

## **WORK EXPERIENCE AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR: A STUDY OF TELECOM SECTOR IN INDIA**

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### **Introduction:**

Any successful organisation is backed by its highly dedicated employees who are not just performing their roles but working beyond those roles. These extra role behaviour is known as Organisational Citizenship Behaviour (OCB). OCB is completely discretionary in nature and so after knowing all the benefits that an organisation can have, it still cannot insist employees for OCB. They have to create such environment in the organisation that employees feel bonded and exhibit citizenship behaviour. Studying human behaviour is a dynamic concept and involve the managers to study factors which influence OCB level among employees. Apart from organisational factors, demographics of the employees i.e. age, gender, qualification, employment status, tenure and pay structure also affect their OCB level. Organisations are striving to provide such environment to the employees that could help them to develop, be creative, satisfied and committed so as to observe OCB in the organisation.

### **Organisational Citizenship Behaviour:**

OCB is defined as behaviour exhibited by the individuals while performing those tasks which are not specified and not mentioned in their job roles (Organ, 2006). However various organisations make Human Resource policies in relation to reward system in order to enhance OCB. OCB represents the dedication of the employees for other employees as well as for the organisation. Initially two dimensions of OCB were extracted by Organ *et al.*(1983)

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i.e. Altruism and General Compliance which was later extended to five dimensions i.e. Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship.

Altruism is the helping behaviour demonstrated by the employees to support other employees in their task accomplishment, to lighten their burden, to support them if they are absent.

Courtesy is the behaviour from preventing work related problems to occur in the organisation. It is aimed at maintaining harmonial relations among employees.

Conscientiousness is the behaviour related to maintaining discipline, obeying order, following rules and regulations and optimum utilisation of time. It initiates the employees to utilise their time properly.

Civic Virtue is participating or having concern of the organisation. This is attending meetings, conference and get togethers which is beneficial for the organisation.

Sportsmanship is the competency of an employee to work under unfavourable situation and the employee's willingness to tolerate without any complaints and not to create issues. Phetphongphan (2015) explored how a firm's success depends upon OCB. The study was an attempt to explore the firm's success in terms of organisation, commitment, loyalty and image of the organisation. They developed the relationship by social exchange theory. Study was conducted among 1195 hotel business in Thailand. Four dimensions i.e. Co-operation, protecting the organisation, initiating constructing ideas and enthusiasm are positively correlated with organisational commitment and loyalty.

Previous researchers indicate that the employees who feel satisfied with their jobs are more loyal and committed towards organisation. This bonding make them engage in OCBs(Organ, 1995).

Singh (2016) revealed that interpersonal trust among the workers is positively related with OCB among employees. Study was conducted among 303 top, middle and lower level executives from manufacturing and service sector. He opined that development of trust could motivate employees to engage in OCB.

Organisational justice is another factor which determines OCB. Jafari (2012) studied the relationship between organisational justice and OCB on staff of Islamic Azad University. Two questionnaires were used for the study, OCB (Podsakoff, 1990) and another is Organisational Justice (Beaugre's, 1998). He found significant positive relation of Procedural, Distributive and Interactional justice with OCB. Arguing the impact study of OCB on firm's success, Podsakoff (2000) showed the need to study the individual level consequences of OCB as few researches have been done on individual performance. Additionally, the recognition of OCB by top management still needs more investigation in relation to rewards, promotion, training etc. Agheli (2017) found work stress as another factor responsible for OCB but this is negatively correlated with OCB. This study was conducted among nurse and it showed higher the level of work stress, lower will be OCB.

Besides, Organisational environment, work stress, justice, the most important role is played by leaders (Suliman, 2013). Data sample of 150 employees working in Islamic banks in UAE revealed that transformational and transactional leadership styles play an important role in promoting OCB, however, passive leadership styles do not affect OCB.

### **Work Experience and OCB:**

Work Experience is what a person gains while working a particular task in a particular field. As the work experience of a person increases, it lead to better knowledge and this comes through learning. A good work experience upgrades you with better traits, connect with other people, motivate for working. But gaining work experience is not sufficient if it does not prove beneficial to the employer as well as employee. The gained work experience should be quality experience (Morris, 2017).

