Organisational Citizenship Behaviour of Employees Towards Organisation and Individuals: An Empirical Study of Indian Service Organisations

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Abstract

Organisational Citizenship Behaviour is now emerging as an important aspect of human behavior at work, which has a significant impact on teamwork and success of an organisation. 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 to achieving the organisational objectives. It was designed to investigate the 'perceptions of managers', working in Indian service organisations, regarding different dimensions of Organisational Citizenship Behaviour. The present study was descriptive research; and was intended to identify and obtain credible information on the characteristics of service sector employees' perceptions. The research sample was formed by 306 employees. The data was provided by a structured questionnaire. Various statistical techniques were applied to SPSS and MS Excel to test and analyse the hypothesised 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., Organisational Citizenship Behaviour towards Individuals and Organisational Citizenship Behaviour towards Organisation. It was found that the managers of Indian service organisations voluntarily assume citizenship behaviour towards Individuals and organisations in the 21st century; and promotion of this tendency by senior business leaders may undoubtedly promote the achievement of   such organisations' objectives in the long run.

Keywords: Organisational Citizenship Behaviour, Perception of Employees, Indian Service Organisations, Organisational Behaviour.

JEL Classifications: L2, M5

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1. Introduction

Organisational Citizenship Behaviour (OCB) is an emerging concept considered under organisation behaviour or human behaviour at work. During the stay of an individual in an organization, there may be various behaviours which are expected from him or her, and the employees are bound by the policies, procedures, rules and regulations of the organisation. But when employees assume work voluntarily beyond the assigned duties, such behaviour is known as Organisational Citizenship Behaviour. Various related concepts are associated with OCB from time to time. Organisational Citizenship Behaviour (OCB) is a behavior exhibited by employees as going beyond the formal necessities of their jobs and which also proves advantageous to the organisation. It enhances the positive vibe and cohesiveness among team members in the workplace, resulting into fewer conflicts and enhanced productivity. Employees with low levels of OCB are more likely to leave an organisation earlier than employees with high levels of organisational citizenship behaviour.

OCB is multidimensional in nature and there are numerous factors which affect it. Organ (1988) constructed the dimension of general compliance and then added additional dimensions of OCB. This construction resulted in a five-factor model consisting of Add-in Proficiency, Civic Virtue, Courtesy, Altruism and Morale Boosting. OCB towards Organisation (OCBO) may be divided into two sub-factors, of which the first sub-factor is Add-in Proficiency. It explains the behaviour and acts of employees that directly improve the work performance and output of the organisation. It includes behaviours like staying for late working hours without expecting extra compensation, working during weekends, taking work home, etc.

Civic virtue is the cultivation of habits of personal living that may be important for the success of a community. It is personal devotion that leads to the community's success. A successful society requires good citizens, who live more for each other than for their own personal interests. Examples of civic virtue can be seen in daily affairs, such as attending meetings and keeping up with what is going on within the organisation in general. Courtesy is defined as a behaviour that is polite, humble and considerate towards other individuals. Courtesy implies that others are treated with respect. When people in the organisation treat each other with respect, they will be comfortable working as a cohesive team. Examples of courteous behaviours are asking a co-worker if he/she would like to have a cup of tea or coffee while you are getting one for yourself, making extra copies of the meeting agenda for your teammates, and giving colleagues ample notice when you alter something that may affect them.

Successful organisations have employees who work beyond their assigned job responsibilities and freely give their time and energy to succeed at the assigned jobs. Such altruism is neither mentioned nor required, yet it contributes to the smooth functioning of an organisation. Altruism is defined as the desire to help or otherwise assist another individual, while not expecting a reward in compensation for that assistance. For example, an employee who drives his colleague to work when his car has broken down, while not expecting money or favours in compensation.

"Morale Boosting" explains the behavior and performance of employees that help co-workers boost their morale. OCB towards altruism helps in boosting the morale of individuals. It includes statements like "informed manager of co-workers' excellent performance" and "gave written or verbal recommendation for a co-worker." Covering their mistakes and encouraging co-workers, employees sometimes go out of the way. Subsequent to Organ's well-reasoned five dimensions model (1988) explained

hereinabove, William and Anderson (1991) provided a two dimensions model of OCB viz., OCB-I (Organisation Citizenship Behaviour toward Individuals) and OCB-O (Organisation Citizenship Behaviour toward Organisations). OCBO heavily depends upon a company's policies and internal environment, while OCBI is more dependent on personalities, personal relationships, and interactions among employees.

