

## Demographic Factors Affecting Organizational Citizenship Behavior in one Sub-District Administrative Organization in Phanna Nikhom District, Sakon Nakhon Province

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### Abstract

This study sought to assess demographic factors affecting organizational citizenship behavior. A sample was taken from one sub-district administrative organization in Phanna Nikhom district, Sakon Nakhon province. Further, to establish a possible relationship between organizational citizenship behavior and important demographic variables (e.g gender, marital status, education, position and experience), a survey was conducted using a total of 56 respondents. It is believed that this study can add a new understanding that can be used to improve the organizational citizenship behavior.

### 1. Introduction

The concept of organizational citizenship behavior (OCB) was introduced by Bateman and Organ in 1983. The concept was refined and strengthened by a number of researchers (Yaghoubi, Salehi and Moloudi, 2011) in different sectors. In any organizational setting, Organ and Ryan (1995) asserted that organizational citizenship behavior was a special type of work behaviors, and was defined as individual behavior that was beneficial to the organization and discretionary, not directly or explicitly recognized by the formal reward system. Organizational citizenship behavior was a part of an informal psychological contract in which the employee hoped that such extra

effort might be perceived and then rewarded by the administrator and the organization (Dhitiporn and Brooklyn, 2004).

Five dimensions of Dennis Organ's work (sportsmanship, civil virtuous, conscientious, altruism, and courtesy) were used in this study. OCB was taken into consideration from the point of personnel working in one sub-district administrative organization in Phanna Nikhom district, Sakon Nakhon province. All different demographic aspects of personnel working in one sub-district administrative organization in Phanna Nikhom district, Sakon Nakhon province were assessed with the five dimensions of OCB.

## 2. Objectives

These objectives were:

2.1 To assess the level of organizational citizenship behavior in one sub-district administrative organization in Phanna Nikhom district, Sakon Nakhon province.

2.2 To assess demographic factors affecting organizational citizenship behavior in one sub-district administrative organization in Phanna Nikhom district, Sakon Nakhon province.

## 3. Literature Review

### Organizational Citizenship Behaviour (OCB)

The first concept of organizational citizenship behavior was introduced in the mid 1980s by Dennis Organ. OCB referred to those organizationally beneficial behaviors and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantee of recompense. Organ (1997) concluded that OCB had five critical elements which were (1) Altruism is a type of discretionary behavior consisting of behaviors that help a specific other person and motivates employees to assist other employees to deal with their problems of works (Podsakoff et al. (2000). (2) Conscientiousness indicates the discretionary extra-role behaviours that exceed the requirements of the task, job, as well as work ethics (McCrae and Costa, 1987). (3) Sportsmanship can be defined as any behavior demonstrating tolerance of less than ideal circumstances without complaining. (4) Civic virtue is one kind of behavior of the employees to participate in organizational practices with the concern of the life of the company (Deluga, 1998). Civic virtue concentrates on a macro-level interest or commitment to the whole organization. (5) Courtesy means behaviors of prevention interpersonal problems and lessens the effects of the problem in the future (Podsakoff et al., 2000).



*Figure 1. Conceptual framework of this study*

Figure 1 presents the influence of demographic factors on organizational citizenship behavior (sportsmanship, civic virtue, conscientious, courtesy and altruism) in one sub-district administrative organization in Phanna Nikhom district, Sakon Nakhon province. The demographic factors were independent variable (demographic factors) and organizational citizenship behavior (sportsmanship, civil virtuous, conscientious, altruism, and courtesy) were dependent variable.

#### **4. Research Design**

This research is a descriptive study and non-experimental research. A self-developed questionnaire was used to obtain demographic data relevant to this study. The participants were asked to provide information regarding their gender, marital status, education, position and experience.

The study used the questionnaire as a survey instrument for collection of data. The survey aimed at one sub-district administrative organization in Phanna Nikhom district, Sakon Nakhon province. The sample was 56 personnel working in one sub-district administrative organization in Phanna Nikhom district, Sakon Nakhon province.

This study used five dimensions of OCB proposed by Organ (1997) as most researchers had accepted the dimensions as the most widely used in organizational related studies (Kittilertpaisan and et al, 2014). Twenty-five items were used to determine the level of citizenship behaviors among subordinates based on five main dimensions Podsakoff et al. (1990: 1-40). A likert-scale was used to measure the OCB elements, which used the anchors of 1 (Not absolutely real) to 5 (Mostly real). The first section asked the respondents' demographic data. The next section asked the respondents' views on organizational citizenship behavior (sportsmanship, civil virtuous, conscientious, altruism, and courtesy).

