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IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON CUSTOMERS AND CLIENT'S SATISFACTION

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ABSTRACT

The purpose of this research was examination impact of organizational citizenship behavior on satisfaction of customers and clients. For this purpose 136 employees of some offices of Sardasht was selected by stratified sampling method and also 136 customers of that departments has been selected by random sampling method responded to the questionnaires. The data was analyzed by SPSS software and simple regression test and results indicated that OCB and its dimensions (Altruism, Conscientiousness, Sportsmanship, Civic virtue, Respect and reverence) has a positive and meaningful effect on customers satisfaction and their clients.

Keywords: *Organizational Citizenship Behavior (OCB), Customer, Customer Satisfaction*

INTRODUCTION

The totally changing conditions, increased competition and the need for effectiveness of organization in such conditions have increasingly revealed their need to a valuable generation of staff. A generation referred as corporate soldiers. Undoubtedly these employees are distinction of effective organizations from non- effective ones, since they operate more than their official role without any expectations and hesitate no efforts. Researchers concede great importance to ultra-role performance impact on organizational effectiveness. One of the most common conceptualizations and operational makings has been conducted on ultra-role behaviors and organizational citizenship behaviors (Hosseini *et al.*, 2013).

According to Doostar individual and voluntary behaviors that are designed by formal systems is named organizational citizenship behavior that causes to promote effectiveness and performance of the organization. With this definition of man as an organizational citizenship, is expected works in serve goals of the organization over the requirements of his role and more than official duties (Doostar, 2006). There hasn't been any reached consensus on the definition of OCB dimensions in the study of literature, and it can be seen that there have been over 30 definitions of OCB in various studies. Organ (1988) has examined the OCB under such topics as: a) Altruism b) Courtesy, c) Conscientiousness, d) Sportsmanship and e) Civil Virtue (Dikshit and Dikshit, 2014). And Altruism means helping colleagues to complete duties in unusual circumstances (George and Reno, 2006 quoting from Ayobi, 2009). Conscientiousness is a behavior that a person operates it more than requirements (Howeida and Naderi, 2009).

Civic virtue include behaviors such as participation in extracurricular activities (but when the participation is not necessary), supporting development and created changes by organizational managers, desire to read books, magazines, increasing basic information, and attention to the putting up posters and announcements in the organization to awareness of others (Organ, 1988). Sportsmanship is means emphasis on positive aspects of the organization instead of negative aspects that consists of desire to tolerance against the inevitable interruptions without complaining (Eslami, 2008). Also respect and reverence consists of all foresights of the individual in order to prevention occurring working problems in communicate with other employees. Also Respect for rights and privileges of others, consult with others and inform others before do any important action can be a sign of respect and reverence (Ayobi, 2009).

OCB basically determines the employees' readiness to give up their effort and cooperate with the organization in order to contribute to the productivity, employee satisfaction, customer satisfaction, and quality. Improved OCB represents employees' accessibility and keenness to experience changes for the successful implementation of novel methodologies of management (Jung and Hong, 2008). Other variable

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this research is satisfaction customer. Customer satisfaction is a key factor in formation of customer's desires for future purchase (Mittal and Kamakura, 2001). Customer satisfaction depends on the product's perceived performance relative to a buyer's expectations. If the product's performance falls short of expectations, the customer is dissatisfied. If performance matches expectations, the customer is satisfied. If performance exceeds expectations, the customer is highly satisfied and delighted (Armstrong and Kotler, 2003). Results of the research are agree that employee behavior and their attitudes has a significant impact on perception of customers from quality of services supplied, customer satisfaction, Customer behavioral intentions and Customer loyalty (Hasani and Qolipur, 2007). Hamidi *et al.*, (2011) conducted a research entitled as "Examines the impact of organizational citizenship behavior on customer loyalty". Population of this research were staffs and costumers of a financial and credit Institution in the Qazvin province. Those results indicated that customer satisfaction causes to increasing levels of customer loyalty and increase employee citizenship behaviors has a powerful and positive effect on the customer satisfaction. Najat *et al.*, (2009) performed a research as "Effects of organizational citizenship behavior on Service quality (case study: Travel agencies in Tehran).results revealed that job satisfaction and trust staffs toward managers has a meaningful relation with organizational citizenship behavior and also organizational citizenship behavior has a positive relation to the quality of service perceived by the client. The study of Hosseini *et al.*, (2013) showed that there is a significant positive relationship between citizenship behavior of Alzahra University staff and perceived service quality from students of this university and therefore their satisfaction and loyalty. The result research of Pirvali *et al.*, (2014) showed that Employees' citizenship behavior has significant positive effect on customer satisfaction directly and indirectly (through perceived quality of services). Results of Ayobi (1996) showed that there is a significant relation between organizational citizenship behavior and emotional intelligence.and among relations between dimensions of organizational citizenship behavior with emotional intelligence, relation among Altruism, generosity, and urban ethics components with emotional intelligence were significant. And level of organizational citizenship behavior and emotional intelligence of the respondents were desirable.

