

Demographic Factors and Organizational Citizenship Behavior in the Wire and Cable Industry in Southwestern Nigeria

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ABSTRACT

This study examined the effect of demographic variables on organizational citizenship behavior in the wire and cable industry in Southwestern Nigeria. The study relied on primary data which was generated through the administration of a structured questionnaire. The study population (1,200) comprised all the employees of the seven wire and cable manufacturing companies in Southwestern Nigeria. Using the Yamane's formula, a total sample size of 570 employees were purposively selected on the bases of the location of the companies. Data collected were analyzed using percentage, correlation analysis and multiple regression.

The results revealed that there were four prominent organizational citizenship behavior (OCB) components in the selected industry. They were ranked as follows: Sportsmanship (91%), Altruism (80%), Civic Virtue (77%), and Courtesy (75%). It is recommended that Managers should be aware of organizational citizenship behavior variables which can impact on individual and team behavior with the resultant effect on organizational performance and productivity.

(Keywords: citizenship, behavior, demographic, employees, productivity)

INTRODUCTION

There is no organization that can survive or achieve excellence and competitiveness without their members behaving as good citizens by engaging in all sort of positive organization relevant behavior (Akhilendra, Ashok, Sandeep, and Vinod, 2015). Successful organizations have employees who go beyond their formal job responsibilities and freely give their time and energy to succeed at the assigned job. Such

responsibility is neither prescribed nor required, yet it contributes to smooth functioning of the organization.

Rafferty, Maben, West, and Robinson (2005) described organizational citizenship behavior as those special employees work behavior that benefit the organization, it is optional and not directly acknowledged in the formal reward system. It is a type of behavior that promotes the effective running of the organization. However, an organization requires citizenship behavior to survive the challenging and the competitive business environment of the contemporary times. The wire and cable industry in Nigeria is of utmost importance in power distribution and telecommunications.

Organ, Podsakoff, and Mackenzie (2006) described organizational citizenship behavior as a type of behavior that is not formally described in the employee job description. Organizational citizenship behavior involves employees' desire to go above and beyond the recommended roles which the employees have been allocated. It is essentially the action that employees take that is above and beyond what is expected and which does not give an explicit reward.

Organ (1998) revealed five distinct elements of organizational citizenship behavior as altruism, conscientiousness, courtesy, sportsmanship, and civic virtues. Employees provide organizations with unique human resource capabilities that can create a competitive advantage, therefore organizational citizenship behavior among employees may contribute to that advantage (Podsakoff, Macckenzie, Paine, and Bachrach, 2000).

Appelbaum (2004) indicated that organizational citizenship behavior will lead to less tension

among employees, it is also an important factor that distinguishes one employee in an organization from another.

Akindele (2007) emphasized that the business world has become a global village and that business organizations are facing a turbulent competition globally. He further explained that a source of advantage for any business is the human resources. The discretionary individual behavior which will promote the efficient and effective functioning of the organization is highly necessary. This will be central to the growth, viability and survival of any organization.

Studies have indicated that there are various kinds of citizenship behavior which have contributed significantly to the success of an organization (Organ 2007, and Walz and Nichoff, 1996). This includes Altruism which is a discretionary behavior that demonstrates tolerance of less than ideal circumstance without complaining. Civic virtue is a type of behavior that involves participating in organizational practices that concern the political life of the organization. Conscientiousness refers to the discretionary behavior that exceeds the requirement of a job. Sportsmanship is a behavior that demonstrates tolerance of less than ideal circumstance without complaining. It is therefore very important for an organization to have an effective human resource management which is highly significant due to globalization of business, to enable members exhibit high level of citizenship behavior, considering the fact that organization in today's competitive business environment strives within its means to achieve excellence by enhancing effectiveness and high level of productivity (Bushman, 2012).

The wire and cable industry is very important to the development of the power sector and telecommunications industry. The industry products are the purest and they are exported to other countries in the continent and outside, thus contributing significantly to Nigeria's Gross Domestic Product (Egbetokun, 2009). It is imperative that such industries identify and build up their competitive advantage. In contemporary times, the power sector has been deregulated and it has no doubt contributed immensely in solving employment problems in Nigeria. The role of power distribution cannot be over emphasized. Nigeria presently has 6,000 mega Watts of installed generating capacity of electricity.

