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Examining the Influence of the Demographic Variables on Organizational Citizenship Behavior Levels among Bank Employees in Madurai District

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Abstract

The study concentrates on the influence of the demographic variables on Organizational Citizenship Behavior levels among bank employees. The term Organizational Citizenship Behavior (OCB) is defined as the voluntary commitment exhibited by the employees within an organization. OCB allows employees to maintain continuous interaction with the existing and prospective customers, especially in branch banking. To increase productivity, efficiency, and customer satisfaction and reduce turnover rates and absenteeism, the organization should motivate and encourage the employees to exhibit OCB. Also, voluntary behavior will result in the success of the organization. The study is focused on the effects of five dimensions of OCB as Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship. The researcher uses a descriptive research design and a simple random sampling method with a sample size of 100 respondents. The main aim of the study is to examine the influence of the demographic variables on OCB levels among bank employees in the Madurai district.

Keywords: Organizational Citizenship Behavior (OCB), Altruism, Courtesy, Conscientiousness, Civic Virtue, and Sportsmanship.

Introduction

The banking industry is the backbone for the growth of any economy. For the past three decades, India's banking system has had several outstanding achievements to its credit. The banks are the main participants of the financial system in India. Also, the rapid transformation in the banking industry over the last decade has made the industry transparent, efficient, and a lot more competitive. The nature of work in banks is more demanding and challenging due to rigid hierarchy and stringent regulations. Employees often need to work more than the normal working hours to finish their work. As a result, employees have continuous interaction with the customers and also the opportunity to build a long-lasting relationship with them. Therefore frequent turnover and absenteeism will result in the disruption of the employee-customer relationship service. So, inculcating OCB among the employees is crucial at the workplace. OCB involves a high level of commitment. Therefore, the management should encourage the employees to exhibit OCB for the effectiveness of the organization.

Scope of the Study

The scope of the study is limited to Banking Sector in Madurai District and especially looked at the respondents' demographic profiles, the OCB levels under its five different dimensions. The study focuses on the management strategies to make their employees engage in OCB.

The objective of the Study

To examine the influence of the demographic variables on organizational citizenship behavior levels.

Hypotheses of the Study

The following hypotheses are proposed and empirically tested with the sample respondents in Madurai District.

- H1: There exists a significant association between the gender of the respondents and the OCB level.
- H2: There exists a significant association between the age of the respondents and the OCB level.
- H3: There exists a significant association between the educational qualification of the respondents and the OCB level.
- H4: There exists a significant association between the monthly income of the respondents and the OCB level.
- H5: There exists a significant association between respondents' position in the organization and the OCB level.
- H6: There exists a significant association between respondents' tenure in the organization and the OCB level.

Literature Review

Akinyemi Benjamin (2012), in his study "The Influence of Affective Commitment on Citizenship Behavior and Intention to Quit among Commercial Banks' Employees in Nigeria", revealed that affective commitment had a statistically significant relationship with organizational citizenship behavior and voluntary turnover intentions.

Collins Badu Agyemang(2013), in their study entitled "Perceived Organizational Climate and Organizational Tenure on Organizational Citizenship Behavior: Empirical Study among Ghanaian Banks", shows that employees' perception of organizational climate positively influenced OCB. The result also revealed that there was no significant relationship between bankers' organizational tenure and OCB.

K.K.Sofiah, P.Padmashantini and K. Gengeswari (2014) in their study entitled "A Study on Organizational Citizenship Behavior in Banking Industry", showed that there has been a significant correlation in literature between the relationships of competency, quality of work-life, transformational leadership and organization citizenship behavior.

Methodology Adopted

The study involves the respondents of the bank employees of Madurai district and follows a descriptive research design with a 100 sample size. The researcher uses a well-structured questionnaire to gather the primary data. The researcher uses the Simple Random Sampling method.

Analysis and Interpretation

Table 1: Classification of respondents based on the dimensions of OCB

Dimensions of OCB	Clusters	
	Cluster 1	Cluster 2
Altruism	3.83	4.58
Courtesy	3.81	4.72
Civic Virtue	3.94	4.46
Conscientiousness	3.78	4.70
Sportsmanship	3.87	4.74

Table 1 shows that respondents' classification into two groups based on their opinion towards various OCB dimensions. The first group of respondents exhibit a high level of OCB and the second group of respondents exhibit a moderate level of OCB.

Table 2: Association between Gender and Level of OCB

Sl.No	OCB Level	Gender		Total	Chi-Square Value	Sig.
		Female	Male			
1	Moderate	18 (41.8%)	21 (36.8%)	39 (39%)	14.073	0.032
2	High	25 (58.1%)	36 (63.2%)	61 (61%)		
Total		43 (100%)	57 (100%)	100 (100%)		

The Chi-square test has been used to find the association between the respondent's various demographic variables and the OCB Level. Table 2 clearly shows that the p-value of the chi-square test is greater than 0.05. So, it is necessary to reject the null hypothesis(Ho) and accept hypothesis H1. The analysis revealed that male respondents (63.2%) have high OCB levels.

