

Relationship between Demographic Variables and Citizenship Behaviour in the Service Sector: An Empirical Study

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Abstract

Organizational Citizenship behavior concept has expanded rapidly in the recent years. It is a discretionary behavior which reduces the need for supervision and improves workplace morale of the employees. The study aims to identify the relationship between demographic variables and citizenship behavior in the service sector. Through stratified random sampling sample of 216 employees from top, middle and lower level employees working in service sector (public and private) were selected. Findings of the study revealed that professionals, unmarried employees, especially male employees are more positive about organizational citizenship behaviour in the service sector. Findings also revealed that employees working at middle level are more positive about organizational citizenship behaviour than employees at the lower level of management

Keywords : Demographic variables, citizenship behaviour

Introduction

Organizational Citizenship behavior concept has expanded rapidly in the recent years. Employees positive and constructive action and behavior at

their workplace which is not part of their formal job description, which they do according to their own will and that effects in positive way to their colleagues and organization is known as citizenship behavior. It is a discretionary behavior which reduces the need for supervision and improves workplace morale of the employees. Altruism, Courtesy, Sportsmanship, Conscientiousness and civic virtue are most common type of employee citizenship behavior according to Organ. **Katz and Kahn (1978)** noted that not only employees must engage in role prescribed behaviors, but they must also be willing to engage in innovative and spontaneous behaviors that go beyond those role prescriptions in order to ensure organizational vitality and effectiveness. It is widely believed that organizations could not survive unless employees were willing to occasionally engage in Organizational Citizenship Behaviour **Bernard (1938), Katz & Kahn (1978)**. The concept of Organizational Citizenship Behaviour has recently seen a rapid growth in theory and research. However, **Van Dyne et al., (1995)** noted that much of the empirical research on Organizational Citizenship Behaviour and the related concepts has focused more on understanding the relationships between organizational citizenship and other constructs, rather than carefully defining the nature of citizenship behavior itself. Previous research finding indicate the positive effect of citizenship behavior in the organization. Through this paper an attempt has been made to study the relationship between demographic variables and citizenship behaviour in the service sector.

Review of Literature

In the 1930s Chester Bernard observed the phenomena of OCB, which he then termed 'extra role behaviors or ERB', and referred them as

'innovative and spontaneous behavior', which also included the in-role behavior, which is the acceptable behavior to management while extra-role behaviors are the gestures that enhance the organizational effectiveness, by helping to orient new workers in the organization, not abusing the rights of others, and being friendly with other employees (**Bernard, 1938**).

According to **Podsakoff et al., (2000)** the organizational citizenship behaviour (OCB) are employee work behaviour such as helping others, staying late or working weekends, performing at levels that exceed enforceable standards, tolerating impositions or inconveniences on the job, and being actively involved in company affairs.

Organ (1988) defines organizational citizenship behaviour as an individual's behaviour which is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

Regarding OCB, there is little evidence that demographic variable have a direct influence on Citizenship Behaviour **Organ & Ryan (1995)**. Younger and older workers may differ in their orientation toward self, others, and work. These differences may lead to different salient motives for OCB among younger and older employees **Wagner & Rush (2000)**.

Van Dyne & Ang (1998) found that women were more likely to perform altruism/helping OCB, while **LePine & Van Dyne (1998)** found being male was positively related to performing voice behaviours.

Demographic variable (e.g., organizational tenure and employee gender) have not been found to be related to OCB. The finding that gender is not related to citizenship behaviours is somewhat surprising, given that **Kidder & Mclean Parks (2001)** discussed a number of plausible theoretical

reasons why it ought to be. For example, they noted that empathetic concern should influence both helping behavior and courtesy, and both of these traits are associated with females **Davis (1992)**. Conversely, **Kidder & McLean Parks (2001)** argued that males are more likely to engage in conscientious behavior than females, because “this type of behavior suggests an exchange orientation or an emphasis on quid pro quo, frequently associated with a male preference for equity over equality”. Thus, even though the existing empirical evidence has not been very supportive of the hypothesized effects of gender on citizenship behaviour, additional evidence is needed before this issue can be resolved conclusively.

Bhatnagar & Sandhu (2005) found that male managers had a significant and positive level of psychological empowerment and OCB relationship than the female managers. Those who were younger also showed the same trend. **Garg & Rastogi (2006)** it was indicated that female exhibit more OCB in comparison to male teachers as the female teachers are more interactive, provide more social support to their colleagues, and are more helpful to their colleagues under unusual circumstances. Results have also revealed that teachers who are above 36 years tend to exhibit higher levels of OCB in comparison to teachers who are up to the age level of 35 years.