There are extrinsic and intrinsic motivation that affect the OCB level which in turn effects job performance of the employees. Tenure of working in an organisation is correlated with organisational commitment (Cohen, 1993). But on the contrary it is often intuited that long tenure leads to more promotions and rewards rather than High OCB (Park & Sins, 1981). Cohen (1993) through his meta analysis examined that level of organisational commitment is higher among the young employees, and in the later stages, they undergo behavioural changes.

Performance is another concept which is determined by organisational tenure. Ng & Feldmen (2010) revealed that employees having 3-6 years of experience are best performers than the employees who are having more than 10 years. Moreover OCB is predicted under the 3 years of experience of employees within an organisation. Various studies are conducted under various sectors and having different interpretations. Meyer and Allen (1984) examined weak relations between long tenure of working and OCB as they found that employees in their early career Stages are more dedicated and committed than employees in their later stage of career. After gaining the experience, they get the better opportunities and hence they leave the organisation which shows their non commitment towards the organisation. Kegans *et al.* (2012) studied the various dimensions of OCB among nurses of Texas in context of their work experience and found that among all dimensions only civic virtue has the significant relation with OCB.

### **Research Gap:**

OCB has been studied in various sectors in different countries but very few researches have been done in India specifically in Telecom Sector. Previous studies were focussed in extracting the dimensions of OCB, the relation of OCB with Organisational Commitment and Organisational Performance. But no study has been done on studying the relation of OCB with demographics. Although Gender has been studied with OCB however, work experience is not studied with OCB. Kegans *et al.* (2012) conducted the study in health sector and showed the scope of further research in another sector. Indian telecom sector is one of the fastest growing sectors but due the cut throat competition, only few players have remained in the market and from past one year many employees have been retrenched and as per economic times survey, it is expected that more employees will lose their job. Previous work and extensive competition create the need to study the relation between Demographics of the employees and OCB.

**Objectives of the study:** After reviewing the benefits of OCB and the need of organisations to study the factors determining OCB, the current study is focussed on determining the relation between Work Experience and OCB.

**Hypotheses of the study:** Various studies have been done on OCB in relation to work experience but no study has been conducted in Indian telecom sector. In case of academic staff, it

was found that highly experienced staff exhibit more OC and are more committed (Dirican , 2016) where as Kamal *et al* (2015) found no significant relation between tenure and work experience in national company of distribution of electricity and gas. Kegans (2001 found that only civic virtue is correlated with work experience Whether the various dimensions of OCB are related with work experience in Indian telecom sector, six hypotheses are prepared.

**H<sub>1</sub>:** There will be no significant difference among the employees on the basis of work experience they have.

**H<sub>2</sub>:** Altruism and work experience are not positively correlated.

**H<sub>3</sub>:** Courtesy and work experience are not positively correlated

**H<sub>4</sub>:** Conscientiousness and work experience are not positively correlated

**H<sub>5</sub>:** Civic Virtue and work experience are not positively correlated

**H<sub>6</sub>:** Sportsmanship and work experience are not positively correlated

### **Methodology:**

The population of the study consists of employees working in telecom sector of Punjab. After mergers and acquisitions only five telecom companies are currently operating in Punjab were selected. The data is collected through self administered questionnaire through snow ball sampling technique which was sent to 700 employees and 693 were found reasonable and complete in all aspects. The sample is composed of 67.4% male and 24.6% female, most of the respondents belongs to age category of 25-35 years with 84.9% followed by 35-45 years with 10.1% and least belongs to below 25 years group. Among all respondents, 80% are married and 20% are single. Majority of respondents are graduated with 60.6% and 38.8% are post graduated. 42.2% of the respondents are having 5 years of experience or more than that.

**Instruments:** The research design consists of Independent variable i.e. Organisational Citizenship behaviour and it was studied with the dependent variable- Work Experience. The questionnaire consists of Demographic variables and other dimensions of OCB.