Table 3: Association between Age category and Level of OCB

Sl.No	OCB Level	Age Category (years)			Total	Chi-Square Value	Sig.
		Below 30	31 - 40	Above 40			
1	Moderate	19 (38%)	13 (37.1%)	7 (46.7%)	39 (39%)	1.275	0.064
2	High	31 (62%)	22 (62.9%)	8 (53.3%)	61 (61%)		
Total		50 (100%)	35 (100%)	15 (100%)	100 (100%)		

From Table 3, the p-value of the chi-square test is greater than 0.05. Therefore, the chi-square value indicates that the age group of the respondents does not have a significant association with the Level of OCB.

Table 4: Association between Educational Status and Level of OCB

Sl.No	OCB Level	Educational Qualification of the Respondents				Total	Chi-Square Value	Sig.
		UG	PG	Professional	Others			
1	Moderate	10 (38.5%)	15 (37.5%)	8 (38.1%)	6 (46.2%)	39 (39%)	1.297	0.065
2	High	16 (61.5%)	25 (62.5%)	13 (61.9%)	7 (53.8%)	61 (61%)		
Total		26 (100%)	40 (100%)	21 (100%)	13 (100%)	100 (100%)		

Table 4 reveals that the p-value of the chi-square is greater than 0.05. Therefore, there is an acceptance of the null hypothesis(HO) at a 5 percent level of significance. It concludes that the educational qualification of the respondents does not have a significant association with the Level of OCB.

Table 5: Association between Monthly Income of the respondents and Level of OCB

Sl.No	OCB Level	Monthly Income (Rs)			Total	Chi-Square Value	Sig.
		Below 25000	25000-50000	Above 50000			
1	Moderate	12 (42.9%)	12 (33.3%)	15 (41.7%)	39 (39%)	2.086	0.083
2	High	16 (57.1%)	24 (66.7%)	21 (58.3%)	61 (61%)		
Total		28 (100%)	36 (100%)	36 (100.0%)	100 (100%)		

Table 5 clearly shows that the p-value of the chi-square test is greater than 0.05. Therefore, there is an acceptance of the null hypothesis(H0) at a 5 percent

level of significance. The result also concluded that the monthly income of respondents does not have a significant association with the Level of OCB.

Table 6: Association between Position in the Organization and Level of OCB

Sl.No	OCB Level	Position			Total	Chi-Square Value	Sig.
		Entry Level	Mid Level	Top Level			
1	Moderate	19 (48.7%)	17 (32.08%)	3 (37.5%)	39 (39%)	8.704	0.025
2	High	20 (51.3%)	36 (67.92%)	5 (62.5%)	61 (61%)		
Total		39 (100%)	53 (100%)	8 (100%)	100 (100%)		

Table 6 clearly shows that the p-value of the chi-square test is lesser than 0.05. So, it is necessary to reject the null hypothesis(Ho) and accept hypothesis H5. It shows that there is a significant association

between the position of the respondents and the OCB Level. Also, the analysis revealed that among the sample respondents those who are in the mid-level (67.92%) have a higher level of OCB.

Table 7: Association between Tenure in the current organization and Level of OCB

Sl.No	OCB Level	Tenure (years)			Total	Chi-Square Value	Sig.
		Up to 5	6 - 10	More than 10			
1	Moderate	6 (54.6%)	19 (34.5%)	14 (41.2%)	39 (39%)	6.813	0.002
2	High	5 (45.5%)	36 (65.5%)	20 (58.8%)	61 (61%)		
Total		11 (100%)	55 (100%)	20 (58.8%)	100 (100%)		

Table 7 clearly shows that that the p-value of the chi-square test is lesser than 0.05. So, it is necessary to reject the null hypothesis(Ho) and accept hypothesis H6. It shows that the respondents' tenure in the current organization has a significant association with the Level of OCB. Also, the analysis revealed that the respondents working for 6-10 years(65.5%) have a higher level of OCB.

Monthly income of the respondents with the Level of OCB.

- Respondent's position in the bank has a significant association with the Level of OCB.
- Respondent's tenure in the current organization has a significant association with the Level of OCB.

Suggestions

Effective communication, proper training and motivation are required for the employees to exert a positive influence on them. Managers should strive to choose employees who are inclined to engage in OCBs and motivate them to exhibit voluntary behavior. Also, the employees must have a high OCB level for the benefit of their organization.

Findings of the study

- The Gender of the respondents has a significant association with the Level of OCB.
- The Age group of the respondents does not have a significant association with the Level of OCB.
- There is no significant association between the Educational Qualification of the respondents with the Level of OCB.
- There is no significant association between the

Conclusion

From the analysis, it is clear that gender, position, and tenure have a significant association with the level of OCB. Since the male employees exhibit high OCB levels than female employees, the management should concentrate on the female employees and they need to be recognized for their best work and provide them equal opportunities to get promotions, raises, and develop their leadership skills. The OCB level of the top-level employees is low when compared to middle-level employees. Due to work pressure, they might get stressed and proper counselling should be provided to them. Employees working for more than ten years exhibit a high OCB level, therefore the management should retain the existing employees by providing them with a conducive working environment, proper training to carry out their tasks better, and appreciating on achieving their targets.

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