

An Empirical Insight into Indian Service Organisations with Reference to Organisational Citizenship Behaviour of Employees towards Organisation and Individuals

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Abstract— *Organisational Citizenship Behavior (OCB) is now emerging as an important aspect of human behavior at work, which has a significant impact on team work and success of an organisation, which is so essential in the present-day dynamic business environment. The present study was a modest attempt to expand the knowledge base relating to the vital question of whether and how managers in service organisations go voluntarily beyond their prescribed official duties to assist and cooperate with their colleagues and, ultimately, contribute in achieving the organisational objectives, including the primary objective of maximizing shareholders' wealth in the long run. It was designed to investigate the 'perceptions of managers', working in Indian Service Organisations, regarding different dimensions of Organisational Citizenship Behavior (OCB). The present study was a descriptive research; and was intended to identify and obtain credible information on the characteristics of service sector employees' perceptions. The research sample formed by 306 employees related with concerned Indian Service Organisations, which were established in the form of public companies. The data was provided by a questionnaire which was structured according to the research questions. Various statistical techniques have been used on SPSS and MS Excel to test and analyze the hypothesized model. The findings of the present study make credible addition to the body of knowledge existing on the topic of Organisational Citizenship Behaviour and its two significant aspects viz., OCBI and OCBO. It was found that the managers of Indian service organisations have been voluntarily assuming OCBI and OCBO during 21st century; and promotion of this citizenship behaviour tendency by senior business leaders may surely promote the achievement of objectives of such organisations in the long run.*

1. INTRODUCTION

Organisational Citizenship Behavior (OCB) is behaviour that works beyond assigned official duties and contributes to the well-being of organisations. OCB is a concept that defines an individual's voluntary commitment within an organisation that is not related with his or her assigned official tasks. OCB may be linked to overall organisational efficiency, as employees' behaviours at workplace have important consequences in the organisation. Organisational Citizenship Behaviour is one of the behavioral techniques under study for improvisation in many organisations worldwide. OCB is the way in which there may be direct or indirect involvement of senior executives with the middle level managers and other employees in their organisations. OCB may lead to an open communication and a clear understanding in every employee of his/her role in the organisation.

A particular group of the companies or businesses is termed as an 'industry' whereas a very huge segment of an economy is termed as a 'sector', but both these terms are usually used interchangeably to point out the group of entities or companies which operate in similar segments of an economy, or they have similar businesses. In this paper, while analyzing primary data collected from 306 middle level managers of corporate service organisations, a distinction is made between the terms 'industry' and 'sector'. In order to put any confusion to rest at this stage itself, it is considered necessary to discuss the meaning and import of these two terms to appreciate the tone and tenor of data analysis and interpretation that follows. The term "Industry" is defined in Section 2(j) of the Industrial Disputes Act, 1947 as: "any business, trade, undertaking, manufacture, or calling of employers and includes any calling, service, employment, handicraft

or industrial occupation or avocation of workmen". An industry exists only when there is relationship between employers and employees. This definition was elaborated upon by Hon'ble Supreme Court in its landmark judgment titled *Bangalore Water Supply and Sewerage Board v. R. Rajappa & Ors.* [A.I.R. 1978 SC 548], whereby the term industry was given a wide scope. It was held by Hon'ble apex court that any activity would be industry if it fulfills the 'triple test' viz., (a) it is a systematic and organized activity; (b) it is carried on with the cooperation of employers and employees; and (c) it is for the production and distribution of goods or services.

2. REVIEW OF LITERATURE

Studies on OCB in India Research on Organisational Citizen Behaviour in India has been late, inadequate and influenced by the particular specialization of the researchers. Some of the available researches are briefly discussed hereunder.

Guha & Chimote (2012) attempted to identify the ways in which organisations could develop 'commitment' of the employees; and, in that endeavour, explored the relationship between organisational commitment, OCB and work-life balance. The study identified that conversion of 'job satisfaction' to OCB could be developed in phases; and came to the conclusion that OCB can be generated and practiced only when employees' perception is reciprocated by their organisations.

Sethi (2012) stated that Job Satisfaction is a pleasurable or positive emotional state of mind resulting from appraisal of one's job experiences. It may be defined as a satisfactory emotion level of an employee. The result of research indicate that job satisfaction is significantly related to organisational citizenship, and also with work-family balance.

