ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: DO GENERATIONAL AND BIOGRAPHICAL DIFFERENCES EXIST?

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Abstract

This quantitative, cross-sectional study aims to assess whether generational and biographical differences result in varying employee views on organizational citizenship behaviour (OCB) and its sub-dimensions (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) respectively. The population comprised of 76 staff members in a meat supply outlet that focuses on quality and professionalism from which a sample of 60 was drawn using a cluster sampling technique, thereby securing a 79% response rate. Data was collected using an established questionnaire (Organ, 1988), whose psychometric properties (validity and reliability) were statistically determined using Factor Analysis and Cronbach's Coefficient Alpha respectively. The results of the study reflect that although significant differences were not noted across the generations regarding OCB and its sub-dimensions, differences were observed that provide instructional insights. Significant biographical differences were only noted in terms of education and civic virtue. Based on the results of the study, recommendations are made that contribute to adopting universal strategies to enhance prosocial behaviours and values amongst all employees thereby enhancing the potential for organizational citizenship behaviours.

Keywords: Organizational Citizenship Behaviour, Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue

1. INTRODUCTION

In today's ever-changing competitive workplaces, employees perform more than their usual workloads and duties. Furthermore, the economic centred business organizations were seeking financial survival or success at the expense of its people, thus compelling a need to refocus and restrategize to create a value-expressive and socially responsible organization (Burack, 1999; Marques, Dhiman & King, 2005). With this new tide in business operations, organizations are now focused on positive work behaviours and expect their workers to extend beyond their formal job descriptions to perform a job (Mehboob & Bhutto, 2012). According to Organ (1988), organizational citizenship behaviour (OCB) is discretionary behaviour which is not recognized by the formal reward system but it promotes effective organizational functioning. It is the kind of behaviours that are welcomed in bringing about a socially responsible organization. However, the 21ˢᵗ century workplace also marks the constant and gradual decrease of Baby Boomers as they retire from employment and the proportional lack of Generation Xers thereby making room for the increasing millennial cohort. The different generations bring with them different values which trigger different attitudes and behaviours (Murphy, Gibson & Greenwood, 2010), thereby creating the need to adopt a different approach to managing the workforce and the corporate world (Harris-Boundy & Flatt, 2010). It is, therefore, imperative that the values, needs and expectations of employees from the various generations be understood and successfully integrated in order to enable them to work harmoniously and effectively towards the attainment of organizational goals. This is imperative as, according to Luttrell and McLean (2013), by 2020 the millennial generation will comprise 40% of professionals in the world. Add to this the composition of employees with varying biographical profiles and the diversity of the workforce becomes more pronounced. As organizations strive to enhance the frequency of positive behaviours, this study aims to assess generational and biographical differences with regards to OCB and its sub-dimensions.

1.1. The nature of OCB and its sub-dimensions

OCB, with its antecedents and consequences have a volume of evidence on the involvement of OCB (Organ, Podsakoff, & MacKenzie, 2006). OCB is an imperative tool for the measurement of this dimension (Mehboob & Bhutto, 2012), and of recent researchers' and practitioners' interest in this field emerged substantially. Many researchers are familiar with the colloquial understanding of the concept of OCB such as going the extra mile, and working overtime without benefits. These behaviours have imperative consequences in the work environment, and OCB makes a positive contribution to organizational effectiveness. The study utilizes a five dimensional scale of OCB, that is, altruism, courtesy, conscientiousness, sportsmanship and civic virtue proposed by Organ

(1988), the pioneer of extra role behaviour who introduced the concept of OCB. These common scales in literature are used globally (Hoffman, Blair, Meriac & Woehr, 2007). OCB often lies beyond the parameters of contractual work agreements but it may reflect in a favourable light in organizational performance agreements. Major research and meta-analyses have been conducted to gather an understanding of the relationship of various antecedents of OCB and its impact on OCB (Mehboob & Bhutto, 2012). Studies revealed that OCB can have a positive impact on, amongst others, organizational success via improvements in productivity, better utilization of resources, performance enhancement and stability (Tambe & Shanker, 2014).

