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## The Relationship between Organizational Citizenship Behavior and Staff's Performance: A Case Study of Staff of Isfahan County, Iran

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### **Abstract:**

Nowadays, staff whose attempt exceeds their formal duty so that reflects organizational citizenship behavior (OCB), are one of the key factors in organizational success. In this regard, considering the importance of organizational citizenship behavior and its effect on organizational performance and effectiveness, this research generally aimed to investigate the relationship between staff's organizational citizenship behavior and their performance in Isfahan County. Accordingly, a five-dimensional conceptual framework including altruism, conscientiousness, sportsmanship, civic virtue, and courtesy was considered. This was a practical-applicable and descriptive-survey research in terms of its purpose and methodology, respectively. Data were collected through Podsak off and Peterson's standard questionnaire. Validity and reliability of the questionnaire were confirmed through face validity and Cronbach's alpha coefficient, respectively. Statistical population consisted of Isfahan county staff from which 87 people were selected using simple random sampling and Cochran formula. The results indicated an appropriate level of staff's organizational citizenship behavior. It was also illustrated that there was a significant relationship between organizational citizenship behavior, its dimensions and performance. Civic virtue is the most important factor among independent variables. Prioritizing organizational citizenship dimensions, civic virtue had the highest rank, while conscientiousness had the lowest one. On the other hand, there was not any significant difference between organizational citizenship behavior and demographic properties. Generally speaking, organizational citizenship behavior affected staff's performance significantly, which led to an increase in their performance.

**Keyword:** Organizational citizenship behavior, Performance, Isfahan County

### 1. Introduction

Ongoing improvement of organizational performance causes a huge synergy which can support growth program, development, and provide opportunities for organizational excellence, which is the main purpose to which organizations, institutions, and governments strive to achieve. It should be considered that it will not possible unless organizations investigate and collect information about the progress and goal achievement level, and identify challenges which they are encountered with, then, get feedback of the execution level of determined policies to recognize the cases which need serious improvement (Anderson, 2008, 688).

Efforts for performance improvement has been an inviolable principle from the early days of management formation which take part in new issues every day. One of the new issues is about the concept of organizational citizenship behavior (OCB) which knows staff's behavior and attitude as important factors on increasing organizational performance effectiveness. Therefore, organizations need staff who intend to exceed official job requirement while organizational citizenship behavior is the thing that helps them achieve this purpose (Mirsepasi, 2011, 94).

It is necessary to make some changes in order to have higher mutual personal trust, more open communication and more organizational and personal flexibility, since most of the organizations, nowadays, suffer from distrust, limited communication and excessive formality. Among all state organization, Isfahan County is not an exception as it is faced with lack of interactions, interpersonal and group communication, sense of organizational identity, low trust, weak team-work and cooperation. As other organizations, Isfahan County seeks an increase in its staff's effectiveness and performance. Hence, it is important to examine effective factors on increasing staff's performance, accordingly, considering organizational citizenship behavior as an effective factor on performance can be helpful.

Organizational citizenship behavior is a unique, arbitrary behavior that goes beyond requirement of the job description, which is discretionary, not directly or explicitly recognized by the organizational reward system, but can promote organizations and unit performance (Mayelafshar, 2011, 157), since such a behavior in workplace can make staff more productive, facilitate cooperation, facilitate staff recruitment and retention, and also develop social investment (Khodavardian, 2011, 138).

Since organizational citizenship behavior is related to important organizational variables such as job satisfaction, system maintenance and organizational performance effectiveness, it is considered as an inseparable component of performance management which is take part in different organizational aspects and is ideal for every organization.

## 2. Literature Review

For the first time, organizational citizenship behavior has been introduced by Organ and Bateman (1983) and Smith, Organ and Niar (1983) (Nielsen-Hrivnak & Shaw, 2011:555).

Counter and Can have suggested that organizations need staff who act beyond their organizational main requirement to make their duty effective (Lambert, 2008, 15).

Organ has defined organizational citizenship behavior as “arbitrary and consciously individual behaviors that are not directly and explicitly recognized by organizational reward and performance assessment systems, and that in the aggregate have significant effect on organizational effectiveness (Chen et el 2009:21).

The results of literature review indicated the expansion of studies carried out in this context, as there were about 30 different types of theory in organizational citizenship behavior (Yung, Chou, 2011:82).

