# Assessment of Organizational Citizenship Behavior

# NIKITA KAK, SHIKHA GOENKA, SWAPNIL TIWARI, NAVNEET ARORA, SHINE DAVID

Abstract— Organization Citizenship Behavior is relatively a new concept it is defined as a workplace behavior by which employeeso every age group can exceed one job's requirement. Organizations could not survive without their employees or members until and unless they behave as a good citizen and engage themselves in all sort of positive attitude and behaviors. The importance of good citizenship in an organization, and understanding its nature and sources of it has been a high priority for the researchers and will always be. It has been defined on various dimensional concept that will include all positive organizational relevant behavior that will include the traditional role, political behavior, as well as full and responsible organizational participation.

#### I. INTRODUCTION

Organization Citizenship Behavior is relatively a new concept it is defined as a workplace behavior by which employeeso every age group can exceed one job's requirement. Organizations could not survive without their employees or members until and unless they behave as a good citizen and engage themselves in all sort of positive attitude and behaviors. The importance of good citizenship in an organization, and understanding its nature and sources of it has been a high priority for the researchers and will always be. It has been defined on various dimensional concept that will include all positive organizational relevant behavior that will include the traditional role, political behavior, as well as full and responsible organizational participation.

#### II. LITERATURE REVIEW

According to Min-Huei .Chien (2003), in the study titled" A Study To Improve Organizational Citizenship Behaviors" has defined Organization Citizenship Behavior as an action where in employees are willing to move ahead and beyond their roles prerequisites. The main focus of the paper was to formulate a plan of having continual OCB with usage of formal and informal setting at workplace. OCB always considered as a salient feature of organization behavior. This paper clears the terminology of the OCB as individual unit and organizational performance, and defines a strong relationship among the organizational effectiveness and OCB.

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According to Sangya Dash and Rabindra Kumar Pradhan (2014), in the study title" Determinants & Consequences of Organizational Citizenship Behavior: A Theoretical Framework for Indian Manufacturing Organizations" has proposed a conceptual model for the Indian Business Organization on OCB. This model defines the various determinants of OCB which includes job embeddedness, human resource practices, and employee engagement. The Researcher has concluded that in the organization, high employee retention, job satisfaction and low absenteeism have been used as a positive consequences and work-family conflict and role overload as negative consequences. This will guide the researchers and management expert to understand the role of OCB in producing better results for business organizations.

According to N. Jahangir, MM. Akbar, M.Haq(2004), in the study titled "Organizational Citizenship Behavior: Its Nature And Antecedents" clearly defines that Antecedents to OCB are the factors that will either enhance or hinder the level with which employee perform in an organization. Apart from the various traditional measures of employee productivity, it is very important for the managers to monitor the set of work behaviors that goes beyond the employee role description but in turn must contribute to the effectiveness of the organization.

According to PM. Podsakoff, SB. Mackenzie, JB. Paine, DG.Bachrach(2000), in the study titled "Organizational Citizenship Behaviors: A critical review of the theoretical and empirical literature and suggestions for future research". This paper evaluates variousliterature on organizational citizenship behavior and other, related concepts available to it. More specifically, it: explores the various similarities and differences between the different forms of "citizenship" behavior constructs being identified and summarizes the findings of both the antecedents and consequences of OCB and identifies the several directions available for future research.

According to Hasan Ali Al-Zu'bi(2011), in the study titled "Organizational Citizenship Behavior and Impacts on Knowledge Sharing: An Empirical Study" The main focus of the study is to scrutinize the Influence of Organizational Citizenship Behavior by five dimensions such as courtesy, altruism, sportsmanship, conscientiousness, and civic virtue on Knowledge sharing specifically in pharmaceutical industries. Researcher had distributed the questionnaire to 205 employees with 189 employee answer considered in return. The examination of responses revealed that dimensions of organizational citizenship behaviour Sportsmanship, Conscientiousness, and Altruism respectively had more impact on the knowledge sharing.

# III. OBJECTIVES

To know about the professional relevance of Experience in Organizational citizenship behaviour.