A study on OCB in grocery stores/supermarkets documented that OCB reflected approximately 20% of the variance in the store's profitability (Ehrhart, 2004). Attracting and retaining good employees through a supportive and friendly environment and creating social capital such as, better communication, and enhancing productivity is advantageous for organizational success (Organ *et al.*, 2006). Considering that OCB has such an observed impact on organizational productivity and efficiency with no financial gain for worker efforts, OCB should be viewed in a positive light of improving profits, and for employee well-being. Therefore, management needs to encourage all forms of OCB in an organization.

1.1.1. Altruism (Helping)

Helping behaviour encompasses several citizenship behaviours which includes altruism and courtesy, aimed at helping work colleagues (Posdakoff & MacKenzie, 1994). Research has indicated that those 'germane' to the sales domain include civic virtue and helping behaviour (MacKenzie, Podsakoff, & Fetter, 1993). This helpfulness related to, for example, assisting other organizational members with work overload, helping those who were absent and guiding others with difficult tasks (Tambe & Shanker, 2014). Podsakoff, MacKenzie, Paine and Bachrach (2000) have shown that altruism was significantly related to performance evaluations and positive affectivity. Employees that exhibit helping behaviour and civic virtue are likely to obtain higher rewards (Marshall, Moncrief, Lassk & Shepherd, 2012). An apt description of citizenship behaviours is that it enhances organizational performance as they 'lubricate' the organization's social machinery, reduce friction and increase efficiency (Borman & Motowidlo, 1993).

OCBs may increase performance because they reduce the need to devote scarce resources to only maintenance functions (Organ, 1988), free these resources for productivity (Borman & Motowidlo, 1993), serve to coordinate team activities effectively (Karambayya, 1989) and to enhance the organization's ability to attract people by creating an attractive workplace (George & Bettenausen, 1990), amongst others.

1.1.2. Courtesy

Courtesy is to treat others with respect and when employees treat one another with respect their working relationship becomes comfortable, thereby making it easier to work in teams (Yahaya, Boon, Ramli, Baharudin, Yahaya, Ismail & Shariff, 2011). Courtesy or gestures are viewed as discretionary behaviour with the aim of preventing work-related problems with others (Organ 1988; Organ, 1997; Podsakoff *et al.*, 2000; Yahaya *et al.*, 2011). A courteous employee prevents managerial staff from any crisis management by making effort to avoid the creation of problems for co-workers (Poksakoff & MacKenzie, 1997).

Courtesy includes giving employees enough notice to prepare themselves for their work load (Tambe & Shanker, 2014), and it reduces intergroup conflict, hence abating the time which is spent on conflict management issues (Podsakoff *et al.*, 2000). Courtesy includes behaviours that focus on the deterrence of problems and to take the right measures to lessen the problem effects in the future (Tambe & Shankar, 2014). Furthermore, it is the encouragement of one person to another when they are "demoralized and discouraged about their professional development" (Tambe Shankar, 2014, p. 70), and it avoids making co-workers work harder and notifying them to be ready when work load increases (Tambe & Shankar, 2014).

1.1.3. Sportsmanship

Sportsmanship relates to employees' willingness to tolerate less than ideal circumstances without any complaint (Organ, 1988; Podsakoff *et al.*, 2000 cited in Lv, Shen, Cao, Su & Chen, 2012). It is a willingness to accommodate the inconveniences of work without complaining (Organ, 1990) or protesting (Tambe & Shanker, 2014) when partaking in a professional activity or any less than ideal situation (Organ, 1988). Employees high in sportsmanship have positive attitudes (Yahaya *et al.*, 2011) and find ways to confront challenges and strive to resolve it (Yahaya *et al.*, 2011). By doing this, employees are moving towards learning organizations. Hence, there is a conservation of organizational energies for task accomplishment and it relieves managers of stress (Organ & Ryan, 1995). Podsakoff and MacKenzie (1997) emphasized that good sportsmanship would enhance employee morale and reduce employee turnover. Different studies have shown that OCB variables can have different antecedents (Konovsky & Organ, 1996; Podsakoff *et al.*, 2000; Wang, Prieto & Henrichs, 2010). Additionally, it was also found that conscientiousness predicted compliance, altruism, and civic virtue but not courtesy and sportsmanship (Konovsky & Organ, 1996). Furthermore, role ambiguity and role conflict hold negative relationships with altruism, courtesy, and sportsmanship but not with conscientiousness and civic virtue (Podsakoff *et al.*, 2000). Sportsmanship is also expected to be positively related to work group performance.

