



Organizational Citizenship Behavior (OCB) differences analysis in term of gender, age and working period factors

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Abstract

Purpose: To find out the differences in Organizational Citizenship Behavior (OCB) seen from the factors of gender, age, and years of service of employees at the Ewa Pangalila Gunungsari Marine Hospital in Surabaya.

Method: The design of this study was a cross-sectional study with 48 respondents. Data collection was carried out using a questionnaire consisting of 20 questions. Then the data were analyzed with a descriptive analysis test and Mann Whitney test.

Results: Characteristics of respondents with high OCB dimensions were male (52.0%), age > 36 years (46.4%) and years of service > 5 years (47.1%) and there were no significant differences between OCB dimensions based on gender, age and years of service ($p > 0.05$).

Conclusion: To improve OCB values for employees, priority can be given to female staff, younger age groups, and new employees, so that organizational treatments can be more efficient and effective.

Keywords: gender, working period, age, Organizational Citizenship Behavior

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INTRODUCTION

In developing countries, business competition is very competitive and company progress is very important. To achieve company progress and deal with competitors, organizations need employees who can help companies achieve targets and success (Mearaj, 2010). Hospitality is inseparable from the employees who support it. Without employees, service in the hospital will not work. This causes competition in the Hospital sector will increase, so organizations must find ways to find out and understand employee behavior so that employee performance can be effective and efficient in broadening organizational functions (Indarti, Solimun, Fernandes, & Hakim, 2017; Susilawati et al., 2018). The situation of employees who carry out activities beyond formal obligations is known as OCB.

Organizational Citizenship Behavior is a term used to identify employee behavior. OCB as individual behavior that is free is not directly or explicitly related to the formal reward system and broadly encourages efficient and effective functioning in the organization (Hakim & Fernandes, 2017; Sopianah, Sabilillah, & Fadilah, 2017). To be free means to be done voluntarily, not

forced to, and to exceed the limits of the work that has been given (Saragih, Sinulingga, & Siahaan, 2019). Robbins argues that OCB is a behavioral choice that does not form part of an employee's formal work obligations but supports the effective functioning of the organization (MacKenzie, Podsakoff, & Fetter, 1993).

OCB is divided into five aspects including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (MacKenzie et al., 1993). Altruism is voluntary behavior helping others in organizations outside of employee obligations (Kusumajati, 2014). Conscientiousness refers to behavior that exceeds company expectations and relates to personal contributions to the organization, not to certain individuals or groups (Smith, Organ, & Near, 1983). Sportsmanship is a form of OCB where employees behave not to complain and complicate matters (Connell, 2005). Courtesy is a polite behavior that helps prevent co-workers' problems (Ahdiyana, 2010). Whereas civic virtue is a dimension that shows active

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participation behavior, being involved, and caring about the functioning of the organization (Bukhari, Ali, Shahzad, & Bashir, 2009). OCB is also influenced by organizational culture and personality (Jayanti, 2010), perceptions of operational support, and the relationship of subordinate superiors, and demographic factors (Absah, Rini, & Sembiring, 2019).

Without OCB, many organizations are unable to maintain a competitive advantage. Human resources who have OCB are very important and needed in achieving organizational success. The general objective of this study is to determine differences in organizational citizenship behavior (OCB) based on age, gender, and years of service for employees at the Ewa Pangalila Gunungsari Surabaya Hospital.

METHODS

This study uses a cross-sectional research design with a quantitative approach. The research sample consisted of 48 respondents consisting of medical, nursing, and other health workers. The variables in this study consisted of Organizational Citizenship Behavior (OCB), gender, age, and years of service. Data collection was carried out using a questionnaire with a total of 20 questions divided into six sections: respondent characteristics, OCB dimensions (altruism, conscientiousness, courtesy, sportsmanship, and civic virtue). The characteristics of the respondents referred to consisted of gender, age, and years of service. The measuring instrument used to assess the OCB dimension from the aspect of altruism was adopted from Kusumajati (2014) of 3 items (Kusumajati, 2014). Conscientiousness was measured by a questionnaire adapted from Smith, Organ, & Near (1983) of 3 items (Smith et al., 1983; Garai, 2016). Sportsmanship was measured by a questionnaire developed by Connell (2005) of 3 items. Courtesy is measured by a questionnaire developed by Ahdiyana (2010) of 3 items. The civic virtue was adopted from Bukhari et al., (2009). Data were analyzed by cross tab and chi-square test. Respondents fill out the questionnaire independently by using the online form.

RESULTS

Based on descriptive statistical analysis and the Mann Whitney test, there is an overview of the OCB dimensions seen from the Gender, Age and Working Period factors at the Ewa Pangalila Gunungsari Surabaya Marine Hospital, summarized in **Table 1**.