To get insight about perception of employees about work ethics.

To determine the degree of employee satisfaction and loyalty.

# IV. METHODOLOGY

### 4.1 Type of Research

The type of research used in the study is Qualitative Research. Qualitative research is collecting, analyzing and interpreting data by observing what people do and say. Qualitative research is much more subjective and uses very different methods of collecting information, mainly individual, in depth interviews and focus groups. The nature of this type of research is exploratory and open ended. Small numbers of people are interviewed in depth and or a relatively small number of focus groups are conducted.

## **4.2Data Sources**

The data for the research work is collected from both the primary and secondary sources. The primary data is collected from online questionnaire which is filled by the employees of different organizations. The secondary data is collected from various websites, research papers.

### 4.3Sampling Plan

The sampling plan consists of three things:

**Sampling Unit:** To understand the concept of organizational citizenship behaviour, the sample unit for the research study consist of employees from service sector, manufacturing sector and from different organizations.

**Sample Size:** Sample size taken for the research consists of 49 respondents who belong to various experience scale 0-1 year, 1-2 years, 2-3 years and 3-4 years.

**Sample Procedure:** In research, we have chosen simple random sampling procedure. Each employee is chosen randomly who work either in service sector or in manufacturing sector or any other.

**Sample Demographics:** There are 28.5% of employees with work experience of 0-1 year, 30.61% with 1-2 years and 22.44% with more than 2-3 years. 18.36 % of employees are with 3-4 years. 75% from service sector, 25% from manufacturing, 7.5 % from government and 10% from other sector.

# 4.4Reliability

The reliability statistics is shown in the following table-

# Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.895	28

#### **4.5 Case Processing Summary:**

Here, the following table shows case processing in nut shell, all respondents are valid (100%) and none of the response in excluded from database.

#### 4.5Limitations of Study:

#### **Case Processing Summary**

		z	%
Cases	Valid	49	100.0
	Excluded <sup>a</sup>	0	.0
	Total	49	100.0

a. Listwise deletion based on all variables in the procedure.

Respondents may or may not give their true views about the questions asked.

Responses can be partial on the basis of personal perception.

### V. TOOLS FOR ANALYSIS

#### **5.1 For Data Collection:**

Questionnaire is used in this research to collect primary data which consist of Personal details of respondents and 28 questions (close ended) using likert scale. Questionnaire is filled by the employees of service sector, manufacturing, government and other sectors that are related with organizational loyalty ,satisfaction , work ethics etc.

# 5.2 For Data Analysis:

SPSS16.0 (Statistical package for social sciences) is used in this research to analyze the data. The current versions (2014) are officially named **IBM SPSS Statistics**. It is also used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations, data miners and others.

#### ANOVA TEST

ANOVA is the analysis of variances between two given groups.

It is a two way analysis and also collection of statistical models which further analyses the differences between group means and their associated procedures. It generalises the ttest to more than two groups