Nair (2013) explained the relationship between the Quality of Work Life (QWL) and its effect on OCB. The purpose of the descriptive study was to identify the QWL as a predictor of OCB. The research, based on a survey among college teachers in and around Thrissur District of Kerala, aimed to offer insight and add to the existing body of literature relating to the effects of QWL on OCB. The findings indicate that there is a significant relationship between the QWL and OCB based on altruism and conscientiousness; and 21 that the perceived level of QWL among college teachers differ based on their gender. It has been noticed that female teachers feel a better QWL compared to their male counterparts.

Dash & Pradhan (2014) agree that OCB promotes efficient and effective functioning of organisations. The study

examined the relevance of OCB; and the determinants and consequences of OCB in Indian 'manufacturing' organisations. Conclusion provides a comprehensive conceptual model of OCB admitting that OCB has got many positive influences on the organisation like increasing job satisfaction, employee engagement, low absenteeism, increasing retention, etc.

Gondlekar (2014) investigated the relationship between personality factors, leadership and OCB, predict changes in OCB by personality and leadership; and analyzed the influence of demographic variables (organisational tenure, educational qualifications, age, designation, gender and job status) on OCB, personality, leadership and their dimensions. The sample, chosen randomly, comprised 203 employees from three units of Sesa Goa Ltd., a leading mining company in Goa (India). An incidental analysis using One Way ANOVA and t-test revealed significant influence of 'Organisational tenure' and 'educational level' on OCB. No significant difference was noticed on leadership and any of its dimensions. However, age, designation, gender and job status did not show any noteworthy influence on OCB.

Midha Mathur & Jain (2014) describe that OCB is mainly about actions in which employees transgress their prescribed role requirements; and it is a major factor which affects organisational effectiveness and employee performance. Based on a sample size of 125, the study explored the determinants of OCB for professional college teachers in Delhi-NCR and suggested a concrete system to develop continual OCB. This study analyzed whether social expectations, desire for personal growth, value system, professional attitude and teaching methodology and skills had an effect on OCBs.

Tambe & Shanker (2014) made efforts to understand the meaning, nature and scope of OCB and to review its various dimensions. This study touches upon the five dimensions of OCB given by Organ (1988); and makes a fleeting reference to other dimensions also which were discussed by various scholars from time to time, including the 'Extended Dimensions' stated by Farh, Zhong and Organ (2004).

Qureshi (2015) stated that concerns arise from the fact that discretion available to police officers leads to its abuse. He compared OCB research findings from US based studies in business organisations and also some studies from the criminal justice system, especially the police connections. This study utilized a survey of 829 police officers from two districts (Rohtak and Sonapat) conducted in 2013 in the Indian state of Haryana. The findings indicate that organisational justice, job satisfaction, task variables, and organisational commitment are strongly related to OCB.

The linkage of positive psychology with organisational behavior in police is used to drive home the point that there is much to be gained by focusing on positive workplace factors, though reducing the stressors is also important.

Bhatla (2016), basing her study on previous research literature, points out that job satisfaction and organisational commitment have positive impact OCB; and administrators' transformational style also impacts citizenship behavior of employees of an organisation.

Deepa (2016) examined the antecedents of employee retention applying Structural Equation Modeling. Health care experts are crucial in the provision of health services, especially nurses who happen to be extremely valuable to the organisations because they are the ones who deliver first-hand services to patients; and it is essential to make sure that skillful nurses are retained; and voluntary turnover among them is managed properly. 189 sets of questionnaire were randomly circulated to the health-care professionals in hospitals. The questionnaire comprised 100 items with fixed alternative construct questions. The respondents

were asked to rate the questions in five 23 point likert-scaling which permits respondents to have an understanding of the questions clearly. The research identified that 59% of employee retention was result of job involvement, OCBs, people management practices, Organisation loyalty and employee empowerment. This study presents adequate evidence from literature about the predictors of employee retention and also offers an empirical basis to ensure extended tenure in hospitals.

