

UDC 339.9, 339.7

JEL Classification: M1+M5

*Waqar A.W., Bektas C.B.***UNRAVELING THE INFLUENCE OF DEMOGRAPHICS ON ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR: A STUDY AMONG TURKISH ACADEMICS****Tokat Gaziosmanpasa University, Tokat, Turkey**

According to D.W. Organ, organizational citizenship behavior (OCB) is any conduct that upholds the social structure within the organization, thereby making an indirect contribution to it. These are the actions that benefit the company but might not be specifically or directly acknowledged in the formal rewards programme of the company. In the context of Turkish academics, this study examined the impact of several demographic factors on OCB. This study's primary goal is to determine how various demographic variables like age, gender, marital status, level of education, and years of employment effect OCB. This study includes dependent variables (organizational citizenship behavior) and independent variables (gender, age, marital status, level of education, length of service of employees and work experience). In this study, quantitative methodology is applied. This study used a structured questionnaire to gather demographic data via an online survey research design on Google Docs in order to investigate the impact of various demographic factors on the OCB from a sample of academics in various Turkish cities. The sample includes 125 Turkish academics from 45 different Turkish universities from all across Turkey. Random sampling is used to gather the data for this study. To view the study's results, SPSS software is used to perform ANOVA tests, statistical analysis, and other analyses to see the relationship between dependent and independent variables. Moreover, how independent variables affect the dependent variable. The significance of OCB lies in its numerous advantages, including improved social interactions among employees, decreased stress levels, and higher employee morale. According to the research, peers rated women as participating in OCB at a higher rate than men did and also the older employees can use good citizenship more effectively than the younger ones. Additionally, there is no meaningful connection between OCB and marital status. Other than that, it was also observed that longer tenure within an organization would result in a stronger sense of commitment and, consequently, better performance in terms of OCB.

**Keywords:** demographic factors, organizational citizenship behavior, Turkish academicians, gender, age, years of employment, marital status, academic title.

**DOI:** 10.32434/2415-3974-2024-19-1-154-162

***Introduction and formulation of problem***

This study seeks to investigate the complex relationship between demographics and organizational citizenship behavior (OCB) among Turkish academics. Despite the widely recognized importance of OCB in

improving organizational effectiveness, there is still a lack of understanding about how demographic factors such as age, gender, academic tile, academic title, marital status and years of employment influence the manifestation of OCB in Turkish academia. By

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investigating these relationships, this study hopes to provide valuable insights into the factors that influence OCB among academics, thereby contributing to both theoretical knowledge and practical implications for creating a positive work environment within Turkish academic institutions.

Without excellent and competitive behavior, good citizenship, and positive organization-relevant behavior, no organization can thrive or remain competitive [18]. Successful companies have employees who freely devote their time and effort to achieving their assigned tasks, going above and beyond the call of duty. Although it is neither mandated nor necessary, this kind of accountability helps the organization run smoothly [3]. In the earliest work (Bateman & Organ, 1983; Smith, Organ, & Near, 1983), OCB was defined using two criteria: (1) behavior that goes above and beyond role requirements, and (2) organizational functionality.

The inner drive and free will of an organization's members to improve things comes from organizational citizenship behavior, or OCB [13; 14]. Another way to look at it is as extra voluntary work that group members do on top of their job descriptions and established work standards [14].

#### ***Analysis and Research of Publications***

Organizational Citizenship Behavior. Organ defined organizational citizenship behaviour as “Individual behaviour that is discretionary, explicitly recognized by the formal reward system and that in the aggregate promotes the functioning of the organization” [14]. Organizational citizenship has a positive impact on organizational innovation. Every employee working in the organization is aware of their duties and the specific behaviours that are expected of them [20]. They also understand that there are certain limitations when it comes to performing a job. When employees exceed expectations, this behaviour is called organisational citizenship (Organizational Psychology Degrees, 2024). Organizational citizenship is critical to achieving organizational innovation because it represents an individual's or person's commitment to a specific organization.

According to [14], there are five dimensions of citizenship behavior: altruism (helping a specific person), civic virtues (participation in the life of the company), sportsmanship (tolerating less than ideal circumstances without complaining), courtesy (preventing work-related problems with others), and conscientiousness (behavior that indicates discretionary extra-role behavior that exceeds the requirement of the task) [13]. These five behaviors are discussed in detail with examples below.