Based on **Table 1**, the characteristics obtained with high OCB values were found in male respondents (52.0%), with an age range > 36 years (46.4%) and years of service > 5 years (47.1%). Based on the results of the difference test, there were no significant differences in OCB dimensions based on gender, age, and years of service (Sig > 0.05).

Table 1. Dimensions of Organizational Citizenship Behavior (OCB) in terms of Gender, Age and Working Period Factors at the Ewa Pangalila Marine Hospital in Gunungsari Surabaya using the Mann Whitney test

Variable	n (%)	Dimension of OCB		p-value
		High N (%)	Low N (%)	
Gender				
Male	25 (52,1)	13 (52,0)	12 (48,0)	0,269
Female	23 (47,9)	9 (39,1)	14 (60,9)	
Age				
20 - 35	20 (41,7)	9 (45,0)	11 (55,0)	0,730
>36	28 (58,3)	13 (46,4)	15 (53,6)	
Length of Work (years)				
1-5	14 (29,2)	6 (42,9)	8 (57,3)	0,919
>5	34 (70,8)	16 (47,1)	18 (52,9)	

DISCUSSION

Gender

The results of research on OCB values in terms of gender factors support previous research, which states that there is no difference between sexes in having OCB (Uzonwanne, 2014; Mjoli et al, 2014). Although there is no significant difference, it can be seen that male employees (52.0%) have higher OCB compared to female employees (39.1%). Something similar was obtained in previous studies.

However, the results of this study differ from previous studies in Nigeria, stating that women are around 1.24 times more likely to show OCB attitudes compared to men (Akinbode, 2011). From interviews with the Head of the Marine Hospital Ewa Pangalila Gunungsari Surabaya, there were no differences in duties or treatment between men and women. Male and female employees receive equal treatment and have the same rights and obligations without discrimination. This encourages the creation of a sense of togetherness and a sense of belonging so that both male and female employees have the same OCB tendencies.

Age

The results showed no significant differences between age groups. There is no significant OCB difference based on age because there is no difference in treatment or special treatment for employees of certain age groups. Young employees have the opportunity to be superiors, such as leaders or supervisors, and to lead older employees. These opportunities arise based on effort and work skills. On the other hand, older employees are also not given the privilege to choose work or shift hours. All distribution is done fairly and evenly.

Although the results show no difference, it can be seen that the age group > 36 years have the highest OCB (46.4) compared to the age group <36 years (45.0%). The results of this analysis are supported by previous research which in his analysis revealed that senior management staff was more likely to conduct OCB (Akinbode, 2011). In addition to non-western employees, the results of the analysis show that older

workers display more obedience to the organization, show more loyalty, participate more actively in the organization and produce higher total OCB results (Gyekye & Haybatollahi, 2015).

Length of Work

The results showed that there were no significant OCB differences based on the tenure of the employees of the Ewa Pangalila Gunungsari Surabaya Hospital. Similar to the results of Anita Setiawan's analysis, there were no significant OCB differences based on the length of service of employees (Anita, Karlina, & Deborah, 2016). One of the things that can explain the cause of the absence of significant OCB differences is because employees have the same opportunity to be promoted, regardless of their tenure. In other words, it does not rule out the possibility for employees who have fewer tenure to advance in office than employees whose tenure lasts longer. It depends on employee performance. Therefore, each employee has the same OCB tendency so that in working together doing altruism that is helping each other, not complaining (sportsmanship), giving each other information (courtesy), motivating each other (Lily, Ginting, Lumbanraja, & Siahaan, 2017), and various other OCB behaviors.

Although there is no significant difference, it can be seen that employees with longer service periods have the highest OCB. Employees who worked > 5 years (47.1%) had more OCB compared to employees who

worked <5 years (42.9%). In the results of other analyzes, some agree with this analysis that employees with longer service periods have higher OCB levels compared to employees with smaller service periods. The longer employees work in an organization, the higher the employee's perception that they have an "investment" there (Greenberg & Baron, 2003).

CONCLUSION

There are no significant differences were found in OCB values based on gender, age, and years of service in static testing to generalize to the population. However, it is necessary to prioritize the leadership and organization of the low OCB value of these factors, namely female staff, young age groups, and new employees. This is to create a positive climate in work where employees are educated to be respectful, pay attention to each other, create a pleasant work environment, and be allowed to channel ideas so that employees feel valued and OCB can be formed.

This study still has several limitations that can be corrected by subsequent researchers, to obtain more representative results. Also, the distribution of the number of respondents between units can be made more distributed so that the results of the study can represent the OCB dimension from other factors in the hospital.

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