

# DEMOGRAPHIC FACTORS AS PREDICTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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## Abstract

*Organizations require proactive employees who perform beyond the stated responsibilities to stay competitive. One of the measures of proactiveness is organizational citizenship behavior of the employees. With citizenship behaviors linked to organizational effectiveness, it is significant for organizations to identify the impact of the causal factors that promote citizenship behaviors. This research paper has examined the impact of the demographic factors in promoting organizational citizenship behaviors. Age, gender and experience are taken up for investigation for their predictive power in eliciting citizenship behaviors among academicians in private colleges. The sample size for the study is 112. Convenience sampling technique was employed in the study. Data was analyzed by correlation and multiple regression using SPSS version 28. The results established significant relation between the demographic factors (age, gender and experience) with the different dimensions of organizational citizenship behaviors (altruism, sportsmanship, conscientiousness, civic virtue and courtesy).*

## Keywords:

*Organizational Citizenship Behavior, Demographic Determinants, Age, Gender, Experience*

## 1. INTRODUCTION

Organizational effectiveness depends on the prosocial behavior of employees, who readily volunteer to contribute extra effort beyond those defined by the formal structure and control systems. The prosocial/ voluntary behavior was labeled as "Organizational Citizenship Behavior (OCB)" and was defined as discretionary behaviors that promote organizational effectiveness by Organ [17]. Empirical research has also proven citizenship behaviors as improving group performance and productivity Podsakoff et al. [19]; increasing profitability Koys [9] enhancing organizational effectiveness Nwanzu et al. [16] and Kumari and Thapliyal [10] and increasing organizational performance Walz and Niehoff [20]. Citizenship behaviors are of significance for every type of organizations in the contemporary world, which is characterized by dynamic changes and cut throat competition. Given the fluidity of the business environment it is not possible for organizations to define all the aspects of employee behavior through job description and the need is for spontaneous and voluntary efforts from the employees that are directed towards enhancing organizational performance. Proactive and prosocial behaviors of employees are a must for organizational success. The importance of citizenship behaviors for organizations makes it necessary to analyze the causal factors for promoting such behaviors. This research work has analyzed the impact of demographic variables (age, gender and experience) as causal factors for promoting citizenship behavior among academicians in private arts and science colleges.

The discretionary aspect of organizational citizenship behavior refers to the notion that these behaviors are not formally defined and their occurrence is based on the nature of the

individual. Hence individual differences based on their age, gender and experience (length of service) can be attributed to the display of citizenship behaviors.

## 2. REVIEW OF LITERATURE

The impact of various demographic determinants (age, gender, salary, marital status, occupation, experience, race, nationality, income) have been investigated for their antecedent impact on citizenship behaviors and results are found to be mixed. The work of Chattopadhyay [3] found race and sex in negative correlation with organizational citizenship behaviour. According to Kidder and Park [7] the various dimensions of Citizenship behavior (Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic virtue) are related to gender roles. Male are considered to be aggressive and rational; female are considered as caring and emotional. Altruism as helping behavior is to be seen as feminine; Conscientiousness connected with the behavior of diligence is viewed as masculine; Sportsmanship includes behavior that focuses on what is right for the organization rather than on what is wrong with the organization, is perceived as in-role for male and extra role for females; Courtesy encompasses behaviors that makes an individual conscious of his/her behavior and the impact it creates on coworkers is seen as female quality and considered as feminine; Civic virtue refers to updating oneself of the organization related information and active participation in meetings which fits with masculinity. Behavioral classification as masculine and feminine makes gender as contributing to citizenship behavior. Socially identified gender and specified roles attached to the gender determines human behavior. Gender specified roles determined by society direct human behavior. The work of Kidder and Park [7] has taken the view that non-work role (factors) such as gender is significant for categorization, perception and consequences of organizational citizenship behavior. The antecedent impact of age and tenure of employees on citizenship behaviors is underscored by Kidder [8]. The study by Miao and Kim [12] has proven gender as moderating the relation between organizational citizenship behavior and job satisfaction. The impact of age and tenure on organizational citizenship behavior was confirmed in the work of Mohammad et al. [13]. Cognitive development is associated with age of the individual which causes changes in their motivational cause underlying behavior, thus making age as predictor of organizational citizenship behavior and experienced employees due to their longevity of service display more citizenship behaviors in comparison with less experienced employees was proven by Chou and Pearson [4]. The works of Chou et al. [15] did not support gender to be an antecedent of citizenship behavior. Bahrami et al. [2] proved gender as influencing citizenship behaviors. Stereotypical are behaviors attributed to gender and by reason of the same female gender were found to be significantly related to citizenship behaviors but not that of male gender

