	13.09	3.18	22			
	> 25000	12.73	4.23	125	13.73	3.7	45			
	Total	12.28	3.74	310	12.96	3.5	99			
Courtesy	< 15000	11.76	3.35	21	11.25	3.2	4			
	15000 - 20000	11.5	3.18	76	12.43	2.96	28			
	21000-25000	12.17	3.74	88	11.91	3.25	22			
	> 25000	11.36	4.01	125	12.4	3.14	45			
	Total	11.65	3.7	310	12.25	3.08	99			

Conscientiousness	< 15000	12.14	3.26	21	9.75	1.89	4		
	15000 - 20000	11.45	3.85	76	12.71	3.38	28		
	21000-25000	12.33	3.45	88	12.77	3.27	22		
	> 25000	12.2	4.55	125	12.49	3.7	45		
	Total	12.05	4.01	310	12.51	3.47	99		
Sportsmanship	< 15000	13	3.38	21	9.75	2.87	4		
	15000 - 20000	12.76	4.05	76	12.39	3.22	28		
	21000-25000	13.2	3.59	88	12.82	3.08	22		
	> 25000	12.2	4.59	125	13.4	3.48	45		
	Total	12.68	4.12	310	12.84	3.34	99		
Perception about OCB	< 15000	12.33	3.12	21	10.75	3.2	4		
	15000 - 20000	11.89	4.04	76	12.39	3.36	28		
	21000-25000	13.34	3.93	88	12.86	2.85	22		
	> 25000	11.81	5.12	125	13.64	3.87	45		
	Total	12.3	4.46	310	13	3.52	99		

From the mean score values, it is observed that in public bank officers, in the income group of Rs. 21000 to Rs. 25000 have scored higher mean value for the dimensions Courtesy, Conscientiousness, Sportsmanship and perception about organizational citizenship behaviour. The dimension Altruism is high for officers having below Rs. 15000 and Civic Virtue is high for those who have above Rs. 25000. In private and foreign bank, officers in the income group Rs. 21000 to Rs. 25000 have scored higher mean value for the dimensions Conscientiousness and Sportsmanship. For the dimension Altruism and Courtesy, officers in the income group Rs. 15000 to Rs. 20000 have scored higher mean value and for

the dimensions Civic Virtue and perception about organizational citizenship behaviour officers having more than Rs. 25000 per month have scored higher mean value.

The F – value 1.081 and 1.370 (Table 4.37) confirms that income, types of bank and income do not have any significant influence on the dimensions of organizational citizenship behaviour.

From the Scheffe result, it is observed that significant difference exist between officers in the income group Rs. 15000 to Rs. 20000 and greater than Rs. 25000 relating to Civic Virtue. As income increases the participation of employees on work related activities also get increased.

Table 7: Organizational Citizenship Behaviour based on Number of Dependents

Organizational citizenship behaviour	Number of Dependents	Public			Others			F-value	Sig.
		Mean	SD	No	Mean	SD	No		
Altruism	Below 2	11.13	4.07	176	11.43	2.71	21	Dependents 0.526	0.899
	3--4	11.63	4.59	131	12.04	3.15	54		
	5 & above	9.33	2.52	3	11.75	2.97	24		
	Total	11.32	4.29	310	11.84	3	99		

Civic Virtue	Below 2	12.31	3.5	176	12.05	2.11	21	Type * Dependents 0.751	0.701
	3--4	12.27	4.08	131	12.96	3.67	54		
	5 & above	10.67	1.15	3	13.75	4	24		
	Total	12.28	3.74	310	12.96	3.5	99		
Courtesy	Below 2	11.7	3.51	176	11.43	2.13	21		
	3--4	11.58	3.97	131	12.44	3.15	54		
	5 & above	11.67	2.52	3	12.54	3.58	24		
	Total	11.65	3.7	310	12.25	3.08	99		
Conscientiousness	Below 2	12.1	3.78	176	11.9	2.83	21		
	3--4	11.94	4.34	131	12.98	2.98	54		
	5 & above	14	1.73	3	11.96	4.76	24		
	Total	12.05	4.01	310	12.51	3.47	99		
Sportsmanship	Below 2	12.57	4.04	176	12.1	2	21		
	3--4	12.82	4.22	131	12.83	3.5	54		
	5 & above	12.67	6.03	3	13.5	3.88	24		
	Total	12.68	4.12	310	12.84	3.34	99		
Perception about OCB	Below 2	12.35	4.53	176	12.19	2.54	21		
	3--4	12.29	4.41	131	13.48	3.69	54		
	5 & above	9.67	3.06	3	12.63	3.81	24		
	Total	12.3	4.46	310	13	3.52	99		