Yet level of education with organizational citizenship behavior and emotional intelligence with sex of the responders were meaningful. From the 1950s onwards different organizations were established in order to providing goods and similar services in the US and Europe. And broke the past monopoly market. This issue from one hand and perception of the fact that consumers are customers such goods that has the most benefit for them forced owners of industries and organizations to focus seriously on customers and customer service (Amir, 1996). Thus customer satisfaction and clientele from the goods services of organizations is an important factor in survive and thrive of the current organizations. Yet organizational citizenship behavior can be an element that may force staffs to further work in order to attract customer satisfaction. According to the fact that employees of state institutions communicate with clients mostly during working time it's necessary to take attention closely to confided and providing customer satisfaction. In that regard appropriate interaction of staffs with each other and properly communication with customers is an issue that has advantages for organization and customers. Thus the main goal of this research is examination effects of organizational citizenship behavior on customer and client's satisfaction.

Research Hypotheses

Main Hypotheses: Organizational citizenship behavior of staffs of public organizations in Sardasht has impact on client's satisfaction.

Research Sub-hypothesis

- 1- Altruism of staffs of public organizations in the Sardasht has impact on client's satisfaction.
- 2- Conscientiousness of staffs of public organizations in the Sardasht has impact on client's satisfaction.
- 3- Sportsmanship of staffs of public organizations in the Sardasht has impact on client's satisfaction.
- 4- Civic virtue of staffs of public organizations in the Sardasht has impact on client's satisfaction.
- 5- To literature and history of the research Conceptual model of the research will be as follows: Respect and reverence of staffs of public organizations in the Sardasht has impact on client's satisfaction.

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Conceptual Framework of the Research

According to literature and history of the research Conceptual model of the research will be as follows:

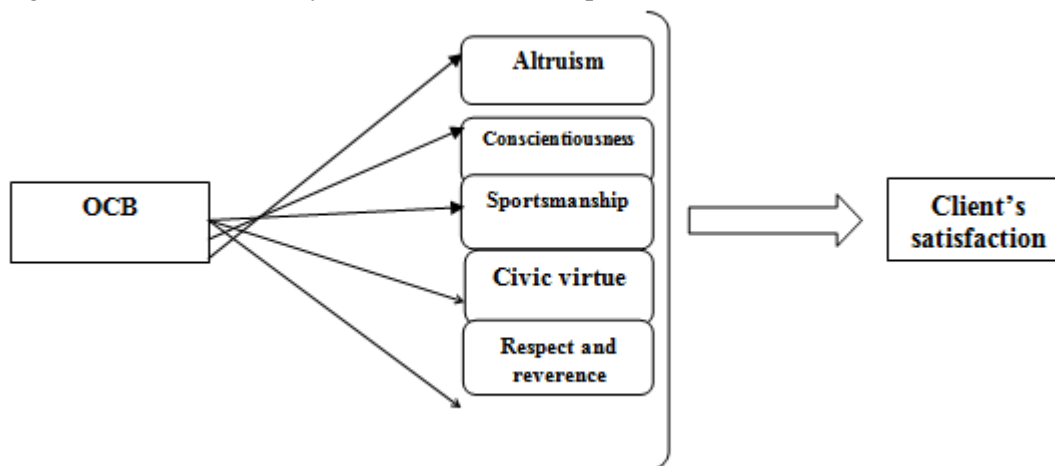


Figure 1: Conceptual framework of this research

MATERIALS AND METHODS

The research is applied In terms of the objective and is descriptive – correlation. The population of the research is staffs and customers and clients of some organizations in Sardasht that showed in table 1. According that the population is 208 people from that organization and on the other hand is their customers and clients. Stratified sampling was used to select the statistical sample and for sample size determination was used from Cohen (1969) table and Morgan and Kerjcie (1970). According that the sample size of 136 people from staffs of those organizations were determined. That number of samples in proportion of offices will be follows:

Table 1: The statistical sample investigation

Name office or organization	Number of staffs	Number of sample
Sardasht Municipal	82	53
Melli Bank	18	12
Saderat Bank	10	7
Keshavarzi Bank	10	7
Tejarat Bank	8	5
Power Office	21	14
Gas Office	18	12
Tax Administration	7	4
Agriculture Office	34	22
total	208	136

To select a sample of customers and clients, 136 people from customers and clients were selected. The questionnaire used to collect data. For this purpose, a questionnaire was used which consists of three parts. The public sector indicate that gender and education. and the other part consisting of two questionnaires to assess the variables of organizational citizenship behavior and customer satisfaction as the primary means of data collection. Podsakoff (2000) study has used to measure OCB that includes 20 closed questions. Questions 1 to 4 are altruism, 5 to 8 questions are conscientiousness, 9 to 12 sportsmanship, 13-16 civic virtue and 17 to 20 respect and reverence. Farahani questionnaire will be used for assessment satisfaction of customers and clients. The questions are designed on a scale ranging from completely disagree to strongly agree. In order to validity of research it has used from comments of 5 management professors. And finally using their views the final questionnaire were prepared with high

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content validity and distributed among population. Also the used method to calculate questionnaire reliability is Cronbach's alpha. For Cronbach's alpha determination 30 questionnaires will be distributed among population and SPSS software used to alpha level determination and it was 82% and 84% for organizational citizenship behavior and customer satisfaction respectively. Usually the amount more than 0.7 is appropriate. Thus the questionnaires are more reliable. Through data analysis by SPSS software test research hypotheses was performed. The obtained data were analyzed by descriptive and inferential statistical techniques. In descriptive level in order to determine amount of frequency and the percentage of General Information the SPSS software were used and in the inferential level Kolmogorov-Smirnov were used to determine whether the data are normal or not. And finally by using linear regression analysis we will examine the relationship between variables.

RESULTS AND DISCUSSION

Results

Demographic Characteristics

In this section we will investigate demographic characteristics of the sample by presenting descriptive statistics of frequency variables. These data sets described in table 1.

Table 1: Demographic and general Information of office Staffs

Sex	Variable	Frequency percent
education	Man	98.5
	Woman	1.5
	Diploma	8.5
	Diploma Above	6.5
	Bachelor	75.5
	MA	8.5
	PhD	1

Examine Research Hypothesis

In this part we will using from linear regression analysis test to examine research hypotheses that each assumption investigated separately as follows:

1) The Impact of Organizational Citizenship Behavior on Client's Satisfaction

Table 2: Regression results for the main hypothesis

Independent variables	dependent variables	F	ρ	R	R ²	β	t	ρ
Citizenship behavior	Customer satisfaction	203.708	0.000	.775	.601	.775	14.261	0.000

According to table 2 value of the F test statistic is 203.378 for investigate relation between organizational citizenship behavior and customers and clients satisfaction that is meaningful in the (P<0.01) level. So the relationship is linear. The value of R is (0.775) that indicating the correlation coefficient between organizational citizenship behavior and customers and clients satisfaction in the organizations of Sardasht that it's meaningful level for that relation is 0/00 (P < 0.01). Thus in the level of reliability 99% organizational citizenship behavior and customer and clients satisfaction there is there is meaningful correlation. Also R² is (0.601) according that we can conclude that about 60% of customers and clients satisfaction of staffs of organizations in Sardasht is related to organizational citizenship behavior of staffs of that organizations and about 40% can be related to other factors. According that 99% in the confidence level

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The statistical null hypothesis is rejected and the contrary assume ($\rho \neq 0$) confirmed. Thus organizational citizenship behavior of staffs Sardasht organizations has positive and meaningful effect on customers and clients satisfaction of those organizations.