1.1.4. Conscientiousness

Conscientiousness, a discretionary behaviour, goes beyond the role requirement level such as in obeying rules and regulations and working extra-long days (MacKenzie *et al.*, 1993), and is also a prototype of going well beyond punctuality, and housekeeping to being a responsible citizen of the organization

(Tambe & Shanker, 2014). Such an individual is organized, self-disciplined and hardworking (Tambe & Shanker, 2014). With a highly conscientious employee the implication is that the individual is highly responsible and requires less supervision (Podsakoff and MacKenzie, 1997). According to Borman, Buck, Hanson, Motowidlo, Stark and Dragow (2001), both conscientiousness and altruism are two overarching dimensions of OCB. An interesting point made by Kidder and McLean Parks (1993) is that males are more likely to engage in conscientious behaviour than females taking cognizance of the fact that males have preference for 'equity over equality'. Higher values are associated with greater conscientiousness when combined (Yorges, 1999). Those individuals who are high in conscientiousness seem to be, amongst others, more organized and disciplined (McCrae & Costa, 1987 cited in Lv *et al.*, 2012).

1.1.5. Civic virtue

Proactive behaviours such as, civic virtue, defined as responsible participation in an organization's political life (Graham, 1986) entails active participation, which is critical to organizational effectiveness (Crant, 2000). Furthermore, employees demonstrating civic virtue participate responsibly and are concerned about the 'life of the organization' (Podsakoff *et al.*, 2000 cited in Lv *et al.*, 2012).

Information processing may be beneficial to individuals' career paths (Graham & Van Dyne, 2006), and the skills may lead to individuals using them in other areas too. Civic virtue indicates the willingness for active participation in the company's interest which includes environmental screening for threats and opportunities and to embrace the ideal alternative. These behaviours occur when individuals identify with the organization and strive to be an essential part of it (Podsakoff *et al.*, 2000). It is also the involvement in the political aspect of the company and contributing freely, expressing opinions, having discussions with colleagues about matters of the organization and reading communications for the organization's well-being. The two areas of civic virtue relate to prosocial behaviours linked with information gathering and exerting influence with the intent of making positive organizational contributions (Graham, 1986; Organ, 1988). The proactive nature of these changes makes things happen as employees participate in and are concerned about the well-being of the company. This behaviour represents a macro level interest or commitment to the organization (Tambe & Shankar, 2014). The goal is also to work out the best alternative for the company (Tambe & Shankar, 2014). Adding to this, civic virtue is seen as subordinate participation and supporting the company's administrative function (Deluga, 1998). It includes the willing participation of attending meetings that are not needed by the company and keeping appraised with organizational changes (Organ, 1988) as well as attending meetings that may contribute to work group performance (Podsakoff *et al.*, 1997). Researchers have discovered that civic virtue reduces customer complaints (Walz & Niehoff, 1996). Civic virtue also entails making suggestions on work group effectiveness, thereby making co-

workers more effective, depending on the suggestion (Podsakoff & *et al.*, 1997).

The elements of information gathering and exercising influence can produce positive results for individuals, organizations, and society (Graham & Van Dyne, 2006). Furthermore, with OCB good company citizens possessing organizational helping behaviour and civic virtue are likely to achieve rewards that the company can control.