Demographic variables consist of Gender, Age, Qualification, Experience, Salary and their employment status. Previous research studies have revealed various scales for OCB. For the

current study the instrument developed by Podsakoff et al. (1990) that includes 24 statements of five dimensions (i) Altruism (ii) Courtesy (iii) Conscientiousness (iv) Civic Virtue (v) Sportsmanship has been used. The items of OCB and Employee performance are scored on 7 point Likert point scale which varies from 1- Strongly disagree to 7- Strongly agree. The items of sportsmanship are scored reversed as these are the negative items. In the list of 24 statements, first five statements reveal Altruism i.e. helping others in the completion of their tasks; 6-10 statements show Courtesy i.e. avoiding situations that could create trouble, 11-15 statements depict Conscientiousness i.e. following rules and regulations, 16-20 statements reveal Civic Virtue i.e. attending meetings for the benefit of the organisation. 21-24 statements show Sportsmanship i.e. when the employees are ready to work without complaining even after bearing inconveniences.

**Measures for Analysis:** For data analysis, SPSS 21.0 is used. To study the descriptive, the frequencies are used, and to study the relation between work experiences of the employees with OCB, one way ANOVA has been used. Correlation has been used to find out their relation between them.

**Results:** To test the hypotheses and determine the relation between work experience and various dimensions of OCB, one way ANOVA has been conducted. The results shows if there exists any significant difference among workers in relation to their work experience. The experience level has been categorised as Less than 1 year, more than 1 year-3 years, more than 3years-5 years and above 5 years. The study shows that majority of workers are having more than 5 years with n=647; which shows that they are either more committed towards their organisation or they are getting rewards for their efforts. There was no respondent having less than 1 year of experience; 38 respondents are having more than 3 years-5 years and only 8 candidates are having more than 1-3 years of experience.

**Table 1: ANOVA of Telecom employees with Various Components of OCB based on Work Experience**

|                   |                                                                                     | Mean | SD    | F      | Sig. |
|-------------------|-------------------------------------------------------------------------------------|------|-------|--------|------|
| Altruism          | I willingly give of my time to help other employees who have work related problems. | 6.32 | 1.135 | 5.022  | .007 |
|                   | I am always ready to lend a helping hand to those around me                         | 6.34 | 1.124 | 4.692  | .009 |
|                   | I help others who have heavy workloads                                              | 5.82 | 1.378 | 9.434  | .000 |
|                   | I help others who have been absent                                                  | 5.41 | 1.594 | 5.718  | .003 |
|                   | I help orient new employees even though not required                                | 4.99 | 1.819 | 12.545 | .000 |
| Courtesy          | I try to avoid creating problems for co workers.                                    | 6.53 | 1.103 | .940   | .391 |
|                   | I take steps to try to prevent problems with other employees.                       | 6.22 | 1.075 | 4.869  | .008 |
|                   | I don't abuse the right of others.                                                  | 6.25 | 1.171 | .835   | .434 |
|                   | I consider the impact of my actions on co workers                                   | 6.30 | 1.033 | 1.758  | .173 |
|                   | I am mindful of how my behaviour affect other people's job.                         | 6.26 | .997  | 6.130  | .002 |
| Conscientiousness | I do not take extra breaks.                                                         | 6.14 | 1.353 | 16.755 | .000 |
|                   | I obey rules and regulations even when no one is watching.                          | 6.43 | 1.151 | 1.019  | .362 |
|                   | I give an honest day's work for an honest day's pay.                                | 6.63 | .859  | 3.232  | .040 |
|                   | I give advance notice when unable to come to work                                   | 6.53 | .917  | 9.913  | .000 |
|                   | I always complete my work on time.                                                  | 6.15 | .944  | 5.417  | .005 |

|               |                                                                                    |      |       |       |      |
|---------------|------------------------------------------------------------------------------------|------|-------|-------|------|
| Civic Virtue  | I attend function that is not required but help the organisation's image.          | 5.67 | 1.735 | .914  | .401 |
|               | I attend meeting that is not mandatory, but are considered important               | 5.90 | 1.684 | .123  | .884 |
|               | I keep myself informed about the changes in the organization.                      | 5.72 | 1.733 | 1.347 | .261 |
|               | I read and keep up with organization announcements, memos and so on.               | 5.99 | 1.693 | .424  | .654 |
| Sportsmanship | I consume a lot of time complaining about trivial matters.                         | 5.64 | 1.617 | 2.197 | .112 |
|               | I always find fault with that the organization is doing.                           | 6.92 | .366  | 1.192 | .304 |
|               | I tend to make "mountains out of molehills" (makes problems bigger than they are.) | 6.40 | 1.028 | 4.828 | .008 |
|               | I always focus on what is wrong with my situation rather than positive side of it. | 5.84 | 1.669 | 1.981 | .139 |
|               | I express resentment with any changes introduced by management                     | 5.65 | 1.662 | 2.730 | .066 |

