

DEMOGRAPHIC INFLUENCES ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR: THE ROLE OF AGE AND GENDER

Preeti Goel*, Animesh Singh**

Abstract *This study examines the influence of demographic factors, specifically age and gender, on organisational citizenship behaviour. While citizenship behaviour is widely recognised for its positive impact on organisational performance, the role of demographic characteristics in shaping these behaviours remains underexplored. This research aims to bridge this gap by analysing how age and gender differences affect employees' discretionary behaviours in the workplace. A quantitative research design was adopted, drawing on survey data gathered from knowledge workers (employees from EdTech sector) of India. The statistical techniques such as confirmatory factor analysis, t-tests, ANOVA and Tukey HSD post-hoc test were used to assess the influence of demographic factors on citizenship behaviour. The findings indicate that both age and gender significantly impact the citizenship behaviour level, with employees between the age group of 35 to 45 exhibiting highest level of citizenship behaviour and from the perspective of gender, females exhibiting higher citizenship behaviour in comparison to their male counterparts. This study contributes to the literature by providing empirical evidence on the role of demographic factors in shaping citizenship behaviour, offering valuable insights to managers for strategies related to workforce management, leadership development, and diversity-oriented initiatives.*

Keywords: *Organisational Citizenship Behaviour; Demographic Factors; Age; Gender; Knowledge Worker*

INTRODUCTION

Organisational interactions and systems have undergone a paradigm shift. The old hierarchical and authoritarian systems of businesses are today giving way to autonomous collaborative environments and work roles. In today's competitive and dynamic environment, every organisation aims to achieve and sustain a competitive edge (Sharma & Aggarwal, 2015). Organisations increasingly recognise the value of individual discretionary initiative as well as cooperation due to this change, and they expect their employees to exhibit extra-role behaviour, beyond the call of their duty (Salas-Vallinas et al., 2017). The behaviour characterised by selfless initiatives providing pro-social contributions towards the company as well as coworkers, beyond their conventional tasks at work, is becoming

more and more important (Singh & Goel, 2024). Since it influences workplace outcomes, investigators have been putting greater focus on organisational citizenship behaviour (OCB) (Podsakoff et al., 2009).

The OCB pertains to worker's discretionary behaviour and can improve how well organisations perform (Klotz et al., 2018). The workers' roles or job descriptions do not expressly mention these discretionary activities as requirements. This conduct is more of a question of personal preference, and failure to comply with it is typically not punished (Organ et al., 2006). The work behaviour of individuals and the variables that impact them, either favourably or unfavourably, have attracted extensive attention within the last few years (Goel & Singh, 2024b). Thus, understanding the factors that promote or inhibit OCB has become a central concern in organisational research and practice.

* Assistant Professor, Department of Law, Maharaja Agrasen Institute of Management Studies, GGSIPU, Delhi, India.
Email: preetigoel010203@gmail.com

** Professor, Department of Management and Commerce, Manav Rachna University, Faridabad, Haryana, India.
Email: animesh.hrd@gmail.com

Among the various determinants of OCB, demographic factors, particularly age and gender, have attracted substantial scholarly attention, and these variables are frequently examined due to their potential influence on individual attitudes, values, and workplace behaviours (Uma, 2022). Organisations are confronted with enormous issues as a result of the significant variations in the demographic characteristics of workers, particularly the age range of workers (Singh & Banerji, 2022). According to gender role theories, men and women exhibit different prosocial activities (Eagly, 2009). Employees' characteristics, such as gender, can also have a major impact on how they perceive themselves at work and how they interact with their peer groups in the organisation (Mathieu & Zajac, 1990).