1.2. Generational differences

There are fundamental differences between the generations and their experiences. The oldest generation, Baby Boomers (born between 1946 and 1964) were trained in a linear fashion, educated through lectures, recognised for their career prioritization, place more value on personal relationships amongst fellow workers, put much more time and effort into their work as they are driven by a sense of pride and duty to perform well, prefer to focus on one task at a time, are hard workers and competitive and, desire commitment and job security from their employers (Calvert, 2010; Cekada, 2012; EBSCO Corporate Learning Watch, 2013, Nnambooze & Brijball Parumasur, 2016). Generation Xers (born between 1965 and 1980) were educated through the use of cases or modules, undertook research by using indexes in books to locate the required information, had a structured learning environment (Warren, 2012), possess distinctive traits such as being individualistic, risk-tolerant, self-reliant, flexible and creative, technologically savvy, strong multi-taskers, entrepreneurial, content with diversity and place value on work-life balance (EBSCO Corporate Learning Watch, 2013; Gentry, Griggs, Deal, Mondore and Cox, 2011; Nnambooze & Brijball-Parumasur, 2016; Salahuddin, 2010). Generation Ys (born between 1980 and 2002), also known as millennials, Echo Boomers, the Baby-on-board Generation, the Entitled Generation, the Net Generation, Screenagers, Facebookers, the MySpace Generation and Generation Nexters to name a few, possess a high level of technological competencies (Ng & Gossett, 2013), have grown up in a more constructivist setting, conducted research within a networked structure using the iPad rather than the blackboard (Warren, 2012), do not care to read books and hence, became known as the 'digital natives' (Ford, Jenkins & Oliver, 2011; Jones & Shao, 2011; Warren, 2012), desire flexibility as a part of their learning or work environment, have easy access to limitless information (Nnambooze & Brijball Parumasur, 2016; Warren, 2012), are devoted to their own careers and not to their companies and have a desire for meaningful work (Chandler, 2015).

Chang (2011) highlights that millennials in South Africa are a much more different group of individuals than their counterparts worldwide. Due to the impact of globalisation and international effects, millennials in South Africa tend to be self-confident, optimistic, hopeful, autonomous, persistent, goal oriented, motivated by success, lifestyle-centric, different but inclusive, international, civic and mindful of the community and, business-minded (Martins & Martins, 2012). The majority of these children represent South Africa's first Black generation to have profited from

the political transformation in the country and are often branded as 'Model C' children (Smith, 2010), are very family focused and crave a lot of attention (Bannon, Ford & Meltzer, 2011; Martins & Martins, 2012; Myers & Sadaghiani, 2010; Nnambooze & Brijball Parumasur, 2016).

The aforementioned differences lead one to conclude that the generational cohorts will present significant differences in attitudes and behaviours regarding various organizational variables including OCB. This study therefore, aims to assess whether generational and biographical differences result in varying views on organizational citizenship behaviour (OCB) and its sub-dimensions.

2. RESEARCH METHODOLOGY

2.1. Research approach

The research methodology has been designed to undertake a quantitative, cross-sectional study to explore whether generational and biographical differences result in varying views on OCB and its sub-dimensions.

2.2. Respondents

The population comprised of 76 staff members in a meat supply outlet that focuses on quality and professionalism. The sample of 60 was drawn using a cluster sampling technique and a 79% response rate was secured. The adequacy of the sample for OCB was determined using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.603) and Bartlett's Test of Sphericity (1384.996, p = 0.000) which correspondingly indicated suitability and significance. The results indicate that the normality and homoscedasticity preconditions are satisfied. In terms of the composition of sample, the majority of the sample comprised of male employees (55.5%), are between the ages of 20-40 years of age (76.6%) with only 23.4% being over 40 years of age, are Indian (46.7%) followed by Black (23.3%), White (15%) and Coloured (11.7%) employees, have 0-5 years of tenure (40%) followed by those with 6 to 10 years of tenure (35%) thereby reflecting a young staff, and

have a degree (43.3%) or a diploma (31.7%). In terms of the generations, 38% of the respondents are Generation Ys (21-32 years), 38% are Generation Xers (33-44 years) and 24% are Baby Boomers.

2.3. Measuring Instrument

Data was collected using a questionnaire consisting of two sections. Section A related to the biographical information (gender, age which reflected the generations, race, tenure, education) and was collected using a nominal scale with pre-coded option categories. Section B comprised of 30 items and measured OCB consisting of the dimensions of altruism (items 1 to 4), conscientiousness (items 5 to 16), sportsmanship (items 17 to 23), courtesy (items 24 to 27) and civic virtue (items 28 to 30) (Organ, 1988). The items in Sections B were measured using a 1 to 7 point itemized rating scale ranging from disagree strongly (1), disagree (2), disagree slightly (3), neutral (4), agree slightly (5), agree (6) to agree strongly (7). In-house pretesting was adopted to assess the suitability of the instrument. Pilot testing was also carried out using 8 subjects, selected using the same procedures and protocols adopted for the larger sample. The feedback from the pilot testing confirmed that the instrument was appropriate in terms of relevance and construction.