The present study is intended to analyse the Organisational Citizenship Behaviour of employees towards Organisation (OCBO) among Indian service organisations. It also analysed the Organisational Citizenship Behaviour of employees towards Individuals (OCBI) among Indian service organisations. For the present study, the research problem identified was "whether managers of Indian service organisations were assuming Organisational Citizenship Behaviours (OCBs) during 21st century?" If yes, the related question was "whether the OCBs of such employees relate to OCBO and/or OCBI?"

2. Literature Survey

The review of literature on OCB provided interesting and useful ideas related to the topic under investigation. About 100 studies (including books, journals, research papers, theses, and dissertations) were sifted to ascertain the prevailing views and findings on predictors, antecedents and dimensions of Organisation Citizenship Behaviours of employees in India and elsewhere. Some of the studies emphasised more than one of the dimensions of OCB; and, prima-facie, the number of studies may appear to be more than 100. Table 1 provides a glimpse of focus of previous studies on various aspects of OCB.

Table 1: Glimpse of Focus of Previous Studies on OCB

Sr. No.	OCB Predictors, Antecedents & Dimensions (Identified earlier)	Number of Studies
1.	Altruism	18
2.	Courtesy	08
3.	Sportsmanship	06
4.	Conscientiousness	10
5.	Civic Virtue	12
6.	Self-training	05
7.	Social Welfare Participation	02
8.	Protecting Organisational Resources	03
9.	Cleanliness of Workplace	02
10.	Interpersonal Harmony	04
11.	Job Satisfaction	17
12.	Quality of Work Life (QWL)	04

13.	Organisational Loyalty/ Commitment	13
14.	Leadership Support	02
15.	Perceived Organisational Support	01
16.	Perceived Fairness & Equity	03
17.	Motivation	04
18.	Organisational / Procedural Justice	0
19.	Integration of Organisational Behaviour (OB) and Consumer Behaviour (CB)	04
20.	Transformational Leader Behaviour	06

Source: Author's own compilation

It is widely accepted and supported by the present study that organisations cannot grow unless their employees are ready and willing to engage in Organisational Citizenship Behaviour . Every organisation, profit oriented or otherwise, depends on a pyramid of cooperation, friendliness, helpfulness, and other instances of what we call "citizenship behaviours". Now, it is also recognised and well accepted among researchers and corporate managers that OCBs of employees have been facilitating changes in the environment of a formal organisation by making it relaxed and congenial, and promoting cooperation among employees and employers. The idea of OCB may, at least to the extent of existence and recognition of significance of informal organisations/groups, be related to the outcome of well-known Hawthorne Experiments (1924-1932) conducted by Elton Mayo and Fritz Roethlisberger. These experiments incorporated the socio-psychological aspects of human behaviour into organisations.

The literature reflects on numerous aspects of Organisational Citizenship Behaviour in global as well as Indian organisations. Secondary data, collected from various studies and reports, has been carefully examined with reference to their results and suggestions. Most of the studies were conducted in foreign countries, including the US, Malaysia, Indonesia, and China, and their findings exhibit traces of the local organisational environment prevailing there.

The noticeable facts which emerge from the review of literature (Table 1) are that altruism and job satisfaction (18 and 17 studies, respectively) are most significant factors promoting OCB among employees; and that organisational loyalty/commitment (13 studies) and civic virtue (12 studies) are also prominent. Differences in the outcomes of studies appear to be partly due to their sampling designs and cultural/geographical contexts. For example, Silva & Ranasinghe (2017: Sample size 150) found that civic virtue is a very influential dimension of OCB in Sri Lankan context, while Romaiha et.al. (2019: Sample size 113) found the opposite result in the Malaysian context. It is also noticeable that the OCB dimension of conscientiousness (10 studies) is not far behind.

Review of literature revealed certain other scattered OCB predictors, antecedents, and dimensions, including employees' competence or ability to perform tasks well [Rehmawati (2017)], positive mood [George & Brief (1992)], pay satisfaction [Nwankwo et.al. (2013), Sethi (2019)], emotional intelligence [James et.al. (2010)], and personality [Chwalibog (1991), Organ (1994), Borman & Motowidlo (1997), Singh & Singh (2009),

Mahdiuon et.al. (2010), Gondlekar (2014), and Ilie (2014)]. Various studies found that there is a significant positive relationship between an employee's personality and his or her citizenship behaviour. Zhang et.al. (2011), while identifying four sub-types of OCB, attach considerable importance to the 'altruistic OCB based on personality'.

George and Brief (1992) determined that a more positive mood often results in a desire to provide more helpful behaviour to co-workers. When job satisfaction is added into the equation, the results consistently support the model of a positive mood leading to job satisfaction, which leads to a higher frequency of citizenship behaviours.