Nevertheless, little is known about how workers' demographics affect how they behave in terms of corporate citizen status (Organ et al., 2006). Moreover, the related literature presents mixed and sometimes contradictory findings regarding the extent and nature of the impact of age and gender on OCB. Some studies suggest that older employees, by virtue of their experience and organisational tenure, may exhibit higher levels of citizenship behaviours (Singh & Singh, 2010), while others highlight the role of younger employees in displaying OCB (Desmette & Gaillard, 2008), possibly due to different motivational drivers or career aspirations (Sarwar et al., 2025). A few other studies reveal no relationship between age and OCB (Kumar et al., 2009). Similarly, the relationship between gender and OCB remains contested, with research alternately indicating higher OCB among females (Saleem et al., 2017), among males (Ajilouni et al., 2021), or no significant gender-based differences at all (El-Badawy et al., 2017). These inconsistencies underscore the need for further empirical investigation into how age and gender shape OCB across different organisational and cultural contexts.

Most existing research on OCB in India focuses on traditional educational institutions (Khandelwal & Nair, 2022). Considering the increasing role that knowledge workers play in improving organisational performance (Wright et al., 2017) in developing nations, this study focuses on the EdTech employees of India as they give a more comprehensive representation of knowledge workforce of developing nations (Goel & Singh, 2024a). For EdTech companies in India, which operate at the intersection of technology and education, fostering OCB among employees can drive innovation, improve service quality, and support rapid adaptation to evolving market demands (Preeti et al., 2024; Rodriguez-Segura, 2021). Given the distinct culture, pace, and challenges of EdTech companies, sector-specific insights are needed to understand how demographic factors shape OCB in this

context. This study fills a critical gap, providing actionable knowledge for both practitioners and policymakers in the Indian EdTech landscape.

The findings from this study can guide EdTech leaders in designing effective recognition, appraisal, and engagement systems that account for demographic differences. This is particularly important in a sector where rapid growth can lead to high turnover and disengagement if employees do not feel their contributions are recognised or aligned with organisational goals. This study will help EdTech firms create more inclusive, engaged, and high-performing teams, thereby supporting sustained growth and innovation in the industry. Thus, this study aims to advance theoretical knowledge as well as practical strategies for enhancing citizenship behaviours in the workplace.

LITERATURE REVIEW AND HYPOTHESES

Organisational Citizenship Behaviour

Organ described OCB as “an individual behaviour that goes beyond role requirements which is not rewarded by the formal reward system but when combined with the same behaviour in a group, results in effectiveness” (Organ & Ryan, 1995). OCB is commonly known as positive and constructive conduct that people are likely to exhibit at work but does not necessarily fall under the purview of their contractual obligations. When they go above and beyond what is expected of them, they aim to go above and beyond for the organisation (de Waal, 2018). OCB refers to worker discretionary behaviour and helps to improve the performance of organisations (Klotz et al., 2018). The OCB is more of a matter of individual preference, and failure to comply with OCB is typically not punished (Organ et al., 2006).

Demographic Variables and Organisational Citizenship Behaviour

Several elements influence how well OCB is exhibited by employees. Previous studies also reported that OCB is highly impacted by the demographic factors, at both public and private institutions in Punjab (Saleem et al., 2017). High OCB levels were reported among workers of telecommunication companies in Jordan, with statistically significant variations by demographic variables such as gender, age, etc. (Shury, 2010). In other studies, the OCB of workers was found to be significantly impacted by age, gender, marital status, personal characteristics, and work environment (Mousa et al., 2020). However, little has been

researched regarding how employees' demographic traits affect how they behave in terms of OCB (Organ et al., 2006). The literature review exploring the relationship between age and OCB and relationship between gender and OCB is described in the next two subsections.

Age and Organisational Citizenship Behaviour

According to a study by Singh and Singh (2010), older members of the workforce are believed to be more collaborative with their coworkers in comparison to the younger workforce members. It was discovered that elderly and longer-tenured personnel felt more emotionally dedicated to the organisation, and their enhanced dedication towards the organisation is predicted to lead to them displaying greater OCBs (Bal et al., 2010). Contrarily, some researchers contended that the elderly will progressively retreat from the workplace (Desmette & Gaillard, 2008), shifting their focus to finding fulfilment in their personal lives (e.g., families and relaxation) (Chiu & Tsai, 2006). Yet, a few researchers were unable to discover a substantial association between age and OCB (Kumar et al., 2009). Literature review reveals inconsistent findings about the relationship between age and OCB, and hence the study examines if age impacts OCB in EdTech employees of India. The first hypothesis formulated for the study objective is:

H1A: Age significantly influences the organisational citizenship behaviour.