**Altruism:** Behaviors that are directly and consciously intended to assist a particular person or group of people [8]. An example of altruism might be voluntarily offering to watch a neighbor's children so they can go to work without expecting payment (Organizational Psychology Degrees, 2024).

**Conscientiousness:** performing the role behaviors well above the bare minimum needed. It entails scrupulously adhering to the role regarding work procedures and behavior [8]. Being conscientious is showing up early for work, staying late, and contributing more than one's fair share (Organizational Psychology Degrees, 2024).

**Courtesy:** Taking initiative to avoid issues by being considerate of others' needs [8]. Examples include assisting a coworker on a project or minimizing personal noise. (Organizational Psychology Degrees, 2024).

**Sportsmanship:** Behaviors taken when a person tolerates small irritations without voice complaints [8]. When a worker chooses to maintain a positive attitude in the face of difficult choices or frustrating situations, that worker demonstrates sportsmanship (Organizational Psychology Degrees, 2024).

**Civic Virtue:** Behaviors intended to boost a person's involvement in and support for the organization as a whole [8]. When workers behave honorably both on and off the job, they are exemplifying civic virtue (Organizational Psychology Degrees, 2024).

Various authors have provided the following definitions of Organizational Citizenship Behavior in the literature:

Organizational citizenship behavior is described by Graham (1986) as conduct that advances the interests of the group rather than the individual (Graham, 1986) [8].

Chaitanya and Nachiketa (2001) claim that social exchange theory, which outlines the circumstances in which people feel compelled to reciprocate when they gain from the actions of another person or entity, is the source of the idea of organizational citizenship behavior (Chaitanya & Tripathi, 2001) [8].

According to Organ (1997), organizational citizenship behavior is any conduct that upholds the social structure within the organization, thereby making an indirect contribution to it. These are the actions that benefit the company but might not be specifically or directly acknowledged in the formal rewards programme of the company (Organ, 1997) .

Van Dyne et al. (1995) claimed in their study that organizational citizenship behavior (Dyne & Parks, 1995):

(a) is limited to current workers only, not former ones;

(b) extends beyond a person's formal job responsibilities;

(c) is meant to be constructive because it is predicated on sharing, assisting, and cooperating.

Organizational citizenship behavior is crucial, according to George & Brief (1992), because job descriptions do not capture all the behaviors that an organization will need to accomplish its objectives (George & Brief, 1992).

**Demographic Factors and Organizational Citizenship Behaviour.** Researchers are interested in demographic factors because they have been identified as determinants of OCB and include age, experience, gender, and marital status [4; 15; 17]. Age and experience are acknowledged as reliable indicators of OCB, despite ongoing debates about their positive or negative effects. In terms of their work performance and loyalty to their employer, older and younger, as well as more experienced and less experienced employees, typically exhibit different behaviors that lead to varying levels of OCB [6;7].

**Gender and Organizational Citizenship Behaviour.** Research looking into how gender affects OCB has produced mixed results. In general, it is believed that women are more likely than men to participate in OCB [1]. This result is in line with the claims made by Kark and Waismel-Manor (2005), who argue that women participate in OCB (dimensions of civic virtue and sportsmanship, which are masculine behaviors) more than men do because women are generally seen as more concerned with the welfare of others, i.e., more considerate, caring, and sympathetic. Nonetheless, it appears that conscientiousness is not correlated with any specific gender (Kark & Waismel-Manor, 2005; Kidder & Parks, 2001).

Additionally, two experiments were carried out by Allen and Rush (2001) to evaluate the connection between gender and organizational citizenship behavior. According to the first experiment, men who exhibit good citizenship may be more likely to be observed and remembered [1]. However, Lovell and his colleagues (1999) found that women are more likely than men to be expected to be competent OCB soldiers (Lovell, et al., 1999). In the second experiment, it was found that women's OCB may have less of an impact on reward distribution, meaning that women would receive fewer rewards. According to the research, peers rated women as participating in OCB at a higher rate than men did. There is ample evidence to suggest that women's performance is on par with men's [1].