STATEMENT OF THE PROBLEM

There is the need for an organization to focus on work related behavior which is very critical for the realization of organizational objectives. The need for employees to keep abreast with change and show positive behavior towards work is highly necessary in order to protect a company's competitive advantage (Asim, Muhammad, Ali, and Syed, 2012). It is important to realize that successful organizations should have employees who can do more than their responsibilities and perform beyond expectations.

Many studies have also shown meaningful relationships between demographic variables and citizenship behavior (Rahman, 2001). Turnpseed (2009) in a survey carried out in the USA indicated a direct relationship between human resource management and citizenship behavior. Hall (2009) also showed that organizational citizenship can have some positive impact in reducing tension and it also bring about effectiveness and efficiency.

In Nigeria, the prevailing importance of good citizenship to an organization has made the understanding of the nature of organizational citizenship behavior a high priority for human resources management scholars (Adebakin, 2011). Organizations could not survive or prosper without their members' behavior as good citizens by engaging in all sort of positive organization relevant behavior (Jahangir, Akbar, and Haq, 2004). For any organization to realize its corporate objectives, there is the need for the employees to go extra mile in terms of performance which can only be sustained through organizational citizenship behavior (Kakhaki and Ghalipour, 2007).

Suleimon (2013) explained that positive attitude in the workplace can be described as the foundation towards higher performance. It is used to achieve higher profit, good reputation and organizational goals.

Akinmayowa (2006) indicated that citizenship behavior is highly necessary among Nigerian workers and that Nigeria has a depressed economy which portends negative implications for the morale of employees. Apart from this, not many studies have focused on specific form of organizational citizenship behavior tailored to a specific sector such as wire and cable industry.

This study therefore bridged the gap by examining the effect of demographic variables on organizational citizenship behavior in wire and cable industry in Nigeria.

CONCEPTUAL REVIEW

Concept of Organizational Citizenship Behavior

Rafferty, Mabenand, and Robinson (2005) described organizational citizenship behavior as those special employees work behaviors that benefit the organization, it is optional and not directly acknowledged in the formal reward system. It is a type of behavior that promote the effective running of the organization. Organizational behavior emphasizes positive attitude by employee. It is an effort out of their volition which supports coworkers, and which also benefit their company.

Organizational behavior increases productivity, efficiency and customer satisfaction. It also reduces cost as well as the rate of turnover and level of absenteeism (Podsakoff, Wanting, and Bluma, 2003). Organ, Podsakoff, and Mackenzie (2006) observed that organizational citizenship behavior can be displayed through workplace motivation and creating a workplace environment which is supportive.

Organizational citizenship behavior includes helping a new employee to become familiar with his responsibilities, helping a colleague that is struggling with a deadline, it also includes working overtime without remuneration and volunteering to organize office-wide functions. The effect of organizational citizenship behavior can be conceptualized in three-fold; employee that engage in organizational citizenship behavior tend to recover both performance rating by their manager (Podsakoff, 2009). It also leads to gaining rewards such as pay increase promotions, bonuses and any other work-related benefit. It reduces the chance of employees of being made redundant during retrenchment which may result from economic recession.

Organ (2006) highlights the benefits of organizational citizenship behavior which include: enhancement of productivity, attracting and retaining good employees, and creating social capital, better communication and strong network.

Organ (1988) defined organizational citizenship behavior as an individual behavior that is discretionary and explicitly not recognized by the formal reward system, and that promotes the effective functioning of the organization. According to Organ (1988), there are five dimensions of citizenship behavior namely: altruism (helping specific person), civic virtues (participation in the life of the Company), sportsmanship (tolerating less than ideal circumstances without complaining), courtesy (preventing work related problems with others) and conscientiousness (behavior that indicate the discretionary extra-role behavior that exceed requirement of the task.