Table 1 shows the results of one way ANOVA conducted on all factors of various dimensions of OCB to verify if there exists any significant difference among the employees on the basis of work experience they possess. The results revealed the factors that show significant difference are 'I willingly give of my time to help other employees who have work related problems' with  $P=0.07$  and the mean value is highest among the employees who have experience of less than 1 year-3 years with 7 and the lowest mean value is 6.29 among employees who have above 5 years of Experience; 'I am always ready to lend a helping hand to those around me' with  $p=0.009$  with the highest mean value is 7 among employees with More than 1 year-3 years of experience and the lowest is 6.32 among the employees who have above 5 years of experience, 'I help others who have heavy workloads' with  $p=0.000$  with the highest mean value is 7 among the employees with More than 1 year-3 years of experience and the lowest is 5.77 among the employees who have above 5 years of experience, 'I help others who have been absent' with  $p=0.003$  with the



highest mean value is 6.21 among employees with More than 3 year-5 years of experience and the lowest is 5.36 among the employees who have above 5 years of experience; 'I help orient new employees even though not required' with  $p=0.000$  with the highest mean value is 7 among employees with More than 1 year-3 years of experience and the lowest is 4.90 among the employees who have above 5 years of experience; 'I take steps to try to prevent problems with other employees' with  $p=0.008$  with the highest mean value is 7 among employees with More than 1 year-3 years of experience and the lowest is 6.20 among the employees who have above 5 years of experience; 'I am mindful of how my behaviour affect other people's job' where  $p=0.002$  with the highest mean value is 6.79 among employees with More than 3 year-5 years of experience and the lowest is 6 among the employees who have More than 1 year-3 years of experience; 'I do not take extra breaks.' where  $p=0.000$  with the highest mean value is 6.22 among employees with above years of experience and the lowest is 4.95 among the employees who have More than 3 year-5 years of experience; 'I give an honest day's work for an honest day's pay.' where  $p=.040$  with the highest mean value is 6.82 among employees with More than 3 year-5 years of experience and the lowest is 6 among the employees who have above More than 1 year-3 years of experience; 'I give advance notice when unable to come to work' where  $p=0.000$  with the highest mean value is 6.58 among employees having above 5 years of experience and the lowest is 5.97 among the employees who have More than 3 year-5 years of experience ; 'I always complete my work on time' where  $p=0.005$  with the highest mean value is 6.63 among employees with More than 3 year-5 years of experience and the lowest is 6.00 among the employees who have above More than 3 year-5 years of experience and 'I tend to make 'mountains out of molehills' (makes problems bigger than they are.)' where  $p=0.008$  with the highest mean value is 7 among employees with More than 1 year-3 years of experience and the lowest is 5.97 among the employees who have More than 3 year-5 years of experience. The study shows that the employees who have experience of up to 3 years are more dedicated and exhibit higher level of OCB than employees having high experience. It shows that at their earlier stages of career, they are more committed but this goes tapering as they gain more experience. This might be due to less rewards and promotions they get for their efforts.

**CORRELATION ANALYSIS****Table 2: Correlation between various dimensions of OCB and Work Experience**

|                   |                     | Altruism | Courtesy | Conscientiousness | Civic virtue | Sportsmanship | Experience |
|-------------------|---------------------|----------|----------|-------------------|--------------|---------------|------------|
| Altruism          | Pearson Correlation | 1        | .655**   | .492**            | .114**       | .199**        | .182**     |
|                   | Sig. (2-tailed)     |          | .000     | .000              | .003         | .000          | .000       |
|                   | N                   | 693      | 693      | 693               | 693          | 693           | 693        |
| Courtesy          | Pearson Correlation | .655**   | 1        | .680**            | .103**       | .159**        | .041       |
|                   | Sig. (2-tailed)     | .000     |          | .000              | .007         | .000          | .283       |
|                   | N                   | 693      | 693      | 693               | 693          | 693           | 693        |
| Conscientiousness | Pearson Correlation | .492**   | .680**   | 1                 | .084*        | .133**        | .075*      |
|                   | Sig. (2-tailed)     | .000     | .000     |                   | .027         | .000          | .049       |
|                   | N                   | 693      | 693      | 693               | 693          | 693           | 693        |
| Civic virtue      | Pearson Correlation | .114**   | .103**   | .084*             | 1            | .055          | .017       |
|                   | Sig. (2-tailed)     | .003     | .007     | .027              |              | .151          | .648       |
|                   | N                   | 693      | 693      | 693               | 693          | 693           | 693        |
| Sportsmanship     | Pearson Correlation | .199**   | .159**   | .133**            | .055         | 1             | .030       |
|                   | Sig. (2-tailed)     | .000     | .000     | .000              | .151         |               | .431       |
|                   | N                   | 693      | 693      | 693               | 693          | 693           | 693        |
| Experience        | Pearson Correlation | .182**   | .041     | .075*             | .017         | .030          | 1          |
|                   | Sig. (2-tailed)     | .000     | .283     | .049              | .648         | .431          |            |
|                   | N                   | 693      | 693      | 693               | 693          | 693           | 693        |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