2.4. Measures

The validity of Sections B (OCB) of the questionnaire was assessed using Factor Analysis. A principal component analysis was used to extract initial factors and an iterated principal factor analysis was performed using SPSS with an Orthogonal Varimax Rotation. Only items with loadings >0.4 were considered to be significant. Furthermore, when items were significantly loaded on more than one factor, only that with the highest value was selected. In terms of OCB, five factors with latent roots greater than unity were extracted from the factor loading matrix (Table 1), thereby confirming the validity of the instrument.

Table 1. Factor Analysis - Validity of the instrument in measuring OCB

Factor	Eigenvalue	% of Total Variance
1	4.320	14.40
2	4.192	13.97
3	3.869	12.90
4	3.627	12.09
5	2.753	9.18

The results of the factor analysis indicate that 5 items load significantly on Factor 1 and account for 14.40% of the total variance. Of these 5 items, 4 relate to helping behaviours and 1 relates to civic virtue. Since the majority of items relate to helping behaviours, Factor 1 may be labelled as *(altruism) helping*. Eight items load significantly on Factor 2 and account for 13.97% of the total variance. Of the 8 items, 7 relate to conscientiousness and 1 relates to sportsmanship. Since the majority of items relate to *conscientiousness*, Factor 2 may be labelled likewise. Four items load significantly on Factor 3 and account for 12.90% of the total variance. Of the 4 items, 3 relate to sportsmanship and 1 relates to

conscientiousness. Since the majority of items relate to *sportsmanship*, Factor 3 may be labelled likewise. Four items load significantly on Factor 4 and account for 12.09% of the total variance. Two items relate to civic virtue and two items relate to courtesy. Since the weighted average is higher on *civic virtue*, Factor 4 may be labelled such. Four items load significantly on Factor 5 and accounts for 9.18% of the total variance. Of the 4 items, 2 relate to courtesy and 2 relate to conscientiousness; however, the weighted average is higher on *courtesy* so Factor 5 is labelled likewise.

The reliability of Section B of the questionnaire (OCB) was determined using Cronbach's Coefficient

Alpha (Alpha = 0.787).   This alpha coefficient indicates a high level of internal consistency of the items and, hence, a high degree of reliability with item reliabilities of the sub-dimensions of OCB ranging from moderate to high: conscientiousness (0.582), sportsmanship (0.585), courtesy (0.771), civic virtue (0.835) and altruism (0.857) (Table 2).

Table 2. Cronbach's Coefficient Alpha: Reliability of the Instrument

Overall Reliability and Reliabilities per sub-dimension of OCB	
Dimension	*Cronbach's Alpha*
Altruism	0.857
Conscientiousness	0.582
Sportsmanship	0.585
Courtesy	0.771
Civic virtue	0.835
Overall OCB	0.787

2.5. Administration of the measuring instrument

The questionnaires were administered personally by a research assistant which provided the opportunity for clarification.

2.6. Statistical analysis

Descriptive (means, standard deviations) and inferential (Analysis of variance, Post-Hoc Scheffe's test, t-test) statistics were used to analyse the quantitative data.   The data was captured using Excel (2007), processed with SPSS Version 19.0 and presented using tabular representations.

3. RESULTS

Perceptions of the various generations (Generation Ys, Generations Xers, Baby Boomers) regarding the extent to which employees in the organization engage in organizational citizenship behaviours were assessed using the Likert scale and processed using descriptive statistics (Table 3).

