

Research Article

EMPLOYEES' CITIZENSHIP AND ORGANIZATIONAL BEHAVIOR AND ORGANIZATIONAL PERFORMANCE

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ABSTRACT

The aim of this research was to study the influence of employees' citizenship-organizational behavior on organizational performance. There were one main hypothesis and five alternative hypotheses which investigated the relationship between citizenship-organizational behavior and its dimensions on organizational performance. This was a descriptive –correlative research and according to objectives it could be considered as practical which was done through library researches. The statistical society of this research included the staff of Ilam Agriculture Bank (327 persons) from which the researchers selected 177 using a random selection. The data related to variables were gathered via two questionnaires of citizenship-organizational one and performance. The Alpha Cronbach for the citizenship-organizational one was 0.740 and for performance was 0.761 by which the validity was confirmed. The data were analyzed using SPSS, and Liserl, softwares. The results showed that when the relationship was investigated, it was confirmed; but when the influence of citizenship-organizational behavior on each dimension were investigated separately, only two factors of Social Etiquette and Magnanimity had influence on performance.

Keywords: *Organizational Citizenship Behavior, Performance, Social Etiquette, Magnanimity, Altruism and Working Conscience*

INTRODUCTION

It is more than a century that the leading idea of management is depended upon and will be depended upon the view that all efforts of the organization must be along with its continuous improvement. The effort of improvement was considered as a very important principle from the beginning of the knowledge of management and every day it becomes more advanced and covers vaster fields of science. One of the most important features of a good organization is to have employees that are eager to work in the condition of organizational success without any official limitations and boundaries.

In this era of time, managers want employees that do more than their responsibilities and duties. They are in search of employees that transcend the expectations and do some activities and tasks that are not part of their duties (Castro and Armario 2004). The performance of brilliant organizations is not because of having ordinary employees, but it is because of having employees that do more than they have to do. The concept of Organizational Citizenship Behavior (OBC) has created a kind of revolution in the behavior of organizations. This concept causes organization to be innovative, flexible, productive, and resistance about their survival and success.

In addition, this concept is more important in the field of services and it is repeatedly used in hospitals, hotels, and many other organizations (Senbari 2008). Good Organizational Citizenship enables the organizations to use the rare sources in an effective way. They improve the ability of employees and managers to do their jobs better. The organizations that increase organizational citizenship behavior are good and attractive places for employees and employ and keep the best individuals (Wat and Shaffer 2005).

On the other hand, according to the definition of organizational citizenship behavior, it is very similar to the social and organizational rules of a person in religious books (Moghimi 2005). Nevertheless, in this research, the researchers only consider the western type.

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OCB is considered as a favorable situation in which, on one hand the sources at hand are increased and on the other hand the need for expensive and official controls is decreased (Podsakoff 2005). Recent researches were focused on the results of OCB and issues like wage and job promotion and introduced performance and effectiveness as the most important ones (Mirsepasi and Memarzadeh).

In addition, organizations are in search of finding some ways to improve the performance of the employees. In spite of the advancements in technological tools, there is a vast gap between performance and efficiency. Today, it is supposed that the performances of organizations are due to the activities which their employees do more than their responsibilities. In recent decade, the rapid growth of technology and world economy created a kind of progressive competition in the nature of organizations' businesses and their employees (Senobari 2008). The practical concept of OCB is logical when the voluntary activities of employees become repeatedly during the time and; therefore, the organizational effectiveness increases (Organ and Konovsky 1989).

According to the theories, OCB assists the organizations to compete and have better performances. In addition, the attention and desire toward citizenship behavior has got a higher importance because of progressive global competitions (Bolino and Turnely 2003). Agriculture Bank allocates a very huge amount of budget to activities related to itself; therefore, using employees OCB leads to better organizations' performance and efficiency. Moreover, managers by being aware of employees' OCB can improve it and reach better performance. Consequently, this research can improve the knowledge of the managers and representatives of Agriculture Bank and also make the literature richer.

