

Demographic Influences on Resilience and Organisational Citizenship Behaviour among IT Professionals in Delhi NCR

Swati Rana¹, G. S. Batra²

¹Research Scholar, School of Management Studies, Punjabi University, Patiala
²Jagat Guru Nanak Dev Punjab State Open University

Abstract

The Indian IT industry operates in a fast-paced and demanding work environment, where the ability of employees to adapt and engage in organisational citizenship behaviour (OCB) are crucial for long-term success. Among 514 IT workers from the Delhi NCR area, this study looks at how resilience and OCB are affected by different demographic characteristics. These variables include age, gender, marital status, education, job experience, and company size. Standardised measures, such as the Podsakoff et al. (1990) OCB scale (24 items) and the 25-item Connor-Davidson Resilience scale (CD-RISC), were used to gather data. When we ran the numbers through a t-test and an analysis of variance, we found that factors like age, education level, and years of experience had a substantial impact on resilience and organisational citizenship behaviour (OCB). While business size and marital status did not show any significant effects, gender did have a significant influence on OCB but not resilience. The study highlighted the significance of HR strategies that prioritise demographics in order to enhance employee well-being and encourage positive behaviour on the job. Implications for practice indicate that businesses might boost output by embracing diversity in the workplace through strategic initiatives. Researchers in the future could broaden their scope to include additional industries and regions, or they could engage in longitudinal studies to ensure a more comprehensive understanding.

Keywords: Resilience, Organisational Citizenship Behavior, Demographic Variables, IT Sector, Employee Well-being, Delhi NCR

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Introduction:

By 2025, the information technology sector is projected to account for 10% of India's GDP, up from 7.7% in 2017. Personal and organisational resilience are now necessities in today's uncertain business climate and seemingly never-ending workplace chaos. The ability to persevere through difficult times, recover quickly, and carry on with daily life as if nothing had happened is what we mean when we talk about resilience (Turner, 2001). The most common causes of illness in the workplace are excessive workloads, long hours, and job instability, according to a recent study (Majumdar, D. 2024). Companies that hire people who can bounce back quickly will be better able to deal with this issue. In times of change, those with strong resilience are better able to control their negative emotions and maintain an optimistic

Corresponding Author: Swati Rana, Research Scholar, School of Management Studies, Punjabi University, Patiala, E-mail: swatirana309@gmail.com

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outlook (Shin et al., 2012). This positive influence enhances their dedication to change and promotes actions that support it, such as working together and actively participating in the change process. Because of their resiliency, people are able to accept change instead of fighting it. Organisational citizenship, as stated by Organ (1988) "Behaviour" refers to an employee's extracurricular actions that contribute to the smooth running of the business but aren't explicitly required of them or rewarded in any way. Basically,

it's when an employee goes above and beyond what is expected of them in their job description, going above and beyond what is called "extra-role behaviour" (Organ, 1988).

According to research done in Indian organisations by Shanker (2018), workers report more happiness in their jobs when they use their discretion to help out their coworkers and the company as a whole.

Literature Support

Factors related to age, gender, and years of experience have been found to impact resilience in past research. According to studies conducted by Fred Luthans (2002) and Masten & Reed (2002), resilience is the capacity to bounce back from challenges, and this capacity might differ from one person to another depending on their personal and professional history. Positive psychological traits, like resilience, differ according to socioeconomic situation, mentoring, and educational

encouragement (Khan, 2013). The effects of gender and age on resilience and protective variables were investigated in a 2007 study by Sun, J., et al. among elementary school students in Brisbane. Older girls exhibited less resilience than older boys, but they were more talkative, empathetic, help-seeking, and ambitious.

Organisational Citizenship Behavior (OCB) has also been found to differ across demographic categories. Podsakoff et al. (2009) suggest that factors like education and tenure influence the likelihood of employees engaging in discretionary behaviors beyond their formal job roles. Kowal et al. (2018) identified a statistically significant effect of gender on Organisational Citizenship Behaviour among IT employees in Poland and Germany. The female employees acknowledge and value the contributions of their supervisors who exceed their designated responsibilities.

This objective is crucial because understanding these variations will help organizations design HR policies that cater to different employee demographics.