Table 3. Descriptive Statistics: Key Dimensions of the Study by Generation

Dimension	*Generation*	*Mean*	*95% Confidence Interval*		*Variance*	*Std. Dev.*	*Min.*	*Max.*
			Lower Bound	**Upper Bound**				
Altruism/Helping	Generation Y	4.565	4.153	4.977	0.905	0.951	3	7
	Generation Xers	4.467	4.104	4.831	0.706	0.840	3	6
	Baby Boomers	4.393	3.577	5.209	1.997	1.413	1	6
Conscientiousness	Generation Y	4.167	3.891	4.443	0.407	0.638	2	6
	Generation Xers	4.174	4.030	4.318	0.111	0.333	3	5
	Baby Boomers	4.452	4.061	4.844	0.459	0.678	3	6
Sportsmanship	Generation Y	4.031	3.687	4.376	0.634	0.797	2	6
	Generation Xers	4.230	4.026	4.434	0.222	0.471	3	5
	Baby Boomers	4.842	4.306	4.214	0.734	0.857	3	6
Courtesy	Generation Y	4.228	3.715	4.742	1.409	1.187	1	7
	Generation Xers	4.511	4.161	4.861	0.656	0.810	3	6
	Baby Boomers	4.375	3.769	4.982	1.103	1.050	3	7
Civic Virtue	Generation Y	4.420	3.909	4.931	1.396	1.182	1	7
	Generation Xers	4.406	4.020	4.792	0.798	0.893	3	6
	Baby Boomers	4.310	3.596	5.024	1.529	1.237	2	7

Table 3 indicates that the various generations only differ negligibly on their views on the extent to which OCB occurs in the organization in terms of altruism (helping behaviour), conscientiousness, sportsmanship, courtesy and civic virtue. In this regard, Table 3 reflects the following results:

•Perceptions of the existence of altruism (helping behaviour) and civic virtue in the organization decreases with age from Generation Ys to Generation Xers to Baby Boomers.

•Perceptions of the occurrence of conscientiousness and sportsmanship in the organization increases with age from Generation Ys to Generation Xers to Baby Boomers.

•Perceptions of the existence of courtesy in the organization is strongest amongst Generation Xers, followed by Baby Boomers whilst Generation Ys are least convinced that courtesy prevails in the organization.

The perceptions of employees from all Generations regarding the occurrence of OCB in all forms (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) are moderate when compared to the maximum attainable score of 7. Evidently, areas of improvement exist. In order to assess exactly where these areas of improvement lie, frequency analyses were conducted.

In terms of altruism (helping behaviour), Baby Boomers believe that more effort should be made to help employees with their work when they have been absent.

In terms of conscientiousness:

•Baby Boomers felt that employees need to be more punctual at arriving at work on time in the morning and after lunch and breaks and should not coast at the end of the day.

•Generation Xers and Ys felt that employees take undeserved work breaks, coast at the end of the day, do not make sufficient innovative suggestions to improve the overall quality of the department and

are not willing enough to attend functions that are not required by the organization but help its overall image.
- Evidently, all generations felt that employees coast at the end of the day.

In terms of sportsmanship:
- Baby Boomers felt that employees think only about their own work problems and not others.
- Generation Xers and Ys believed that employees complain a lot about trivial matters.
- Generation Ys also were of the opinion that employees always find fault with what the organization is doing and express resentment with any changes introduced by management.

In terms of courtesy, Generation Ys felt that some employees do not try to avoid creating problems for others.

In terms of civic virtue, fairly consistent views were held across the generations with Baby Boomers being least convinced that employees stay informed about developments in the company and offer suggestions for ways to improve operations.

Inferential statistics were computed to assess differences in employees' perceptions of the dimension of OCB and its sub-dimensions.

H1: Employees varying in biographical profiles (generation, race, tenure, education, department, gender) differ significantly in their perceptions of OCB and its sub-dimensions respectively (Table 4).

Table 4. Analysis of Variance: OCB and its sub-dimensions and biographical data

Dimension	Biographical Variable									
	Generation		Race		Tenure		Education		Department	
	F	p	F	P	F	p	F	p	F	p
Altruism/Helping	0.127	0.881	1.575	0.194	0.408	0.748	0.910	0.465	1.386	0.231
Conscientiousness	1.402	0.254	0.723	0.580	0.530	0.663	0.502	0.734	0.994	0.446
Sportsmanship	0.961	0.388	1.272	0.292	1.827	0.153	0.832	0.511	1.007	0.437
Courtesy	0.438	0.647	0.792	0.536	0.666	0.576	0.274	0.894	1.048	0.410
Civic virtue	0.049	0.952	1.262	0.296	0.355	0.785	3.194	0.020*	1.186	0.327
Overall OCB	0.552	0.579	1.906	0.122	0.736	0.535	0.435	0.783	1.121	0.364