Organ introduced OCB as a personal and optional behavior which is not defined directly by organizational system of rewards, but it increases organizational efficiency. By being optional he means that it is not a part of a person's duties or role behaviors and his/her commitments, therefore if an employee does not follow them, there would be no punishment for him/her (Tavakoli and Aadedi 2009).

Schnake in 1991 believed that OCB is done in order to assist the colleagues or the organization and it is not a part of business duties.

Williams (qtd. in Moghimi 2005) introduced the behaviors transcending the official duties and depending upon undefined roles and having advantages for organizations as inevitable in order to improve the efficiency of organizations and named them as OCB.

Literature Review

OCB Definitions: The study of literature review showed that there are two important approaches in defining the concept of OCB. Organ in 1998 and other researchers introduced this concept as ultra-role. This is because of the reason that they do more than their responsibilities and these activities would not be rewarded in the official system of organizations. Some other researchers such as Graham believe that this concept should be considered separately, unless there would be many problems between performance of role and ultra-role. In this view, OCB must be considered as a global concept containing all employees' positive behaviors within organizations (Castro et al., 2004).

Performance: If performance is not defined, we cannot measure it; therefore, determining its meaning is very important. Bates and Holton in 1995 believed that "performance is a multi-dimensional concept which is variable due to its different measurement factors". There are different views about performance. It can be considered only as the results. Individually, it refers to the background of a person's successes. Kane in 1996 stated that "performance consists of something that a person remains as background and it is created regardless of aims". Bernadin and his co-workers in 1995 believed that performance should be considered as the results of working".

In Oxford Dictionary, **performance** is known as "search, perform, and finish each task". This definition refers to outputs/out comes (Accomplishment). Moreover, it shows that performance is about doing the activities and gaining results. Therefore, performance can be considered as behavior—a method through which teams and individuals do their jobs. Campbell in 1990 believed that performance is behavior and should be separated from the results, because they can be defined under the influence of system factors.

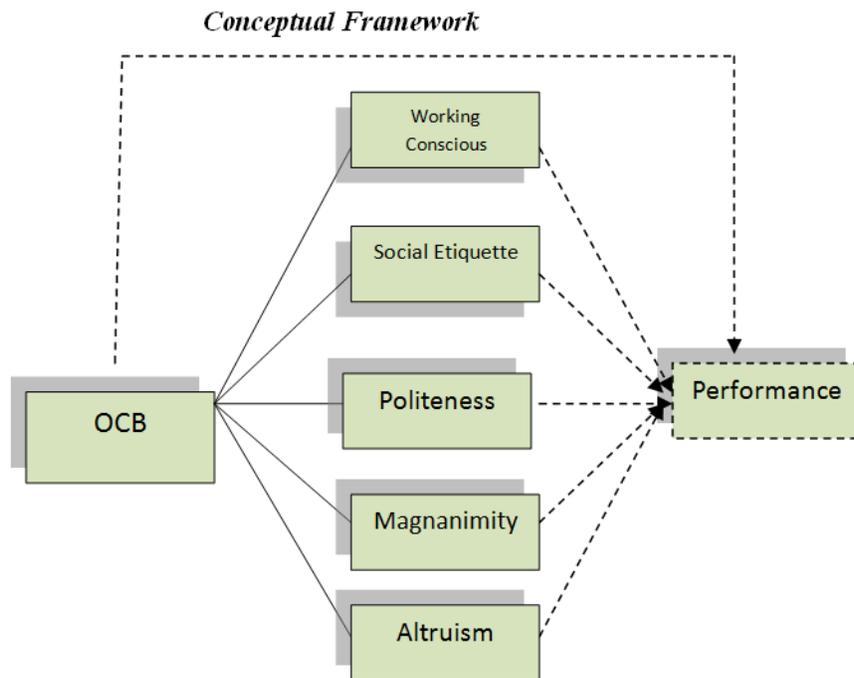
Overall, if performance is defined according to both behavior and results; therefore, we have a more comprehensive view about it. This idea was introduced by Brumbrach in 1988 in which performance

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means both behavior and results. Behaviors not only are tools to gain results, but also they are naturally accomplishments. It means that they can be measured regardless of results. This definition of performance leads to the idea that when managing performance both data (behavior) and accomplishments (results) should be studied (Armstrong 2006).