Gender and Organisational Citizenship Behaviour

According to gender role theories, males and females exhibit distinct prosocial behaviours (Eagly, 2009; Kidder, 2002). The women may be especially susceptible to disturbances in familial affairs which may decrease their OCB contribution (Twalib & Lukio, 2017). According to an investigation conducted by Mahnaz et al. (2013) in Tehran's hospitals, the males displayed greater OCB than females. In another study on the staff members of government hospitals in Jordan, male employees exhibited greater OCB in comparison to female employees (Ajilouni et al., 2021). In some other studies, subjective evaluations of OCB were shown to be significantly linked with gender, with females reporting greater results when compared to males (Saleem et al., 2017). On the contrary, in a study conducted on Nigerian oil workers, gender did not have any influence on OCB (El-Badawy et al., 2017). A few other studies also reported that the OCB outcomes were identical among male and female workers (Beauregard, 2012). Literature review reveals inconsistencies in outcomes related to effect of workers'

gender on OCB, which can be related to the differences in cultural contexts (Waris, 2005). Hence, the study examines the influence of gender on OCB in EdTech workers of India. The second hypothesis formulated for the study objective is:

H2A: Gender significantly influences the organisational citizenship behaviour.

METHODOLOGY

The present study focuses on employees of EdTech Companies in India, representing the knowledge intensive nature of the workforce of emerging developing nation (Goel & Singh, 2023). The five major EdTech businesses with stable job atmosphere and larger workforce are taken into consideration (NASSCOM, 2022). The data was collected via questionnaire in online mode. Out of the 747 response forms collected, 623 completed responses were retained. Subsequently, with random sampling approach, 500 responses were randomly selected for statistical analysis. Among the total 500 respondents, 206 are male (41.20%) and 294 are female (58.80%). In terms of age distribution, 49 respondents (9.80%) are under the age of 25. The age group of 25 to 35 years includes 107 individuals, making up 21.40% of the total. The highest number of respondents are in the 35 to 45 years category, accounting for 214 (42.80%). Finally, 130 respondents (26.00%) are above 45 years of age. According to the respondents' demographic profile distribution, the vast majority of respondents are between 35 and 45 years of age. In this study, a pre-validated standard OCB scale (Lee & Allen, 2002) is utilized to measure the OCB level among employees of EdTech companies in India. Lee and Allen OCB scale (2002) scale has been widely used in diverse cultural contexts (Davoudi & Gadimi, 2016) and effectively captures both individual- and organisation-focused behaviours with its 16 items, ranging from "1 not at all to 7 very much" on Likert scale. This scale has cross-cultural applicability and has demonstrated utility in demographic research (Abdullah & Kamil, 2020) also, which makes it well-suited for exploring the impact of age and gender on OCB in this study.

DATA ANALYSIS

Reliability and Validity Analysis

The OCB scale used in the study is checked for its construct validity. Confirmatory factor analysis is done for OCB scale using SmartPLS Version 4.0.8.7 to ascertain if the items represented the construct. As such, 13 out of 16 items that demonstrate factor loadings within the range of 0.909-0.949 (acceptable level being above 0.7, Hair et al., 2019),

confirming the satisfactory item reliability and construct validity are retained for further study. Three items that show loading below the acceptable level of 0.7 are dropped out of the study.

After this, the scale reliability is confirmed with Cronbach's alpha score being 0.987 (recommended value > 0.7) and composite reliability (CR) being 0.993 (recommended value

> 0.7) (Hair et al., 2019). Moreover, AVE was 0.515, above the acceptable value of 0.5 and $CR > AVE$ (Sadeghi et al., 2019), thus confirming the satisfactory convergent validity. The findings are summarized in Table 1. Hence, the OCB scale meets the reliability and validity criteria for the study purpose in the context of EdTech employees in India.