Podsakoff’s model attended several dimensions including helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development. On the other hand, organizational citizenship dimensions of Net Mir’s model included sportsmanship, civic virtue, conscientiousness, and altruism. Furthermore, the organizational citizenship dimensions in Livia Markoczy’s opinion included active and positive help and avoidance of behaviors which might annoy colleagues and organizations. Fareh et al. considered organizational citizenship dimensions as civic virtue, altruism, conscientiousness, personal mutual coordination and protection of organizations resources. Eventually, Organ considered five factors as organizational citizenship dimensions including altruism, conscientiousness, civic virtue, sportsmanship and courtesy, which was the most famous research in organizational citizenship behavior in terms of proportional study level, estimation power, and prediction. In this research, we attempted to use a comprehensive model considering all reported models. As Organ’s model was accepted widely by researchers, we took advantage of his model dimensions (Singh & Srivastava, 2009:65).

Five dimensions of Organ’s model are as follows:

- Altruism refers to completely voluntary behaviors that have the effect of helping a specific work colleague with an organizationally relevant task or problem (Ahmadi et al, 2010: 110). It also refers to helping behaviors such as cordiality between colleagues which makes them help who has work-related problem directly or indirectly (Raminmehr et al., 2009, 71).
- Conscientiousness refers to a state in which organization members perform special behaviors that go well beyond the minimum role requirements of the organization (Ahmadi et al, 2010: 110).
- Sportsmanship refers to a willingness to tolerate the inevitable inconveniences and impositions of work without complaining (Ahmadi et al, 2010: 110).
- Courtesy refers to discretionary behaviors that aim at preventing work-related conflicts with others (Ahmadi et al, 2010: 110).
- Civic virtue refers to behaviors which indicate one’s deep concerns and active interest while performing a task (Ahmadi et al, 2010: 110).

Several researchers have mentioned many individual and organizational consequences of organizational citizenship. An increase in performance and effectiveness is mainly considered at organizational level, and organizational citizenship behavior has reversely related to turnover (Fatahi, 2006, 50:55).

Organizational citizenship behavior influences both individual and group performance, as the relationship between individual citizenship behavior, services quality and quantity, and customers’ satisfaction as well as the relationship between group citizenship behavior, strengthening the spirit of cooperation, loyal efforts and staff’s competences all affect organizational performance, which, eventually, lead to organizational performance and effectiveness promotion through allocating resource income (Mohanty,2012:51).

### 2.1. Research Conceptual Framework

Performance and five-dimensional organizational citizenship behavior (i.e. altruism, conscientiousness, sportsmanship, courtesy, civic virtue) were considered as two variables of this research. Moreover, demographic variables such as age, gender, marital status, organizational position, work experience and educational level were examined as moderating variables.