2) Effects of Altruism on Customers and Client’s Satisfaction

Table 3: Regression results for the first sub-hypothesis

Independent variables	dependent variables	F	ρ	R	R ²	β	t	ρ
Altruism	Customer satisfaction	7.583	0.007	.231	.053	.231	2.754	0.000

According to 3 table the value of the F test statistic for investigate relation between altruism of employees and customer satisfaction of Sardasht organizations is equal to 7.583 that is meaningful in the ($P < 0.01$) level thus the correlation is linear.

The value of R obtained as (0.231) that is indicating the correlation coefficient between altruism of staffs and customer and client satisfaction of organizations of Sardasht that meaningful level for that relation is equal to 0.00 ($P < 0.01$).so in the confident level of 99% there is a positive and meaningful relation. The level of R2 obtained (0.053) that according that we can relate about 0.053 of customer and client satisfaction to altruism of staffs of Sardasht organizations and we can relate 95% to other factors. According that we can certainly say that 99% the statistical null hypothesis is rejected and contrary hypothesis confirmed as ($\rho \neq 0$).therefore the altruism of staffs in Sardasht organizations has positive and meaningful effect on customers and client’s satisfaction.

3) Effects of Consciousness on Customers and Client’s Satisfaction

Table 4: Regression results for the second sub-hypothesis

Independent variables	dependent variables	F	ρ	R	R ²	β	t	ρ
Consciousness	Customer satisfaction	17.202	0.000	.336	.106	.336	4.148	0.000

According to table 4 the value of F statistical test is 7.583 for investigating relation between consciousness of staffs on customers and client’s satisfaction of Sardasht organizations. That meaningful in ($P < 0.01$) level, therefore this correlation is linear.

The value of R is (0.336) that indication the correlation coefficient between consciousness between of staffs and customers and client’s satisfaction in organizations of Sardasht that meaningful level for that relation is 0.000 ($P < 0.01$). Therefore in the confident level 99% there is a meaningful correlation between of consciousness and customers and client’s satisfaction of Sardasht organizations.

Also R2 is (0.106) that according that 10% of customers and client’s satisfaction to consciousness of staffs of that organizations and relate 95% to other elements. Therefore reliably 99% the statistical null hypothesis is rejected and contrary hypothesis as the value ($\rho \neq 0$) is confirmed. Therefore there is a meaningful and positive effect on customers and client’s satisfaction of staffs Sardasht organizations.

4) Effects of Sportsmanship on Customers and Client’s Satisfaction

Table 5: Regression results for third sub-hypothesis

Independent variables	dependent variables	F	ρ	R	R ²	β	t	ρ
Sportsmanship	Customer satisfaction	89.194	0.000	.631	.398	.631	9.444	0.000

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According to table 5 the value of F statistical test is 89.194 for investigating relation between sportsmanship of staffs and customer and client satisfaction that is meaningful in the ($P < 0.01$) level. So this correlation is linear.

The value of R is (0.631) that indicating the correlation coefficient between sportsmanship of staffs and customers and client’s satisfaction of Sardasht organizations staffs that meaningful level for that relation is 0/00 ($P < 0.01$). Therefore in the confident level 99% there is a meaningful correlation between of job consciousness and customers and client’s satisfaction of Sardasht organizations.

Also the value of R2 is (0.398) that according that we can relate about 39% of customers and client’s satisfaction of staffs Sardasht organizations to sportsmanship of their staffs and relates about 61% to other factors. Therefore in the confident level 99% there is a meaningful correlation between of sportsmanship and customers and client’s satisfaction of Sardasht organizations.