#### VI. FINDINGS AND ANALYSIS

## **6.1 Descriptive table**

					criptives				
				5td Deviation		95% Confider Me	ce Interval for an		
VAR00001	0-1 year 1-2 year 2-3 years 3-4 years Total 0-1 year 1-2 year 2-3 years 3-4 years Total 0-1 year	14	3.4286		516, Error .34313 .40790 .83008 .52705 .22399 .64218 .30791 .40056 .20397 .22594	Lower Bound		Minimum	Maximum 5.00
	1-2 year	15	4.0007	1.26366 1.67963 1.78810 1.60114 1.60791 2.02864 1.50230 1.34840 .86192	.40796	2.1919 1.9998	4.1600 4.9414 4.2720 5.5407 4.1046 4.6713 5.4920 5.1786 5.2335 4.6502	2.00	7.00 7.00 7.00 7.00 7.00 7.00 6.00 7.00
	3.4 years		3.0008 4.3333 3.7143 3.6000 4.6000	1.50114	.52705	1.9098 3.1100 3.2639 2.3287 3.7600 3.3669 3.6777 2.7500 3.1290	5.5407	1.00 1.00 1.00 2.00 2.00 3.00 1.00	7.00
VARIODDD2	Total D.1 vees	49 14 15 11	3.7143	1.56791	.22399	2.2629	4.1040	1.00	7.00
	1-2 year	15	4.6000	1.50230	.30791	3.7600	5.4020	2.00	7.00
	2-3 years	11	4.6000 4.2727 4.6666	1.34840	29397	3.3009	5.1786	3.00	5.00
VARGODDS	Total	49 14	4.2041 3.9286		.22594 .37009	9.7500	4.6592 4.7281 4.3514 4.5149	1.00	7.00
KOOOOOH	1-2 year	1.5	3.4667	1.38477	.41250	2,5619	4.7281	1.00	6.00
	1-2 year 2-2 years 3-4 years	15	3.4667 3.2727 2.8889	1.04003	.41250 .55744	2.5819 2.0207 1.5887	4.5149	1.00	5.00 7.00 5.00
	3-4 years Total 0-1 year 1-2 year 2-3 years 3-4 years 1-2 year 1-2 year 2-3 years 3-4 years 3-4 years 1-1 year 1-1 year 1-1 year	49	3.4490 3.0429	1.60007	.22972	2.9071 2.9001	3.9109 4.7190	1.00	7.00
VAR00004	O-1 year	1.1	3.0429	1.80495	.49843	2.5001	4.7190	1.00	0.00
	2-2 years	16	3.8667 3.8667 3.7778 3.6631 9.2967 4.0000 3.9001	1.80495 1.69762 1.69505 1.48137 1.61440 1.54000 11.3389 2.16505 1.05821	.49843 .41280 .40007 .49379 .23063 .41170 .28277 .66303 .55277	2.0001 2.0810 2.2200 2.0391 3.1894 2.3902 3.3721 2.4541 2.3920	4.7190 4.7614 4.9174 4.9100 4.1166 4.1759 4.0278 5.3641 4.9414	1.00 1.00 1.00 1.00 2.00 1.00 1.00	5.00 7.00 8.00 7.00 5.00 8.00 7.00 0.00 7.00
	3-4 years		3.7778	1.48137	49379	2.0391	4.9100	1.00	0.00
VAR00005	0-1 year	40 14 18 11 9	3.0531	1.54000	.41170	2.3962	4.1752	1.00	5.00
	1-2 year	1.0	4.0000	1.13389	.20277	3.3721	4.6279	2.00	0.00
	2-4 years	9	2.0007	1.05931	.55277	2.3920	4.9414	1.00	0.00
VAR00006	Total	14	3.7143	1.69426	.22776	3.2664 2.4916	4.1722	1.00	7.00
VARCOUDO	1-2 year								
	2-3 years 2-4 years	11	4.0000	1,32299	.28459	3,4568	4.7250 5.6935	2.00	5.00 7.00
VARODOOZ	Total	14	3.1429	1.38444	.19778	3.6023 2.2410	4.3977	1.00	7.00 6.00
VAR00007	0-1 year	14	3.1429 4.0000	1.56191	41744	2.2410	4.0447	1.00	6.00