The continuation and survival of an organization is depended upon its aims which are under the influence of efficiency and ability of human resource in an organization. On the other hand, the view of the society toward the organization and organizational efficiency are depended upon individuals' efficiency in terms of quantity and quality (Doaee 1995).

Regarding the issues mentioned, there have been done many researches. Podsakoff and his co-workers in 1997 studied the “Organizational citizenship behavior and the quantity of work group performance” in the Journal of Applied Psychology and concluded that assistance behaviors and Magnanimity had great influences on the quality of performance while social etiquette had no influence on performance measurements. Another research by Thomas L. Baker and his co-workers in 2006 under the title of “improving moral behaviors and OCB” concluded that improving social behaviors creates OCB. Moreover, it was concluded that spreading moral values within the organization increases the level of moral behavior.



MATERIALS AND METHODS

Methodology

The aim of this research is to study the influence of employees' citizenship-organizational behavior on organizational performance. There are one main hypothesis and five alternative hypotheses which investigate the relationship between citizenship-organizational behavior and its dimensions on organizational performance. This is a descriptive –correlative research and according to objectives it can be considered as practical which is done through library researches. The statistical society of this research includes the staff of Ilam Agriculture Bank (327 persons) from which the researchers select 177 using a random selection and Kukran Formula. The data related to variables are gathered via two questionnaires of citizenship-organizational one and performance. The Alpha Cronbach for the citizenship-organizational one is 0.740 and for performance is 0.761 by which the validity is confirmed. The data were analyzed using SPSS, and Liserl, softwares.

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Here, we have Kukran formula for sampling:

$$n = \frac{Nt^2 pq}{Nd^2 + t^2 pq}$$

$$\frac{327(1/96)^2 (0/5) \times (0/5)}{327(0/5)^2 + (1/96)^2 (0/5) \times (0/5)} = 177$$

As it is mentioned, the researchers use two questionnaires of OCB and performance. OCB questionnaire is designed in 5 dimensions of altruism, working conscious, magnanimity, politeness, and social etiquette. Performance questionnaire is designed in 10 dimensions of the desire of bank to service the customers, employees’ rewards, employees training, making able, team working, role ambiguity, organizational commitment, improvement service performance, desire to quit, and outside job satisfaction. They are ranked in 5 levels (from disagree to agree). Here we have the validity and reliability for the questionnaires:

Table 1: Validity of Questionnaires

Variables	Dimensions	N	Validity
OCB	Altruism	5	0.725
	Working conscious	5	0.750
	Magnanimity	5	0.721
	Polite ness	5	0.763
	Social etiquette	4	0.745
Performance	Desire of bank to service	5	0.821
	Employees’ rewards	5	0.723
	Employees’ training	6	0.740
	Making able	4	0.821
	Team working	3	0.714
	Role ambiguity	4	0.763
	Organizational commitment	4	0.750
	Improve ment service performance	5	0.811
	Desire to quit	3	0.741
	Outside hob satisfaction	4	0.732

RESULTS AND DISCUSSION

Findings

In order to analyze the main hypothesis of the research, the researchers used SEM structural equation. In the model below, the influence of OCB (independent variable) on performance (dependent variable) is analyzed. Diagram below shows the significancy of the coefficients and parameters of the research model. It shows that if the significancy is higher than 1.96 and lower than -1.96; therefore, the coefficients are meaningful. This significancy shows the significancy of the model. It means that placing each variable in each factor is significant.