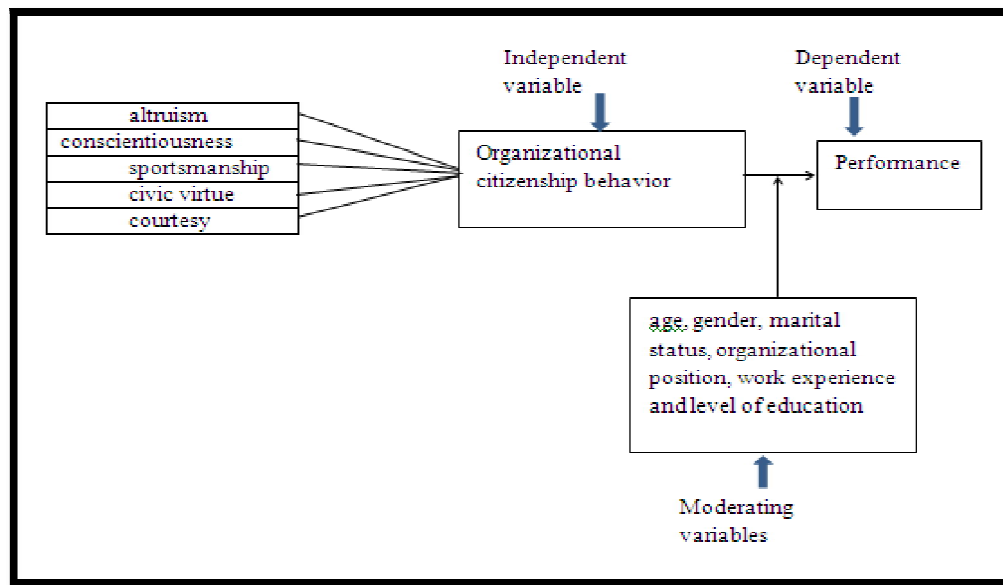


Figure 1: Research Conceptual Framework

2.2. Research Hypotheses

- It seems that the organizational citizenship behavior level of Isfahan county staff is appropriate.
- There is a significant relationship between Isfahan county staff’s organizational citizenship behavior and their performance.
- There is a significant difference between organizational citizenship behavior and demographic variables.
- There is a significant relationship between staff’s altruism and their performance.
- There is a significant relationship between staff’s conscientiousness and their performance.
- There is a significant relationship between staff’s sportsmanship and their performance.
- There is a significant relationship between staff’s courtesy and their performance.
- There is a significant relationship between staff’s civic virtue and their performance.

2.3. Research Methodology

Statistical population consisted of all staff of Isfahan County from which 87 people were selected using simple random sampling and Cochran formula. Data were collected through Podsakoff and Peterson’s standard questionnaire. Library resources and world wild web were used for collecting information. Validity and reliability of the questionnaire were confirmed through face validity and Cronbach’s alpha coefficient, respectively. Hypotheses were examined using descriptive and inferential statistics through SPSS software. Using Kolmogorov-Smirnov test data normality was examined. Kolmogorov-Smirnov statistical hypotheses are as follows:

- $H_0$ : Data are distributed normally.
- $H_1$ : Data are not distributed normally.

According to table 1 Significance level of all variables was more than 0.05, then zero hypothesis was supported, so, research variables were normal.

Variables	Number	Kolmogorov-Smirnov Statistic	Significance	Results
Altruism	87	0.95	0.09	Zero Hypothesis Was Supported
Conscientiousness	87	0.94	0.07	Supported Zero Hypothesis Was Supported
Sportsmanship	87	0.95	0.08	Zero Hypothesis Was Supported
Civic Virtue	87	0.97	0.07	Zero Hypothesis Was Supported
Courtesy	87	0.92	0.08	Zero Hypothesis Was Supported
Organizational Citizenship Behavior	87	0.97	0.09	Zero Hypothesis Was Supported
Performance	87	0.94	0.06	Zero Hypothesis Was Supported

Table 1: Kolmogorov-Smirnov Test for Examining the Variables Normality  
Reference: Authors

#### 2.4. Descriptive Analysis of the Variables

Using table 2, frequency distribution, statistical diagram and calculating numerical descriptors such as central indexes and dispersion indexes, the sample was examined.

	Altruism	Conscientiousness	Sportsmanship	Civic Virtue	Courtesy	Organizational Citizenship Behavior	Performance
Number of Related Questions	4	4	5	6	5	24	17
Mean value	16.87	16.11	20.63	24.46	21.76	99.80	77.14
Standard deviation	1.88	2.18	2.46	2.66	2.07	7.43	5.15
Minimum value	13	9	13	17	13	76	62
Maximum value	20	20	25	30	24	120	85

Table 2: Descriptive Statistics of Research Variables

Reference: Authors

#### 2.5. Hypotheses Test

##### 2.5.1. It Seems That the Organizational Citizenship Behavior Level of Isfahan County Staff Is Appropriate

- $M_0$ : There is a significant relationship between two variables.
- $M_1$ : There is not any significant relationship between two variables.

To investigate this hypothesis, the mean level of staff's organizational citizenship behavior with an average level (72) was compared by using one-sample T-test. According to significance level ( $p < 0.05$ ) and mean value (99.80), the results indicated that experimental mean value was higher than the theoretical one. Therefore, it could be said, by the probability more than 95%, that the level of organizational citizenship behavior of the sample was higher than average level and had an appropriate level. Hence, the first hypothesis which suggested that the average of organizational citizenship behavior level was appropriate was supported.

	T	Significance Level
Organizational Citizenship Behavior	24.85	0.00

Table 3: The Results of Simple Sample T-Test

Reference: Authors

With regard to the normality of the population distribution and the fact that the variables were quantitative, hypotheses 2-7 were tested through Pearson correlation test. Statistical hypotheses of Pearson correlation test are as follows:

- $H_0$ : There is a significant relationship between two variables.
- $H_1$ : There is not any significant relationship between two variables.

The significance level of this test for all hypotheses was less than 0.05 that indicated the significant correlation between organizational citizenship behavior (i.e. altruism, conscientiousness, sportsmanship, courtesy and civic virtue) and staff performance. The correlation coefficients consisted of positive values, so, it could be said that the higher the independent variables, the higher the dependent variables.