	2-3 years	15 11	4.3636	1.09031	41060	2.0629 3.4488	4.9361 6.2786	1.00	7.00
	3-4 years		4.5556	1.13039	.37600	3.6067	5.4244	3.00	7.00
VARGOOGS	0-1 year	1.4	3.0000	1.61911	.40600	2.1220	3.8771	1.00	6.00
	3-4 years Total 0-1 year 1-2 year 2-3 years 3-4 years 1-2 year 1-2 year 2-3 years 3-4 years 1-2 year 1-2 years 1-4 years	49 14 15 11	4.0000 4.3636 4.5556 3.9388 3.0000 2.2638 2.1111 2.6735 2.8671 3.7333	1.36182 1.13039 1.54601 1.61911 .96115 2.01389 1.16667	41744 42044 41060 37660 22094 40600 24017 60712 30889 20899	3.4488 3.6067 3.4945 2.1220 2.4011 1.0108 1.2143 2.2573 1.7088 2.7442 2.2700	6.3288 6.4244 4.3930 3.8771 3.4050 3.7184 3.0079 4.0087	2.00 3.00 1.00 1.00 2.00 1.00 1.00	7.00 7.00 7.00 7.00 6.00 5.00 7.00 4.00 7.00
	3.4 years		2.1111	1.16667	.38889	1.2143	3.0079	1.00	4.00
VARGOODE	D-1 year	49 14	2.6725	1.44996	.20699	2.2572	2.0997 4.00**	1.00	7.00
	1-2 year	15	3.7333 4.0909	1.79151		2.7412	4.00H7 4.7254 4.9112	1.00	6.00
	2-2 years 3-4 years Total	11 9 49	4.0909	1.22102 1.13039 1.70703	.30915	3.6867	4.9112 6.4244 4.2049	2.00	6.00
VARGODIO	Total D.1 vent	49	4.6666 0.7140 2.7143	1.70703	.37680 .24390 .48520	9.2297 2.0059	6.4244 4.2040 4.7020	2.00 1.00	6.00 6.00 7.00
	1-2 year	16	3.8667 3.6964	1.68466		2.9337 2.9977	4.7020 4.7006 4.0050	1.00	6.00 7.00
	1-2 year 2-3 years 3-4 years	11	3.6364	1.05064	.56040	2.3977	4.0050	1.00	7.00
		4.9	3.6735 3.6735	1.555504	24116	3.1886 2.7495	4.4863 4.1563 4.9279	1.00	7.00
VAR00011	O-1 year 1-2 year 2-3 years 2-4 years	14	3.7957	1.00500	.40242		4.0279	1.00	7.00
	2-3 years	18 11	3.8667 4.2727 4.2223	1.80888	52351	3.1056	4.7004 5.4300 5.4802	1.00	7.00
	2-4 years	49	4.9999	1.50000	.50000	3.1056 9.1909 3.8888 2.9672	5.4962	1.00 1.00 2.00 1.00	7.00
VAR00012	2-4 years Total 0-1 year 1-2 year 2-3 years 3-4 years Total 0-1 year 1-2 year	14	4.9999 4.0204 4.0000 9.6000 2.7273 3.6669	1.01301	.23082 .46081 .41172 .67382 .36136 .22090 .48887	2.9872	5.4902 4.4939 5.0126 4.4921 4.0082 4.6901 4.0478 4.1208 4.1160	1.00	6.00 7.00 7.00 7.00 7.00 6.00 7.00 7.00
	1-2 year	15	2.6000	1.59402 1.80218 1.05409	41172	2.7169 1.4494 3.0766	4.4931	1.00 1.00 2.00 1.00 1.00 1.00	0.00
	3.4 years	9	3.0009	1.05409	.35136	3.0766	4.6991	2.00	5.00
VARIODD13	O:1 year	14	3.5714 3.0714 3.2667	1.05931 1.81720 1.53375	.22690	2.0951 2.0222 2.4173	4.0479	1.00	7.00
	1-2 year		3.2667	1.53375		2.4173	4.1160	1.00	6.00
	2-2 years 3-4 years	11.	3.1919	2.35974	.71119	1.5972 2.8980	4.7004	2.00	5.00
VAR00014	Total 9-1 year	49 14	3.2653 2.5000	1.71726	.24532	2.7721	3.7506	1.00	7.00
VAR00014	1-2 year						4.3075		6.00 7.00
