



# Demographic Factors and Organizational Citizenship Behavior in Indonesia: Are They Related?

Mirwan Surya Perdhana\* and Rizka Melinda Dewi

*Faculty of Economics and Business, Universitas Diponegoro, 50275, Indonesia*

The aim of this research was to investigate the Organizational Citizenship Behavior (OCB) in the Indonesia's State Electricity Company based on demographic factors namely gender, age, and education level. To achieve such aim, this research employed mixed methodology by utilizing Organizational Citizenship Behavior Checklist (OCBC) to measure employees' discretionary effort and semi-structured interview to confirm respondent's response toward the OCBC instrument. The respondents of this research were 50 employees of Indonesia's State Electricity Company working at the Central Java and Jogjakarta's distribution office. Data were analyzed using OCBC calculation formula and data reduction process. The results of this research revealed that OCB does not have strong correlation with gender, age and education level. Implication for management theory and practice were also discussed.

**Keywords:** Organizational Citizenship Behavior, Organizational Citizenship Behavior Checklist, Demographic Factors.

## 1. INTRODUCTION

Research on Organizational Citizenship Behavior (OCB) has been widely conducted over the last few decades. OCB has been acknowledged as a factor that could increase productivity, improving customer satisfaction, and reducing cost (McDowell and Vargas 2015). Although organization's official reward system does not acknowledge OCB, its effect on increasing organizational effectiveness is inevitable.<sup>17</sup>

Demographic characteristics such as gender, age, and education level are among factors that have been extensively acknowledged to influence OCB. Gender express biological category and often considered as the determinant of causal relationship among employees in the workplace. Differences in age and educational level in the work environment lead to different ways of thinking and behaving, as well as the demonstration of OCB.

Despite the fact that demographic factors and OCB has been extensively investigated, differences in results could still be identified. Studies have revealed that woman is likely more involved in OCB compared to men. Nevertheless, those studies also found that there are no significant difference on the OCB's conscientiousness dimension between man and woman (Beauregard, 2000).<sup>1, 9, 16–18</sup>

With regards to age factor, researchers have found that elder workers demonstrate higher obedience toward organization, higher loyalty, more actively participate in organization's event

and demonstrating higher level of OCB compared to younger co-workers.<sup>1, 11, 18</sup> Such findings contradict McDowell and Vargas (2015),<sup>13</sup> who found that higher level of OCB could be identified on younger workers, since they are eagerly interested toward the idea of pro social behavior.

Difference results from previous research could also be observed on the educational attainment variable. Cohen and Avrahami<sup>5</sup> argued that employees with high educational attainment are having more time to conduct OCB. This result is in contrary with what Pavalache-Ilie<sup>16</sup> found, that involvement in OCB are dominated by employees with middle educational attainment than those with high educational attainment.

Despite the various findings supporting the relationship between demographic characteristics of gender, age and educational attainment with OCB, researchers such as Jafari and Bidarian<sup>12</sup> and Cameron (2013)<sup>4</sup> has come to a conclusion that demographic factors is not a suitable predictors for OCB. Such differences in findings related to the association of demographic characteristics with OCB have revealed a gap that needs further investigation. Thus, this study aims to investigate OCB based on the gender, age and educational attainment.

In order to complement the results of previous studies on OCB, this study employed a different approach by utilizing mixed methods. Research on OCB has been widely conducted using quantitative methods, which results focus on the positive or negative relationship between OCB and demographic characteristics. Although such method is useful, it cannot bring the finer nuances

\*Author to whom correspondence should be addressed.

on the rationale why the respondents are willing to demonstrate OCB. To unveil the underlying reason why they demonstrate high or low level of OCB, qualitative approach is needed. This study combines quantitative methods by utilizing OCBC questionnaire<sup>10</sup> with qualitative methods by interviewing respondents about their OCBC questionnaire results.

Among instruments used to measure OCB,<sup>7,8,15</sup> OCBC questionnaire<sup>10</sup> was selected due to several reasons. OCBC is the most recent instrument available to measure OCB, with total reliability score of 0.97 for its total scale. Although in total OCBC consists of 42 questions—far more compared to the other instruments; the questions are relatively simple and easy to understand since it has related to activities that most people conduct in their daily life. Moreover, OCBC is able to measure OCB-I and OCB-O simultaneously. OCB-I reflects individual behavior which indirectly could give positive contribution towards organization, while OCB-O reflects behavior which in general could give positive contribution towards organization.

## 2. METHODS

This study utilized mixed methods by combining quantitative instrument (OCBC) with qualitative interview. Over the years, the use of mixed methods has been believed to be able to accommodate the shortage found in either qualitative or quantitative research alone. Combining both methods can improve the usefulness of findings as well as enhancing previous findings obtained from the use of quantitative or qualitative method.<sup>3</sup>

The mixed methods design utilized in this study was the explanatory design or could also be called as “Qualitative Follow-Up Approach.”<sup>14</sup> There are two phase in this design, where this study started with the quantitative phase first and confirming the result with the qualitative phase.<sup>6</sup>

The sample of this study was 50 employees from the Indonesia's State Electricity Company working at the Central Java and Jogjakarta's distribution office. They were selected through simple random sampling method from the total population of 236 employees. These numbers were considered adequate since the data analysis was not merely relying on the quantitative approach alone.