Dependent Variable Independent Variable		Performance	Result
Organizational Citizenship Behavior	0.53	Correlation Coefficient	Hypothesis Was Supported
	0.000	Sig(P-Value)	
	87	Sample Size	
Altruism	0.42	Correlation Coefficient	Hypothesis Was Supported
	0.000	Sig(P-Value)	
	87	Sample Size	
Conscientiousness	0.39	Correlation Coefficient	Hypothesis Was Supported
	0.000	Sig(P-Value)	
	87	Sample Size	

Dependent Variable Independent Variable		Performance		Result
Sportsmanship	0.29	Correlation Coefficient	Hypothesis Was Supported	
	0.000	Sig(P-Value)		
	87	Sample Size		
Courtesy	0.36	Correlation Coefficient	Hypothesis Was Supported	
	0.001	Sig(P-Value)		
	87	Sample Size		
Civic Virtue	0.44	Correlation Coefficient	Hypothesis Was Supported	
	0.000	Sig(P-Value)		
	87	Sample Size		

*Table 4: The Results of Pearson Correlation Coefficient  
Reference: Authors*

### 2.5.2. The Multiple Relationships between Organizational Citizenship Behavior Dimensions and Performance

Multiple regression analysis was used to determine multiple relationship between organizational citizenship behavior dimensions (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) and dependent variable (performance). The results were as follows:

Source	Sum of Squares	Degrees of Freedom	Mean Square	F	Significance Level
Regression Effect	730.636	5	146.107	7.597	0.000
Residuals	1557.809	81	19.232		
Total	2288.345	86			

*Table 5: The Variance of Multiple Regression of Performance  
Reference: Authors*

According to table 5, with an emphasis on calculated F, a significant relationship between citizenship behavior and performance was illustrated.

<b>Multiple Correlation Coefficient</b>	<b>0.565</b>
Coefficient Of Determination	0.319
Modified Coefficient Of Determination	0.277
Standard Deviation	4.385

*Table 6: Statistics of Multiple Regression of Performance  
Reference: Authors*

The modified coefficient of determination was 0.319 i.e. 3.19% of performance changes could be determined via different dimensions of organizational citizenship behavior. Among all the variables, five dimensions of organizational citizenship behavior were considered as independent variables. Table 7 indicated that the existence of three out of five variables in the model was significant, while three variables like civic virtue, altruism and courtesy were not significant as they had a linear relationship. Therefore, they were not considered in the regression model.

	Unstandardized Coefficients		Standardized Coefficients	T	Significance Level
	B	Standard Deviation	B		
Intercept	40.612	6.182	-	6.570	0.000
Civic Virtue	0.541	0.196	0.280	2.768	0.007
Altruism	0.723	0.271	0.264	2.673	0.009
Courtesy	0.510	0.143	0.205	2.099	0.039

*Table 7: Statistics Related to Retained Independent Variables in Regression Model  
Reference: Authors*

Table 7 indicated that variables such as civic virtue, altruism and courtesy had a significant effect and affected dependent variables positively and significantly.

### 2.5.3. There Is a Significant Difference between Organizational Citizenship Behavior and Demographic Variables

ANOVA test was used to investigate whether the variables are equal or different in terms of respondents' demographic properties and in different dimensions of the population. The statistical hypotheses of this test are as follows:

- $H_0$ : There is a significant difference between variables.
- $H_1$ : There is not any significant difference between variables.

	Component	F	Significance Level	Result	Level
Organizational Citizenship Behavior	Age	-	0.42	Zero Hypothesis Was Not Supported	23-29, 30-34, 35-40, More Than 41
	Gender	6.23	0.06	Variances Were Equal	Male, Female
	Marital Status	0.95	0.33	Variances Were Equal	Single, Married
	Work Experience	1.63	0.18	Variances Were Almost Equal	1-7, 8-14, 15-21, More Than 22
	Level Of Education	2.42	0.07	Variances Were Almost Equal	Less Than Diploma And Diploma, Associate Degree, Bachelors, Masters And Higher Degrees
	Organizational Position	2.53	0.11	Variances Were Equal	Manager, Staff

Table 8: The Results of ANOVA Test  
Reference: Authors

According to the significance level (more than 0.05), the results indicated that there was not any significant difference between demographic properties (i.e. age, gender, marital status, work experience, level of education and organizational position) and citizenship behavior. Therefore, it could be said, by the probability of 95%, that there was not any significant difference between these properties and organizational citizenship behavior variable, so, the hypothesis was not supported.