Dimensions of Organizational Citizenship Behavior

Altruism refers to behaviors that are voluntary, but which helps a specific individual with a given work related problem (Isak, 2005; Jahangur, Akbar and Haq, 2004). Altruistic behavior involves being cooperative, helpful and other instances of extra role behavior. Altruism is a voluntary behavior of selfless concern for the welfare of others. It involves helping others voluntarily, that is, those that are absent from work or helping to prevent work related problems. Altruism is a voluntary behavior that benefit others and is not motivated by expectation of external reward, individual with altruistic behavior are not motivated by external reward, they help others selflessly (Ma, 2009; Borman and Matowido, 2009).

Altruistic behavior is characterised by task direction and independencies among employees (Banks, 2014; Appelbaum, 1994). Empirical evidence has indicated that altruism is associated with morale factors which include job satisfaction and organizational commitment (Lui and Cohen, 2010). Koster and Sander (2007) explained that many factors contribute to employees' willingness to help co-workers and that altruistic behavior involves co-operation between co-workers and that it also include horizontal exchange relationship within the organization. The list of factors which brings about altruistic behavior include individual characteristics, organizational characteristics and leadership behavior (Podaskoff, 2000).

Organ (1990) describes altruism as a discretionary and useful behavior such as empathy, compassion and friendship which have effect in helping another person with organizationally relevant problems. Oyedokun and Balogun (2011) argued that altruism is an individual disposition which reflects the tendency to behave in such a way as to improve the welfare of others. Okyere and Nor (2012) found that workers with high level of altruism easily shared their knowledge than individuals with low level of altruism. Lin (2007) in his research observed that male employees are more altruistic than females. Altruism may reduce motivation problems in organization, it is noted that altruistic employees enjoys contributing to their employers' wellbeing.

Conscientiousness is a role behavior which go well beyond the minimum required levels. It is a behavior that go beyond mere obeying rules such as punctuality at meetings, high attendance (Tayab, 2005; Podsakoff, 1990). Conscientiousness involves a situation in which employees voluntarily suggest ideas that will enable others in performing their duties more effectively. Employees undertake extra work and encourage others to follow suit.

It is a discretionary behavior on the part of employees that goes well beyond the minimum role requirement of the organization. King (2005) highlighted conscientiousness as an important workplace behavior, in that it provides direction and association that are necessary to produce targeted behavior.

A conscientious person is believed to possess qualities that reflect dependability, conscientiousness relates to internal motivational problem. A conscientious person performs better in that they have higher levels of work motivation (Moon 2001). Conscientiousness is an in role behavior which goes beyond the minimum required level. It is a behavior that goes beyond mere obeying rules e.g. punctuality at meetings (Podsakoff, 1990).

Research has indicated that individuals that are high in conscientiousness are always very dutiful, self-disciplined, hardworking consistent and are achievement oriented (Spangler 2004). Individuals that are low in conscientiousness, tend to be easy going, disorganized, lazy and aimless. Jackson (2009) highlights the components of conscientiousness to include industriousness, orderliness, reliability and conventionality.

Conscientiousness is a behavior trait that affect the performance of employees, a highly conscientious people are always very focused, hardworking and loyal. They possess all the variables that are needed for the success of a job (Colbert and Witt, 2009). Research has indicated that individuals that are high on conscientiousness are characterized by qualities such as high drive achievement orientation. Conscientious individuals are more tolerant of the demand brought about by high job scope (Ones and Viswasaran,1996). Barrick and Mount (1991) observed that conscientiousness is a valid predictor of three types of performance outcomes, such as training, performance and compensation. Conscientiousness is associated with being goal directed, persistent and well organised.

Civic virtue suggests that employees responsibly participate in the political life of the organization. This type of behavior includes attending meetings, engaging in policy debates and expression of one's opinion in implementing a new policy. Podsakoff (2009) also extend civic virtues to include monitoring organizational environment for threat and opportunities and keeping up with changes in the industry.