$p < 0.05$

Table 4 indicates that employees varying in biographical profiles (generation, race, tenure, department) do not differ significantly in their perceptions of OCB and its sub-dimensions respectively. However, there is a significant difference in the perceptions of employees varying in education regarding civic virtue only, at the 5% level of significance. Hence, hypothesis 1 may only be accepted in terms of education and civic virtue. In order to assess exactly where these differences lie, the Post-Hoc Scheffe's test was conducted (Table 5).

Table 5. Post-Hoc Scheffe's Test

Dimension	Education categories	N	Mean
Civic virtue	No matriculation	3	3.667
	Matriculation	9	5.148
	Diploma	19	4.561
	Degree	26	4.231
	Post-graduate degree	3	3.111
Multiple Comparisons			
Dimension	(I) Education	(J) Education	
Civic virtue	Post-graduate degree	Matriculation Diploma Degree No matriculation	

Table 5 indicates that employees with a post-graduate degree were least convinced that civic virtue exists in the organization as compared to all other employees, especially employees with a matriculation who strongly believed that civic virtue occurs in the organization.

Table 6. t-Test: OCB and its sub-dimensions and gender

Dimension	Gender						t	df	p
	Male			Female					
	N	Mean	Std. Dev.	N	Mean	Std. Dev.			
Altruism/Helping	33	4.44	1.08	27	4.53	0.98	-0.333	58	0.741
Conscientiousness	33	4.23	0.56	27	4.23	0.57	-0.045	58	0.964
Sportsmanship	33	4.28	0.76	27	4.06	0.64	1.190	58	0.239
Courtesy	33	4.28	1.07	27	4.46	0.97	-0.683	58	0.498
Civic virtue	33	4.29	1.20	27	4.53	0.93	-0.841	58	0.404
Overall OCB	33	4.28	0.48	27	4.29	0.50	-0.089	58	0.930

Table 6 indicates that male and female employees do not differ significantly in their perceptions of OCB and its sub-dimensions respectively. Hence, hypothesis 1 may not be accepted in terms of gender.

4. DISCUSSION OF RESULTS

The results indicate that the employees in the organization display only a moderate level of OCB as reflected in its sub-dimensions of helping

behaviours, conscientiousness, sportsmanship, courtesy and civic virtue. In response to the varying characteristics, life experiences and events that define the various generations, it is anticipated in this study that the generational cohorts will display varying degrees of OCB. Since millennials (Generation Ys) display prosocial behaviours (Winter & Jackson, 2014), have assumed responsibility for making the world a better environment by engaging in volunteering behaviour (Cone, 2008 cited in McGlone & Spain, 2011) and tend to aim to further humanize the business world by advocating the transparent and proactive management of ecological and social aspects of sustainable operations (Connell, McMinn & Bell, 2012), it is expected that millennials are more likely than Generation Xers and Baby Boomers to engage in prosocial work and hence, display greater organizational citizenship behaviours. Although significant differences were not noted across the generations regarding OCB, negligible differences were found which provide instructional insights. Millennials have greater expectations of conscientiousness, sportsmanship and courtesy occurring in the organization than the Generation Xers and Baby Boomers. However, millennials are also easier to please with the degree of altruism (helping behaviours) and civic virtue in the organization than Generation Xers and Baby Boomers.

Typical with their trait of putting much more time and effort into their work, Baby Boomers believed that more effort should be made to help employees with their work when they are absent and felt that employees should be more punctual at arriving at work and returning to their work after lunch and breaks. Furthermore, since they place more value on personal relationship amongst fellow workers, Baby Boomers felt that employees think only about their own work problems and not others. Also, driven by their sense of pride and duty to perform well and seek job security (Calvert, 2010; Cekada, 2012), Baby Boomers felt that employees need to stay informed about developments in the company and offer suggestions for ways to improve operations. In accordance with Generation Xers being technologically savvy and creative and, millennials being highly networked 'digital natives' (Ford *et al.*, 2011; Warren, 2012) and motivated by success (Martins & Martins, 2012), these employees felt that employees do not make sufficient innovative suggestions to improve the overall quality of the department. With Generation Xers being individualistic and self-reliant and Generation Ys being self-confident, optimistic and persistent (Martins & Martins, 2012), these generational cohorts felt that employees complain a lot about trivial matters. Being mindful of the community and being business-minded, Generation Ys believe that employees do not try to avoid creating problems for others and are critical of changes introduced by management.