### 2.6. Hypotheses Test Findings

- The results of one-sample T-test indicated that, by the probability of 95%, the level of Isfahan county was higher than average level in terms of organizational citizenship behavior (mean value=99.80, significance level=0.00). Moreover, there was a significant difference between theoretical and experimental mean values. The experimental mean value was higher than the theoretical one, which indicated that staff's organizational citizenship level was appropriate. Therefore, the first hypothesis was supported.
- The results of Pearson correlation test indicated that, by the probability of 95%, there was a significant relationship between organizational citizenship behavior and Isfahan county staff's performance (correlation coefficient=0.53, significance level=0.000).
- The results of Pearson correlation test indicated that, by the probability of 95%, there was a significant relationship between altruism and Isfahan county staff's performance (correlation coefficient=0.42, significance level=0.000).
- The results of Pearson correlation test indicated that, by the probability of 95%, there was a significant relationship between conscientiousness and Isfahan county staff's performance (correlation coefficient=0.35, significance level=0.000).
- The results of Pearson correlation test indicated that, by the probability of 95%, there was a significant relationship between sportsmanship and Isfahan county staff's performance (correlation coefficient=0.29, significance level=0.000).
- The results of Pearson correlation test indicated that, by the probability of 95%, there was a significant relationship between courtesy and Isfahan county staff's performance (correlation coefficient=0.36, significance level=0.000).
- The results of Pearson correlation test indicated that, by the probability of 95%, there was a significant relationship between civic virtue and Isfahan county staff's performance (correlation coefficient=0.44, significance level=0.000).
- The results of multiple regression analysis indicated that 31.9% of performance changes could be refer to organizational citizenship behavior.

### 3. Discussion and conclusion

The results of this research indicated that civic virtue was the most effective factor on Isfahan county staff's performance, i.e. the more civic virtue, the more performance. On the other hand, altruism variable was the second most effective factor on performance. In this regard, the more altruism and commitment to colleagues and organization, the more trust between them. Courtesy was ranked as the third one; the more staff considered order, they became more sympathetic, and helped each other. The importance of sportsmanship referred to its consequences which helped effectiveness and performance improvement. Considering the positive direct relationship between conscientiousness and staff's performance, it could be said that such a behavior included staff's conscience dimension which made them work beyond their job description and eventually, led to performance improvement.

In this regard, along with the results of this research, it could be concluded that organizational citizenship behavior increased staff's performance, vice versa promoting citizenship behavior could affect performance positively. As the quality of staff's performance in any organization was a criterion for organizational success measurement, the more staff attempted to achieve organizational goals, which was voluntary and beyond their job description, the more their performance increased, which led to organizational performance improvement. Therefore, organization would achieve determined goals, views and planed strategy by increasing effectiveness. Along with the research, the following options are suggested:

Management of the county should:

- Use interview and selection tools with the approach of attention to the spirit of cooperation, conscientiousness, patience, etc. in the hiring and recruiting new people process to prioritize people who have a higher citizenship behavior.
- Increase staff's motivation by encouraging methods.
- Give special attention to conscientiousness, sense of cooperation and problem-related patience in the context of job promotion and giving managerial positions to employees.
- Consider organizational identity, organizational justice, trust and organizational commitment to increase citizen behavior. The higher organizational identity, trust level, organizational justice, and organizational commitment, the higher citizenship behaviors.
- Increase organizational support of the staff, especially in case of work and family related problems.
- Consider the transformative management style (promoting acceptance of group goals, high performance expectations).
- Organize training courses and conferences in the field of organizational citizenship behavior among employees and managers.
- Consider job promotion and payment to increase organizational citizenship behaviors.
- Evaluate staff's performance using the components of organizational citizenship behavior to strengthen this behavior.
- Use brochures and posters and moral rhetoric to reinforce organizational citizenship behavior indicators in all relevant departments.
- Make a better relationship based on friendship including meetings and unofficial meetings, holding celebrations and joyous occasion.
- Support staff to develop their sense of confidence.
- Consider staff's complaints and use psychologists and counselors to reduce their job stress.
- Empower staff through professional/ nonprofessional training courses.
- Appreciate the staff who have friendly relations with clients and to grant this type of behavior in performance measurement.
- Develop and deliver a citizen charter.
- Consider suggestions and constructive feedback and appreciate staff whose suggestions are superior.

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