Some of the studies [Wayne et.al. (1997), and Dinka (2018)] revealed that national, societal, and cultural factors also impact the citizenship behaviours of employees. Bachrach et.al. (2006) stated that in a US individualistic (as opposed to collectivistic) work environment, cultural norms predominate, and they suggest that future research might focus on how 'cultural influences might provide moderating effect on managers' perceptions of the impact of OCB on organisational performance. Podsakoff et.al. (2000) emphatically argued that research was needed on the impact that cultural context might have on OCB, and they contemplate distinct cultural effects on the basis of 'form' of citizenship behaviour, 'frequency' of citizenship behaviour, the 'moderating effects (antecedents and consequences), and the mechanism through which citizenship behaviour may be generated in the cross-cultural context.

Deepa (2016) and Goolaup et.al. (2017) suggested that People Management Practices (PMP) of an organisation also impact the OCB of employees. Florea (2015), while concluding that OCB was not linked to gender, highlighted that a higher degree of education positively impacts citizenship behaviour and organisational performance.

Gupta & Gupta (2019a) revealed that Organisational Citizenship Behaviour towards Organisation helps employees and organisations to increase their output. There is an open communication, and there is a clear understanding in every employee of their roles in the organisation. In this study, OCB towards Organisation specifies that activities related to OCB are helpful in increasing the work output of the employee, which ultimately helps the organisation as well as the employees.

Gupta & Gupta (2019b) describedhow organisations could not grow unless employees of the organisations are willing to engage in Organisational Citizenship Behaviour. Every organization's success, whether for profit or not, is built on a pyramid of cooperation, friendliness, helpfulness, suggestions, and other examples of what we might call "citizenship behavior."

The overall conclusion of most of the studies, read with the outcome of the present study, was that OCBs of employees and their perceptions of various predictors, antecedents, and dimensions have a positive impact on the creation of a congenial work environment and better organisational performance; and, though considered voluntary actions by employees, the overall view was that OCBs may be actively encouraged and recognised by corporate managements. But some of the studies [Dalal (2005), Fox et.al. (2009), Spector et.al. (2010), etc.] cautioned that there may also be Counterproductive Work Behaviours (CWBs) in employees at work. Dalal (2005) described CWB as "intentional employee behaviour that is harmful to the legitimate interests of an organisation". Spector et.al. (2010) came to the conclusion that CWB and OCB were 'likely unrelated' and 'not necessarily oppositely related' to other variables. CWBs lead to high turnover intention rate (HTIR) in the present day, fast changing and competitive business environment, and promotion of OCBs by corporate management may check the negative tendencies among employees. In line with the study of Qureshi (2015), the present study confirms that OCBs of employees may take care of CWBs and help in reducing costs and enhancing profitability of organisations.

While planning for the promotion of OCBs, corporate management may not lose sight of the material fact that different strategies may have to be adopted to encourage OCBI and OCBO among employees. Initiated by Williams and Anderson (1991). Mohammed et.al. (2011) and Bhatla (2016)] emphasised that OCBI and OCBO were dealt with carefully, as they impact job satisfaction which has significant bearing on performance and promotion of employees' citizenship behaviours. Yao & Mingchuan (2010) rightly suggested that, in the present day business environment, corporate management has to 'learn and master' good use of OCB to improve organisational performance and effectiveness.

3. Methodology

3.1 Sample

It was proposed to collect data from employees of public and private sectors service organisations relating to health and hospital services, insurance, banking and financial Services, hotel and hospitality, education, telecommunication, IT and 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 researchers used a structured questionnaire to conduct survey of managers of public and private sector organisations relating to healthcare and hospital, insurance, banking and financial services, hotel and hospitality, education, telecommunication, and IT and 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 Uttar Pradesh.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 fields, it was decided to restrict the sample of employees to 320 people. 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.

3.2 Hypotheses

Hypotheses were formulated to achieve the above-mentioned objectives, and, in turn, to have a proper insight in employees' perceptions on various dimensions of Organisational Citizenship Behaviour and their relationships with demographic variables, and also to compare and analyse the extent of OCBs among the employees of service organisations.

A total of fifteen Null Hypotheses were formulated to achieve the objectives of this study. They are mentioned below.

$H_0 1$: Perception of employees regarding Add-in Proficiency does not differ significantly on the basis of Gender.

$H_0 2$: Perception of employees regarding Add-in Proficiency does not differ significantly on the basis of Age.

$H_0 3$: Perception of employees regarding Add-in Proficiency does not differ significantly on the basis of Job Tenure.