Table 1: Reliability and Validity Analysis

Reliability/Validity	Parameters	Acceptable Value (Hair et al., 2019)	OCB Scale Value
Construct Validity	Factor Loadings (13 items retained)	> 0.7	0.909 to 0.949
Internal Consistency Reliability and Composite Reliability	Cronbach's Alpha	> 0.7	0.848
	Rho_a	> 0.7	0.709
	Composite Reliability (Rho_c)	> 0.7	0.759
Convergent Validity	Average Variance Extracted (AVE)	> 0.5	0.515
	CR > AVE	Yes	Yes

Source: Researcher's Computation with the use of SmartPLS.

OCB Level

The data collected via questionnaire (7-point Likert scale) is then analysed for the current study. The overall mean score of OCB is calculated. Findings reveal the overall OCB mean score of 4.79, indicating a moderately high (more than the average level of 3.5) level of OCB among the EdTech employees in India. The OCB level can be further improved with proper HR strategies. For this, a thorough examination of influence of demographic factors from the perspective of age and gender needs to be done. So, further analysis of the OCB level is carried out from the perspectives of age and gender and is described in the sections to follow.

Employees' Age and OCB

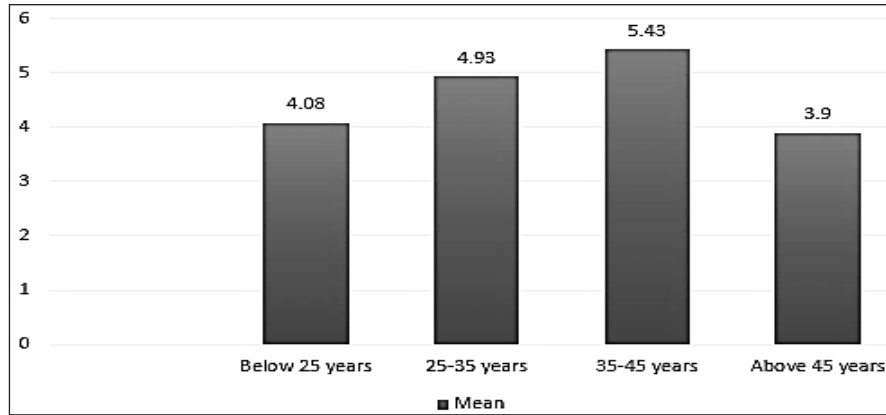
Based on the respondents' age, the data is classified in four groups: Group 1 - Below 25 years (9.8%), Group 2 - 25-35 years (21.4%), Group 3 - 35-45 years (42.8%), and Group 4 - Above 45 years (26%). It is observed that the majority of the responses collected belong to age group 3 (35-45 years), as shown in Table 2. Then, the mean score of OCB level for each group is calculated with the use of SPSS and summarised in Table 2 and illustrated in Fig. 1.

It is observed that the mean score of OCB level in the group 3 (35-45 years) is highest followed by those in the group 2 (25-35 years) and then the group 1 (less than 25 years). The employees above 45 years displayed least OCB level among all age groups.

Table 2: Descriptive Statistics of OCB Level Among Different Age Groups

Age Group	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	49	4.08	0.909	0.130	3.82	4.34	3	6
2	107	4.93	0.882	0.085	4.77	5.10	3	7
3	214	5.43	1.027	0.070	5.29	5.57	3	7
4	130	3.90	0.370	0.032	3.84	3.96	3	5
Total	500	4.79	1.080	0.048	4.70	4.89	3	7

Source: Researcher's Computations with the use of SPSS.



Source: Researcher's work.

Fig. 1: Mean Scores of OCB Among Different Age Groups

To analyse the statistical significance of the relationship between age and OCB level, one-way ANOVA test is conducted with SPSS. At 95% confidence interval, ANOVA

results confirm that the relationship between age and OCB level is statistically significant, with $F = 98.655$ and $p = 0.000$ (Table 3).

Table 3: ANOVA Score for Mean Scores of OCB Among Different Age Groups

Parameters	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	217.418	3	72.473	98.655	0.000
Within Groups	364.364	496	0.735		
Total	581.782	499			

Source: Researcher's Computations with the use of SPSS.