Civic virtue refers to an employee's behavior such as being constructively responsible for organization development, participating in organization activities voluntarily (Sezgin, 2005; Cetin, 2004; Iplik, 2010). Civic virtue is a recognition of being part of organization and it also involves acceptance of responsibilities (Podaskoff, 2009). It involves attending meetings, keeping up with changes that the work environment may bring by trying to protect the organization especially when faced with dangerous situation. According to Baker (2005) Civic virtue can be expressed as an effective process of organization policy. Civic virtues could be said to be characterized by behavior that indicate employees' deep concern for active interest in the life of the organization (Law, Wong and Chan, 2005).

Podsakoff, Organ, Mackenzie (2006) concluded that employees exhibiting civic virtues behavior are responsible members of the organization that are constructively engaged in the policies and governance of the organization. Civic Virtues as a behavior can be categorized into two. These are the civic virtues information which includes participating in meetings and reading documents

containing operations. The second civic-virtue involves taking positive action for change (Graham and Van Dyne, 2006). Grant (2000), Frese, and Fay (2001) were of the opinion that proactive behavior such as civic virtues are critical to organizational effectiveness, because it contribute to sustainable competitive advantage, it has also been argued that more political participation at work could help to reverse the societal trend in some western democracies where there is a decrease in political involvement in both local and national governance. Frese and Fay (2001) also highlighted that the understanding of prediction of civic virtues citizenship could be very important, it is a pro social behavior that is based on employee initiative and participation which are very critical to organizational performance.

Courtesy can be described as affection for other workers which help to promote positive employee attitude. It is an employee's behavior that prevents problems and also where essential steps are being taken to reduce the effects of the problem in future (Lo and Remayah (2009). Courtesy involves encouraging others to work; a high-courtesy employee normally helps to reduce the intergroup conflict as well as the time spent on conflict management (Podsakoff, 2000).

Courtesy is a dimension that expresses the way of interaction with other groups in the organization (Castro 2004). It involves thinking of how individual actions could impact on others. Courtesy consists of actions that help prevent problems from occurring in fact the basic idea is to avoid practices that make people not to work harder and when there is a reason to add to their load then there should be an enough notice for them to be prepared to deal with it. (Organs, Podsakoff, Mackenzie 2006). Werner (2007) described courtesy as a considerate behavior that prevent work related problems for others. Courtesy refers to behavior that are directed to the prevention of future problems with others at work. It is different from altruism because the latter deals with helping someone who has a problem while courtesy is helping to prevent problems, performing thoughtful or considerate gesture towards other, such as treating other workers with dignity and respect.

Sportsmanship is a behavior that demonstrate the willingness to tolerate temporary personnel inconveniences at work without grievances, complaints or protests, thereby conserving

organizational energies for task accomplishment and thereby reducing the workload of managers (Organ and Ryan, 1995). It is the willingness of the employee to tolerate less than ideal circumstances without complaining to avoid petty grievances. Organ (2006) described sportsmanship as an employee ability to succumb to change, even when they do not agree with changes that occurs within the organization. Sportsmanship behavior among workers is meant to conserve time and energy. Sportsmanship could be said to be similar to organizational loyalty which in involves promoting an organization to an outsider and defending it against threat.

Podsakoff and Mackenzie (1997) highlighted that good sportsmanship would enhance the morale of the work group and thereby reduce employee turnover. Lievens and Anseel (2004) described sportsmanship as been able to tolerate more than one situation. It involves enduring an annoying situation without complaining. It also includes remaining positive when things are not going according to plan. Sportsmanship refers to individuals who tolerate the excesses that are normally inevitable in the workplace. It is a type of behavior that demonstrate tolerance of less than ideal conditions at work without complaining.

BIOGRAPHIC CHARACTERISTICS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Gender and Organizational Citizenship Behavior

Several studies have explored the relationship between organizational citizenship behavior and gender. It has been stated that assumptions regarding the occurrence of citizenship behavior could be likened to gender stereotypes (Allen and Rush, 2001). It was also found that females are rated by their peers as performing higher level of citizenship behavior than their male counterparts.

