

A Comparative Study on Extra Role Behaviour of Employees in Public and Private Sector Banks in Kerala

Treesa Antony¹ Dr. R. Latha² Sivanunni P.S.³ Nishanth S⁴

¹Research Scholar, Dr. NGP College, Coimbatore. Email: happy.jiby@gmail.com, ORCID ID: 0009-0003-3239-3507.

²Associate Professor, Dr. NGP College, Coimbatore. Email: profrlatha@gmail.com, ORCID ID: 0000-0001-5510-4112

³Research Scholar, Dr. NGP College, Coimbatore. Email: pssivanunni@gmail.com, ORCID ID: 0009-0002-9267-0636

⁴Research Scholar, Dr. NGP College, Coimbatore. Email: Nishanth.s.171298@gmail.com, ORCID ID: 0009-0005-8880-2669

Abstract

This study aims to compare the discretionary behaviour (Organisational Citizenship Behaviour) of employees in public and Private Sector Banks in Kerala, with a focus on identifying which bank exhibits more Organisational Citizenship Behaviour and understanding which dimension is the most prominent in this sector. The quantitative method was used for collecting the data by a cross-sectional survey with a structured questionnaire. The information was obtained from 350 respondents from each category of banks at Kerala, through a structured questionnaire. The study employed descriptive analysis, ANOVA, correlation and Regression analysis. The study found a significant difference in the exhibition of discretionary behaviour among different categories of bank employees. Here, private sector bank employees exhibit more extra-role behaviour than the public sector. It also identified that Altruism and Courtesy are the most influential dimension of OCB in this sector.

Keywords: Discretionary Behaviour, Organisational Citizenship Behaviour, Extra-Role Behaviour, Job Satisfaction.

Introduction

In every organisation, employee behaviour and performance are intimately related. Employee behaviour results from employee job involvement and commitment to the organisation. E.W. Morrison (1994) stated that employees' behaviour is exhibited in 'in-role behaviour' and 'extra-role behaviour'. In role behaviour, employees can perform their roles according to organisational goals, objectives and job descriptions. Employees' behaviour which is beyond the formal job description means extra-role behaviour. The performance of an extra role is closely linked to individual behaviour. It is also known as organisational citizenship behaviour. Dennis Organ first coined the term "OCB" in 1988. Organisational citizenship behaviour involves voluntary contributions to work that are not part of an individual's contractual tasks. Another way it says that OCB is a type of employee voluntary contribution at work that goes above and beyond their assigned responsibilities as outlined in the agreement (Organ & Ryan, 1995). OCB has been explained as voluntary behaviour that goes above and beyond an employee's assigned duties to promote the efficient operation of an organisation (Tewal et al., 2017). According to Lestari & Ghaby (2018), workers demonstrating organisational citizenship behaviour (OCB) collaborate, actively engage, and effectively manage their time at work. This study aims to provide a comprehensive understanding of the five OCB dimensions originally proposed by Organ in 1988. This research mainly compares which bank exhibits more OCB and investigates which determinants are closely associated with OCB in this sector. The public and private sector banks have different organisational practices and cultures, so there is a chance of arising in this behaviour differently. This study primarily focuses on the five dimensions of Organisational Citizenship Behaviour (OCB) across different banking cultures and further identifies which type of banks exhibit higher levels of OCB, along with the key dimensions closely associated with each sector.

Objectives of the study

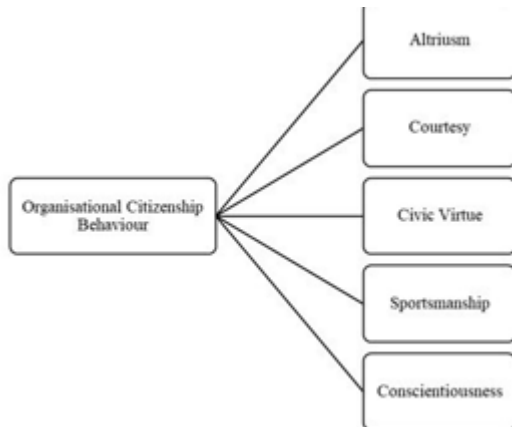
- To determine the level of discretionary behaviour among bank employees in public sector banks.
- To examine the level of discretionary behaviour among bank employees in private sector banks.
- To compare the OCB between public and private sector banks.
- To identify which dimension is the most prominent one.