Motalebi and Marsap [14]. The study by Mahnaz et al. [11] proved sex, marital status, education, type of profession, age, salary, type of employment, department, job position and duration of employment as having a significant impact on organizational citizenship behavior. Chronological age as a determinant of citizenship behavior is confirmed by Huang et al. [6]. Gender as a mediator in the role clarity – organizational citizenship behavior was examined and it was confirmed that female employees had high orientation towards the role clarity – organizational citizenship behavior relation by Yadav and Kumar [21]. Estiri et al. [5] have proved gender as having a positive effect on organizational citizenship behavior. The meta-analytic study by Aytac et al. [1] have established gender as not a determinant of citizenship behavior. Parveen [18] in his work confirmed job tenure in positive correlation with organizational citizenship behavior.

### 3. THEORETICAL BACKGROUND

#### 3.1 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organ (1988) defined organizational citizenship behavior as “individual behavior that is discretionary, not directly or explicitly rewarded by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. The behavioral dimensions of citizenship behaviors include – altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

- **Altruism** – it refers to helping or assisting other employee without expecting anything in return.
- **Conscientiousness** – refers to behavior that involves self-control and discipline.
- **Sportsmanship** – refers to exhibiting no negative behavior by the employees.
- **Courtesy** – it is the polite and considerate behavior towards fellow employees.
- **Civic virtue** – refers to the positive representation of the organization to outsiders.

#### 4. THEORETICAL RATIONALE FOR THE DEMOGRAPHIC FACTORS AS ANTECEDENTS

##### 4.1 SOCIAL ROLE THEORY

The social role theory accounts for the antecedent ability of gender. The social role theory of Eagly (1987) advocates that stereotypical behaviors are attributed to the specific gender by the society. Members of the society grow up observing the behavior patterns displayed by different gender and emulate the same. Belongingness to a particular group (male/ female) determines the behavior of the person. When gender is taken up as trait, specific behavioral patterns can be attributed to the male and female category. Masculinity and femininity are the traits that are connected with the male and female gender. Masculinity as a trait is associated with ambition, assertive and tough, whereas femininity is characterized by modest, care and flexibility. The difference in

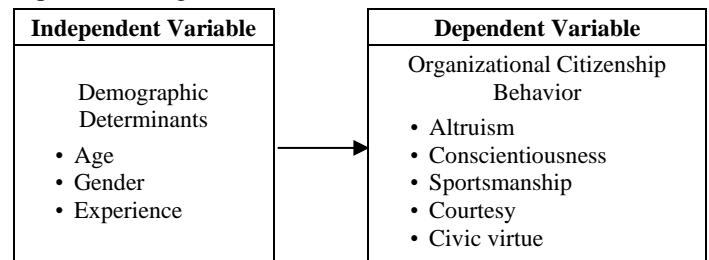
the masculine and behavioral behaviors lends credence for gender as cause for differences in organizational citizenship behaviors.

### 4.2 SOCIAL IDENTITY THEORY

The author of [1] developed the social identity theory. The theory takes the view that categorizing individuals in to specific groups leads them to have a group identity. This identity is used by the individual to determine who they are and their behavior is in congruence with the characteristics of the group. Group categorization can be based on gender, age, marital status, education, occupation, race, nationality. Belongingness to a particular category determines individual behavior.