One-way ANOVA test results confirm that the difference among the means of different age groups is significant, and the association between age and OCB is positive, but it does not tell us about the specific significant differences among pairings of the mean of different groups. So, to investigate variations in the mean of various groups whilst limiting experiment-wise error, post hoc testing is used. Multiple

comparisons are done among the mean scores of OCB among the various groups using the Tukey HSD post-hoc test. The results (Table 4) reveal that the mean difference in group 1 and group 4 is not significant with the mean difference being 0.182 and $p = 0.586 >$ significance level of 0.005. Rest all mean differences among other age groups are significant with $p = 0.000$.

Table 4: Tukey HSD Post-Hoc Test for Mean Scores of OCB Among Different Age Groups

(A) Age Group	(B) Age Group	Mean Difference (A-B)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	-0.853*	0.148	0.000	-1.23	-0.47
	3	-1.348*	0.136	0.000	-1.70	-1.00
	4	0.182	0.144	0.586	-0.19	0.55
2	1	0.853*	0.148	0.000	0.47	1.23
	3	-.495*	0.101	0.000	-0.76	-.23
	4	1.035*	0.112	0.000	0.75	1.32
3	1	1.348*	0.136	0.000	1.00	1.70
	2	0.495*	0.101	0.000	0.23	0.76
	4	1.530*	0.095	0.000	1.28	1.78
4	1	-0.182	0.144	0.586	-0.55	0.19
	2	-1.035*	0.112	0.000	-1.32	-0.75
	3	-1.530*	0.095	0.000	-1.78	-1.28

Note - *. The mean difference is significant at 0.05.

Researcher's Computations with the use of SPSS.

The findings reveal that the employees in the age group of 35-45 years exhibited the highest OCB, and the employees who are much younger (below 25 years of age) or very senior (above 45 years in age) displayed lower OCB.

Thus, hypothesis H1A is supported, and it is concluded that age significantly influences the OCB.

Employees' Gender and OCB

The data is then analysed in terms of gender and OCB level, to examine if gender impacts the citizenship behaviour in

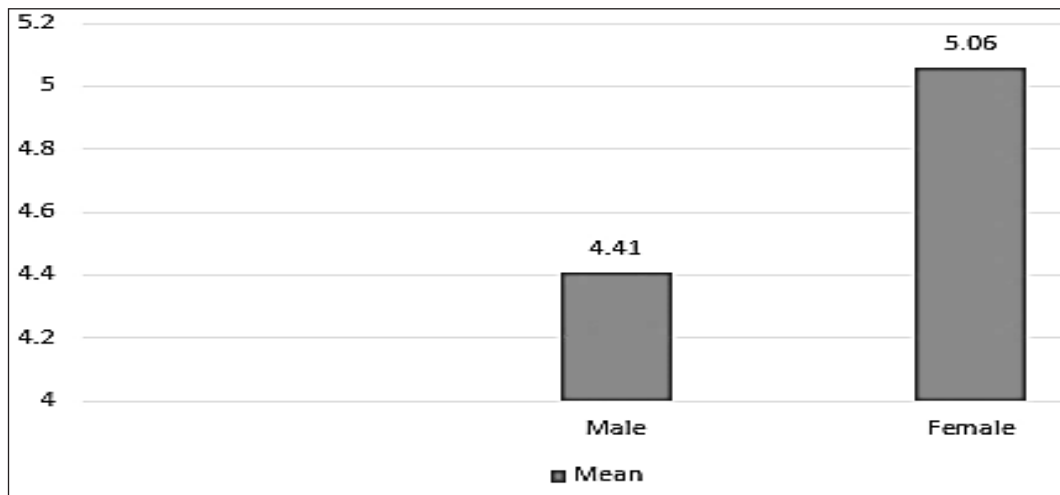
employees. The responses are classified into two categories based on gender: category 1 for males, and category 2 for females. It is observed that the majority of the responses collected are from category 2 (females).

Out of 500 respondents, male employees are 206 (41.20%) and female employees are 294 (58.80%). Findings further reveal that the mean score of OCB level is higher in females (mean score of 5.06) in comparison to males (mean score of 4.41). The results are summarised in Table 5 and presented in Fig. 2.