Conceptual Framework

The important dimensions of Organisational Citizenship Behaviour framed by Organ (1988) are given Below:

- Altruism
- Courtesy
- Civic Virtue
- Sportsmanship
- Conscientiousness

Figure: 1 Conceptual Model



Source: Organ and Podsakoff

Literature Reviews

Altruism can be characterised as selfless actions that assist peers in carrying out particular responsibilities or resolving associated organisational issues. (Khan et al., (2017) It refers to the altruistic behaviour of workers, such as their concern for the rights and well-being of others, their compassion, and their activities that aid others. Podsakoff et al. (2009) found that altruism leads to improved team performance by fostering a helpful work atmosphere where employees feel stimulated to share knowledge and assist one another. The most important element of OCB is altruism, which fosters collaboration and teamwork and allows workers to further advance their own knowledge Yen &Neihoff, 2004). It is a discretionary behaviour that is designed to prevent job-related conflicts among employees Law, Wong & Chen, 2005). Research has shown that courtesy is closely linked to positive workplace outcomes such as reduced interpersonal conflicts, enhanced communication, and greater job satisfaction Bolino et al., (2002). According to Organ (1988), Sportsmanship is the readiness of employees to accept the flawed state of the organisation without complaining and raising the problem. Podsakoff and MacKenzie (1997) have shown that sportsmanship reduces workplace conflict and enhances group cohesion, as employees are more focused on collective goals rather than individual grievances. This dimension of OCB is particularly important in high-stress environments, where the ability to remain positive and cooperative can significantly impact team dynamics and organisational climate Podsakoff et al., 2000). Civic virtue can enhance organisational learning and adaptability, as actively involved employees are more likely to bring innovative ideas and solutions Podsakoff et al., 2009).). Podsakoff et al., (2000) have demonstrated that conscientious employees are more likely to contribute to organizational efficiency by consistently exceeding minimum role expectations. HardeepChahal, Rupa, Mahajan. (2014) The study focuses on measuring Organisational Citizenship Behaviour (OCB) within the higher education sector, and it finds that only altruism (self) and civic virtue are significantly related to OCB. Research on Organizational Citizenship Behaviour (OCB) has evolved since the early 1980s, highlighting its role in enhancing organizational efficiency, cooperation, and adaptability (Bateman & Organ, 1983; Organ, 1988). Scholars such as Borman and Motowidlo (1993) and Van Dyne et al. (1994) broadened the concept by linking OCB to contextual performance and extra-role behaviour that go beyond formal job descriptions. Prior studies have emphasized dimensions like altruism, conscientiousness, and civic virtue as significant predictors of positive workplace behaviours, which foster teamwork, productivity, and organizational loyalty (Neihoff& Yen, 2004; Redman & Snape, 2005). Comparative research further suggests that public sector employees often demonstrate higher OCB due to intrinsic motivations and public

service orientation, whereas private sector employees may be constrained by competitive pressures (Barrick & Mount, 1991; Crewson, 1997).

Research Methodology

The study employed a quantitative method by using cross-sectional analysis. Here, a descriptive and explanatory research design was applied with a structured questionnaire. The study sample size consists of 350 employees from each sector, including the public and private sectors. The study was conducted in Kerala, and data were collected from employees working in various job roles across different types of banks, including Public and private sector Banks, occupying multiple job positions, including award staff, middle management, and senior management, who participated in this study. A stratified sampling method was used based on their nature. Primary data was collected directly from the bank employees using a structured questionnaire, which was distributed both through Google Forms and in physical format. The following materials were used for this study: Structured Questionnaire, Scholarly Journals, Research Articles, Book, Reputed Websites, and SLBC Statistical Reports. Descriptive analysis, F-test, ANOVA and Correlation analyses are employed.