**Age and Organizational Citizenship Behaviour** Research has demonstrated a strong correlation between organizational citizenship behavior and age (Kuehn & Al-Busaidi, 2002). According to this research, adults

typically behave in a way that fulfils their moral and reciprocal obligations. Wagner and Rush (2000) also noted that young and adult employees differ in their altruistic behavior. While older employees prefer to help out out of a sense of duty, younger employees have the right to fair treatment. In the practice of human resource management, age is now a concern (Wagner & Rush, 2000). Western countries' labour policies increasingly encourage workers to put in longer hours. Put another way, workers are discouraged from retiring early while taking demographic trends into consideration [5]. Based on research findings, it is generally accepted that older employees are more dependable, devoted, and capable of interacting with their peers (Harper, Khan, Saxena, & Leeson, 2006). It's also possible that they can use good citizenship more effectively than the younger ones.

**Academic Title and Organizational Citizenship Behaviour.** The study conducted by Mohammad Amin et al. (2013) did not find a significant correlation between OCB and academic title (educational level) [2]. Their findings revealed no statistical connection between the two variables. In their investigation, Yaghoubi et al. (2011) also discovered that there is no statistical correlation between educational status and OCB [12]. An additional study found a significant inverse relationship between OCB and its dimensions and educational attainment [19]. Additionally, Nadiri & Tanova's study demonstrated a statistically significant and positive relationship between OCB and educational status [13].

**Marital Status and Organizational Citizenship Behaviour.** Numerous studies have demonstrated that there is no meaningful connection between OCB and marital status. According to a 2013 study by Mohammad Amin et al., married and single workers displayed the same amount of OCB at work [2]. According to Yaghoubi et al. (2010), there is no statistical correlation between marital status and OCB [12]. In a study, Namazzi (2011) also claimed that there is no meaningful connection between OCB and marital status [19]. However, Iranzadeh and Asadi's study of Mohagheghe Ardabili University employees revealed a statistical relationship between OCB and marital status [9]. Once more, there are discrepancies in the literature that has already been written about the connections between organization citizenship behavior and marital status. This emphasizes the importance of examining various groups in accordance with their unique circumstances in order to avoid the dangers of generalization.

**Length of service of employees/ Work Experience and Organizational Citizenship Behaviour.** The length of service refers to how long an employee has worked

for a company. It also considers how long an employee has worked for their employer. It entails each employee being committed to their work and maintaining a spotless record in accordance with the organization's policies and procedures [3]. According to Lepienea and Van Dyne (2002), workers with more experience could more easily help those with less experience (LePine, Erez, & Johnson, 2002). According to Hunt's (2002) research, tenure and citizenship behavior are positively correlated (Hunt, 2002). According to Mearaj (2010), workers with 21 years or more of experience are more likely to exhibit distinct organizational attitudes. It was also emphasized that longer tenure within an organization would result in a stronger sense of commitment and, consequently, better performance in terms of citizenship behavior (Mearaj, 2010).

Work experience is defined in literature as the total amount of time spent in a profession or workforce. The only component of organizational citizenship behavior that exhibited a statistically significant relationship with years of work experience was civic virtue [10]. As mentioned, the total amount of time spent in each profession or workforce constitutes the operational definition of work experience. Everybody is different when it comes to the impact of work experience, but those with more years of experience tend to value their jobs more, which encourages organizational citizenship behavior in their behavior at work. Work-value congruence – the correlation between work behavior and work values – relates work experience to organizational citizenship behaviors. Organizational citizenship behavior can be influenced by an individual's overall work experience and their level of satisfaction within the company [10]. Studies by Kumar and Giri reveal that an individual's organizational commitment to the organization increases with their level of work experience [11]. Due to the correlation between age and work experience, an individual's age increases with the length of their work experience. As a result, it is more likely that older employees will exhibit higher levels of organizational citizenship behavior [11]. As a result of work experience, one's performance should improve because one gains relevant knowledge, skills, and abilities (Sturman, 2003). Sturman (2003) asserts that job performance is positively impacted by work experience. Job performance rises with work experience, and this can result in extra-role or organizational citizenship behavior (Sturman, 2003).

#### ***Purpose of the article***

The purpose of this study is to investigate the relationship between demographic variables (e.g., age, gender, level of educational, marital status and years of employment) and organizational citizenship behavior

(OCB) in Turkish academia. Also to identify any significant patterns or differences in OCB based on demographic characteristics, which will provide insight into the underlying mechanisms and dynamics. Other than that, the study provides recommendations and strategies for creating a more supportive organizational culture and encouraging OCB among academics, considering the demographic diversity found in Turkish academic settings. Contribute to the broader literature on organizational behavior by deepening our understanding of the impact of demographics on workplace attitudes and behaviors, particularly in the context of academia in Turkey. The following hypotheses has been drawn from the literature in order to test the significance of this study.