Descriptive and inferential statistics were used to analyze the data. As a preliminary step to data analyses, descriptive statistics such as the mean scores, standard deviation and other information about the OCB scale were examined. Further, additional analyses to determine if there were any statistically significant differences in the mean scores for OCB based on demographics were determined. These analyses include Mann Whitney-U test and Kruskal Wallis test for gender, marital status, education, position and experience.

Reliability analysis was conducted to check stability and consistency of measurement and the Cronbach's alpha were calculated and exceeded 0.70 (Malhotra, 2004). From the reliability analysis shown in table 1 the reliability analysis of organizational citizenship behavior (sportsmanship, civic virtue, conscientious, courtesy and altruism) was between .80 - .90, which was acceptable as the minimum level of 0.6 for further analysis.

## 5. Results

According to Tale 1, most respondents were male; half of the respondents finished a bachelor degree. Civil servants and general employment employees were the greatest number of respondents of this study; while respondents' experiences were less than 3 year and between 4 and 8 year.

*Table 1*  
*Demographic characteristics of the population*

Attribute	Demographics	N	(%)
Gender	Male	22	39.3
	Female	34	60.7
Marital status	Single	25	44.6
	Married	31	55.4
Education	Less than a Bachelor's degree	20	35.7
	Bachelor's degree	30	53.6
	Higher than a Bachelor's degree	6	10.7
Job level	Civil servant	18	32.1
	Permanent employee	1	1.8
	Mission employee	13	23.2
	General employment employee	24	42.9
Experience	Less than 3 years	17	30.4
	4 – 8 years	16	28.6
	9 – 13 years	8	14.3
	Higher than 14 years	15	26.7

*Table 2*  
*Summary of Descriptive Data of Citizenship Behavior*

Variables	No. of items	Mean	SD.	Min.	Max.	Alpha Coefficient	N
Sportsmanship	5	4.11	.49	1.80	5.00	.90	56
Civic virtue	5	4.21	.44	3.00	5.00	.86	56
Conscientious	5	3.83	.48	2.60	5.00	.87	56
Altruism	5	4.17	.47	3.00	5.00	.85	56
Courtesy	5	4.02	.39	2.80	4.80	.86	56
Total OCB	25	4.07	.35	3.20	4.92	.82	56

\*5-point Likert scale; 1 = Not absolutely real, 5 = Mostly real

Table 2 showed the arithmetic means for the five OCB variables. Civic virtue (Mean=4.21, S.D= .44) had the highest mean followed by Altruism (Mean=4.17, S.D= .47), Sportsmanship (Mean= 4.11, S.D = .49), Courtesy (Mean=4.02, S.D= .39), and conscientious (Mean=3.83, S.D= .48).

Table 3 showed the result of Mann Whitney-U test for OCB and gender. There were not significant between each dimension of OCB and gender of respondents.

*Table 3*  
*Mann Whitney-U test for OCB and gender*

Variable	Gender	N	Mean Rank	P
Sportsmanship	Male	22	29.32	.12
	Female	34	27.97	
Civic virtue	Male	22	28.30	.27
	Female	34	28.63	
Conscientious	Male	22	26.80	.24
	Female	34	29.6	
Altruism	Male	22	24.86	.17
	Female	34	30.85	
Courtesy	Male	22	25.23	.21
	Female	34	30.62	

Table 4 shows the effect of status on organizational citizenship behavior. There was a significant association between Sportsmanship and status ( $P = .03$ ). The mean rank revealed that married was higher compared to single of respondents.

*Table 4*  
*Mann Whitney-U test for OCB and status*

Variable	Status	N	Mean Rank	P
Sportsmanship	Single	25	24.18	.03*
	Married	31	34.98	
Civic virtue	Single	25	30.46	.41
	Married	31	26.92	
Conscientious	Single	25	29.30	.74
	Married	31	27.85	
Altruism	Single	25	26.36	.37
	Married	31	30.23	
Courtesy	Single	25	26.36	.95
	Married	31	28.61	