Results and Discussion

Table 1: Demographic characteristics of samples in Public Sector Banks (N=350)

Variables		F	%
Gender	Female	112	32%
	Male	238	68%
Age	20 to 30	60	17%
	31 to 40	112	32%
	41 to 50	95	27%
	Above 50	83	24%
Marital Status	Single	67	19%
	Married	283	81%
Qualification	Plus 2 or equivalent	14	4%
	Graduate	126	36%
	Post Graduate	207	59%
	Other	3	1%
Annual Income	Below 5 Lakhs	42	12%
	5 to 10 Lakhs	137	39%
	Above 10 Lakhs	171	49%
Job Position	Peon/Office Boy	18	5%
	Clerical staff/Teller	60	17%
	Middle Management/Manager	189	54%
	Senior Management	83	24%
Experience of job	0 to 5 years	95	27%
	5 to 10 years	49	14%

	10 to 15 years	32	9%
	Over 15 years	174	50%
Employment Status	Permanent	298	85%
	On Contract	52	15%

Source: primary data

Table 2: Demographic characteristics of samples in Private Sector Banks (N=350)

Variables		F	%
Gender	Female	100	29
	Male	250	71
Age	20 to 30	72	21
	31 to 40	100	29
	41 to 50	93	27
	Above 50	85	24
Marital Status	Single	70	20
	Married	280	80
Qualification	Plus 2 or equivalent	23	7
	Graduate	205	59
	Post Graduate	122	35
	Other	0	0
Annual Income	Below 5 Lakhs	49	14
	5 to 10 Lakhs	131	37
	Above 10 Lakhs	170	49
Job Position	Peon/Office Boy	27	8
	Clerical staff/Teller	63	18
	Middle Management/Manager	180	51
	Senior Management	80	23
Experience of job	0 to 5 years	90	26
	5 to 10 years	37	11
	10 to 15 years	49	14
	Over 15 years	174	50
Employment Status	Permanent	288	82
	On Contract	62	18

Source: primary data

Tables 1 and 2 reveal that the majority of the bank employees who participated in the survey in both the public and private sector banks are a male-dominated workforce aged under 31-40, married, highly educated, graduates and postgraduates

who work mostly in middle management positions, with more than 15 years of experience and are in the permanent employee category. Overall, this profile indicates that the bank employees are financially secure, educationally competent, and positioned to contribute effectively to the functioning and growth of the banking sector.

Table 3: ANOVA

Dimensions		Sum of Squares	df	Mean Square	F	Sig.
Altruism	Between Groups	2.786	1	2.786	8.960	.003
	Within Groups	108.204	348	.311		
	Total	110.990	349			
courtesy	Between Groups	.238	1	.238	1.276	.259
	Within Groups	64.905	348	.187		
	Total	65.143	349			
CV	Between Groups	.825	1	.825	5.576	.019
	Within Groups	51.473	348	.148		
	Total	52.298	349			
Sportsmanship	Between Groups	2.218	1	2.218	.782	.377
	Within Groups	987.416	348	2.837		
	Total	989.634	349			
Conscientiousness	Between Groups	.269	1	.269	1.313	.253
	Within Groups	71.290	348	.205		
	Total	71.559	349			

The findings of the ANOVA show that bank workers in the public and private sectors differ significantly on the civic virtue and altruism dimensions, indicating disparities in helpfulness, cooperation, and organisational involvement. However, there were no discernible variations in conscientiousness, sportsmanship, or civility, suggesting that workers in both sectors exhibit comparable degrees of responsibility, tolerance, and respect. All things considered, the results show that organisational type only affects a few OCB characteristics, most notably civic virtue and altruism, whereas other characteristics are mostly consistent across sectors.

Table 4: Descriptive Statistics Public Sector Banks

Variables	Mean	Std. Deviation	N
Altruism	3.0231	.29755	350
Courtesy	3.8534	.27636	350
Civic Virtue	3.9203	.24799	350
Sportsmanship	3.4606	.62147	350
Conscientiousness	3.4951	.27707	350
OCB	3.2728	.27575	350

Source: primary data

Table 5: Descriptive Statistics of Private Sector Banks

Variables	Mean	Std. Deviation	N
Altruism	4.043	.2775	350
Courtesy	3.978	.3162	350
Civic Virtue	3.902	.2549	350
Sportsmanship	3.994	.6353	350
Conscientiousness	3.886	.2696	350
OCB	3.999	.3089	350

Source: primary data

Private sector workers exhibit more voluntary, constructive, and organization-supportive behaviours than their public sector counterparts, as seen by the much higher levels of organisational citizenship behaviour found in private sector banks. Overall, the findings demonstrate that personnel of private sector banks have higher OCB than those of public sector banks in all categories, particularly in altruism, conscientiousness, and sportsmanship. Stronger staff engagement strategies, performance-based cultures, and competitive work environments at private banks may be to blame for this. On the other hand, the public sector could promote moderate but steady levels of OCB because of its more stable and less performance-driven atmosphere.