Allen and Rush (2002) conducted two experiments in assessing the relationship between gender and organizational citizenship behavior. The first experiment indicates that citizenship behavior performed by male may be more likely to be noticed and remembered. Lovel and Khan (1999) however indicated that women are more likely to be expected to be good soldiers of OCB than men. In the second experiment it was observed that the OCB

performed by women might have less impact on reward allocation, resulting in fewer rewards to women. The research indicates that women were rated as engaging in OCB than men by their peers, evidence abound that their performance equal to that of men.

Cooper and Lewis (1995) stated that gender influences the way in which members of organization exhibit citizenship behavior, they also influence an employee's perception of the workplace and then attitudinal reaction to an organization. Research has also indicated that males are generally regarded as being competent, independent and achievement oriented while female are stereotyped as very sociable, interdependent and relationship oriented (Langford and Macknon, 2002). It should also be noted that males are highly involved in citizenship behavior than females.

Length of Service and Organizational Citizenship Behavior

Length of service involves the number of years which an employee has spent in an organization. It also involves the number of years a person has been employed by employer. It involves the dedication of individual employees to his duties and clean record according to the rules and regulations that guide the organization. Lepienea and Van Dyne (2001) argued that employees with greater length of experience could easily assist other with less experience. Hunt (2002) in his research found that citizenship behavior is positively related with tenure. Mearay (2010) was of the view that employees who had spent 21 years and above in the work field are more likely to show different organizational attitude. It was further highlighted that the number of years spent in an organization would increase the commitment to the organization and thus higher citizenship behavior performance.

Age and Organizational Citizenship Behavior

Studies have shown age to be significantly related to organizational citizenship behavior (Kuehn and Al-Bwsaide, 2002). This research indicates that adult tend to conduct themselves on the basis of meeting mutual and moral obligations. Wagner and Rush (2000) also observed that there is a difference between altruistic behavior of adult and young employees. Younger employees have

priority for fair treatment while the older once likes to render assistance out of a norm of benevolence. Age has become an issue of concern in human resource management practice. Labor policies in the western countries now promote employees staying longer at work. In other words, employees are discouraged from early retirement while keeping demographics development in mind (Desmette and Gilland, 2008). Research has indicated that in most cases aging workers are commonly considered to be more reliable, loyal and committed to the organization and they are also able to socialize with co-workers (Harper, Khan, Saxena and Leeson, 2006). It is also likely that they are better able to deploy citizenship behavior than the younger ones.

However, it should be noted that a large incongruity still remains between the relevance of age, that is, between older employees and the younger ones (Kooij 2010). Many organizations still target motivating younger and middle-aged employees. Older workers are perceived in organization as less effective and reluctant to change. It is agreed that younger people are more focused on extrinsic value like acquisition of knowledge, future career possibilities (Kanfer and Ackwe, 2004). Feldman (2006) was of the view that aging workers are considered to be reliable, loyal, committed and that they socialize freely with others.

The chronological meaning of age refers to one's calendar age or the time lived starting from date of birth (Kooij, De Lange, Janse and Dikkers, 2007). Age of individual employees can also be said to have a significant impact on intelligence and development of individuals. Wagner and Rush (2000) were of the view age can lead to development of citizenship behavior, this point to the fact that there is a potential relationship between employee's age and organizational citizenship behavior. Kanugo and Conger (1993) highlighted that individuals coordinate their behavior differently, furthermore an increase of age could shift an individual behavior pattern from competing to helping.

METHODOLOGY

The main research instrument of this study was a structured questionnaire which was administered to respondents who are employees of the wire and cable industry in the Southwestern Nigeria.

The questionnaire for the study was divided into three sections. Section A consisted of the socio-demographic characteristic of the respondents such as sex, position, marital status, years of experience and departments; Section B consisted of questions on various organizational citizenship behavior, and Section C elicited information on the effects of demographic variables on organizational citizenship behavior. All the variables were measured using the Likert 5-point scale.

Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

Data Analysis Techniques

The data collected was processed and analysed using both descriptive and inferential statistics. The analysis was in accordance with the research

objectives and hypotheses. The descriptive statistics such as frequency count, percentage, mean and standard deviation, while Correlation analysis and multiple regression technique were the inferential statistics.