The current study is focused on studying the relation between various dimensions of OCB in relation to work experience. Table 2 represents the Pearson correlation between Altruism, Courtesy, Conscientiousness, Civic Virtue, Sportsmanship and Work experience. It reveals that

Altruism is significantly positively correlated with work experience at .18 correlation with 0.00 significance. Courtesy is positively related with work experience at .04 correlation with .28 significance. Conscientiousness is found to have a .75 correlation at .04 significance level which shows that this is highly correlated with work experience. Civic Virtue is having .01 correlation at .64 significance level which shows that they are positively related but not significant. Sportsmanship is found to have .03 correlation at .43 significance that shows they are not significantly related with each other.

### **Discussion:**

The current study aims at finding out the difference among employees exhibiting OCB in relation with their work experience, whether highly experienced or less experienced show better OCB. Another discretion is to examine the relation of various dimensions of OCB with work experience. To achieve these objectives six hypotheses are tested.

In regards to the difference among employees on the basis of experience, study reveals that high experienced employees exhibit less OCB than employees having less experience. It indicates that up to 3 years, employees are more dedicated and committed so they perform extra roles but after that either they are not recognised or rewarded, the level of OCB gets lessened. The study is supported by Cohen(1993) which revealed through meta analysis that at the earlier stages of career, employees are new and undergo with some behavioural changes. Morris(2017) also explained that being fresher in the industry, employees tend to learn more which shows their more dedication and they display more OCB. The commitment and dedication of employees also reduces as after gaining experience employees get better opportunities in other organisations (Meyer and Allen, 1984). As there exists significant difference among employees on the basis of work experience, so first hypotheses is rejected.

The relation between Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship is studied with working work experience and among all five dimensions of OCB, Altruism is significantly related with work experience at .18 correlation with 0.00 significance. This shows that the employees who have less experience have more helping attitude than the employees with more experience. Conscientiousness is also significantly related with work experience at .75

correlation with .04 significance which shows that employees at their early career stage maintains more discipline, obey more rules and regulations which helps in the effective functioning of the organisation. The study is supported with the study of Kegans (2001) who found that only civic virtue is significantly correlated with work experience. Hall (1997); Salami (2008) supported this study and opined that there is strong relation between tenure of the employees and OCB and organisational Commitment. Hence hypotheses 2 and hypotheses 4 are rejected. However, the study reveals that Courtesy, Civic Virtue and Sportsmanship are not significantly related with work experience of employees. Hence hypotheses 3, 5 and 6 are accepted.

### **Contribution of the study:**

Intense competition in the market and changes in market demographics have reduced the revenue earnings which creates problem for the organisations to survive. At this stage every organisation is looking for best human resource for the efficient and effective functioning of the organisations. Indian telecom sector is going through such phases where they need to understand the factors that affect OCB level of employees so that it can take necessary steps to enhance OCB. The current study highlight that as the tenure of the employees increases they show less OCB which is a matter of concern for organisations. They should recognise the efforts of employees and reward them to motivate them to show OCB.

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Transformational leader behaviours and their effects on followers’ trust in leader,

The current study is focused on studying various dimensions of OCB in relation to work experience and whether they are positively correlated.

Table 2 shows the correlation between

Altruism, Courtesy, Conscientiousness, Civic Virtue, Sportsmanship and work experience.