Table 6: Correlation Coefficient Analysis of Public Sector Banks

Variables	Altruism	Courtesy	Civic-Virtue	Sportsmanship	Conscientiousness	OCB
Altruism	1.000	0.428**	0.248**	0.315**	0.253**	0.549**
Courtesy	0.428**	1.000	0.712**	0.318**	0.347**	0.826**
Civic-Virtue	0.248**	0.712**	1.000	0.216**	0.407**	0.604**
Sportsman-ship	0.351**	0.318**	0.216**	1.000	0.085	0.342**
Conscientiousness	0.253**	0.347**	0.407**	0.085	1.000	0.275**
OCB	0.549**	0.826**	0.604**	0.342**	0.275**	1.000

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

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

Table 7: Correlation Coefficient Analysis of Private Sector Banks

Variables	Altruism	Courtesy	Civic-Virtue	Sportsmanship	Conscientiousness	OCB
Altruism	1.000	0.481**	0.346**	0.350**	0.475**	0.629**
Courtesy	0.481**	1.000	0.852**	0.369**	0.439**	0.944**
Civic-Virtue	0.346**	0.852**	1.000	0.304**	0.507**	0.744**
Sportsman-ship	0.350**	0.369**	0.304**	1.000	0.110*	0.439**
Conscientiousness	0.475**	0.439**	0.507**	0.110*	1.000	0.389**
OCB	0.629**	0.944**	0.744**	0.439**	0.389**	1.000

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

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

Although there is a positive link between all OCB characteristics in both sectors, private sector banks regularly exhibit stronger correlations. This implies that workers at private banks often exhibit stronger, interrelated, and proactive organisational behaviours; this might be due to competitive settings, cultures that place greater importance on success, and more robust systems of incentives. Employees in the public sector, on the other hand, demonstrate weaker linkages among OCB dimensions, although they still show positive associations. This might be a reflection of a more stable and organised work environment that places less premium on extra-role performance.

Multiple Regression Analysis of Private Sector bank

Table 8: Model Summary

R	R Square	Adjusted R square	Std. Error of the Estimate
.960 ^a	.921	.920	.07786

Table 9: Coefficient of Regression of Private Sector bank

Variable	Unstandardised Coefficients (Beta)	Standardised Coefficients (Beta)	t	Sig.
Altruism	.415	.447	22.862	.000
Courtesy	.574	.576	18.183	.000
Civic- Virtue	.273	.245	7.873	.000
Sportsmanship	-.001	-.003	-.171	.864
Conscientiousness	-.248	-.249	-12.918	.000

Source: primary data

Table 10: Model Summary of Public Sector Bank

R	R Square	Adjusted R square	Std. Error of the Estimate
.857 ^a	.734	.730	.1604

Table 11: Coefficient of Regression of Public Sector Bank

Variable	Unstandardised Coefficients (Beta)	Standardised Coefficients (Beta)	t	Sig.
Altruism	.270	.243	7.597	.000
Courtesy	.656	.671	15.555	.000
Civic- Virtue	.097	.080	1.940	.053
Sportsmanship	.019	.040	1.321	.187
Conscientiousness	-.063	-.055	-1.774	.077

Source: primary data

The result indicates that the dimensions of OCB have a stronger impact on private sector banks than on public sector banks. The most important elements influencing OCB in both sectors are courtesy and altruism, although civic virtue is only important in private banks. For private banks, the overall model fit and predictive power are significantly greater, highlighting the fact that workplaces in the private sector are more supportive of workers' growth and manifestation of organisational citizenship behaviours.