Research Gap

Resilience and Organisational Citizenship Behaviour have been the subject of studies spanning age, gender, education, job experience, and marital status in the aforementioned literature; nevertheless, the majority of these studies have been conducted in western countries, such as Brisbane, Poland, and Germany. Few studies have looked at the demographic characteristics in the Indian IT sector in conjunction with resilience and organisational citizenship behaviour. This disparity is primarily attributable to the dearth of comprehensive, India-focused studies that integrate demographics, organisational citizenship behaviour, and resilience in the information technology industry.

Research Objectives

The main objectives of the study are:

- To investigate the impact of demographic variables (age, gender, education, marital status, work experience, and firm size) on resilience among IT professionals in Delhi NCR.
- To examine the impact of demographic variables (age, gender, education, marital status, work experience, and firm size) on Organisational Citizenship Behaviour (OCB) among IT professionals in Delhi NCR.
- To investigate whether resilience and organisational citizenship behaviour exhibit substantial differences across certain demographic categories.
- To offer insights that assist IT organisations in

formulating HR policies customised for varied employee demographics, hence improving resilience and organisational citizenship behaviour (OCB).

Research Methodology

Five hundred and fourteen information technology workers in the Delhi and NCR areas filled out the survey that provided the raw data. NASSCOM's member directory list was used to randomly choose 15 IT companies, ranging from large-scale to small-scale IT/ITes. The snowball sampling approach was used to identify a sample of 514. Because it effectively reaches demographics that are otherwise inaccessible, the snowball sampling approach was used. Staff members with relevant experience and information were consulted for the study. There were two parts to the questionnaire. Part one included a resilience measure called the 25-item Connor-Davidson Scale (CD-RISC), and an organisational citizenship behaviour measure called the 24-item OCB developed by Podsakoff et al. (1990). Part two of the survey asks about basic personal information including age, gender, marital status, level of education, and job history. Furthermore, the size of the organisation was also taken into consideration.

Data Analysis and Major Findings.

This section presents the results of the examination

of the study's demographic characteristics. The study takes into account the demographic parameters that have been previously studied, including gender, age, job experience, education level, and marital status. In addition, we looked at the size of the firm. In Table 1 you can see all the data regarding the study's IT staff demographics. According to the numbers, men make up 73.7% of IT company employees and women 26.3% of the overall workforce. Of the whole workforce, 24.3% are under the age of 30, with 42.9% being 50 and up. The average age of the staff is 38.2 years, making them mostly middle-aged and mature. Among the staff, 61.7% are married and 38.3% are single, according to the marital status data. When asked about their level of experience in the IT industry, 16.1% said they had fewer than 5 years, while 26.3% said they had more than 5 years. All IT employees have an average of 10.49 years of experience. The majority of the IT workers that made up the study's overall sample were seasoned pros. Based on the respondents' educational backgrounds, 32.7% have a bachelor's degree, 30.9% have a master's degree, and 36.4% have a doctorate or professional degree. The sample is representative of IT organisations because every single employee has a bachelor's degree or higher. The majority of workers were employed by medium-sized businesses, making up 59.7 percent of the total. Large IT firms followed closely behind at 33.1 percent, and tiny IT firms made up the remaining 7.2 percent.

Table 1: Demographic Characteristics of IT Employees

Variables	Categories	Mean Value	Frequency	Percentage
Gender	Male		379	73.7
	Female		135	26.3
	Total		514	100
Age	Upto 30 years	38.20	125	24.3
	31-40 years		83	16.3
	41-50 years		85	16.5
	Above 50 years		221	42.9
	Total		514	100
Marital Status	Married		317	61.7
	Unmarried		197	38.3
	Total		514	100
Work experience	0-5 Years	10.49	83	16.1
	6-10 Years		135	26.3
	11-15 Years		169	32.9
	Above 15 Years		127	24.7
	Total		514	100
Education	Graduation		168	32.7
	Post-Graduation		159	30.9
	PhD & Others		187	36.4
	Total		514	100
Firm Size	Large		170	33.1
	Medium		307	59.7
	Small		37	7.2
	Total		514	100

Source: Author's Calculations

Demographic Factors and Resilience- ANOVA Results

It is important to study the demographic variables to help understand the composition of the population and how representative the sample is of the population. To accomplish the first objective, the hypothesis H_0 was tested using Mean, Standard Deviation, t-test, and ANOVA to study the differences in resilience among the IT employees in Delhi NCR with respect to the demographic variables and Firm Size. The following hypotheses were tested in this regard are mentioned as below:

H_0 : There is no significant difference between demographic variables and Resilience in IT employees from Delhi NCR

H_0 (a): There is no significant difference in mean scores across gender towards Resilience.