Prathiba & Balakrishnan (2017) stated that today's work place is dynamic and complex as we have three different generations at work simultaneously. The current workforce consists of baby-boomers (1945-1964), Gen X (1965-1980) and Gen Y born between 1980 and 1994. The Gen Y is tech-savvy and motivated; and technology is part of their everyday life. The objective of the work was at studying the factors that motivate Gen Y employees to remain committed to their organisations and thereby exhibit organisational commitment behaviour. Study concluded that employee engagement and organisational commitment of the employees have a positive impact on OCB.

Sethi (2019) focused on two dimensions of OCB viz., Altruism and Courtesy. The former implies helping others selflessly at the work-place, and Courtesy is mainly concerned with preventing interpersonal conflicts. Sethi's study is focused on studying the 'salary as a determinant factor' for altruism and Courtesy among the employees of telecom sector in India. Data provided by 650 employees

working in various telecom companies of Punjab is considered for evaluation. The study shows that salary is positively related to Altruism and Courtesy; whereas Altruism and Courtesy have significant relation with one another, as Altruism affects the level of Courtesy. The study concluded that higher the salary, higher is the OCB level among employees.

Gupta & Gupta (2019a) stated that Organisational Citizenship Behaviour has been an important construct in the areas of behavioral sciences, psychology and business management. Thus, OCB has captured a volume of attention during last few decades; and it facilitates change in the environment of a formal organisation because activities related to OCB provide a relaxed environment and ensures better cooperation of employees. It is expected that with an organisational environment of OCB, the tension among employees are reduced and, therefore, the productivity and effectiveness of an organisation are expected to increase. On the basis of detailed review of literature, the inevitable conclusion arrived at is that business organisations cannot grow unless their employees willingly engage in OCBs.

Gupta & Gupta (2019b) described that Organisational Citizenship Behaviour is behavior that works beyond assigned duties and contributes to the well-being of organisations. OCB is a concept that defines an individual's voluntary commitment within an organisation that is not related with his or her assigned job. Primary data for this descriptive study was collected from 306 middle level managers of Large Corporate Service Organisations of various industries i.e., Health/Hospital, Insurance, Banking, Financial Services, Hotel & Hospitality, Education, Telecommunication, IT & Software Development, etc. The study revealed that a fairly good extent of OCB towards Organisation (OCB-O) was shown by the employees of service organisations in the National Capital Region of Delhi, India.

Employees' perceptions regarding OCBO & OCBI across Indian industries of the Indian economy, remain unexplored. It is, therefore, necessary to bridge the current research gap.

OCB is a concept that describes an individual's voluntary commitment within an organisation that may not be related with his or her officially assigned tasks. Such behaviour at the workplace is predictor of "good citizen" and has important consequences for an

organisation, mostly positive [Bateman & Organ (1983), Organ (1990), Podsakoff & MacKenzie (1997), Walz & Niehoff (2000), etc.]. But, many researchers argue that such behaviour may sometimes be counter-productive;

and may be referred to as counter- 170 productive work behaviour (CWB). Dalal (2005) found that organisational intervention designed to facilitate OCB may not simultaneously deter CWB.

Spector, Bauer & Fox (2010) concluded their study by stating that CWB and OCB are 'likely unrelated' and 'not necessarily oppositely related' to other variables. In spite of some differing opinions and conclusions about the relationship between OCB and CWB and their likely impact on organisational performance and effectiveness, the overwhelming view in literature is that OCBs have positive impact on organisations. The present analysis exhibits concurrence with this view. The objectives of present research relate to investigation of OCBO and OCBI levels across of the Indian economy. Williams & Anderson (1991) classified and distinguished employees' behaviours directed towards individuals (OCBI) and behaviours directed towards the organisation (OCBO); and the present study has proceeded by provisionally accepting and maintaining that distinction. Keeping in view the macro-level significance of the Objective of the present study, data related thereto is being analyzed and interpreted separately in this chapter.