### 5. CONCEPTUAL FRAMEWORK

Based on the reviews, the demographic factors taken up for their antecedent power for the study are age, gender and experience (length of service).



#### 5.1 HYPOTHESIS

- H<sub>01</sub>: There is no significant relation between the demographic determinants and altruism.
- H<sub>02</sub>: There is no significant relation between the demographic determinants and Sportsmanship
- H<sub>03</sub>: There is no significant relation between the demographic determinants and Conscientiousness.
- H<sub>04</sub>: There is no significant relation between the demographic determinants and civic virtue.
- H<sub>05</sub>: There is no significant relation between the demographic determinants and courtesy.

### 6. RESEARCH METHODOLOGY

#### 6.1 SAMPLE

The subjects for the present study involved academicians employed in private arts and science colleges the districts of Coimbatore and Tiruppur. Convenience sampling technique was employed for the study and the sample size is 112.

#### 6.2 DEMOGRAPHIC DETERMINANTS

The demographic determinants taken up for investigation are age, gender and experience (length of service). Nominal scale was employed for categorizing the variables.

### 6.3 ORGANIZATIONAL CITIZENSHIP BEHAVIOR QUESTIONNAIRE

Organizational citizenship behavior was measured with five dimensions (altruism, civic virtue, sportsmanship, conscientiousness and courtesy) that involved 13 attributes. A five point Likert Rating scale was used and respondents recorded their ratings on the scale of 1 to 5. (1= never, 2 = rare, 3 = sometimes, 4 = always and 5 = often).

- Altruism – helping coworkers with heavy workload, helping a coworker in his absence for work, assistance offered to coworkers in matters connected with work.
- Sportsmanship – complaints reported on trivial matters, fault finding with organization.
- Conscientiousness – maintenance of above norm attendance, habit of taking extra breaks, following company rules even when others do not watch.
- Civic Virtue – updating with changes in the organization, aware of all organizational announcements.
- Courtesy – avoid creating problems to coworkers, considerate towards one's action and its impact on coworkers, abusing the rights of coworkers.

### 6.4 RELIABILITY TEST

	Total Items	Cronbach's alpha
Demographic determinants	3	.878
Organizational Citizenship Behavior Scale	13	.975

The alpha values are indicative of the reliability of the scale used for the study.

## 7. ANALYSIS

Table.1. Pearson's Correlation Coefficient between demographic determinants and dimensions of organizational citizenship behavior

Variables	Altruism	Sportsmanship	Conscientiousness	Civic virtue	Courtesy
Age	.773	.829	.871	.832	.874
Gender	.803	.768	.657	.758	.767
Experience	.842	.911	.862	.900	.915

Table.2. Multiple Regression Between Altruism and Demographic Determinants

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error Estimate
1	.882 <sup>a</sup>	.778	.771	1.26658

Predictors: (Constant), experience, gender, age

Table.3. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	2.757	.513		5.374	.001
Age	1.166	.420	.275	2.778	.006
Gender	2.254	.406	.422	5.559	.001
Experience	.748	.351	.268	2.128	.036

Dependent Variable: Altruism (level of significance at 5%)

Table.4. Multiple Regression between Sportsmanship and demographic determinants

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error Estimate
1	.918 <sup>a</sup>	.843	.839	.66685

a. Predictors: (Constant), experience, gender, age

Table.5. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	-.655	.270		-2.424	.017
Age	.461	.221	.174	2.085	.039
Gender	.565	.214	.169	2.648	.009
Experience	1.094	.185	.625	5.915	.001

Dependent Variable: Sportsmanship (level of significance at 5%)

Table.6. Multiple Regression between Conscientiousness and demographic determinants

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error Estimate
1	.893 <sup>a</sup>	.798	.793	.94750