H_0 (b): There is no significant difference in mean scores across age towards Resilience.

H_0 (c): There is no significant difference in mean scores across education towards Resilience.

H0 (d): There is no significant difference in mean scores across marital status towards Resilience.

H0 (e): There is no significant difference in mean

scores across work experience towards Resilience.

H0 (f): There is no significant difference in mean scores across firm size towards Resilience.

Table 2: Gender, Age, Education, Marital Status, Work Experience and Firm Size – T test and ANOVA Results

Demographic Variables	Descriptives		t/F-Value	Sig Value	Levene Statistic	Sig Value	1. Welch 2. Brown Forsythe	Sig Value
	N	Mean						
Gender			2.537	0.112	1.611	0.205	-	-
Male	379	-0.19369						
Female	135	0.54348					-	-
Total	514	-.000008						
Age	-	-	38.119	0.000	7.397	0.000	42.21	0.000
Upto 30 years	125	-.683592						
31-40 Years	83	-.105566						
41-50 Years	85	.529941					42.712	0.000
Above 50 years	221	.222452						
Total	514	-.000008						
Marital Status	-	-	0.027	0.87	0.028	0.868	0.026	0.871
Married	317	.005688						
Unmarried	197	-.009173					0.026	0.871
Total	514	-.000008						
Work Experience	-	-	6.887	0.000	3.53	0.015	7.148	0.000
0-5 Years	83	-.224313						
6-10 Years	135	-.172541						
11-15 Years	169	.263787					6.558	0.000
Above 15 Years	127	-.021047						
Total	514	-.000008						
Education	-	-	7.019	0.001	1.77	0.171	7.393	0.001
Graduation	168	-.070577						
Post-Graduation	159	-.173000						
PhD & Others	187	-.000008					7.017	0.001
Total	514	-.000008						
Firm Size	-	-						
1.305	0.272	0.16	0.852	1.33	0.269			
Large								
170	.098500							
Medium	307	-.055863					-	-
Small	37	.010838					1.33	0.284
Total	514	-.000008						

Source: Author's Calculations.

An independent t-test was performed to compare the results of male and female employees in the IT sector, to test the hypothesis. Table 2 presents the mean scores for the selected demographic variable, specifically gender. The mean scores of females are slightly higher compared to their male counterparts, indicating that women demonstrate greater resilience than men in the IT sector. The t-test yielded a significant value of 0.112, exceeding the threshold of 0.05 (2.537; $p>0.05$). Consequently, no statistically significant difference exists in the mean scores between females and males. Therefore, we accept the null hypothesis. The mean score for respondents aged 41-50 years is significantly higher than that of other age groups. The age group "Up to 30 Years" exhibits the lowest mean score (-0.684), whereas the age group "41-50 Years" shows the highest mean score (0.529). The assumption of equal variances is violated; however, the robust tests (Welch and Brown-Forsythe) corroborate the ANOVA findings, demonstrating significant differences. The middle age cohort exhibits the highest resilience levels, whereas the younger generation shows the lowest levels of resilience. The Levene Statistic (7.193; $p<0.05$) indicates statistical significance, leading to the rejection of the null hypothesis H0b. This result is further supported by the Welch and Brown-Forsythe statistics (42.21 and 42.712; $p<0.05$). Therefore, a statistical difference exists in the mean scores related to Resilience among different age groups. The average scores of married employees show a slight positive value (.005688) in contrast to unmarried individuals, who have a negative average (-.009173). The ANOVA results indicate that there is no significant difference in the resilience scores between married and unmarried individuals (0.027; p value: >0.05). The p-value for Levene's Test is 0.868, suggesting that there is insufficient evidence to reject the null hypothesis. Since the p-value is greater than 0.05, we lack adequate evidence to dismiss the null hypothesis. The results from both robust tests (0.026 and 0.026; p value: >0.05) corroborate the findings of the

ANOVA, demonstrating that there is no significant difference in the means of subjective well-being scores across the two marital status groups. Therefore, we accept the Null hypothesis.