$H_0 4$: Perception of employees regarding Civic-Virtue does not differ significantly on the basis of Gender.

H_05: Perception of employees regarding Civic-Virtue does not differ significantly on the basis of Age.

H_06: Perception of employees regarding Civic-Virtue does not differ significantly on the basis of Job Tenure.

H_07: Perception of employees regarding Courtesy does not differ significantly on the basis of Gender.

H_08: Perception of employees regarding Courtesy does not differ significantly on the basis of Age.

H_09: Perception of employees regarding Courtesy does not differ significantly on the basis of Job Tenure.

H_010: Perception of employees regarding Altruism does not differ significantly on the basis of Gender.

H_011: Perception of employees regarding Altruism does not differ significantly on the basis of Age.

H_012: Perception of employees regarding Altruism does not differ significantly on the basis of Job Tenure.

H_013: Perception of employees regarding Morale Boosting does not differ significantly on the basis of Gender.

H_014: Perception of employees regarding Morale Boosting does not differ significantly on the basis of Age.

H_015: Perception of employees regarding Morale Boosting does not differ significantly on the basis of Job Tenure.

3.3 Tools for Data Collection

This study used a questionnaire to collect primary data. Since OCB was first defined by Organ (1988), it has been measured via Behavioural Checklists. The nature of OCB, though understood to be 'extra-role' or discretionary, was invariably intertwined with officially required work-behavior. In the present study, the researcher used the standard questionnaire of Fox & Spector (2009). Table 2 presented the research methodology adopted for each research objective of the present study.

Table 2: Objective-wise Research Methodology

Objective	Research Methodology
To analyse the Organisational Citizenship Behaviour of employees towards Organisations (OCBO) among Indian service organisations.	The data was collected on 41 statements given in OCB-Check List. Five Factors were developed from these 41 statements. Mean Score for each factor was calculated to depict the extent of OCB among the employees of corporate service organisations.
To analyze the Organisational Citizenship Behaviour of employees towards Individuals (OCBI) among Indian service organisations	Hypothesis testing was used for analysing relationships between demographic variables and OCB. Parametric tests (t test and ANOVA) were used for testing the hypotheses.

Source: Author's own compilation

3.4 Tools for Analysis

The following statistical tools were applied for analysis and interpretation:

i. Average, Standard Deviation, Mean score to analyse the data of the respondents.

ii. T-test at 5% level of significance for testing the Mean differences and statistical significance of data.

iii. The analysis was conducted with the help of SPSS and MS Excel application software.

4. Findings

4.1 Steps of Data Analysis

Primary data was collected online and offline from 306 respondents, who were well-educated and experienced managers working in Indian service organisations established and/or operating in the National Capital Region of Delhi, India. Their gender composition was male (55.6%) and female (44.4%); and most of them (93.2%) belonged to the age group of up-to 60 years. But, due to the Indian government's declared and now well-recognised policy of privatisation, liberalisation and globalisation, a majority (61.8%) of the respondents belonged to corporate private sectors, which has been expanding at a rapid pace in the Indian economy.

The prime objective of the present study was to analyse and understand the perceptions of employees regarding Organisation Citizenship Behaviours in the Indian context. Their perceptions were recorded on two major components of OCB in corporate service organisations. One is 'Organisation Citizenship Behaviour towards Organisations' (OCBO) and the other is 'Organisation Citizenship Behaviour towards Individuals' (OCBI). The analysis was divided into eight different steps of analysis, as shown in Table 3. The first section provides an overview of the demographic details of 306 respondents.

Table 3: Steps involved in Data Analysis
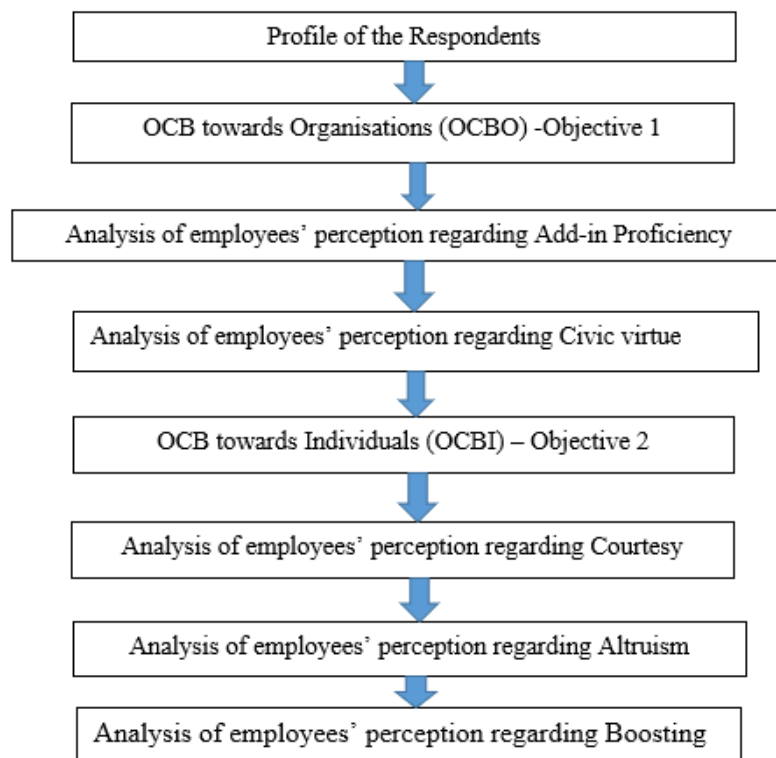
Source: Author's own compilation