Predictors: (Constant), experience, gender, age

Table.7. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	4.182	.384		10.897	.001
Age	1.652	.314	.497	5.261	.001
Gender	-.049	.303	-.012	-.161	.872
Experience	.950	.263	.433	3.612	.001

Dependent Variable: Conscientiousness (level of significance at 5%)

Table.8. Multiple Regression between Civic virtue and demographic determinants

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error Estimate
.910 <sup>a</sup>	.828	.823	.84838	.910 <sup>a</sup>

a. Predictors: (Constant), experience, gender, age

Table.9. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1.284	.344		3.736	.001
Age	.749	.281	.232	2.663	.009
Gender	.717	.272	.176	2.638	.010
Experience	1.185	.235	.557	5.035	.001

Dependent Variable: Civic Virtue (level of significance at 5%)

Table.10. Multiple Regression between Courtesy and demographic determinants

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error Estimate
.933 <sup>a</sup>	.871	.867	.98098	.933 <sup>a</sup>

a. Predictors: (Constant), experience, gender, age

Table.11. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	.277	.397		.698	.486
Age	1.569	.325	.364	4.825	.001
gender	1.045	.314	.192	3.328	.001
Experience	1.258	.272	.443	4.621	.001

a. Dependent Variable: Courtesy (level of significance at 5%)

## 8. DISCUSSION

The Table.1 contains the Pearson’s correlation coefficient between the demographic determinants (age, gender and experience) and the different dimensions of organizational citizenship behavior. When the value of correlation coefficient lies between 0.7 and 1, it indicates a strong relation between the variables. The correlation coefficients between the demographic determinants (age, gender and experience) and the OCB dimensions (altruism, Sportsmanship, Conscientiousness, Civic Virtue and Courtesy) from Table.1 lie between the range of 0.7 and 1, which indicates a strong relation between the demographic factors and all the dimensions of OCB.

The R<sup>2</sup> values from the multiple regression tables 2,4,6,8 and 10 represents the proportionate change in the dimensions of organizational citizenship behaviors caused by the demographic factors. The R<sup>2</sup> values are - altruism (.778), sportsmanship (.843), conscientiousness (.798), civic virtue (.823) and courtesy (.867)

and it can be inferred that the demographic determinants of age, gender and experience together account for 77.8% variation in altruism; 84.3% variation in sportsmanship; 79.8% variation in conscientiousness; 82.3% variation in civic virtue and 86.7% variation in courtesy.

With the level of significance established at 5% (.05), the significance values from tables 3, 5, 9 and 11 for age (p<.05), gender (p<.05) and experience (p<.05) are less than .05 which leads to the rejection of the hypothesis H<sub>01</sub>, H<sub>02</sub>, H<sub>04</sub> and H<sub>05</sub>. Hence the relation between the different demographic determinants with altruism, sportsmanship, civic virtue and courtesy is significant. The significance value from Table.7 is less than 0.05 for age and experience and the value for gender is 0.872 which is higher than .05. Hence age and experience are significantly related to the OCB dimension of Conscientiousness but not gender.

## 9. CONCLUSION

The findings have confirmed the strong relation between the demographic factors (age, gender and experience) and the dimensions of organizational citizenship behavior (altruism, sportsmanship, conscientiousness, civic virtue and courtesy). The multiple regression analysis has confirmed the significant relation between the demographic determinants and the dimensions of organizational citizenship behavior, except for the non-significant relation between gender and conscientiousness. Display of citizenship behaviors varies with age, gender and experience. This can be attributed to the fact that, an employee’s long stay (experience) with organization makes them to identify themselves with the job. Longer service promotes job identity and this identity makes them to display citizenship behaviors towards their coworkers and organization, as both coworkers and organization are a part of their job identity. Similarly behaviors identifiable with specific gender make gender as an antecedent.

The results of the study are applicable to academicians in private colleges. Generalizability of the results to employees in other sectors needs further research as different types of profession differ in their requirements for extra role behavior from employees.

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