Hypotheses statements.

H1: Age has a positive significant impact on organizational citizenship behavior.

H2: Gender has a positive significant impact on organizational citizenship behavior.

H3: Academic title have a negative significant impact on organizational citizenship behavior.

H4: Marital status has negative significant impact on organizational citizenship behavior.

H5: Years of employment have a positive significant impact on organizational citizenship behavior.

Theoretical Framework is shown in Figure.

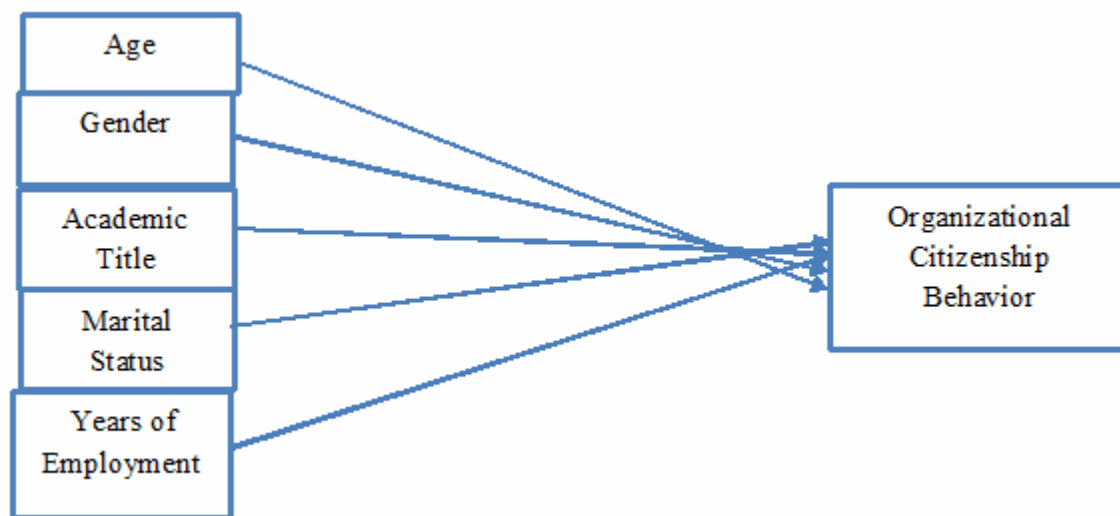
#### ***Presentation of the main material***

Methods. The term “research methodology” describes the overall process a researcher uses to gather data for a study in order to reach a scientific conclusion. This study used a structured questionnaire to gather demographic data via an online survey research design on Google Docs in order to investigate the impact of demographic factors on organizational citizenship behavior. The sample consists of Turkish academicians from various Turkish universities. The dependent variable is organizational citizenship behavior, while the independent variables are the demographic factors such as gender, age, academic title, marital status, and years of employment. Dependent variables were measured using the Likert 5-point scale, in which 5=strongly agree, 4=Agree, 3=neutral, 2=Disagree and 1=strongly disagree. The academicians in Turkey make up the survey population for this investigation. A total of 125 samples were taken from academicians in various Turkish cities using an incidental sampling technique. There were 75 men and 50 women in the sample. The academicians were selected from Turkey's numerous universities located in different cities.

The Statistical Package for Social Sciences (SPSS) was used to electronically enter the coded

data that was collected for this study to carry out the analysis. In the study, statistical distributions were

used, such as tables and figures that display frequencies and percentages.



Hypotheses statements for study the organizational citizenship behavior

Results. This section depicts the socio-demographic characteristics of the respondents as shown in Table 1. The responses to questions related to the research hypotheses were used to test the

hypotheses. The 125 copies of the questionnaires distributed online were all fully completed and returned. The analysis was based on the questionnaire results.