3. METHODOLOGY

3.1 Objectives

The present study intends, inter-alia to:

a. To investigate employees' perceptions regarding both components of OCB (OCBO & OCBI) across Indian industries. For the purposes of this objective, respondents were asked about their perceptions relating to both the aspects of Organisational Citizenship Behaviour viz., OCBO and OCBI. Comparison has been made about how employees

perceived OCB in various Indian industries. This objective is further divided into following sub-objectives:

- To analyze the perception of employees, belonging to different industries, regarding Organisational Citizenship Behaviour (Add-in Proficiency & Industries).
- To analyze the perception of employees, belonging to different industries, regarding Organisational Citizenship Behaviour (Civic Virtue & Industries).
- To analyze the perception of employees, belonging to different industries, regarding Organisational Citizenship Behaviour (Courtesy & Industries).
- To analyze the perception of employees, belonging to different industries, regarding Organisational Citizenship Behaviour (Altruism & Industries).

- To analyze the perception of employees, belonging to different industries, regarding Organisational Citizenship Behaviour (Morale Boosting & Industries).

3.2 Sample

It was proposed to collect data from employees of public and private sectors' service organisations relating to Health/Hospital, Insurance, Banking/ Financial Services, Hotel & Hospitality, Education, Telecommunication, IT & Software Development; and incidental response, if any, by employees of any other service organisation was to be considered under the category of 'Miscellaneous Industries'. For the primary data, the researcher used structured questionnaire to conduct survey of managers of public and private sector organisations relating to Healthcare / Hospital, Insurance, Banking / Financial Services, Hotel & Hospitality, Education, Telecommunication, IT & Software Development.

National Capital Region of Delhi (referred to as "Delhi NCR" or "NCR Delhi") is the population area for this study. This area includes Indian Capital and cities of neighbouring states of Haryana and U.P.

The unit of sample for this study was employees of Indian Service Organisations, which were established in the form of public companies under the provisions of the Indian Companies Act or foreign companies having a place of business in India. In consultation with experts in related field, it was decided to restrict the sample of employees to 320 persons. Convenience- cum-Purposive Sampling technique (non-probability sampling method) was adopted for selecting respondents. This method has been used in collecting primary data from respondents working in various service organisations operating in the population area.

1.2 Hypotheses

Hypotheses have been formulated for achieving the above-mentioned objectives and, in turn, to have a proper insight in employees' perceptions on various dimensions of Organizational Citizenship Behavior and their relationships with demographic variables, and also to compare and analyze the extent of OCBs among the employees of service organizations.

Total of five Null Hypotheses have been formulated for achieving the objectives of this study. Corresponding Alternative Hypotheses are also formulated. The same are mentioned below.

H01: Perception of employees regarding Add-in Proficiency does not differ significantly on the basis of industry.

HA1: Perception of employees regarding Add-in Proficiency differs significantly on the basis of industry.

H02: Perception of employees regarding Civic-Virtue does not differ significantly on the basis of industry.

HA2: Perception of employees regarding Civic-Virtue differs significantly on the basis of industry.

H03: Perception of employees regarding Courtesy does not differ significantly on the basis of industry.

HA3: Perception of employees regarding Courtesy differs significantly on the basis of industry.

H04: Perception of employees regarding Altruism does not differ significantly on the basis of Industry.

HA4: Perception of employees regarding Altruism differs significantly on the basis of industry.

H05: Perception of employees regarding Morale Boosting does not differ significantly on the basis of industry.

HA5: Perception of employees regarding Morale Boosting differs significantly on the basis of industry.

1.3 Tools for Data Collection

This study used questionnaire method for collecting primary data. Since OCB was first defined by Organ (1988), it has been measured via Behavioral Check-Lists. The nature of OCB, though understood to be 'extra-role' or discretionary, is invariably intertwined with officially required work-behavior. In the present study, the researcher used standard questionnaire of Fox & Spector 2009.

1.4 Tools for Analysis

The following statistical tools were applied for analysis and interpretation:

- Average, Standard Deviation, Mean score to analyze the data of the respondents.
- T-test at 5% level of significance for testing the Mean differences and statistical significance of data.
- The analysis work has been done with the help of SPSS and MS Excel application software.

4. FINDINGS

4.1 Steps of Data Analysis

1.1.1 Add-in Proficiency & Industry: It is important to analyze the composite responses of respondents for "Add-in Proficiency" with regard to different industries in which they are working. For the purpose of the study, it is also important to know whether the perception of employees working in different industries is similar about OCB. To check this, ANOVA is applied.