	1-2 year 2-3 years 3-4 years	11	9.7279	2.00454	.60439	2.3006	5.0739	1.00	7.00
	Total	40	9.7279 9.1111 3.1633	1.67515	23931	2.2143 2.6821	3.6444	1.00	7.00
VAR00015	2-4 years Total 0-1 year 1-2 years 2-3 years 3-4 years 1-2 year 2-3 years 3-4 years Total 0-1 year 1-2 year 1-2 year 2-3 years 3-4 years 1-2 years	14 15 11		1.46009	.38888 .39932 .41280 .66183 .54716 .28803 .44475 .24457 .67842 .50000 .25295	2,6821 9,2990 3,2486 3,2526 1,5100 3,0078 2,1942 3,2223 1,5137 2,2994	4,9059 8,0181 6,2019 4,0395 4,0408 4,0408 4,0408 2,322 3,0197 4,4005 5,1190	2.00	7.00 6.00 7.00 6.00 7.00 7.00 6.00 7.00
	2-3 years	11	4.1333 4.7273 2.7779	1.40009 1.88762 2.19504 1.04140 1.78824 1.66410 1.29452 2.24013 1.50000	66183	3.2626	6.2019	2.00 1.00 1.00 2.00 2.00 1.00 1.00	7.00
	2-4 years		2.7770	1.04149	.54716	1.5160	4.0395	1.00	6.00
VAR00016	0.1 year	49 14 15 11 9	4.0000 9.9999 4.7273	1.66410	.44475	3.0392	4.9608	2.00	7.00
	1-2 year	15	2.9222	1.33452	.24457	2.1942	4.6724	2.00	6.00
	3.4 years	9	2.6667	1.50000	.50000	1.5137	3.8197	1.00	6.00
VARIO0017	Total Del voor	49	3.4286	1.77005	.25295	2.3994	4.4005	1.00	7.00
	1-2 year	15	4.4000 5.0909	1.29835		3.6610	5.1190 0.5140 4.8367	2.00 1.00 2.00	
	2-2 years	11.		2.11919	.02090		0.5140 4.8367	1.00	7.00
VAROUDIS	Total 0-1 year 1-2 year 2-3 years 3-4 years Total	49	4.1224 2.9290	1.70334	.24333	3.6332 2.9041	4.6117	1.00	7.00
VAR00019	0-1 year	14	5.9286	1.77430 1.19623 1.20629		2.9041	4.9531	1.00	7.00
	2-3 years	10	5.3636	1.20629	.30703 .41201 .21059	4.4995	6.6619 6.2276 6.5057 6.1176	4.00	7.00
	Total	40	4.6030	1.22002	21069	4.2703	6.1176	1.00	7.00
VAR00019	0-1 year	14	5.9280 5.0000 5.3636 4.8680 4.6939 4.0714 4.2323 4.9001	2.05555	.54937 .42164 .46636	2.0046	5.2503	1.00 4.00 3.00 1.00 1.00 2.00	7.00 7.00 7.00 7.00 7.00 7.00 7.00
	2-3 years	- 17	4.9091	1.61367	45636	3.8923		2.00	7.00
	2-4 years Total	40	4.6667	1.22474	.40925	2.9041 4.3381 4.4995 3.6055 4.2703 2.0946 3.4290 3.6923 2.7252 3.8724	5.6001	1.00	7.00
VAR00020	0-1 year 1-2 year 2-3 years 2-4 years Total 0-1 year 1-2 year 2-3 years 3-4 years	10 11 9 40 14 15	4.0001 4.0007 4.4480 4.0714 4.4007 4.7273 4.2222	1.22474 1.68908 1.73046 1.04172 1.00908 1.20105	.23701 .46240 .42399 .30424 .40062	3.0724 3.0723 3.5575 4.0494 3.2904	6.0706 6.0706 5.2759 6.4062 5.1460	2.00 9.00 1.00 2.00 2.00 4.00 3.00 2.00	7.00 7.00 7.00 7.00 7.00 7.00 7.00 4.00 6.00
	2-3 years	15	4.4007	1.04172	.42399	4.0494	5.3759	4.00	7.00
	3-4 years	. 9	4.2222	1.20105	40062	3.2964	5.1460	3.00	7.00
VARIO0021	0:1 year	14	2.5714	1.08941	.20762 .20116 .37110	1.9424	3.2004	1.00	4.00