Table 5: Descriptive Statistics of OCB Level Among Male and Female

Gender	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	206	4.41	0.962	0.067	4.28	4.54	3	7
Female	294	5.06	1.077	0.063	4.94	5.19	3	7
Total	500	4.79	1.080	0.048	4.70	4.89	3	7

Source: Researcher's Computations with the use of SPSS.



Source: Researcher's work.

Fig. 2: Mean Scores of OCB Among Males and Females

Table 6: Independent Sample T-Test for Mean Scores of OCB Among Males and Females

Parameters		Levene's Test for Equality of Variances		T-Test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tail)	Mean Difference	Std. Error Difference	95% Confidence Interval	
									Lower	Upper
OCB	Equal Variances Assumed	11.728	0.001	-7.01	498	0.000	-0.657	0.094	-0.841	-0.473
	Equal Variances Not Assumed			-7.15	469.67	0.000	-0.657	0.092	-0.837	-0.476

Source: Researcher's Computations with the use of SPSS.

To analyse the statistical significance between gender and OCB level, an independent sample t-test was conducted. At a 95% confidence interval, the test results confirm the statistical significance of the association between gender and OCB level with $p = 0.000$ (Table 6). The t-test confirms that the difference among means of OCB level between males and females is significant. Hence, it is confirmed that the OCB displayed by females is more than that of males in the EdTech companies of India.

Hypothesis H2A is supported, and it is concluded that gender significantly influences the OCB.

Results of Hypothesis Testing

Putting together the results of testing of hypotheses H1A and H2A, it is concluded that both age and gender have a significant impact on OCB levels among respondents. The first hypothesis (H1A), which proposed that age plays a meaningful role in influencing OCB, is found to be supported by the data. Similarly, the second hypothesis (H2A), suggesting that gender has a significant effect on OCB levels, is also supported. These findings highlight that demographic factors of age and gender, do influence the extent to which individuals engage in positive, voluntary behaviours within their organisations.

DISCUSSION AND CONCLUSION

A review of recent studies has highlighted the increasing emphasis on organisational citizenship behaviour, owing to its critical role in sustaining competitive edge in today's dynamic corporate environment (Singh & Goel, 2024; Jan & Gul, 2016). The present study focuses on knowledge workers in a prominent developing economy, targeting employees from the EdTech sector in India, representing a significant segment of India's knowledge-intensive workforce (Goel & Singh, 2023), to assess their OCB levels and examine the influence of demographic variables, particularly age and gender, on OCB.

The study outcomes show that employees demonstrate a moderately high level of OCB, indicating a healthy workplace culture in the EdTech sector in India where employees frequently go beyond their formal job requirements to support colleagues and contribute to organisational goals. Moderately high OCB levels indicate that while there is a strong foundation of teamwork and engagement, there remains potential for further enhancement through targeted interventions. This aligns with prior research showing that OCB is associated with improved employee well-being, stronger team cohesion, and reduced turnover intention (Johansson & Hart, 2023). Managers should clearly communicate the significance of OCB and outline the specific behaviours expected from employees,

enabling them to recognise how their actions align with and contribute to the organisation's goals (Zheng et al., 2024). Additionally, fostering a culture of teamwork and collaboration through structured team-building initiatives can further reinforce these behaviours. The studies based on social exchange theory demonstrate that top management support and justice are connected to workers' OCB (Rhoades & Eisenberger, 2002). Management can further encourage these behaviours by recognising and rewarding OCB, and by leading by example (Verlinden, 2021). While encouraging OCB, it is important to ensure employees do not experience role overload or burnout, which can occur if extra-role behaviours are not properly managed (Johansson and Hart, 2023). Continued efforts to promote OCB may help retain valuable employees (Singh & Goel, 2024).