Exhibit 1: Add-in Proficiency and Industries

Industries	Mean	Std. Deviation
Health/Hospital	3.33	.831
Insurance, Banking & Financial Services	3.12	.940
Hotel & Hospitality	3.25	.949
Education	3.13	.765
Telecommunication, IT & Software Development	3.32	.803
Miscellaneous Industries	3.37	1.108

Exhibit 1 shows the mean values of the data provided by respondents pertaining to various industries and also corresponding standard deviations. To ascertain whether there are

statistically significant differences between these mean values, it is proposed to analyze the groups' mean data among different industries using one-way ANOVA. For this, null hypothesis H01 is formulated and tested using ANOVA. Hypothesis HA1 is formulated as an alternative. H01: Perception of employees regarding Add-in Proficiency does not differ significantly on the basis of industry.

HA1: Perception of employees regarding Add-in Proficiency differs significantly on the basis of industry. The null hypothesis H016 checks whether the perception of the respondents towards Add-in Proficiency differs significantly or not on the basis of Industries. The result of the analysis is discussed below:

HA1: Perception of employees regarding Add-in Proficiency differs significantly on the basis of industry.

The null hypothesis H01 checks whether the perception of the respondents towards Add-in Proficiency differs significantly or not on the basis of Industries. The result of the analysis is discussed below:

Exhibit 2: ANOVA (Add-in Proficiency & Industries)

Add-in Proficiency	Sum of Squares	df	Mean Square	F	P-value
Between Groups	3.126	5	.625	.815	.540
Within Groups	230.274	300	.768		
Total	233.400	305			

Exhibit 2 shows that mean values of different industries (between and within groups) are different, as perceived by the respondents. But the difference is not significant, as P value is

‘.540’ which is not significant at 5% level of significance. So, we fail to reject H01 and cannot accept HA1, the alternative hypothesis. Therefore, it is inferred that the perceptions of employees in different industries regarding Add-in Proficiency do not differ significantly.

1.1.2 Civic-Virtue & Industry: The next variable is “Civic-Virtue” in different industries. It is important to analyze the composite responses of respondents for Civic-Virtue with regard to different industries. For the purposes of this study, it is also 175 important to know whether the perception of employees working in different industries is similar towards OCB. To check this, ANOVA is applied and data tested.

Exhibit 3: Civic-Virtue & Industries

Industries	Mean	Std. Deviation
Health/Hospital	3.22	.816
Insurance, Banking & Financial Services	3.00	.808
Hotel & Hospitality	2.94	.706
Education	2.85	.742
Telecommunication, IT & Software Development	3.00	.801
Miscellaneous Industries	3.11	.887

Exhibit 3 shows the mean values of data provided by respondents from different industries and also corresponding standard deviations. To ascertain whether there are statistically significant differences in the mean values, it is proposed to analyze the data to test for the differences in mean scores among different industries using one-way ANOVA. For this null hypothesis H02 is formulated and tested using ANOVA. HA2 is also formulated as alternative hypothesis.

H02: Perception of employees regarding Civic-Virtue does not differ significantly on the basis of industry.

HA2: Perception of employees regarding Civic-Virtue differs significantly on the basis of industry.

The null hypothesis H02 checks whether the perception of the respondents towards Civic- Virtue differs significantly or not on the basis of different industries. The results of the analysis are discussed below:

Exhibit 4 shows that the mean values of different industries (between and within groups) have different mean values as perceived by the respondents. But the difference is not significant, as P value is ‘.341’ which is not significant at 5% level of significance. So, we fail to reject H02 and cannot accept HA2, the alternative

hypothesis. Therefore, it is inferred that the perceptions of employees in different industries regarding Civic Virtue do not differ significantly.

Exhibit 4: ANOVA (Civic-Virtue & Industries)

Civic-Virtue	Sum of Squares	df	Mean Square	F	P value
Between Groups	3.547	5	.709	1.136	.341
Within Groups	187.313	300	.624		
Total	190.859	305			

1.1.3 Courtesy & Industry- The next variable is “Courtesy” in various industries. It is important to analyze the composite responses of respondents for courtesy with reference to their industries. For the purpose of the study, it is also important to know whether the perception of employees working in different industries is similar towards OCB. To check this, ANOVA is applied and data tested.