4.2 Profile of the Respondents

The sample survey for conducting the research was carried out in the National Capital Region of Delhi. Table 4 gives the demographic profile of all the respondents who participated in this study.

Table 4: Demographic Data of the Respondents

	Frequency	% age
No. of Respondents	306	100
Gender		
1. Male	170	55.6
2. Female	136	44.4
Total	306	100
Age Groups		
1. Up to 40 years	193	63.1
2. 40-60 years	92	30.1
3. More than 60 years	21	6.9
Total	306	100
Industry		
1. Health/ Hospital	33	10.8
2. Insurance, Banking& Financial Services	76	24.8
3. Hotel/ Hospitality	30	9.8
4. Education	68	22.2
5. Telecommunication, IT & Software Development	74	24.2
6. Misc. Industries	25	8.2
Total	306	100
Job Tenure		
1. 5-10 years	73	23.9
2. 10-20 years	136	44.4
3. More than 20 years	97	31.7
Total	**306**	**100**

Source: Author's own compilation

A total of 316 respondents, all well-educated managers, were approached for the survey. Some of the responses were incomplete or somehow unengaged on the part of the respondents. These responses were dropped before analysis. The analysis has been done on the basis of a total of 306 responses. All the responses were collected through a structured questionnaire (Suzy Fox & Paul E. Spector, 2009) sent online (via Google Docs) and/or offline. The Organisational Citizenship Behaviour Checklist (OCB-C) was a 42-statement instrument designed to assess the frequency of organisational citizenship behaviours of employees. The profile of the respondents was divided on the basis of their gender, age, and job tenure to appreciate the extent of coverage for the purposes of this study.

4.3 Organisational Citizenship Behaviour of employees towards Organisation (OCBO) among Indian service organisations.

Organisational Citizenship Behaviour of employees towards their organisations includes activities related to enhancing work output and resulting in better organisational performance and effectiveness. The OCBO among sampled Indian service organisations was analysed in pursuance of this objective. The data was collected from 306 employees working in service organisations, i.e., Health & Hospital, Insurance, Banking & Financial Services, Hotel/Hospitality, Education, Telecommunication, IT & Software

Development. A few organisations which did not fall in any of these categories were classified as Miscellaneous Organisations.

Table 5: OCBO & Mean Score

Dimensions	Overall Mean score
OCB towards Organisation	3.11

Source: Author's own compilation

Table 5 shows the mean perception of respondents regarding OCB towards Organisations (OCBO). The value of the overall mean score, i.e., '3.11' (out of a maximum of 5 on Likert scale used) indicates that the activities related to OCBO are frequently performed by the employees in their respective organisations. A value of 3 means 'Activities done once or twice in a month'. It was concluded that the employees of various corporate service organisations care about the organisations' profitability and effectiveness, and they exhibit fairly good performance in citizenship activities towards their respective organisations.

For a better understanding of the behaviour of employees, OCBO was divided into two factors, i.e., "Add-in Proficiency" and "Civic-Virtue". The analysis of these two factors of OCBO and demographic variables is as follows:

Table 6: Add-in Proficiency & Demographic Variables

Factor	Demographic Variables	t-value/ p-value	5% level of Significance
Add-in Proficiency	Gender	.219	Not Significant
Add-in Proficiency	Age group	.487	Not Significant
Add-in Proficiency	Job Tenure	.411	Not Significant

Source: Author's own compilation

In Table 6, the analysis revealed that the value of the t-statistic of Add-in Proficiency & Gender is '.219', p-value of Add-in Proficiency & Age group is '.487' and p-value of Add-in Proficiency & Job Tenure is '.411', which are more than 0.05, and are not significant at 5% level of significance. The conclusion is that there is not enough evidence to suggest that null hypotheses H01 to H03 are false at 95% confidence level. In other words, perceptions of employees regarding Add-in-Proficiency do not differ significantly on the basis of their gender, age, or job tenure. The present study shows an insignificant difference in overall Add-in proficiency and the demographic variables.