In examining the work experience of employees in the study, similar patterns emerge as observed in age groups, with middle-aged employees demonstrating greater resilience than their younger counterparts. The respondents with the most extensive work experience, exceeding 10 years (0.263787), demonstrate greater resilience in comparison to those with less than 10 years of experience. The F-value (6.887; $p<0.05$) and Levene Statistic (3.530; $p<0.05$) demonstrate statistical significance, suggesting a notable difference in means. The Welch and Brown-Forsythe statistic (4.707, 4.346; $p<0.05$) further substantiates the robustness of the test for equality of means. Consequently, the null hypothesis H0d has been rejected. The analysis of the educational background of the employees in the study reveals that respondents holding a PhD and other qualifications exhibit the highest mean resilience score (0.142850), suggesting superior resilience in comparison to other groups. Individuals holding post-graduation qualifications exhibit a negative mean score of -0.185440, suggesting a lower level of resilience. The F-value (4.723; $p<0.05$) and Levene Statistic (3.911; $p<0.05$) indicate statistical significance, implying a notable difference in means. The test of equality of means demonstrates robustness, as indicated by the Welch and Brown-Forsythe statistic (7.148, 6.558; $p<0.05$). Consequently, the null hypothesis H0e is dismissed. Analysing resilience across different firm sizes showed that employees in large firms have a marginally positive average score of .098500, whereas those in medium firms displayed a slightly negative average score of -.055863. Conversely, those working in small firms exhibit an average score of .010838. The outcome of Levene's test for homogeneity of variances shows no statistical significance ($p = 0.16$), suggesting that

the assumption of equal variances holds true. Nonetheless, the ANOVA test ($F = 1.305$, $p > 0.05$) reveals that there are no statistically significant differences in resilience among different firm sizes. This was additionally confirmed by the Welch and Brown-Forsythe tests (1.33, 1.33; $p > 0.05$), indicating that there are no significant differences. Therefore, the null hypothesis is accepted.

Demographic Factors and Organisational Citizenship Behavior

H0: There is no significant difference between demographic variables and Organisational Citizenship Behavior in IT employees from Delhi NCR

H0 (g): There is no significant difference in mean scores across gender towards Organisational Citizenship Behavior.

H0 (h): There is no significant difference in mean scores across age towards Organisational Citizenship Behavior.

H0 (i): There is no significant difference in mean scores across education towards Organisational Citizenship Behavior.

H0 (j): There is no significant difference in mean scores across marital status towards Organisational Citizenship Behavior.

H0 (k): There is no significant difference in mean scores across work experience towards Organisational Citizenship Behavior.

H0 (l): There is no significant difference in mean scores across firm size towards Organisational Citizenship Behavior.

Table 3: Gender, Age, Education, Marital Status, Work Experience and Firm Size – T test and ANOVA Results

Demographic Variables	Descriptives		t/F-Value	Sig Value	Levene Statistic	Sig Value	1. Welch	Sig Value
	N	Mean					2. Brown Forsythe	
Gender			5.732	0.017	3.214	0.041	5.489	0.020
Male	379	-.01288						
Female	135	0.2566					5.489	0.020
Total	514	-.0000451						
Age	-	-	42.96914	0.000	5.811	0.001	47.096	0.000
Upto 30 years	125	-.5193056						
31-40 Years	83	-.1035807						
41-50 Years	85	.3252165					46.178	0.000
Above 50 years	221	.2074380						
Total	514	-.0000451						
Marital Status	-	-	0.014	0.094	1.604	0.206	0.014	0.906
Married	317							
-.0030391								
Unmarried	197							
.0047726					0.014	0.906		
Total	514	-.0000451						
Work Experience	-	-	5.759354	0.001	3.464	0.016	5.719	0.001
0-5 Years	83	-.1948482						
6-10 Years	135	-.0911926						
11-15 Years	169	.1601574					5.572	0.001
Above 15 Years	127	.0109732						
Total	514	-.0000451						
Education			5.475	0.004	2.318	0.100	5.654	0.004
Graduation	168	-.0393726						
Post-Graduation	159	-.1130629						
PhD & Others	187	.1313818					5.398	0.005
Total	514	-.0000451						
Firm Size			0.821	0.44	0.589	0.555	0.842	0.434
Large	170	.0396259						
Medium	307	-.0321140					-	-
Small	37	.0837676					0.868	0.422

Source: Author's Calculations.