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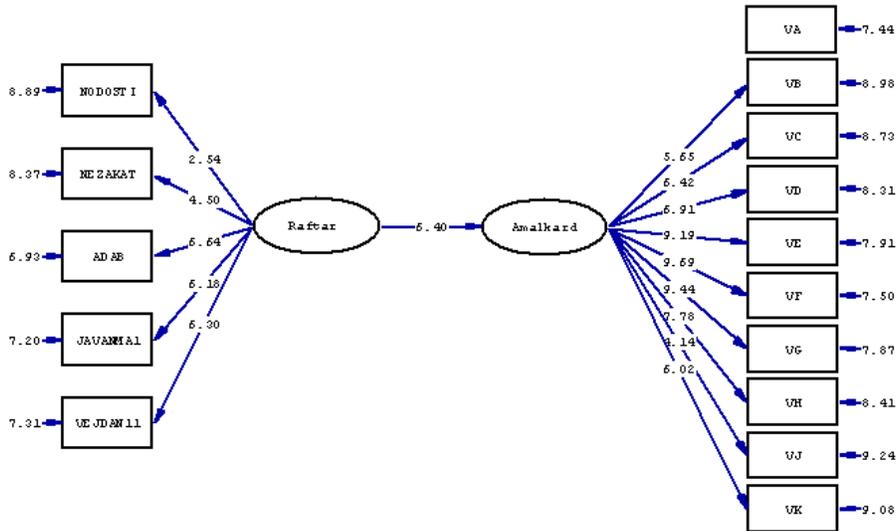


Figure 1: The main model

The main hypothesis test: OCB has influence on performance.

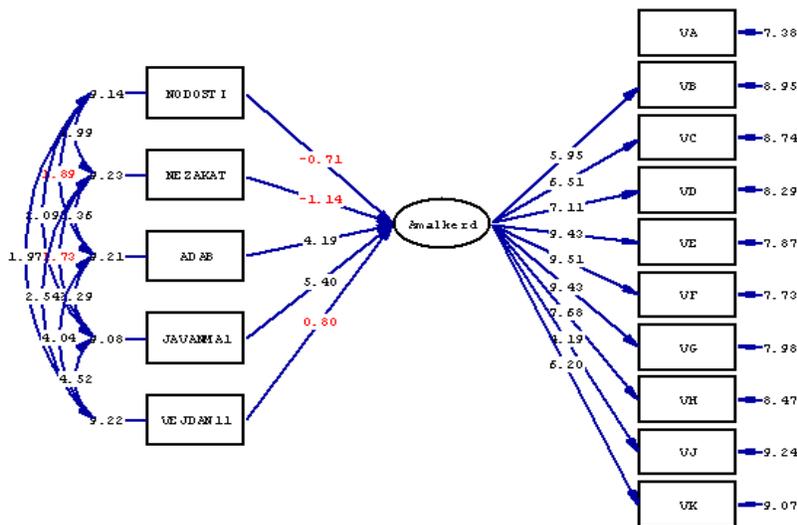
The null hypothesis: OCB has no influence on performance.

The main hypothesis: OCB has influence on performance.

Table 2: Main Hypothesis test

Standard coefficient	t-value	Independent variable	Dependent variable	Test result
%65	6.40	OCB	performance	H0 is rejected

The Result of the Main Hypothesis: According to table 2, because of the significance and other numbers, the null hypothesis is rejected and the alternative hypothesis is accepted. Consequently, when OCB increases, performance also increases.



Chi-Square=522.23, df=80, P-value=0.00000, RMSEA=0.176

Figure 1: The alternative hypotheses model of significance

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In order to analyze the alternative hypothesis of the research, the researchers used SEM structural equation. In the model below, the influence of OCB (independent variable) on performance (dependent variable) is analyzed. Diagram is related to the alternative variable tests.

The 1st hypothesis test: social etiquette has influence on performance.

The null hypothesis: social etiquette has no influence on performance.

The 1st alternative hypothesis: social etiquette has influence on performance.

Table 3: 1st alternative test

Standard coefficient	t-value	Independent variable	Dependent variable	Test result
%35	4.19	social etiquette	performance	H0 is rejected

The Result of the 1st Alternative Hypothesis: According to table 3, because of the significance and other numbers, the null hypothesis is rejected and the alternative hypothesis is accepted. Consequently, when social etiquette increases, performance also increases. Social etiquette has influence on performance.