Table 7: Civic- Virtue & Demographic Variables

Factor	Demographic Variables	t-statistic/ p-value	5% level of Significance
Civic-Virtue	Gender	.581	Not Significant
Civic-Virtue	Age group	.811	Not Significant
Civic-Virtue	Job Tenure	.829	Not Significant

Source: Author's own compilation

Table7 explains the relationship of OCBO factor 'Civic-virtue' and three demographic variables, viz., Gender, Age Group and Job Tenure. The t-statistic of Civic-Virtue & Gender is '.581', p-value of Civic-Virtue & Age group is '.811' and p-value of Civic-Virtue & Job Tenure is '.829', which are more than 0.05, and are not significant at 5% level of significance. The conclusion is that there is not enough evidence to suggest that null hypotheses H04 to H06 are false at 95% confidence level. In other words, the

perceptions of male and female employees in different age groups and job tenures regarding Civic-Virtue do not differ significantly. The present study reveals an insignificant difference in overall Civic-Virtue and the demographic variables.

The present study strongly supports the study of Silva & Ranasinghe (2017); and confirms the studies of MacKenzie et.al. (1991), Wayne et.al. (1997), James et.al. (2010). The study partially supports the studies of Farh et.al. (2004), Jepson & Rodwell (2007), and Lo & Ramayah (2009).

4.4 Organisational Citizenship Behaviour of employees towards Individuals (OCBI) among Indian Service Organisations.

OCBI includes employees' behaviours that are aimed at other individuals in the workplace; and refers to activities related to helping co-workers, boosting morale etc. OCBI among sampled Indian service organisations was analysed in this objective.

Table 8: OCBI & Mean Score

Dimensions	Overall Mean score
OCB towards Individuals	3.14

Source: Author's own compilation

Table 8 shows the mean perception of respondents regarding OCB towards Individuals (OCBI). The value of the overall mean score of '3.14' (out of a maximum score of 5 in Likert scale used) indicates that activities related to OCB towards Individuals are frequently performed by employees in their respective organisations. It was mentioned in the questionnaire that the value of 3 meant 'Activities done once or twice in a month'. It is concluded that the employees of various corporate service organisations exhibit fairly good performance in activities regarding OCBI. The average frequency of occurrence of such citizenship behaviours on the part of employees is found to be more than twice a month.

For the purposes of analysis, OCBI was further classified into three factors, i.e., Courtesy, Altruism and Morale Boosting. The analysis of these three factors of OCBI and demographic variables is as follows:

Table 9: Courtesy & Demographic Variables

Factor	Demographic Variables	t-statistic / p- value	5% level of Significance
Courtesy	Gender	-2.285	Not Significant
Courtesy	Age group	**.014**	**Significant**
Courtesy	Job Tenure	.107	Not Significant

Source: Author's own compilation

Table 9 explains the relationship between the OCBI factor 'Courtesy' and three demographic variables, viz., Gender, Age Group and Job Tenure. The t-value of Courtesy & Gender is '-2.285', and p-value of Courtesy & Job Tenure is '.107', which is more than 0.05, and not significant at 5% level of significance. The conclusion is that there is not enough evidence to suggest that null hypotheses H07 and H09 are false at 95% confidence level, and we failed to reject the same. Accordingly, the alternative hypotheses cannot be accepted. But p-value of Courtesy & Age group is '.014'; and the present study indicates that courtesy is not similar in all the categories of the Age Groups.

In view of the above, Tukey's HSD test has been used to check whether the difference is significant or not, but the analysis reveals that the result remains the same.

Therefore, null hypothesis H08, viz., "Perception of employees regarding Courtesy does not differ significantly on the basis of Age" is rejected and the alternative hypothesis, viz., HA8   "Perception of employees regarding Courtesy differs on the basis of Age" is accepted.

Table 10: Altruism & Demographic Variables

Factor	Demographic Variables	t-statistic/ p-value	5% level of Significance
Altruism	Gender	-1.019	Not Significant
Altruism	Age group	.770	Not Significant
Altruism	Job Tenure	.602	Not Significant

Source: Author's own compilation

Table 10 explains the relationship between OCBI factor 'Altruism' and three demographic variables, viz., Gender, Age Group and Job Tenure. The t-statistic of Altruism & Gender is '-1.019', p-value of Altruism & Age group is '.770' and p-value of Altruism & Job Tenure is '.602', which are more than 0.05, and are not significant at 5% level of significance. The conclusion is that there is not enough evidence to suggest that null hypotheses H010 to H012 are false at 95% confidence level, and we failed to reject the same. Accordingly, the corresponding alternative hypotheses are not accepted. It is concluded that perceptions of male and female employees belonging to different age groups and job tenures regarding Altruism do not differ significantly.