		15	2.0667	1.43759	.37110	1.2706	2.0620	1.00	6.00
	2-3 years 3-4 years		2.6666	1.23603	41201	1.6066	3.6057	1.00	6.00
VARGODEZ		49	2.9265	1.91920	.19760	1.9493	2.7097	1.00	6.00
	0-1 year 1-2 year 2-3 years 3-4 years	15	1.7333	1.43759	37118	9372	2.6294		6.00
	2-2 years	11	1.7333 2.1919 1.7778		.37118 .53629	.9969	2.6294 2.2767 2.4183	1.00	6.00 0.00 3.00 6.00 7.00 6.00 7.00 7.00 7.00
	3-d years Total 0-1 year 1-2 year 2-3 years 2-4 years Total 0-1 year	49	1.7778 2.0612 2.9286 2.2667 3.0909 2.8889 2.7661 5.2957	1.49176 2.12909 1.66762 2.62505 1.90497 2.05680 1.39279	.21311	1.6327	2.4183 2.4097 4.1079 3.1002 4.0544 4.2993 3.3459 0.0041	1.00 1.00 1.00 1.00 1.00 1.00	6.00
VAR00022	0-1 year	14	2.9290	2.12909	.21311 .50902 .43058	1.0993	4.1579	1.00	7.00
	2-3 years	40 14 16 11 9 40	3.0909	2.62505	.50902 .43068 .79140 .05499 .20383 .20956	1.0993 1.3432 1.3274 1.3785 2.1643 4.4973	4.0544	1.00	7.00
	3-4 years	40	2.8889	2.05690	.05499	2.1643	4.3993	1.00	7.00
VAR00024	O-1 year	1.4	5.2957	1.30270	.36956	4.4073	0.0041	9.00	7.00
	2-3 years	11				4.8681 3.6276 3.9165	5.8349 5.6451 5.2502	3.00 2.00	7.00 7.00 7.00
	1-2 year 2-3 years 2-4 years Total		4.6364	1.50151	.46272 .44096	3.3165	5.9502	2.00	7.00
VAR00025	0-1 year	14	4.93HH 4.9266	1.34487	.18212	4.8828	6.3261 5.7261	3.00	7.00
	1-2 year	15	4.0007	1.17514 1.91169 1.64140	.30342	4.0159	5.3174 6.9307	3.00	7.00
	0-1 year 1-2 year 2-3 years 3-4 years		4.0364	1.64140	.37009 .90342 .67640 .54716 .21129 .36438 .20720 .36906 .37680 .17247 .41744			1.00	7.00 7.00 7.00 7.00 7.00 7.00 7.00 7.00
VARIODOZE	3-4 years Total 0-1 year 1-2 year 2-3 years 3-4 years Total 0-1 year 1-2 year	49 14 15 11 9	4.2222 4.0531 4.2857	1.47974	.21139	2,9605 4,2280 3,6201 4,0505 4,4727 3,6867	5.0781	1.00 1.00 2.00 4.00 3.00 2.00 1.00 3.00	7.00
VAR00026	1-2 year	14	4.6667	1.32600	.36438	4.0505	6.0613 6.2029 6.0728 6.4244 6.0223	2.00	7.00
	2-3 years	11	0.2727	1.19087	.35900	4.4727	0.0728	4.00	7.00
	3-4 years Total	49	4.2867 4.6667 5.2727 4.5566 4.6735	1.32600 1.11270 1.19087 1.43030 1.21429	.17247	3.6867 4.2247	5.0223	2.00	7.00
VARIODD27	D-1 year	14	4.1429	1.56191	41744	4.9247 3.2410	8.0447	1.00	7.00
	1-2 year 2-2 years	15	4.0000	1.20712	.31166	4.1315 2.9999	5.4605 5.1929	3.00	7.00
	3-4 years		4.2222		.60677				
VAR00028	Total 0-1 year	49 14	4.3469	1.50763	.21530	3.9139	4.7000 5.3449	1.00	7.00
	1-2 year	1.5			.26186 .50452	4.2384	6.3616	3.00 3.00 3.00	7.00 7.00 8.00
	1-2 year 2-3 years 3-4 years Total	11 9	5.0000 4.1111 4.6735	1.67992 1.05409 1.24613	35136 17830	3.3009 4.3160	6.1242 4.9214 6.0320	3.00	7.00