Among public bank officers, the mean score value is high for the dimension Altruism and Sportsmanship for Officers having three to four dependents for the dimension Civic Virtue, Courtesy and perception about organizational citizenship behaviour officers having below two dependents have got high mean score value. In private and foreign banks, officers having three to four dependents have got high mean score value for Altruism, Conscientiousness and perception about organizational citizenship behaviour and Civic Virtue, Courtesy and Sportsmanship is high for officers having more than four dependents.

The F – value 0.526 (Table 4.38) shows that there is no significant relationship between number of dependents and organizational citizenship behaviour dimensions. Further The F – value 0.751 proves the number of dependents jointly with the types of bank do not have any influence on the dimensions of organizational citizenship behaviour.

III. CONCLUSION:

From the study, out of the six dimensions of organizational citizenship behaviour, altruism alone differs significantly among type of bank. This finding indicates that helping tendency is higher among the officers working in private banks and public banks but it is moderate among officers from foreign banks. The factors age, gender, education, experience, income and number of dependents individually and also jointly with type of bank do not show any significant effect on organizational citizenship behaviour.

REFERENCES

- [1] Bateman, T. S. & Organ, D. W (1983) "Job satisfaction and the good soldier: The relationship between Affect and Employee Citizenship". *Academy of Management Journal*, Vol. 26, pp. 587 – 595.
- [2] Brief. A. P & Motowidlo S. J. (1986), "Prosocial Organisational Behaviours", *Academy of Management. Review*, Vol. 11, pp. 710 – 725.

- [3] Chaitanya, S. K. and NachikataTripathi (2001), "Dimensions of Organizational Citizenship Behaviour", Indian Journal of Industrial Relations, Vol. 37, No.2.
- [4] George, J. M. & Brief. A. P. (1992) "Feeling good – doing good: A conceptual analysis of the mood at work – organisational spontaneity relationship" Psychological Bulletin, Vol. 112, pp. 310 – 329.
- [5] Graham. J. W. (1986) "Organizational Citizenship informed by Political Theory" Paper presented at the annual meeting of the Academy of Management, Chicago, IL.
- [6] Mayer, R. C. & Schoorman, F. D (1992), "Predicting Participation and Production outcomes through a Two – dimensional model of Organizational Commitment". Academy of Management Journal, Vol. 35, No.3, pp. 671 – 684.
- [7] Organ, D. W (1988) "Organisational Citizenship Behaviour: The Good Soldier Syndrome", Lexington, MA: Lexington Books.
- [8] Organ, D. W (1997) "Organisational Citizenship Behaviour: It's Construct Clean – Up Time", Human Performance, No.10, pp 85 – 97.
- [9] Williams, L. J., & Anderson, S. E. (1991), "Job satisfaction and Organisational Citizenship and in – role Behaviours" Journal of Management, Vol. 17, pp. 601 – 618.
- [10] Organizational citizenship behaviour of men in nursing professions: Career stage perspectives
- [11] Collegian, Volume 25, Issue 1, February 2018, Pages 19-26
- [12] Organizational citizenship behaviour and counterproductive
- [13] Work behaviour: Do males and females differ?
- [14] Thomas W.H. Ng, Simon S.K. Lam, Daniel C. Feldma
- [15] Journal of Vocational Behaviour, 93 (2016) 11-32
- [16] An Exploration of Academic Staff's Organizational Citizenship Behaviour and Counterproductive Work Behaviour in Relation to Demographic Characteristics
- [17] Procedia - Social and Behavioural Sciences. Volume 235, 24 November 2016, Pages 351-360