Table 11: Morale Boosting & Demographic Variables

Factor	Demographic Variables	t-statistic/ p-value	5% level of Significance
Morale Boosting	Gender	-.304	Not Significant
Morale Boosting	Age group	.315	Not Significant
Morale Boosting	Job Tenure	.069	Not Significant

Source: Author's own compilation

Table 11 explains the relationship between OCBI factor 'Morale Boosting' and three demographic variables viz., Gender, Age Group and Job Tenure. The t-statistic of Morale Boosting & Gender is '-.304', p-value of Morale Boosting & Age group is '.315' and p-value of Morale Boosting & Job Tenure is '.069', which are more than 0.05, and not significant at 5% level of significance. The conclusion is that there is not enough evidence to suggest that null hypotheses H013 to H015 are false at 95% confidence level, and we failed to reject the same. Accordingly, we cannot accept the corresponding alternative hypotheses. The analysis reveals that perceptions of male and female employees belonging to different age groups and job tenures regarding morale boosting do not differ significantly.

The present study partially supports the studies of Walz & Niehoff (2000), Farh et.al. (2004), Jepson & Rodwell (2007), Podsakoff et.al. (2009), Lo & Ramayah (2009), and Dinka (2018); and confirms the results of MacKenzie et.al. (1991), Wayne et.al. (1997), James et.al. (2010), and Silva & Ranasinghe (2017).

5. Conclusions and Policy Inferences

An analysis of the employees' perceptions regarding OCB towards Organisations (OCBO) has been further bifurcated into two sub-factors, viz. Add-in Proficiency and Civic-Virtue, using the primary data collected from 306 respondents in Delhi NCR. Add-in Proficiency was related to employees' efforts aimed at 'directly' improving the work performance of an organisation. Civic-Virtue was related to employees' efforts which contributed 'indirectly' to the organisation. It was found that managers perform many activities frequently for the development of their organisations. Employees make efforts to increase their efficiency for the smooth functioning of their organisations, which ultimately enhances their goodwill and profit earning, which is so essential for achieving the organisational objectives.

Three sub-factors were created, namely, Courtesy, Altruism and Morale Boosting for further analysis of OCB towards Individuals (OCBI). Courtesy was related to co-workers for their personal well-being. After analysis, it was found that employees volunteer themselves to cooperate with their co-workers on their personal issues. Altruism refers to employees' selfless behaviour towards their co-workers; they feel concerned for their welfare and do things that benefit others. The findings were that employees normally give suggestions and offer advice to their colleagues for improving work; and also give their time for the orientation of new employees. Morale Boosting relates to boosting the morale of co-workers, and it was found that employees voluntarily inform their managers about their co-workers' excellent work, and thereby helping to boost their morale.

It was concluded that there was almost unanimity among management writers and researchers on the material fact that Organisational Citizenship Behaviour has positive impact on organisations as well as the individuals working therein. Some differences in opinions, findings, and conclusions were on the relative significance of OCB dimensions. The present study partially supports the studies of Organ (1988), Podsakoff et.al. (1990), Dyne, Graham & Dienesch (1994), Podsakoff & MacKenzie (1997), Organ et.al. (2006), Khan et.al. (2017), Sethi (2018); but supports the findings of Yao & Mingchuan (2010), and Dash & Pradhan (2014).

Review of literature reveals that the original five dimensions given by Organ (1988) are still applicable, though ,subsequently, Organ (1997) indicated OCB as 'construct clean-up', and Farh et.al. (2004) had given 'extended dimensions' in the Chinese context. Phetphongphan & Ussahawanitchakit (2015) also suggested certain new dimensions of OCB, focusing on the dedication and enthusiasm of employees. In the present day, dynamic business environment, certain predictors, antecedents, and dimensions of OCB need more attention and research. They include job satisfaction, organisational loyalty and commitment, organisational and procedural justice, and transformational leadership. The present study supports the conclusion of the study by Basirudin et.al. (2016) which stated that certain facets of job satisfaction were capable of conferring a greater impact on employees 'ability to perform OCBs, especially when job satisfaction was regarded as a major contributor to employees' performance as well as the level of organisational commitment.