RESULTS AND DISCUSSION

This section presents the socio-demographic characteristics of the respondents. The empirical findings based on the objectives, hypothesis, and discussions were made. The responses to the questions relevant to the research hypotheses were used in testing the hypotheses. Of the 570 copies of the set of questionnaires that were administered, 409 were fully filled and returned. Thus, the response rate was 71.8% which was considered satisfactory for subsequent analysis. The analysis and discussion were based on the useable questionnaire.

Socio-Demographic Characteristics of Respondents

Table 1: Distribution of Respondents by Socio-Demographic Characteristics.

Factor	Variable	Frequency	Percentage
Gender	Male	313	76.5
	Female	96	23.5
	Total	409	100
Age	20-29years	74	18.1
	30-39years	117	28.6
	40-49years	106	25.9
	50-59years	89	21.8
	60years and above	23	5.6
	Total	409	100.0
Position	Managers	30	7.3
	Supervisors	81	19.8
	Factory Worker	298	72.9
	Total	409	100.0
Marital Status	Single	321	78.5
	Married	68	16.6
	Divorced/Widowed	20	4.8
	Total	409	100.0
Years of experience with the organization	1-5years	122	29.8
	6-10years	265	64.8
	11-15years	13	3.2
	16-20years	9	2.2
	Total	409	100.0

Source: Field Survey, 2017

The analysis in Table 1 showed the socio-demographic characteristics of the respondents of this study. These characteristics include gender, age, position, marital status, years of experience with the organization, and department. The analysis showed that about 77% of the respondents were male and 23% were female. Concerning the age range, 18.1% of the respondents were between 21 and 25 years, 21.8% of the respondents fell between 26 and 30 years, 13.9% of the respondents were between the age range of 31 and 35 years, followed by 25.9% of the respondents which were between the ages of 41 and 45 years, 4.4% of the respondents were about 46 and 55 years of age while the remaining 1.2% of the respondents were 56 years and above.

Effect of Demographic Variables on Organizational Citizenship Behavior in the Wire and Cable industry in Southwestern Nigeria

The analyses in Table 2 and 3 showed the effect of demographic variables on organizational citizenship behavior in the wire and cable industry. Multiple linear regression analysis was employed to show the effect of demographic variables such as age, gender, and length of service on OCB which was measured by sportsmanship.

The results showed that age had significant effect on organizational citizenship behavior in the wire and cable companies ($t = 6.571, p < 0.05$). Studies have shown that there exists a significant relationship between age and OCB. The results of this study also showed that employees above 50 years of age exhibit better organizational citizenship behavior than those below that age (see Table 2). This is consistent with the studies of Kanugo and Conger (1993), Wagner and Rush (2000), Kuehn and Al-Bwsaide (2002), Feldman (2006), and Harper *et al.* (2006) who found that adult employees tend to conduct themselves better in altruistic behavior and in meeting mutual and moral obligations than young ones.

Their studies emphasized that ageing workers are commonly considered to be more reliable, loyal and committed to the organization. However, some scholars like Kanfer and Ackwe (2004) and Kooij (2010) observed that younger people are more focused on extrinsic value like acquisition of knowledge and future career possibilities, while

older employees appeared less effective and reluctant to change.

Also, the results found that gender had significant effect on organizational citizenship behavior in the wire and cable organizations ($t = 2.617, p < 0.05$). Moreover, the results revealed that men exhibit better organizational citizenship behavior than those female (see Table 2).

Several studies have indicated that there is a significant relationship between gender and organizational citizenship behavior. Studies by Loveland Khan (1999) and Allen and Rush (2001) indicated that women are more likely to be good soldiers of organizational citizenship behavior than men. Contrary to this position, Langford and Macknon (2002) indicated that males are highly involved in OCB than females as males are generally regarded as being competent, independent and achievement oriented while female are stereotyped, interdependent and relationship oriented which is consistent with the results of this study.

Moreover, the results revealed that length of service had significant effect on organizational citizenship behavior in the wire and cable organizations ($t = 4.025, p < 0.05$). Studies have indicated that there is a significant relationship between length of service and organizational citizenship behavior. Length of service involves the number of years which an employee has spent in an organization.