Table 1

**Distribution of Respondents by Socio-Demographic Characteristics**

Factor	Variable	Frequency	Percentage
Age	20–29 years	16	12.8
	30–39 years	44	35.2
	40–49 years	38	30.4
	50 years and above	27	21.6
	Total	125	100.0
Gender	Male	75	60
	Female	50	40
	Total	125	100.0
Academic Title	Professor	17	13.6
	Associate Professor	30	24.0
	Assistant Professor	27	21.6
	Research Assistant	15	12.0
	Lecturer	36	28.8
	Total	125	100.0
Marital Status	Single	30	24.0
	Married	90	72.0
	Divorced/Separated	5	4.0
	Total	125	100.0
Year of Employment	1-10 years	46	36.8
	11-20 years	39	31.2
	21-30 years	34	27.2
	31-40 years	6	4.8
	Total	125	100.0

Source: Survey, 2024

Socio-Demographic Characteristics of Respondents. The analysis in Table 1 showed the socio-demographic characteristics of the respondents of this study. These characteristics include age, gender, academic title, marital status, years of employment in the organization/department. The analysis showed that about 60% of the respondents were male and 40% were female. Concerning the age range, 12.8% of the respondents were between 20 and 29 years, 35.2% of the respondents fell between 30 and 39 years, followed by 30.4% of the respondents were between the age range of 40 and 49 years, while the remaining 21.6% of the respondents were 50 years and above. Considering marital status, a major chunk (72%) of the respondents were married, whereas 24% of them were single and only 4% of the respondents were divorced/separated.

Analysis of variance (ANOVA) Test. Analysis of Variance (ANOVA) is a statistical method for determining differences between two or more means. ANOVA compares the variance (or variation) between data samples to the variation within each individual sample. If the between-group variance is high while the within-group variance is low, it indicates that the groups' means are significantly different.

Furthermore, ANOVA is used when comparing two or more means.

There are various kinds of ANOVA test such as one-way (or one-factor) ANOVA, two-way (or two-factor) ANOVA etc. One-way ANOVA test is used for this study in order to test the hypotheses. This is the simplest type of ANOVA, which involves one independent variable. There are various terminologies in ANOVA table, but we will use the F-statistic and Significance of the p-value as shown in Table 2, in order to test the alternate hypothesis and to indicate if they are accepted or rejected. If the p-value is less than 0.05, it means we will accept the alternate hypothesis. If the p-value is more than 0.05, we will reject the alternate hypothesis.

If the F-statistic is significantly higher than what would be expected by chance, we reject the null hypothesis that all group means are equal or accept the alternate hypothesis. So, the values shown in Table 2 indicate that for H1, the F-statistic is higher so accept the alternate hypothesis. Similarly, the f-statistic value for hypotheses H2, H3, H4 and H5 shown in table 2 are significantly lower, which indicates that we reject the alternate hypotheses.

Table 2

One-way ANOVA

Hypotheses	F	P-Value	Results
H1: Age – OCB	3.123	0.029	Accepted
H2: Gender – OCB	1.912	0.169	Rejected
H3: Academic Title – OCB	1.530	0.198	Rejected
H4: Marital Status – OCB	2.584	0.080	Rejected
H5: Years of Employment – OCB	1.637	0.184	Rejected

Source: Author's Computation, 2024

**Conclusion**

The primary goal of this study is to measure the effect of various demographic factors on Organizational Citizenship Behavior (OCB) in context of Turkish academicians across various Turkish universities. Descriptive statistics are used to analyze demographic variables such as age, gender, marital status, academic title, and years of employment in an organization. The results shows that most of the employees are male and within the age range of 30-49 years. 72% of the employees are married. Employees with 1–10 years of work experience can encourage more organizational citizenship behavior and are more willing to help their colleagues.

Furthermore, all of the alternate hypotheses are rejected except H1. This means that null hypothesis

is accepted. This shows that age has a significant impact on organizational citizenship, gender and years of employment has an insignificant impact on organizational citizenship behavior. Last but not least, marital status and academic title has a positive impact on organizational citizenship behavior. In order to conclude, young employees are more willing to contribute to the organization and perform their duties by going beyond. It doesn't make any difference if you are male or female and since how long are you working in an organization, these two factors cannot impact organization citizenship behavior. The academic title can make a significant difference, if you are a professor, you have more experience and employees with higher academic title are more dependable, devoted, and capable of interacting with their peers.

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Received 10.04.2024.

Revised 20.04.2024.

Accepted 30.04.2024.

Published 25.06.2024.