It was found that perceptions of both - men and women - about OCB are not significantly different, at least in the Indian business environment. The present study supports the study of Wayne et.al. (1997), but does not support the study of Ilie (2014) wherein the finding is that women displayed OCBs more than men. The present study partially supports the study of Jepson & Rodwell (2007).

A conclusion was drawn from the analysis that perceptions of new and old employees regarding Altruism do not differ significantly. The present study supports the study of Wayne, Shore & Liden (1997) wherein it was found that there were no significant differences in employees' perceptions of OCB in terms of education, gender, and organisational tenure. Civic-Virtue was depicted by employees quite frequently in their working life. Perceptions of male and female employees in different age groups and different job tenures regarding this dimension of OCB do not differ significantly. The analysis of the present study confirms the studies of MacKenzie, Podsakoff & Fetter (1991), and James et.al. (2010). But, the investigation does not support the study of Podsakoff, Ahearne & MacKenzie (1997) which found that civic virtue had no effect on the quantity or quality of employees' performance. The present study partially supports the studies of Farah, Zhong & Organ (2004) and Lo & Ramayah (2009) and supports the conclusion of the study of Silva & Ranasinghe (2017), which found that civic virtue was the most influential dimension of OCB. The study does not support their finding that Sportsmanship, Conscientiousness, Courtesy, Altruism did not have a positive impact on OCB.

OCB helps individuals   improve their personal well-being, work performance, and morale. The study reveals that employees are often 'there to hear' when their colleagues have personal problems. The study confirms that OCB towards Individuals (OCBI) is depicted by the respondents quite frequently. The present study confirms the results of the study of James, Velayudhan & Gayatridevi (2010) but only partially supports the studies of Podsakoff et.al. (2009) and Lo & Ramayah (2009). The overall analysis regarding Organisational Citizenship Behaviour across various Indian industries highlights that the availability of OCB was at a moderate to higher level. The present study partially supports the studies of Basirudin et.al. (2016), Ngugi (2017), and Ali & Ullah (2018).

The analyses of the data collected for the purposes of this study infer that both public and private sector employees perceive OCBs positively, and the OCBs across the two sectors of the Indian economy do not differ significantly. The present study partially supports the studies of Yao & Mingchuan (2010), Midha, Mathur & Jain (2014), Deepa (2016), and Prathiba & Balakrishnan (2017) but does not support the findings of Newes & Szostek (2018) whose study revealed a complex picture of OCBs in the two sectors. According to them, while public sector employees perform OCBs more frequently (as their acts are primarily oriented towards co-workers: OCBI), the OCBs of private sector employees were more 'organisation oriented' (OCBO).

The findings of the present study add credibility 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 were voluntarily assuming OCBI and OCBO during the 21st century, and promotion of this citizenship behaviour tendency by senior business leaders may surely promote the achievement of the objectives of such organisations in the long run.

The present study was expected to fill the research gaps that were identified at the initial stage of the investigation. However, the broader question that remains to be answered is as to why the vital related OCB concepts like 'organisational spontaneity', 'contextual performance' and 'transformational leadership' have not been assigned the importance that they deserved in studies of OCBs during last three decades.

The current study has certain limitations. All variables were assumed with self-reported measures at one time point. But precautions have been taken by the researchers to develop a systematic study to reduce the bias component to its lowest level. Still, there remain some errors or shortcomings, which include that 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. Also, the study was confined to only 'service sector' organisations   and, therefore, the perceptions of employees in manufacturing and industrial sectors have not been taken into account. A similar study on the citizenship behaviours of employees of manufacturing organisations may lead to somewhat different results. Convenience-cum-Purposive sampling, used for this study, has its own weaknesses. The non-availability of previous studies on the OCB of employees in Indian service organisations was felt as a constraint, as no comparison could be made with other similar studies.

It was 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 a greater number of industries and a wider geographical area and, perhaps, using different sampling methods.

In today's dynamic and competitive business environment, the concept of OCB assumes significant importance , as employees have to be kept motivated to perform teamwork and positively help their organisations 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 the wealth of the shareholders in the long run. In light of this, more comprehensive studies involving certain prominent predictors, antecedents, and dimensions of OCB, particularly job satisfaction, organisational loyalty and commitment, organisational and procedural justice, and transformational leadership, may be conducted in the future.

A larger sample size in 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 concluding, it should be noted that the present study and the suggested future research may be credible value additions to the existing body of knowledge on the topic of Organisational Citizenship Behaviour (OCB), and the same may also strengthen the traditional argument in favour of promoting and nurturing 'informal organisations' for the long-term growth of formal business organisations.

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