The present analysis shows that females demonstrate more Organisational Citizenship Behaviour than males, with an average score of 0.256 compared to -0.013 for men. Nevertheless, there is extremely little difference in the mean scores of the sexes. The null hypothesis of $H_0(g)$ is rejected since both the F-value (12.873; $p < 0.05$) and the Levene test exhibit significance at the 5 percent level (Levene Statistic 5.462; $p < 0.05$). Moreover, thorough analyses of equality of means were conducted using the Welch and Brown-Forsythe tests. These tests support the results showing a notable disparity in Organisational Citizenship Behaviour between males and females (Welch and Brown-Forsythe Statistic 11.902, 11.902; $p < 0.05$). Research conducted by Allen, T. D., & Rush, M. C. (2001) and Stynen, D., et al. (2023) indicates that women typically display a higher level of Organisational Citizenship Behaviour when on the job. According to research by Chou and Pearson (2011), OCB suffers when male IT workers are involved. Aftab et al. (2020) found that compared to male teachers, female teachers are more likely to demonstrate organisational citizenship behaviour. Our results are in line with these research.

People in the age bracket of 41–50 had the highest average score on the Organisational Citizenship Behaviour scale. The statistical significance of the average scores is shown by the F value (42.969; $p < 0.05$) across all age groups. Organisational citizenship behaviour was highest among those aged 41–50, with those aged 50 and up showing strong second and third place, respectively. Workers younger than 40 years old accounted for the mean with the lowest reporting level". We are prompted to reject the null hypothesis by the statistically significant result indicated by the Levene Statistic (5.811; $p < 0.05$). The findings are further backed by the Welch and Brown-Forsythe statistic (47.096, 46.178; $p < 0.05$). According to research by Ajlouni, W. M., & Ebrheem, W. M. A. (2020), government hospital workers in Jordan

who are 41 and older show more respect and sportsmanship than those who are younger. Staff members with longer years of service demonstrate superior organisational citizenship behaviour. Older people, according to Mirković and Cizmic (2019), display more Organisational Citizenship Behaviour because they have more life experience and are more flexible. We find no evidence that contradicts the outcomes of the aforementioned research.

When comparing married and single workers, we find a small negative value (-0.0030391) for married workers and a positive value (0.0047726) for single workers. This data suggests that employees without spouses have higher levels of organisational citizenship behaviour. Organisational Citizenship Behaviour ratings were not significantly different between married and single people according to analysis of variance (0.014; p value > 0.05). With a p -value of 0.206 for Levene's Test, it appears that the evidence is not strong enough to reject the null hypothesis. With a p -value higher than 0.05, there is insufficient evidence to reject the null hypothesis. Both robust tests (0.014 and 0.014; p value: > 0.05) support the ANOVA results, showing that the means of Organisational Citizenship Behaviour scores are not significantly different between the two marital status groups. Hence, the null hypothesis is accepted.

Organisational Citizenship Behaviour scores were analysed using ANOVA across different categories of years of experience to evaluate sub-hypothesis $H_0(k)$. Organisational citizenship behaviour is more prevalent among middle-aged workers compared to younger workers, according to the study's examination of employees' work experience, which follows a pattern similar to that of age demographics. Compared to those with fewer than ten years of experience, people with a decade or more in the workforce exhibit significantly greater levels of organisational

citizenship behaviour (.1601574). The statistical significance is indicated by the F-value (5.759; $p < 0.05$) and the Levene Statistic (3.464; $p < 0.05$), which suggests a significant disparity in means. The statistical significance of the test for equality of means is shown by the Welch and Brown-Forsythe statistic (5.719, 5.572; $p < 0.05$). This leads us to conclude that $H_0(k)$ is not true.