Conceptual Framework

Based on reviews the demographic variables (Independent variable) taken up for the study are marital status, gender, age, work experience, level of management and organisational Citizenship behavior variables are Altruism, Courtesy, Sportsmanship, Conscientiousness and civic virtue.

Research Methodology

The study aims to identify the relationship between demographic variables and citizenship behavior in the service sector. For the purpose of study The study is both primary and secondary data has been used. Primary data has been collected through questionnaire and employees from service sector (both public and private) from the northern region of the country are covered. Secondary data has been collected through research journals, magazines, reports, and websites of respective service sector companies. For collecting primary data stratified random sampling is used for the study. In total two hundred sixteen (216) employees are studied. Among them thirty-six (36) are managers, seventy-two (72) supervisors and one hundred eight (108) workers. For all the three levels of employees i.e top, middle and lower level questionnaire was prepared. For the purpose of this study podsakoff et al., (2000) scale has been used which is based on organ (1998) dimensions of organization citizenship behaviour.

DATA ANALYSIS AND INTERPRETATION

1 Table-I shows the relationship between demographic variable (Age) and five dimensions of citizenship behavior

The descriptive statistics and analysis of Variance (ANOVA) for the number of employees who responded regarding five dimensions of Organizational Citizenship Behaviour under different age groups are depicted in Table – 1. It is evident from the given table that among 216 respondents, 72 were in the age group of less than 30 years, 121 were in 30-40 years of age group and 23 were above 40 years of age.

Table-I

Variables	Age	N	Mean	F-Test	Sig.
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Altruism	<30 yrs	72	4.0667	7.575	.001
	30-40 yrs	121	4.4595		
	> 40 years	23	4.9304		
Courtesy	<30 yrs	72	4.1722	15.779	.000
	30-40 yrs	121	4.2529		
	> 40 years	23	5.7739		
Conscientiousness	<30 yrs	72	4.0917	14.155	.000
	30-40 yrs	121	4.2380		
	> 40 years	23	5.6870		
Civic Virtue	<30 yrs	72	4.0625	10.797	.000
	30-40 yrs	121	4.1818		
	> 40 years	23	5.4891		
Sportsmanship	<30 yrs	72	4.2722	2.907	.057
	30-40 yrs	121	4.5537		
	> 40 years	23	4.8522		

The table shows that for all age categories, the four dimensions of organizational citizenship behaviour (i.e. Altruism, Courtesy, Conscientiousness and Civic Virtue) are statistically significant. But as far as the Sportsmanship dimension is concerned, there is no significant difference across different age groups in the service sector. From the above analysis it can be inferred that though Altruism, Courtesy, Conscientiousness and Civic Virtue dimensions of organizational citizenship behaviour are supported, the Sportsmanship dimension is not.

Table – 2 presents the descriptive statistics for the employees who responded to the questions under different educational categories for analyzing the relationship between educational qualification and the five dimensions of Organizational Citizenship Behaviour. It is clear from the table below that among the respondents, 50 were Graduate, 155 have completed Post Graduation and 11 were in other categories which includes professional and under graduates.

Variables	Educational Level Categories	N	Mean	F-Test	Sig.
Altruism	Graduate	50	4.4720	1.003	.368
	Post graduate	155	4.3252		
	Others	11	4.7091		
Courtesy	Graduate	50	4.6600	5.496	.005
	Post graduate	155	4.2284		
	Others	11	5.4000		
Conscientiousness	Graduate	50	4.4920	3.429	.034
	Post graduate	155	4.2297		
	Others	11	5.2727		
Civic Virtue	Graduate	50	4.5950	4.148	.017
	Post graduate	155	4.1242		
	Others	11	5.0682		
Sportsmanship	Graduate	50	4.3840	4.327	.014
	Post graduate	155	4.4606		
	Others	11	5.4182		

From the ANOVA table, it is clear that there are statistically significant differences in the perception of organizational citizenship behaviour dimensions (Courtesy, Conscientiousness, Civic Virtue and Sportsmanship) except Altruism across different educational attainment levels.

Table – 3 shows the relationship between work experience and different dimensions of citizenship behaviour presented by descriptive statistics and analysis of variance (ANOVA). Of the 216 respondents, 21 have less than 2 years of work experience, 47 have 2-4 year of work experience, 44 have 4-6 years of work experience while 104 have more than 6 years of work experience in the Service Sector.