Discussions

According to the findings, staff of public and private sector banks exhibit significantly different Organisational Citizenship Behaviours (OCBs). According to descriptive statistics, workers in the private sector have higher mean

scores in all OCB dimensions, especially in conscientiousness, sportsmanship, and altruism. This suggests that they participate in more cooperative, voluntary, and organization-supportive behaviours. This implies that whereas the stable environment of public banks maintains moderate but constant OCB levels, the competitive and performance-oriented culture of private banks fosters higher discretionary effort. This differentiation is further supported by correlation analysis. In both sectors, there is a positive correlation between all OCB dimensions; however, the degree of relationship is significantly more among workers of private banks. In private banks, courtesy and civic virtue show particularly substantial connections with total OCB ($r = 0.944$ and $r = 0.744$, respectively), whereas in public banks, the correlations are weaker but still significant ($r = 0.826$ and $r = 0.604$). This suggests that workers at private banks display more unified, linked, and proactive behavioural patterns, most likely as a result of more robust engagement strategies and incentive systems. A deeper understanding of the OCB predictors is possible thanks to regression findings. The model has a strong explanatory power in private banks ($R^2 = 0.921$), and civic virtue, civility, and altruism show up as important positive predictors. On the other hand, the model explains a less percentage of variance in public banks ($R^2 = 0.734$), with altruism and civility continuing to be important factors. There is little impact on total OCB, as seen by the weak or negative connections between sportsmanship and conscientiousness in both sectors. Overall, the findings show that the most significant OCB drivers in both sectors are civility and charity. The higher predictive correlations seen in private banks imply that dynamic, goal-oriented workplaces are more suited to fostering OCB, which in turn improves worker unity, output, and organisational efficacy.

Limitations

The research sheds light on OCB among bank employees but has limitations. These include geographic focus affecting generalizability, a cross-sectional design limiting the study from examining OCB evolution over time, reliance on self-reported data introducing biases, busy schedule of employees and a lack of exploration of all potential OCB dimensions and confounding factors. Although the study found correlations between OCB dimensions, it cannot definitively establish causation. In this study, other dimensions of OCB, such as loyalty and commitment, obedience, advocacy, participation etc., have not been considered.

Implications of future scope

- ✓ Conduct longitudinal studies to determine causality between these variables and OCB.
- ✓ Investigate whether the same correlations exist in sectors beyond banking, such as education, healthcare, or manufacturing.
- ✓ Examine factors that may mediate or moderate the relationship between these predictors and OCB
- ✓ Study how improved OCB, driven by these factors, impacts performance metrics like customer satisfaction, employee retention, and profitability.

Conclusions

Based on the findings, workers of private sector banks demonstrate greater levels of Organisational Citizenship Behaviour (OCB) than those of public sector bank employees. Better mean scores, better correlations across OCB dimensions, and higher predictive power in private sector models are consistently displayed in the results. Among the dimensions, courtesy and altruism emerge as the most influential factors driving OCB in both sectors, while civic virtue holds additional significance in private banks. These results imply that workers exhibit more discretionary and cooperative behaviours as a result of private banks' competitive, performance-driven, and recognition-focused cultures. On the other hand, public sector banks' comparatively low OCB levels could be a result of their controlled work environment, stability, and job security, which reduce the incentives for extra-role conduct. Employees of public banks, however, continue to exhibit a consistent level of interpersonal support and organisational dedication. Overall, the findings highlight how OCB may be strengthened in both sectors by improving interpersonal interactions, recognition systems, and participative cultures. Enhancing organisational harmony, service quality, and overall productivity in the banking sector may result from promoting kindness and civility through efforts for staff involvement and supportive leadership.

Conflict of interest

The author states that there is no conflict of interest involved in the publication of this research.

Financial support

No funding agency, commercial entity, or not-for-profit organization provided any financial support for this research.

Ethics statement

This study followed ethical guidelines and involved voluntary participation, informed consent, and confidentiality of respondents' data.