This descriptive table denotes

# **6.2 ANOVA:**

# ANOVA

		G 2				
		Sum of	10	Mean	r.	C: -
VAR00001	Between	Squares 10.729	df 3	Square 3.576	F 1.500	Sig227
VAR00001	Groups	10.729	3	3.5/6	1.500	.221
	Within	107.271	45	2.384		
	Groups	107.271		2.501		
	Total	118.000	48			
VAR00002	Between	10.455	3	3.485	1.432	.246
	Groups					
	Within	109.504	45	2.433		
	Groups	110.050	40			
	Total	119.959	48			40.0
VAR00003	Between	6.390	3	2.130	.814	.493
	Groups Within	117.733	45	2.616		
	Groups	117.733	43	2.010		
	Total	124.122	48			
VAR00004	Between	2.417	3	.806	.296	.828
	Groups		_		,	75_5
	Within	122.685	45	2.726		
	Groups					
	Total	125.102	48			
VAR00005	Between	4.234	3	1.411	.539	.658
	Groups	117.766	4.5	2 (17		
	Within Groups	117.766	45	2.617		
	Total	122.000	48			
VAR00006	Between	10.143	3	3.381	1.859	.150
VAROUUU	Groups	10.143	3	3.361	1.639	.130
	Within	81.857	45	1.819		
	Groups					
	Total	92.000	48			
VAR00007	Between	14.334	3	4.778	2.140	.108
	Groups					
	Within	100.482	45	2.233		
	Groups Total	114.816	48			
V A D 00000	_		_	2 126	1.010	202
VAR00008	Between Groups	6.408	3	2.136	1.019	.393
	Within	94.368	45	2.097		
	Groups					
	Total	100.776	48			
VAR00009	Between	18.221	3	6.074	2.244	.096
	Groups					
	Within	121.779	45	2.706		
	Groups Total	140.000	48			
1/4 D00010				5.47	102	000
VAR00010	Between Groups	1.640	3	.547	.182	.908
	Within	135.136	45	3.003		
	Groups	155.150	15	3.003		
	Total	136.776	48			
VAR00011	Between	2.707	3	.902	.332	.802
	Groups					
	Within	122.272	45	2.717		
1	Groups					

# Assessment of Organizational Citizenship Behavior

	Total	124.980	48			
VAR00012	Between	11.329	3	3.776	1.408	.253
	Groups	400 004				
	Within Groups	120.671	45	2.682		
	Total	132.000	48			
VAR00013	Between	2.053	3	.684	.221	.881
	Groups					
	Within	139.498	45	3.100		
	Groups Total	141.551	48			
VAR00014	Between	10.523	3	3.508	1.271	.296
	Groups					
	Within	124.171	45	2.759		
	Groups Total	134.694	48			
VAR00015	Between	19.795	3	6.598	2.229	.098
V/1100013	Groups	17.773	3	0.370	2.22)	.070
	Within	133.185	45	2.960		
	Groups	150 000	40			
WAD00016	Total	152.980	48	7.105	2 402	072
VAR00016	Between Groups	21.375	3	7.125	2.483	.073
	Within	129.115	45	2.869		
	Groups					
	Total	150.490	48			
VAR00017	Between	21.105	3	7.035	2.679	.058
	Groups Within	118.160	45	2.626		
	Groups	110.100	73	2.020		
	Total	139.265	48			
VAR00018	Between	14.712	3	4.904	2.460	.075
	Groups Within	89.696	45	1.993		
	Groups	89.090	43	1.993		
	Total	104.408	48			
VAR00019	Between	4.951	3	1.650	.584	.629
	Groups	127 171	4.5	2.026		
	Within Groups	127.171	45	2.826		
	Total	132.122	48			
VAR00020	Between	2.988	3	.996	.456	.715
	Groups					
	Within	98.399	45	2.187		
	Groups Total	101.388	48			
VAR00021	Between	2.555	3	.852	.478	.699
	Groups		_			7-7
	Within	80.220	45	1.783		
	Groups Total	82.776	48			
VAR00022	Between	5.191	3	1.730	.766	.519
711100022	Groups	5.171	3	1.750	.700	.519
	Within	101.625	45	2.258		
	Groups	106.016	40			
VAR00023	Total Between	106.816 5.401	48	1 000	410	747
VAK00023	Groups	3.401	3	1.800	.410	.747