**ВИВЧЕННЯ ВПЛИВУ ДЕМОГРАФІЧНИХ ФАКТОРІВ  
НА ОРГАНІЗАЦІЙНУ ГРОМАДЯНСЬКУ  
ПОВЕДІНКУ: ДОСЛІДЖЕННЯ СЕРЕД ТУРЕЦЬКИХ  
НАУКОВЦІВ**

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Згідно з Д. В. Органом, організаційна громадянська поведінка (ОГП) – це будь-яка поведінка, яка підтримує соціальну структуру в організації, тим самим роблячи опосередкований внесок у її розвиток. Це дії, які приносять користь компанії, але можуть не бути прямо або безпосередньо визнані в офіційній програмі винагород компанії. У статті досліджено вплив кількох демографічних чинників на ОГП в середовищі турецьких науковців. Основна мета дослідження – визначити, як різні демографічні змінні, такі як вік, стать, сімейний стан, рівень освіти та стаж роботи, впливають на ОГП. Дослідження включає залежні змінні (організаційна громадянська поведінка) та незалежні змінні (стать, вік, сімейний стан, рівень освіти, стаж роботи працівників та досвід роботи). У статті застосовується кількісна методологія. Застосовано структуровану анкету для збору демографічних даних за допомогою онлайн-опитування в Google Docs, щоб дослідити вплив різних демографічних факторів на ОГП у вибірці академічних працівників у різних містах Туреччини. Вибірка включає 125 турецьких науковців з 45 різних турецьких університетів з усієї Туреччини. Для збору даних для цього дослідження використовувався метод випадкової вибірки. Для перегляду результатів дослідження було використано програмне забезпечення SPSS для проведення ANOVA-тестів, статистичного аналізу та інших аналізів, щоб побачити взаємозв'язок між залежними і незалежними змінними та оцінити силу їх впливу. Значення ОГП полягає в його численних перевагах, включаючи поліпшення соціальної взаємодії між співробітниками, зниження рівня стресу і підвищення морального духу співробітників. Згідно з дослідженням, колеги оцінили участь жінок в ОГП вище, ніж чоловіків, а також те, що старші працівники можуть використовувати соціальну позицію більш ефективно, ніж молоді. Крім того, не було виявлено значущого зв'язку між участю в ОГП та сімейним станом. Крім того, було виявлено, що довший стаж роботи в організації призводить до сильнішого почуття прихильності і, відповідно, до кращих показників з точки зору ОГП.

**Ключові слова:** демографічні чинники, організаційна громадянська поведінка, турецькі науковці, стать, вік, стаж роботи, сімейний стан, вчене звання.

**UNRAVELING THE INFLUENCE OF DEMOGRAPHICS  
ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A  
STUDY AMONG TURKISH ACADEMICS**

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According to D. W. Organ, organizational citizenship behavior (OCB) is any conduct that upholds the social structure within the organization, thereby making an indirect contribution to it. These are the actions that benefit the company but might not be specifically or directly acknowledged in the formal rewards programme of the company. In the context of Turkish academics, this study examined the impact of several demographic factors on OCB. This study's primary goal is to determine how various demographic variables like age, gender, marital status, level of education, and years of employment affect OCB. This study includes dependent variables (organizational citizenship behavior) and independent variables (gender, age, marital status, level of education, length of service of employees and work experience). In this study, quantitative methodology is applied. This study used a structured questionnaire to gather demographic data via an online survey research design on Google Docs in order to investigate the impact of various demographic factors on the OCB from a sample of academics in various Turkish cities. The sample includes 125 Turkish academics from 45 different Turkish universities from all across Turkey. Random sampling is used to gather the data for this study. To view the study's results, SPSS software is used to perform ANOVA tests, statistical analysis, and other analyses to see the relationship between dependent and independent variables. Moreover, how independent variables affect the dependent variable. The significance of OCB lies in its numerous advantages, including improved social interactions among employees, decreased stress levels, and higher employee morale. According to the research, peers rated women as participating in OCB at a higher rate than men did and also the older employees can use good citizenship more effectively than the younger ones. Additionally, there is no meaningful connection between OCB and marital status. Other than that, it was also observed that longer tenure within an organization would result in a stronger sense of commitment and, consequently, better performance in terms of OCB.

**Keywords:** demographic factors, organizational citizenship behavior, Turkish academicians, gender, age, years of employment, marital status, academic title.



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