Variables	Work Experience	N	Mean	F-Test	Sig.
Altruism	0-2 yrs	21	4.3238	8.268	.000
	2-4 yrs	47	4.0723		
	4-6 yrs	44	3.9591		
	above 6 yrs	104	4.7058		
Courtesy	0-2 yrs	21	4.3238	4.886	.003
	2-4 yrs	47	4.2511		
	4-6 yrs	44	3.8273		
	above 6 yrs	104	4.7000		
Conscientiousness	0-2 yrs	21	4.1619	9.496	.000
	2-4 yrs	47	4.3234		
	4-6 yrs	44	3.5091		
	above 6 yrs	104	4.7423		

Civic Virtue	0-2 yrs	21	4.1548	5.368	.001
	2-4 yrs	47	4.1968		
	4-6 yrs	44	3.6534		
	above 6 yrs	104	4.6106		
Sportsmanship	0-2 yrs	21	4.4095	1.827	.143
	2-4 yrs	47	4.2298		
	4-6 yrs	44	4.4136		
	above 6 yrs	104	4.6596		

From the table above it is quite clear that the differences in the perception of Organisational Citizenship Behaviour across the different spans of work experience in the Service Sector are statistically significant for the dimensions Altruism, Courtesy, Conscientiousness and Civic Virtue. But there is no such behaviour is observed in case of sportsmanship criteria.

Table – 4 shows the descriptive statistics for the number of employees responded to the five dimensions of Organisational Citizenship Behaviour under marital status category. Out of the 216 responded, 171 were married and 45 were unmarried.

Variables	Marital Status	N	Mean	T	Sig.
Altruism	Married	171	4.3567	-.618	.538
	Unmarried	45	4.4622		
Courtesy	Married	171	4.3485	-.843	.400
	Unmarried	45	4.5378		
Conscientiousn	Married	171	4.3181	-.530	.597

ess	Unmarried	45	4.4400		
Civic Virtue	Married	171	4.2251	1.158	.248
	Unmarried	45	4.4944		
Sportsmanship	Married	171	4.5567	1.701	.090
	Unmarried	45	4.2444		

From the above result it can be conclude that Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship dimensions of organizational citizenship behaviour are not supported in marital status categories.

Table – 5 shows the descriptive statistics for the number of employees who responded regarding five dimensions of Organisational Citizenship Behaviour under the gender categories. Of the 216 responded, 166 were male and 50 were female employees.

Table - 5

Variables	Gender	N	Mean	T	Sig.
Altruism	Male	166	4.3506	-.738	.461
	Female	50	4.4720		
Courtesy	Male	166	4.2458	-2.892	.004
	Female	50	4.8600		
Conscientiousness	Male	166	4.2675	-1.489	.138
	Female	50	4.5960		
Civic Virtue	Male	166	4.1672	-2.219	.028
	Female	50	4.6600		
Sportsmanship	Male	166	4.4229	-1.680	.094

	Female	50	4.7200		
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From the above table it can be concluded that Courtesy and Civic Virtue dimensions of organizational citizenship behaviour are supported. But Altruism, Conscientiousness and Sportsmanship dimensions of organizational citizenship behaviour are not supported in the gender categories.

Demographic Variable-Hierarchical Level

Table 6 shows responses of employees regarding five dimensions of Organisational Citizenship Behaviour under the hierarchical level categories. Out of 216 responses, 36 are from the Top level, 72 from the Middle level and 108 responses from Lower level of management employees.

Table - 6

Variables	Management Level	N	Mean	F-Test	Sig.
Altruism	Top level	36	4.4889	.479	.620
	Middle level	72	4.4194		
	Lower level	108	4.3148		
Courtesy	Top level	36	4.4722	.389	.678
	Middle level	72	4.4667		
	Lower level	108	4.3074		
Conscientiousness	Top level	36	4.4444	.933	.395
	Middle level	72	4.4833		
	Lower level	108	4.2167		
Civic Virtue	Top level	36	4.4097	.205	.815

	Middle level	72	4.2292		
	Lower level	108	4.2731		
Sportsmanship	Top level	36	4.7000	1.487	.228
	Middle level	72	4.3306		
	Lower level	108	4.5296		

From the above analysis it can be concluded that Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship dimensions of organizational citizenship behaviour are not supported. The analysis of the study shows that all the dimensions of organizational citizenship behaviour are not significant in the hierarchical level categories.

Conclusion of the study

On the basis of analysis it can be concluded that employees in the age group above 40 years perceive organizational citizenship behaviour more positively as compared to employees in other age groups and more the experience of employee in the present organization more positive their perception about organizational citizenship behavior in the service sector. In the level of education, others educational level categories (professionals) are significantly more positive. Furthermore, on the basis of mean value, it is clear that unmarried employees are significantly more positive about organizational citizenship behaviour in the service sector. Moreover, it can be concluded that male employees are more positive about organizational citizenship behaviour than the female employees in the service sector. Findings also revealed that middle level employees are more positive about organizational citizenship behaviour than employees in the lower level of management.

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