Whilst the aforementioned differences were noted and described, no significant differences were statistically found across the generational cohorts (based on age) in terms of OCB and its sub-dimensions. In addition, employees varying in tenure did not differ significantly in their perceptions of OCB and its sub-dimensions respectively. Similarly, Smith, Organ and Near (1983) did not find a relationship between OCB and tenure. However, several researchers found that age and tenure impact on and affect citizenship behaviour (Organ, 1990; Organ & Lingl, 1995; Penner, Midili & Kegelmeyer, 1997; Tang & Ibrahim, 1998 cited in Mohammad, Habib & Alias, 2011). Furthermore, Akinbode (2011) found that OCB increases with age. Also, Cohen and Avrahami (2006) found that more experienced employees (more tenured) displayed fewer organizational citizenship behaviours than did their less experienced counterparts. In particular, Cohen and Avrahami (2006) found that less tenured employees exhibited more sportsmanship than did the more experienced employees.

Furthermore, in the current study it was found that employees varying in gender did not differ significantly in their perceptions of OCB and its sub-dimensions respectively. However, Akinbode (2011) found that females are 1.24 times more likely to display OCB than males. However, Beham (2011) found that women reduce their engagement in organizational citizenship behaviours and attributes this to family responsibilities.

Whilst, in the current study, no significant differences were noted in organizational citizenship behaviour across departments, Akinbode (2011) found that public sector employees reported more organizational citizenship behaviours than private sector workers (Akinbode, 2011). In the current study, it was noted that there is a significant difference in the perceptions of employees varying in education regarding civic virtue; employees with a post-graduate degree were least convinced that civic virtue exists in the organization. Whilst some researchers found a direct relationship between OCB and education (Gregerson, 1993; Smith *et al.*, 1983), others did not (Organ & Konovsky, 1989).

5. RECOMMENDATIONS AND CONCLUSION

It is evident that there are no significant differences amongst the generational cohorts regarding perceived organizational citizenship behaviours and its sub-dimensions. This may be due to the fact that the millennial generation is the newest generation and may still be cautious in making their mark in the organization whilst inheriting the prevailing dominant cultures and values. However, as more and more Baby Boomers leave the labour market, millennials may be more ingrained into the fabric of the organization and hence, more confident to openly display their generational values. In the interim, organizations have more flexibility in their attempts of filtering citizenship behaviours through common values in the organization. These may include strategies that encourage a culture of mutual respect, tolerance and accommodating others and fostering a model of punctuality, good housekeeping and being truly organised, self-disciplined and hardworking. This will be particularly useful to the newcomers, that is, the millennials who evidently from the result of this study, place emphasis on courtesy, sportsmanship and conscientiousness. In addition, dominant characteristics of Baby Boomers (such as, hard work and dedication, value placed on personal relationships among colleagues and sense of duty) are valuable to creating and fostering the ideal organizational culture. Therefore, it is

recommended that Baby Boomers be instrumental in mentoring and providing on-the-job training to inculcate these values into the generations that follow. Furthermore, Generation Xers and Ys who are respectively technologically savvy and highly networked digitally and mindful of the community, may use their creative skills to cohesively integrate work groups and to respond to business and community needs in efforts to benefit both.

In this study, biographical differences were not significant except for education where it was found that employees with a post-graduate degree placed greater emphasis on civic virtue. It is therefore recommended that the leadership of the organization are in the opportune position to advocate and encourage proactive behaviours amongst employees that harness the well-being of company, reduce customer complaints and hence, bring about organization effectiveness. Evidently, in the absence of significant generational and biographical differences, organizations are in the fortunate position to adopt universal strategies in the organization to reach all employees collectively to diplomatically chisel values that nurture organizational citizenship behaviours.

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