Exhibit 5: Courtesy & Industries

Industries	Mean	Std. Deviation
Health/Hospital	2.85	.703
Insurance, Banking & Financial Services	2.86	.863
Hotel & Hospitality	2.84	.835
Education	2.66	.671
Telecommunication, IT & Software Development	2.89	.765
Miscellaneous Industries	3.26	.794

Exhibit 5 shows the mean values of data provided by respondents in various industries and their corresponding standard deviations. To ascertain whether there are statistically significant differences in the mean values, it is proposed to analyze the data to test for the differences in mean scores among different industries using one-way ANOVA. For this null hypothesis H03 is formulated and tested using ANOVA. Hypothesis HA18 is also formulated as an alternative. H03: Perception of employees regarding Courtesy does not differ significantly on the basis of industry.

HA3: Perception of employees regarding Courtesy differs significantly on the basis of industry. The null hypothesis H03 checks whether the perception of the respondents towards courtesy differs significantly or not on the basis of different industries. The results of the analysis are discussed below:

Exhibit 6: ANOVA (Courtesy & Industries)

Courtesy	Sum of Squares	df	Mean Square	F	P-value
Between Groups	6.665	5	1.333	2.224	.052
Within Groups	179.835	300	.599		
Total	186.499	305			

Exhibit 6 shows that the mean values of various industries (between and within Groups) are different as perceived by the respondents. But the difference is not significant, as P value is ‘.052’ which is not significant at 5% level of significance. So, we fail to reject H03 and cannot accept HA3, the alternative hypothesis. Therefore, it is inferred that the perceptions of employees in different industries regarding courtesy do not differ significantly.

1.1.4 Altruism & Industry- The next variable is “Altruism” in different industries or large corporate service organisations. It is important to analyze the composite responses of respondents for Altruism with regard to different industries. For the purpose of the study, it is also important to know whether the perception of employees working in different industries is similar towards OCB. To check this, ANOVA is applied and data tested.

Exhibit 7: Altruism & Industries

Industries	Mean	Std. Deviation
Health/Hospital	3.53	.708
Insurance, Banking & Financial Services	3.33	.857
Hotel & Hospitality	3.34	.943
Education	3.21	.742
Telecommunication, IT & Software Development	3.35	.728
Miscellaneous Industries	3.65	.887

Exhibit 7 shows the mean values of data provided by respondents in different industries and their corresponding standard deviations. To ascertain whether there are statistically significant differences in the mean values, it is proposed to analyze the data to test for the differences in mean scores among different industries using one-way ANOVA. For this null hypothesis H04 is formulated and tested using ANOVA. Hypothesis HA4 is also formulated as an alternative. H04: Perception of employees regarding Altruism does not differ significantly on the basis of Industry.

HA4: Perception of employees regarding Altruism differs significantly on the basis of industry. The null hypothesis

H04 checks whether the perception of the respondents towards altruism differs significantly or not on the basis of industries. The results of the analysis are discussed below:

Exhibit 8: ANOVA (Altruism & Industries)

Altruism	Sum of Squares	df	Mean Square	F	P Value
Between Groups	4.575	5	.915	1.435	.211
Within Groups	191.279	300	.638		
Total	195.854	305			

Exhibit 8 shows that mean values of various industries (between and within groups) are different as perceived by the respondents. But the difference is not significant, as P value is ‘.211’ which is not significant at 5% level of significance. So, we fail to reject H04 and cannot accept HA4, the alternative hypothesis. Therefore, it is inferred that the perceptions of employees working in various industries regarding altruism do not differ significantly.

1.1.5 Morale Boosting & Industry- The next variable is “Morale Boosting” in various industries or large corporate service organisations. It is important to analyze the composite responses of respondents for morale boosting with regard to different industries. For the purpose of the study, it is also important to know whether the perception of employees working in various industries is similar towards OCB. To check this, ANOVA is applied and data tested.