The 2nd hypothesis test: Politeness has influence on performance.

The null hypothesis: Politeness has no influence on performance.

The 2nd alternative hypothesis: Politeness has influence on performance.

Table 4: 2nd Alternative test

Standard coefficient	t-value	Independent variable	Dependent variable	Test result
%-.09	-1.14	Politeness	performance	H0 is accepted

The Result of the 2nd Alternative Hypothesis: According to table 4, because of the significance and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, when politeness increases, performance does not increase. Politeness has no influence on performance.

The 3rd hypothesis test: Magnanimity has influence on performance.

The null hypothesis: Magnanimity has no influence on performance.

The 3rd alternative hypothesis: Magnanimity has influence on performance.

Table 5: 3rd alternative test

Standard coefficient	t-value	Independent variable	Dependent variable	Test result
%43	5.40	Magnanimity	performance	H0 is rejected

The Result of the 3rd Alternative Hypothesis: According to table 5, because of the significance and other numbers, the null hypothesis is rejected and the alternative hypothesis is accepted. Consequently, when magnanimity increases, performance does increase. Magnanimity has influence on performance.

The 4th hypothesis test: Altruism has influence on performance.

The null hypothesis: Altruism has no influence on performance.

The 4th alternative hypothesis: Altruism has influence on performance.

Table 6: 4th Alternative test

Standard coefficient	t-value	Independent variable	Dependent variable	Test result
%-.05	-0.71	Altruism	performance	H0 is accepted

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The Result of the 4th Alternative Hypothesis: According to table 6, because of the significancy and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, when Altruism increases, performance does not increase. Altruism has no influence on performance.

The 5th hypothesis test: Working conscious has influence on performance.

The null hypothesis: Working conscious has no influence on performance.

The 5th alternative hypothesis: Working conscious has influence on performance.

Table 7: 5th alternative test

Standard coefficient	t-value	Independent variable	Dependent variable	Test result
%0.06	0.80	Working conscious	performance	H0 is accepted

The Result of the 5th Alternative Hypothesis: According to table 7, because of the significancy and other numbers, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, when working conscious increases, performance does not increase. Working conscious has no influence on performance.

Conclusion

The aim of this research was to study the influence of employees’ citizenship-organizational behavior on organizational performance. There were one main hypothesis and five alternative hypotheses which investigated the relationship between citizenship-organizational behavior and its dimensions on organizational performance. This was a descriptive –correlative research and according to objectives it could be considered as practical which was done through library researches. The statistical society of this research included the staff of Ilam Agriculture Bank (327 persons) from which the researchers selected 177 using a random selection.

According to the tables, because of the significancy and other numbers, for first alternative hypothesis, the null hypothesis is rejected and the alternative hypothesis is accepted. Consequently, when social etiquette increases, performance also increases. Social etiquette has influence on performance. For the second alternative hypothesis, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, when politeness increases, performance does not increase. Politeness has no influence on performance. For the third alternative hypothesis, the null hypothesis is rejected and the alternative hypothesis is accepted. Consequently, when magnanimity increases, performance does increase. Magnanimity has influence on performance. For the fourth alternative hypothesis, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, when Altruism increases, performance does not increase.

Altruism has no influence on performance. For the fifth alternative hypothesis, the null hypothesis is accepted and the alternative hypothesis is rejected. Consequently, when working conscious increases, performance does not increase. Working conscious has no influence on performance.

The results showed that when the relationship was investigated, it was confirmed; but when the influence of citizenship-organizational behavior on each dimension were investigated separately, only two factors of Social Etiquette and Magnanimity had influence on performance. Therefore, according to table 2, because of the significancy and other numbers, the null hypothesis is rejected and the alternative hypothesis is accepted. Consequently, when OCB increases, performance also increases and there is a significant relationship between the variables.

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