The results of this study further showed that employees who have spent above 15 years in service exhibited better citizenship behavior (see Table 2). This is consistent with the findings of Lepienea and Van Dyne (2001) who argued that employees with greater length of experience could easily assist others with less experience. Hunt (2002) in his research found that citizenship behavior is positively related with tenure. Mearaj (2010) was of the view that employees who had spent 21 years and above in the work field are more likely to show different organizational attitude. It further highlighted that the number of years spent in an organization would increase the commitment to the organization and thus higher citizenship behavior performance.

Table 2: Multiple Regression showing the Effect of Each Category of Demographic Variables on OCB.

Independent variables	Coefficient	R – square	F – statistic
20-29years	0.148 (0.311)	0.319	25.673 (0.000)
30-39years	0.145 (0.253)		
40-49years	0.440 (0.072)		
50-59years	0.317 (0.013)*		
60-69years	0.226 (0.007)**		
Male	0.185 (0.019)*	0.206	21.035 (0.001)
Female	0.261 (0.142)		
1-5years	0.060 (0.712)	0.271	23.635 (0.000)
6-10years	0.142 (0.090)		
11-15years	0.322 (0.052)		
16-20years	0.250 (0.000)**		

Dependent variable: organisational citizenship behaviour (sportsmanship)

Source: Author's Computation, 2017

**Significant at 1%

*Significant at 5%

Table 3: Multiple Regression showing the Effect of Demographic Variables on OCB.

Independent variable	Coefficients		T	Sig.	Collinearity Statistics	
	Beta	S.E			Tol.	VIF
(Constant)	0.520	.345	1.507	.133		
Age	0.510	.078	6.571**	.000	0.666	1.501
Gender	0.124	.048	2.617**	.009	0.715	1.398
Length of service	0.162	.040	4.025**	.000	0.901	1.110
Model Statistic						
Dependent variable	R	R Square	Adjusted R Square	S.E of Estimate	DW	
OCB	0.542	0.294	0.282	0.716	2.138	
Analysis of Variance (ANOVA)						
Analysis	Sum of Squares	df	Mean Square	F	Sig.	
Regression	85.446	7	12.207	23.838	0.000	
Residual	205.337	401	0.512			
Total	290.782	408				

Source: Author's Computation, 2017

In general, the analysis revealed that demographic variables had overall significant effect on organizational citizenship behavior in the Wire and Cable Industry ($F = 23.838$, $p < 0.05$). The classical assumption of the multiple regression model was also tested autocorrelation, and multi-collinearity. Durbin Watson statistic was satisfactory as the result was approximately 2.00, indicating no autocorrelation between the residuals from the regression model. The multicollinearity of the variables in the model was verified by the Tolerance (TOL) and Variance

Inflation Factor (VIF) which showed satisfactory values.

CONCLUSION

The various component of organizational behavior indicates that workers willingly cover that work-related problems, they tolerates occasional inconvenience, and also offer suggestions of improving the work environment. They are also involved the political life of the organization and are also abreast with change in

the organization. The presence of effective human resource management practices has made the employees to go extra-mile for the organization. The age, length of service and gender of employee indicate that demographic variable is a good soldier of organization citizenship behavior.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations are made:

- i. In order to improve citizenship behavior in the organization, management have an important role in establishing a result oriented human resources practices in which all employees will align with the objectives of the organization, participate in all activities in the organization and develop a creative and initiative attitude towards the organization.
- ii. Managers should be aware of organizational citizenship behavior variables which can impact on individual and team behavior with the resultant effect on organizational performance and productivity. Compensation should also be adequately modified.
- iii. There is a need for improvement in the civic virtues behavior, among the employee in the wire and cable industry. They need to participate more in organizational activities. There is the need for them to be more constructively responsible for organizational development. They should align themselves with the activities in the organization.
- iv. Managers should also ensure positive employee welfare, necessary for stimulating organizational citizenship behavior. The environment should be conducive for work and adequately modified to help the employees have better working conditions.

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