Exhibit 9: Industry-wise Morale Boosting

Industries	Mean	Std. Deviation
Health/Hospital	3.48	.859
Insurance, Banking & Financial Services	3.24	.931
Hotel & Hospitality	3.17	.850
Education	2.98	.854
Telecommunication, IT & Software Development	3.07	.905
Miscellaneous Industries	3.27	1.028

Exhibit 9 shows the mean values of data provided by respondents working in various industries along with their corresponding standard deviations. To ascertain whether there are statistically significant differences in the mean values, it is proposed to analyze the data to test for the differences in mean scores among different industries using one-way ANOVA. For this null hypothesis H05 is formulated and tested using ANOVA. Hypothesis HA5 is also formulated as an alternative.

H05: Perception of employees regarding Morale Boosting does not differ significantly on the basis of industry.

HA5: Perception of employees regarding Morale Boosting differs significantly on the basis of industry.

The null hypothesis H05 checks whether the perception of the respondents towards morale boosting differs significantly or not on the basis of industries. The results of the analysis are discussed below:

Exhibit 10: ANOVA (Morale Boosting & Industries)

Morale Boosting	Sum of Squares	df	Mean Square	F	P-value
Between Groups	6.914	5	1.383	1.703	.134
Within Groups	243.585	300	.812		
Total	250.499	305			

Exhibit 10 shows that mean values of various industries (between and within groups) are different as perceived by the respondents. But the difference is not significant, as P value is '.134' which is not significant at 5% level of significance. So, we fail to reject H05 and cannot accept HA5, the alternative hypothesis. Therefore, it is inferred that the perceptions of employees in different industries regarding morale boosting do not differ significantly. The analysis highlights that in the corporate service organisations, the availability of OCB is at moderate to higher level. Present study partially supports the studies of Basirudin et.al. (2016), Ngugi (2017) and Ali & Ullah (2018).

The analysis reveals that the perceptions of employees, in null hypotheses H01 to H05 formulated to investigate various dimensions of OCB across industries, do not differ significantly. Data related to dimensions like Add-in Proficiency, Civic-Virtue, Courtesy, Altruism and Morale Boosting has been examined; and it is inferred with a reasonable degree of certainty that OCBs of middle level managers across various industries do not differ significantly. It implies that employees in large corporate service organisations voluntarily contribute to the said dimensions of OCB; and their citizenship behaviour is beneficial for individuals and their organisations.

5. CONCLUSIONS

5.1 Conclusion

Using the primary data collected from 306 middle level managers of corporate service organisations established or operating from the National Capital Region of Delhi, analysis of employees' perceptions regarding OCB towards Organisation (OCBO) is bifurcated into two sub-factors viz., Add-in Proficiency and Civic-Virtue. Add-in

Proficiency is related with employees' efforts which are expected to 'directly' improve the work performance of organisations. Civic-Virtue is related with employees' efforts which contribute 'indirectly' to the effectiveness of organisations. It has been found that employees of these organisations perform many OCBO activities very frequently for development and effective performance of their 194 organisations. Employees also make efforts to increase their efficiency for smooth functioning of their organisations; and their actions ultimately add to the goodwill and profitability of such organisations. Such actions credibly contribute to the achievement of organisational objectives in the long run. For analyzing OCB towards Individuals (OCBI), further three sub-factors are created viz., Courtesy, Altruism and Morale Boosting. Courtesy is related to personal well-being of co-workers. Analysis reveals that employees volunteer themselves to cooperate with their co-workers in their personal issues also. Altruism relates with co-workers for improving work performance. The indications are that middle level managers normally give suggestions, offer advice to improve the work and even give their time for orientation of new employees. Morale Boosting relates with boosting the morale of co-workers; and often employees voluntarily inform their managers for a co-worker's excellent performance. Such actions help in creating congenial work environment in an organisation. In this study, the analysis focused on the perceptions of middle-level managers regarding Organisational Citizenship Behaviour and its two components viz., OCBO and OCBI in organisations rendering various services to the society. Analysis of Organisational Citizenship Behaviour towards Organisation (OCBO) shows average improvement in the work environment in organisations. On the other hand, analysis of OCBI shows that activities are performed by employees quite frequently as per their perceptions. Following broad conclusions are drawn from the present analysis:

- Organisational Citizenship Behaviours have positive impact on both - organisations and individuals working therein. OCB provides various dimensions that help organisations for better performance and effectiveness. Present study partially supports the studies of Organ (1988), Podsakoff et.al. (1990), Dyne, Graham & Dienesch (1994), Podsakoff & MacKenzie (1997), Khan et.al. (2017), Sethi (2018), but supports the studies of Yao & Mingchuan (2010), Dash & Pradhan (2014). However, the present study does not support the research results of Phetphongphan & Ussahawanitchakit (2015).
- Civic-Virtue is exhibited by the respondents quite frequently. The employees of organisations

belonging to various industries, whether in public sector or private sector, predict these behaviours repeatedly in their working life. The analysis of the present study confirms the study of MacKenzie, Podsakoff & Fetter (1991), James, Velayudhan & Gayatri Devi (2010). This study does not support the study of Podsakoff, Ahearne & MacKenzie (1997). Present study partially supports the study of Farah, Zhong & Organ (2004) and Lo & Ramayah (2009); and strongly supports the study of Silva & Ranasinghe (2017).

- OCB also helps individuals in increasing their personal well-being, improving work performance and boosting their morale. It may be inferred that OCB towards Individuals (OCBI) is depicted by the respondents quite frequently. Present study partially supports the study of Podsakoff et.al. (2009).
- Employees are always ‘there to hear’ when their co-workers have any personal problem. The present study confirmed the results of James, Velayudhan & Gayatri Devi (2010) and Silva & Ranasinghe (2017); and partially supports the study of Farah, Zhong & Organ (2004) and Lo & Ramayah (2009).
- Employees are always ‘there to share’ their experiences and help co-workers to learn new skills. The present study supports the study of MacKenzie, Podsakoff & Fetter (1991) but partially supports the study of Walz & Niehoff (2000), Lo & Ramayah (2009) and Dinka (2018). Analysis of current study does not confirm the findings of Silva & Ranasinghe (2017).
- The overall analysis regarding Organisational Citizenship Behaviour across various Indian industries highlight that the availability of OCB is at moderate to higher level. Present study partially support the study of Basirudin et.al. (2016), Ngugi (2017) and Ali & Ullah (2018).

5.2 Limitations of the Study

The current study has certain limitations. All variables were assumed with self-report measures at one time point. But, precautions have been taken by the researcher to develop a systematic study to reduce the bias component to its lowest level. Still, there remain some errors or shortcomings, which may include the following:

1. The sample of the study was limited to managers of Indian Service Organisations established or operating in the National Capital Region of Delhi (Delhi NCR) only. The results may somewhat vary if similar studies are conducted in other cities or regions of India.

2. The study has been confined to only ‘service sector’ organisations; and, therefore, the perceptions of employees of manufacturing/ industrial sectors have not been taken into account. A similar study on citizenship behaviours of employees of manufacturing organisations may lead to somewhat different results.
3. Convenience-cum-Purposive sampling, used for this study, has its own weaknesses.
4. Non-availability of previous studies on OCB of employees in Indian service organisations is felt as a constraint, as no comparison could be made with other similar studies.

It is admitted that no research study may be completely flawless and/or inclusive of all possible aspects; and the interesting topic of the present study needs discussion and further research covering more number of industries and a wider geographical area and, perhaps, using different sampling methods.

5.3 Suggestions for Future Research

In the present day dynamic and competitive business environment, the concept of OCB assumes considerable significance, as employees have to be kept motivated to perform team work and positively help their organisations to achieve the predefined objectives ensuring their sustained growth. Employees’ job satisfaction combined with transformational leadership may pave the way to sustain large businesses, and thereby enhance wealth of the shareholders in the long run. In view of this, more elaborate studies may be conducted in future including therein certain prominent predictors, antecedents and dimensions of OCB, especially job satisfaction, organisational loyalty and commitment, organisational and procedural justice and transformational leadership.

A larger sample size of the future studies may, perhaps, provide more accurate results. More studies may be concentrated on employees and professionals working in manufacturing and other industrial sectors. Future studies may also include respondents from other Indian States; and then Inter- State comparisons may also be attempted.

Before winding up, it may be reiterated and reaffirmed that the present study and the suggested future research may be credible value addition to the existing body of knowledge on the interesting topic of Organisational Citizenship Behaviour (OCB); and the same may also strengthen the traditional argument in favour of promoting and nurturing ‘informal organisations’ for sustained growth of the formal business organisations.

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