References

1. Allameh, M., Zamani, M., & Davoodi, S. (2011). The Relationship between Organizational Culture and Knowledge Management (A Case Study: Isfahan University). *Procedia CS*, 3, 1224-1236.
2. Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behaviour and the creation of social capital in organizations. *Academy of Management Review*, 27(4), 505-522.
3. Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. *Personnel Selection in Organizations*, 71, 98.
4. Coyne, I., & Ong, T. (2007). Organizational citizenship behaviour and turnover intention: A cross-cultural study. *The International Journal of Human Resource Management*, 18(6), 1085-1097.
5. Van Dyne, L., Cummings, L. L., & Parks, J. M. (1995). Extra-role behaviors: In pursuit of construct and definitional clarity (A bridge over muddied waters). *Research in Organizational Behavior*, 17, 215-285.
6. George, J. M., & Jones, G. R. (1997). Organizational spontaneity in context. *Human performance*, 10(2), 153-170.
7. Graham, J. W. (1991). An essay on organizational citizenship behaviour. *Employee Responsibilities and Rights Journal*, 4(4), 249-270.
8. Hardeep, Chahal., Rupa, Mahajan. (2014). Exploring OCB Among Jammu University Faculty Members. *Abhigyan*, doi: 10.1177/0970238520140305
9. Korkmaz, T., & Arpaci, E. (2009) Relationship of organisational citizenship behaviour with emotional intelligence, *Procedia - Social and Behavioural Sciences*, 1(1), 2432-2435. <http://doi.org/10.1016/j.sbspro.2009.01.428>.
10. Lepine JA, Erez A, Johnson DE. The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *J Appl Psychol*. 2002 Feb;87(1):52-65. doi: 10.1037/0021-9010.87.1.52. PMID: 11916216.
11. LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behaviour: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65.
12. Lestari, E. R., & Ghaby, N. K. F. (2018). The Influence of Organizational Citizenship Behavior (OCB) on Employee's Job Satisfaction and Performance. *Industria: Jurnal Teknologi Dan Manajemen Agroindustri*, 7(2), 116-1 <https://doi.org/10.21776/ub.industria.2018.007.02.6>
13. MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of managerial evaluations of salespersons' performance. *Organizational Behavior and Human Decision Processes*, 50(1), 123-150. [https://doi.org/10.1016/0749-5978\(91\)90037-T](https://doi.org/10.1016/0749-5978(91)90037-T)
14. Naway, F. A. (2017). *Organizational Citizenship Behaviour*. Ideas Publishing.
15. Naway, F. A. (2018). *Organizational Citizenship Behaviour Dalam Kinerja Organisasi*. Zahir Publishing.
16. Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An Investigation into the Antecedents of Organizational Citizenship Behaviors in a Personal Selling Context. *Journal of Marketing*, 61(3), 85-98. <https://doi.org/10.2307/1251791>
17. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behaviour. *Personnel Psychology*, 48, 755- 802.
18. Organ, D. W. (1988). *Organizational Citizenship Behaviour: The Good Soldier Syndrome*. Lexington Books.
19. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational Citizenship Behaviour: Its Nature, Antecedents, and Consequences*. SAGE Publications.

20. Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of organizational citizenship behaviour on organizational performance: A review and suggestion for future research. *Human Performance*, 10(2), 133-151.
21. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
22. Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2009). Whence OCB? A decade of research on the antecedents and consequences of organizational citizenship behaviour. *Journal of Management*, 35(5), 874-900.
23. Romaiha, N. R., Maulud, F. S. F., Ismail, W. M. W., Jahya, A., Fahana, N., & Harun, A. (2019). The Determinants of Organizational Citizenship Behaviour (OCB). *International Journal of Academic Research in Business and Social Sciences*, 9(8), 124–133.
24. Tambe, S. (2014). A study of organizational citizenship behaviour (OCB) and its dimensions: a literature review.
25. Tawal, B., Adolfini, Pandowo, M. Ch. H., & Tawas, H. N. (2017). *Perilaku Organisasi (Cetakan Pertama)*. CV. Patra Media Grafindo.
26. Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behaviour: Construct redefinition, measurement, and validation. *Academy of Management Journal*, 37(4), 765-802.
27. Yen, H.R., & Niehoff, B.P. (2004). Organizational Citizenship Behaviours and Organizational Effectiveness: Examining Relationships in Taiwanese Banks. *Journal of Applied Social Psychology*, 34, 1617-1637.
28. Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33(5), 774–800. <https://doi.org/10.1177/0149206307305562>.
29. Wang, L., Hinrichs, K.T., Prieto, L. et al. (2013). Five dimensions of organizational citizenship behavior: Comparing antecedents and levels of engagement in China and the US. *Asia Pac J Manag* 30, 115–147 (2013). <https://doi.org/10.1007/s10490-010-9237-1>
30. Books
31. Khanka, S.S. (2000). *Organisational behaviour*. S. Chand Limited. <https://books.google.co.in/books?id=KEhLAgAAQBAJ>