Data collection process was started on December 2015. Researchers had to obtained approval from the company before questionnaire could be distributed. After the approval was obtained, questionnaires were distributed to several sections in the company: Distribution, finance, facility, security, and communication and administration section. Each respondent was given 72 hours time to complete the questionnaire although in reality the overall quantitative data collection process took approximately 14 days.

The qualitative interview was conducted toward respondents who stated their willingness and fill their personal data on the last section of the questionnaire. There were 7 individuals who left their personal data, nevertheless, only 4 individuals responded and arranged the interview schedule after office hours when contacted by the researchers. Another individual responded a few days after and said that he is willing to participate if the interview is conducted via online messenger system. Thus, interviews were conducted toward 5 participants. Interviews were recorded and all interviewees gave clear and complete response toward questions given by the researchers.

**Table I. Summary of quantitative results.**

	OCB-I	OCB-O
Gender		
Female	2,5	2,5
Male	2,4	2,7
Age (year)		
16–20	2,4	2,3
21–30	2,4	2,7
31–40	2,5	2,5
41–50	2,5	2,8
>50	2,4	2,6
Educational attainment		
High school	2,3	2,4
Diploma	2,7	2,8
Bachelor	2,5	2,6

The main instrument in this study was OCB-C questionnaire.<sup>10</sup> It is a 42 items questionnaire which measure OCB into 2 categories: OCB-O and OCB-I. OCB-O refers to behavior which in general could give positive contribution towards organization, such as obeying informal rules or arriving early at the office. The other category, OCB-I, refers to individual behavior which indirectly could give positive contribution towards organization. Example of OCB-I is when an employee help to finish the work of his/her co-worker when they are absent. In the OCB-C questionnaire, 23 items were used to measure OCB-I and 19 items measures OCB-O. The instrument is copyrighted but could be used freely if researchers could provide the original authors with translation result and summary of the findings.

## 3. RESULTS

The quantitative result revealed that there are only a slight difference in term of OCB-I and OCB-O score among employees in Indonesia's State Electricity Company. The complete findings are presented in Table I.

The qualitative interviews were conducted by asking the OCB-I and OCB-O indicators to the respondents in order to gain deeper information with regards to their OCB behavior.

Qualitative findings for OCB-I demonstrated that all respondents are willing to help their co-workers, both for personal problems and work-related problems. Nevertheless, some respondents are having concern in lending money or personal belongings to their co-workers. Their main reason was a mere contractual relationship with other co-workers, which made them need to be more selective. Respondents were also selective to determine whether they will postpone their vacation schedule to help their co-workers.

OCB-O findings demonstrated the willingness of all respondents to do extra work voluntarily and prioritize work over personal matters. Nevertheless, they were reluctant to recommend someone to their superior for personal reason, and have a “vague” believe on saying good things about employer in front of other co-workers. This might be the manifestation of Javanese culture which requires people to maintain harmony in the work place.

## 4. FUTURE RESEARCH AGENDA

Although the result of this study does not reveal any substantial difference of the OCBC score based on demographic factors, this study might have had open a new research opportunity. It would

be interesting if future research could investigate how local culture have effect on OCB behavior.

### References and Notes

1. G. A. Akinbode, *Life Psychologia* 19 (2011).
2. T. A. Beauregard, *Personnel Review* 41, 590 (2012).
3. A. Bryman, *Qualitative Research* 6, 97 (2006).
4. S. M. Cameron and J. T. Nadler, *Gender in Management: An International Journal* 28, 380.
5. A. Cohen and A. Avrahami, *Service Industries Journal* 26, 889 (2006).
6. J. W. Creswell, V. L. Plano Clark, T. Mann, and S. E. Taylor, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 2nd edn., Thousand Oaks, Sage, CA (2003).
7. L. Van Dyne, J. W. Graham, and R. M. Dienesch, *Academy of Management Journal* 37, 765 (1994).
8. J.-L. Farh, P. M. Podsakoff, and D. W. Organ, *Journal of Management* 16, 705 (1990).
9. S. K. Farrell and L. M. Finkelstein, *North American Journal of Psychology* 9, 81 (2007).
10. S. Fox and P. E. Spector, Organizational citizenship behaviour checklist, <http://shell.cas.usf.edu/~pspector/scales/OCB-Cdevelopment.doc>, Accessed 29 May 2016.
11. S. A. Gyekye and M. Haybatollahi, *International Journal of Organizational Analysis* 23, 285 (2015).
12. P. Jafari and S. Bidarian, *Procedia-Social and Behavioral Sciences* 47, 1622 (2012).
13. Y.-K. Huang, J. McDowell, and P. Vargas, *Journal of Park and Recreation Administration* 33, 20 (2015).
14. D. L. Morgan, *Qualitative Health Research* 8, 362 (1998).
15. D. W. Organ, *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books, Lexington, MA (1988).
16. M. Pavalache-Ilie, *Procedia-Social and Behavioral Sciences* 127, 489 (2014).
17. N. F. Piercy, N. Lane, and D. W. Cravens, *Women in Management Review* 17, 373 (2002).
18. L. Wanxian and W. Weiwu, *Personality and Individual Differences* 42, 225 (2007).

Received: 27 July 2016. Accepted: 2 August 2016.

IP: 127.0.0.1 On: Thu, 21 Apr 2022 03:42:57  
Copyright: American Scientific Publishers  
Delivered by Ingenta