According to the study's examination of employees' educational backgrounds, those with advanced qualifications, such as a PhD, have the highest level of organisational citizenship behaviour, as indicated by their high average resilience score of .1313818. Organisational Citizenship Behaviour is poor among those with graduate and post-graduate degrees, with mean scores of -.1130629 and -.0393726, respectively. Statistical significance is indicated by the F-value (5.475; $p < 0.05$) and the Levene Statistic (2.318; $p < 0.05$), suggesting a significant disparity in means. According to the Welch and Brown-Forsythe statistic (5.654, 5.398; $p < 0.05$), the test for equality of means is strong. Therefore, $H_0(i)$, the null hypothesis, is rejected.

The average score for small business employees in the study of organisational citizenship behaviour was 0.0837676, whereas the average score for medium business employees was -0.0321140. The average score for employees working for big companies is 0.0396259. Organisational citizenship behaviour is somewhat higher among small business employees than among large company employees. As expected, the assumption of equal variances was confirmed by the non-significant result ($p = 0.555$) of Levene's test for homogeneity of variances. Organisational citizenship behaviour does not vary significantly across larger and smaller firms, according to the analysis of variance ($F = 821$, $p > 0.05$). The fact that there were no significant differences was further validated by the Welch and Brown-Forsythe tests (0.842, 0.868; $p > 0.05$). Hence, the null

hypothesis is accepted.

Discussion

Organisational citizenship behaviour (OCB), resilience, and demographic traits all have intricate interrelationships, as this study shows. It was discovered that significant demographic characteristics, such as age, gender, marital status, educational attainment, job experience, and organisational size, had a notable impact on resilience and organisational citizenship conduct among the IT firm employees.

An important finding was that employees' resilience levels were much higher among those who were married and older, suggesting that having social support systems and life experience may boost psychological strength and adaptability. There was an uptick in organisational citizenship behaviour among the older age groups, which may indicate that resilience is a psychological factor that encourages people to be helpful at work. The organisational citizenship behaviour of single people was higher, nevertheless.

Both resilience and organisational citizenship behaviour (OCB) were positively connected with educational attainment. Graduates may be better able to handle professional challenges and go above and beyond in their contributions because they have developed better cognitive and emotional coping strategies.

Work experience also influenced the outcomes, as employees who had more than 10 years of experience exhibited superior resilience and organisational citizenship behaviour compared to their peers who had less job experience. This may arise from enhanced job security and organisational integration, which can cultivate both confidence and dedication to the organisation.

The firm's size became a significant contextual factor. Employees in larger organisations indicated

more resilience, likely attributable to more organised support systems, resource availability, and formalised human resource procedures. These variables may foster an environment that enhances psychological well-being and encourages the discretionary behaviours characteristic of OCB. Significantly, gender inequalities were observed in both Resilience and Organisational Citizenship Behaviour. Although females exhibited elevated scores in Resilience and Organisational Citizenship Behaviour (OCB), the findings on Resilience were not statistically significant. Nonetheless, a statistically significant outcome was observed in OCB. This suggests that gender may have a more significant impact on prosocial workplace behaviours than on resilience. The results emphasise the need of including demographic and organisational context in theoretical frameworks and practical strategies designed to enhance workplace behaviour. Customising strategies to align with the demographic and structural composition of the workforce could markedly improve both individual and organisational results.

8. Limitations and Future Research

The research only examines the correlation between demographic variables and organisational citizenship behaviour and resilience; it employs a cross-sectional design. Therefore, a future longitudinal study should be considered. Researchers have ignored important elements including workers' happiness on the job and their stress levels in favour of studying demographics. Due to the research's focus on IT workers in the Delhi NCR area, the sample size was small. In order to make the study more applicable to a wider audience, research colleagues may look at different service departments and different places.

9. Conclusion

The preceding studies show that demographic diversity is important for IT workers in Delhi NCR because it shapes resilience and organisational citizenship behaviour. Significant characteristics in the study included age, education level, and years

of work experience; however, gender had a stronger effect on organisational citizenship behaviour than resilience. Based on these findings, HR practices that consider demographic determinants have the potential to boost employee happiness and encourage more voluntary contributions. Mentoring, continuing education, and employee appreciation initiatives are all ways that businesses may strengthen their workers and provide them an edge in the market.

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