	Within	197.660	45	4.392		
	Groups					
	Total	203.061	48			
VAR00024	Between Groups	7.014	3	2.338	1.318	.280
	Within Groups	79.803	45	1.773		
	Total	86.816	48			
VAR00025	Between Groups	2.739	3	.913	.401	.753
	Within Groups	102.363	45	2.275		
	Total	105.102	48			
VAR00026	Between	6.181	3	2.060	1.435	.245
	Groups					
	Within	64.595	45	1.435		
	Groups Total	70.776	48			
VAR00027	Between	4.523	3	1.508	.649	.588
	Groups Within Groups	104.579	45	2.324		
	Total	109.102	48			
VAR00028	Between	4.272	3	1.424	.909	.444
	Groups					
	Within Groups	70.503	45	1.567		
	Total	74.776	48			

#### 6.3 Data Interpretation:

For the first statement, p value (0.227) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB on the basis of employees thinking of spending rest of their career in particular organization.

For the second statement, p value (0.246) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding discussing the organization with people outside it.

For the third statement, p value (0.493) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding attachment to the other organization.

For the fourth statement, p value (0.828) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding leaving the organization for another better job.

For the fifth statement, p value (0.658) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding the matter that staying in the organization is necessity as much as desire.

For the sixth statement, p value (0.150) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding involvement of the employees in the job.

For the seventh statement, p value (0.108) > 0.05, This implies that null hypothesis is accepted which shows that

there is no significant difference in the OCB regarding employees interests are centered around the job.

For the 8<sup>th</sup> statement, p value (0.393) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding employees detachment from the job.

For the 9<sup>th</sup> statement, p value (0.096) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding employees personal life goalsare job oriented.

For the  $10^{th}$  statement, p value (0.908) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB to get ahead in the organization on sheer merit alone.

For the 11<sup>th</sup> statement, p value (0.802) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding reward for the good job done by employees.

For the 12<sup>th</sup> statement, p value (0.253) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding who you know and what you know.

For the 13<sup>th</sup> statement, p value (0.881) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB in accordance to act unethically sometimes to get the promotions you feel you have coming to you.

For the 14<sup>th</sup> statement, p value (0.296) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding being honest while dealing with your employer.

For the  $15^{th}$  statement, p value (0.098) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB to look for a new job outside the organization during next year.

For the  $16^{th}$  statement, p value (0.073) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding quiting the job or the organization.

For the  $17^{th}$  statement, p value (0.058) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding how much an employee like to get new job if possible.

For the  $18^{th}$  statement, p value (0.075) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding an employee that keep up with developments in the company.

For the 19<sup>th</sup> statement, p value (0.629) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding attending the functions that are not required, but that help the company image.

For the  $20^{th}$  statement, p value (0.715) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding an employee's willingness to risk disapproval in order to express my beliefs about what's best for the company.

For the 21<sup>st</sup> statement, p value (0.699) > 0.05, this implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding consuming a lot time complaining about trivial matters.

For the  $22^{nd}$  statement, p value (0.519) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding making mountains out of molehills.

For the  $23^{rd}$  statement, p value (0.747) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding to focus on what's wrong with the situation, rather than the positive side of it.

For the 24<sup>th</sup> statement, p value (0.280) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding an employee to be ready to help or to lend helping hand to those around me.

For the  $25^{th}$  statement, p value (0.753) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding giving time to help others.

For the 26<sup>th</sup> statement, p value (0.245) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding following company's regulations and procedures.

For the 27<sup>th</sup> statement, p value (0.588) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding employee turn in budget, sales, projections, expenses reports etc. earlier than required.

For the 28<sup>th</sup> statement, p value (0.444) > 0.05, This implies that null hypothesis is accepted which shows that there is no significant difference in the OCB regarding that an employee return phone calls and respond to other messages and requests for information promptly.

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