Regarding the influence of age and gender on OCB, prior studies have produced mixed and sometimes contradictory results. Some studies have indicated more OCB among older employees (Singh & Singh, 2010; Bal et al., 2010), some indicating younger employees exhibiting more OCB (Desmette & Gaillard, 2008; Chiu & Tsai, 2006), while others report no effect of age on OCB (Kumar et al., 2009), often depending on the specific OCB dimension or contextual factors. Similarly, gender-based differences in OCB have been debated, with some research indicating that women are more likely to engage in helping behaviours (Saleem et al., 2017), some indicating that men display more OCB in comparison to women (Ajlouni et al., 2021) while others find no overall gender differences (El-Badawy et al., 2017).

The present study adds clarity to this complex landscape by demonstrating that both age and gender significantly influence OCB levels. The findings reveal that the employees between 35 and 45 years exhibit the highest OCB, while the employees who are much younger (less than 25 years) and very senior (above 45 years) exhibit lesser OCB. This aligns with recent findings suggesting that mid-career employees may be optimally positioned in terms of experience, organisational commitment, and motivation to contribute beyond their formal roles (Varma, 2022). The lower OCB among younger employees could be attributed to their focus on career advancement and skill acquisition, while older employees might prioritise work-life balance (Bos, 2014) or perceive fewer remaining opportunities for advancement, as suggested by the occupational future time perspective framework.

When analysed from the perspective of gender, the study outcomes reveal that the OCB displayed by females is higher than that of males (Saleem et al., 2017). This finding is consistent with several studies reporting that females tend to engage more in extra-role behaviours at work (Zhuwao et al., 2019; Saleem et al., 2017). Social and cultural norms may influence this pattern, as women often perceive a stronger obligation to foster a positive work environment.

Furthermore, gender-related variations in communication styles and interpersonal dynamics may also contribute to this trend. Hence, this study reveals that both age and gender are important determinants of OCB, with mid-career employees and women displaying the highest levels of OCB. These findings help reconcile some of the inconsistencies in the literature by highlighting the importance of considering both demographic factors, age and gender, when examining OCB.

These findings have important implications for organisational management and human resource practices. Understanding that age and gender influence OCB can help organisations tailor their employee engagement and development programs more effectively. For instance, recognising the strengths of mid-career employees and encouraging OCB across all age groups can enhance overall organisational performance. The management can implement mentorship programs pairing young and/or senior employees with colleagues having higher OCB to guide them in understanding the organisation's expectations and encouraging positive behaviours. Designing reward and recognition systems that reflect the distinct values and motivations of different age groups may encourage higher levels of OCB across the workforce.

Similarly, creating an inclusive environment that values and supports the contributions of both male and female employees can foster a culture of OCB, while also being mindful of not reinforcing gender stereotypes or overburdening women with extra-role expectations. Since OCB is lower among male employees, organisations should instil a sense of equality and fairness among male employees by implementing gender-neutral policies, particularly concerning irregular working hours and overtime. Additionally, offering paternity leave can enhance male employee morale, conveying that the organisation acknowledges and supports the family commitments of male employees as well.

This study highlights the relevance of demographic diversity in the workplace. By understanding how age and gender influence OCB, organisations can develop more inclusive policies and foster a work culture that encourages positive behaviours across all employee groups. The current study serves as a valuable resource for managers, offering evidence-based guidance on strategies to enhance OCB among employees, an increasingly critical factor in today's dynamic work environment. HR professionals can leverage these findings to make informed hiring decisions that promote higher levels of OCB within their organisations. By formulating and implementing tailored management strategies that leverage workforce diversity to promote OCB, organisations can foster a more inclusive, collaborative, and adaptable workplace culture.

LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

A few limitations are noted in this study. The research design is cross-sectional in nature. There is scope to carry out research with a longitudinal approach in the future. Two demographic variables, namely age and gender are considered in this study. Other demographic factors such as education, tenure, or job role, have not been examined. Future studies can be conducted to explore the impact of other demographic factors on OCB. Additionally, this research is conducted on EdTech employees, presenting knowledge workforce. The sample may not fully represent all industries or cultural contexts. Further research can be conducted across different organisational settings and cultures. Future studies could also look into the role of mediating and/or moderating variables such as ethical leadership, workplace spirituality, and organisational justice, etc. in further investigating the underlying mechanisms and contextual influences shaping this relationship.

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