\* Significant at the 0.05 level

Table 5  
Kruskal-Wallis test for OCB and education

Variable	Education	N	Mean Rank	P
Sportsmanship	Less than a Bachelor's degree	20	28.48	.04*
	Bachelor's degree	30	25.75	
	Higher than a Bachelor's degree	6	42.33	
Civic virtue	Less than a Bachelor's degree	20	31.30	.62
	Bachelor's degree	30	26.77	
	Higher than a Bachelor's degree	6	27.83	
Conscientious	Less than a Bachelor's degree	20	36.52	.02*
	Bachelor's degree	30	24.10	
	Higher than a Bachelor's degree	6	23.75	
Altruism	Less than a Bachelor's degree	20	28.02	.08
	Bachelor's degree	30	26.12	
	Higher than a Bachelor's degree	6	42.00	
Courtesy	Less than a Bachelor's degree	20	28.62	.30
	Bachelor's degree	30	28.50	
	Higher than a Bachelor's degree	6	28.08	

Table 5 showed the effect of education on organizational citizenship behavior. As the data under study were not divided normally and there were more than two comparing groups, the Kruskal-Wallis (a non-parametric test) was used. However, There was significant correlation between two dimension of OCB and education at .05 significant level (for sportsmanship  $P = .04$  and conscientious  $P = .02$ ).

Table 6  
Kruskal-Wallis test for OCB and position

Variable	Position	N	Mean Rank	P
Sportsmanship	Civil servant	17	19.22	.01*
	Permanent employee	1	20.55	
	Mission employee	13	29.73	
	General employment employee	24	35.12	
Civic virtue	Civil servant	17	25.41	.27
	Permanent employee	1	32.22	
	Mission employee	13	26.46	
	General employment employee	24	30.55	
Conscientious	Civil servant	17	18.12	.02*
	Permanent employee	1	20.53	
	Mission employee	13	23.58	
	General employment employee	24	36.76	
Altruism	Civil servant	17	18.21	.37
	Permanent employee	1	21.50	
	Mission employee	13	24.42	
	General employment employee	24	27.23	
Courtesy	Civil servant	17	16.94	.02*
	Permanent employee	1	19.43	
	Mission employee	13	21.54	
	General employment employee	24	37.45	

Table 6 showed how position affected different dimensions of organizational citizenship behavior. According to the above result, the position (i.e. civil servant, permanent employee, mission employee and general employment employee) has a significant impact on Sportsmanship ( $P = .01$ ), conscientious ( $P = .02$ ) and courtesy ( $P = 0.02$ ). However, no significant difference was found in case of Civic virtue ( $P = 0.27$ ) and altruism ( $P = .37$ ).

Table 7  
Kruskal-Wallis test for OCB and experience

Variable	Experience	N	Mean Rank	P
Sportsmanship	Less than 3 years	17	21.17	.02*
	4 – 8 years	16	25.88	
	9 – 13 years	8	27.55	
	Higher than 14 years	12	38.55	
Civic virtue	Less than 3 years	17	20.09	.01*
	4 – 8 years	16	36.06	
	9 – 13 years	8	29.06	
	Higher than 14 years	12	23.33	
Conscientious	Less than 3 years	17	25.15	.30
	4 – 8 years	16	28.50	
	9 – 13 years	8	26.50	
	Higher than 14 years	12	29.96	
Altruism	Less than 3 years	17	31.74	.43
	4 – 8 years	16	25.58	
	9 – 13 years	8	23.56	
	Higher than 14 years	12	27.04	
Courtesy	Less than 3 years	17	23.50	.02*
	4 – 8 years	16	21.44	
	9 – 13 years	8	35.75	
	Higher than 14 years	12	33.54	

Table 7 shows the relationship between experience and the OCB. According to the above result, the experience had a significant impact on sportsmanship ( $P = .02$ ), civic virtue ( $P = .01$ ) and courtesy ( $P = .02$ ). However, no significant difference was found in case of conscientious ( $P = .30$ ) and altruism ( $P = .43$ ).

## 6. Discussion and Conclusion

This study showed that demographic characteristics had an effect on different dimensions of organizational citizenship behavior. These results of the present study were in earlier findings. Since the data were collected from one sub-district administrative organization, replicating this study in other types of organizations would help in determining the validity and generality of present findings. Due to the number of respondent was quite small as compared to their counterparts; fact that, caution must be exercised in generalizing the findings of the present study. Furthermore, the observed associations between the variables had been interpreted rather than established.

This study reflects how organizational citizenship behavior played a critical role in the functioning of an organization, which administrators must be concerned with ways to maximize and understand what creates organizational citizenship behavior of personnel working with different demographic factors.

Management should also encourage personnel to build optimistic attitudes in their personality which would automatically increase their organizational citizenship behavior.



This study can be expanded to other public and private organization. In addition to this, more detailed analysis can be made in other public organizations in order to understand organizational citizenship behavior's effects on other organizational variables (organizational commitment, performance, burnout, etc.)

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