5) Effects of Civic Virtue on Customers and Client’s Satisfaction

Table 6: Regression results for fourth sub-hypothesis

Independent variables	dependent variables	F	ρ	R	R ²	β	t	ρ
Civic true	Customer satisfaction	142.534	0.007	.717	.514	.717	11.939	0.000

According to table 6 the F value of statistical test for investigating correlation between staffs civic virtue and customers and client’s satisfaction of Sardasht organizations staffs is 142.543 that is meaningful in the ($P < 0.01$) so this correlation is linear. The value of R is (0.717) that indicates the correlation coefficient between civic virtue of staffs and customers and client’s satisfaction of Sardasht organizations staffs that meaningful level for that correlation is 0.00($P < 0.01$). Therefore in the confident level 99% there is a meaningful correlation between of civic virtue and customers and client’s satisfaction of Sardasht organizations. Also the value of R2 is (0.514) that according that we can relate about 51% of customers and client’s satisfaction of Sardasht organizations to civic virtue of their staffs and relates about 49% to other factors. Therefore in the confident level 99% there is a meaningful correlation between of civic virtue and customers and client’s satisfaction of Sardasht organizations.

6) Effects of Respect and Reverence on Customer and Client Satisfaction

Table 7: Regression results for fifth sub-hypothesis

Independent variables	dependent variables	F	ρ	R	R ²	β	t	ρ
Respect and reverence	Customer satisfaction	121.131	0.000	.688	.473	.668	11.006	0.000

According to table 7 the F value of statistical test for investigating correlation between staffs respect and reverence and customers and client’s satisfaction of Sardasht organizations staffs is 121.131 that is meaningful in the ($P < 0.01$) so this correlation is linear.

The value of R is (0.668) that indicates the correlation coefficient between respect and reverence of staffs and customers and client’s satisfaction of Sardasht organizations staffs that meaningful level for that correlation is 0.00 ($P < 0.01$). Therefore in the confident level 99% there is a meaningful correlation between respect and reverence and customers and client’s satisfaction of Sardasht organizations.

Also the value of R2 is (0.473) that according that we can relate about 73% of customers and client’s satisfaction of Sardasht organizations to respect and reverence of their staffs and relates about 53% to other factors.

According that we can certainly say that 99% the statistical null hypothesis is rejected and contrary hypothesis confirmed as ($\rho \neq 0$). therefore the respect and reverence of staffs in the Sardasht organizations has positive and meaningful effect on customers and client’s satisfaction.

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Discussion

It was specified that all hypothesis were accepted certainly in the view of researcher, after collecting data and analyze them by using appropriate Statistical tests. Results of first hypothesis analysis about 99% certainly indicate that there is a meaningful correlation between organizational citizenship behavior and customer satisfaction and observed correlation between 2 variables is high and positive. From the other hand analysis of regression showed that organizational citizenship behavior has positive and meaningful effect on customer satisfaction. So if OCB and its components such altruism, conscientious work, sportsmanship, civic virtue, and respect and reverence be in the high level therefore customers value goods and services of the organization and would have satisfaction. These results are consistent with research results of Pirvali *et al.*, (2014), Hosseini *et al.*, (2013), Hamidi *et al.*, (2011). Certainly the reason of positive impact of organizational citizenship behavior on customer satisfaction has its roots on components of OCB that had positive effects on customer and client satisfaction.

Results of the analysis the first sub-hypothesis showed that there is a meaningful relation between altruism of staffs and customer and client satisfaction and the observed correlation coefficient between the two variables was positive and powerful yet analysis of regression showed that altruism of staffs has positive and meaningful effect on customer and client satisfaction. Therefore we can say that whether the sense of altruism among staff of organization is high their customers also will feel more satisfaction. Therefore if staffs assist each other in the unusual conditions or try to create intimacy, empathy and compassion among themselves the customers also feel more satisfaction in relation with organization. According to this fact that other researches has not examined impacts altruism on customer satisfaction so we cannot have comparable with the results of other studies.

The results of the second sub-hypothesis analysis showed that there is a meaningful relation between job consciousness and customer satisfaction and correlation coefficient between the two variables was positive and powerful yet regression analysis showed that job consciousness has positive and powerful effect on customer satisfaction. Hence, it can be stated that whatever job consciousness between staffs of the organization is high their customers also will feel more satisfaction .therefore if employees that perform a job over the requirements and minimum of their duty and continue their jobs in the worst mood conditions even in sickness the customers also feel more satisfaction. Given that other researches has not examined impacts job consciousness on customer satisfaction so we cannot have comparable with the results of other studies.

The results of data analysis of the third sub-hypothesis showed that there is a meaningful relation between sportsmanship and customer satisfaction in %99 level of confidence. And the correlation coefficient between the two variable was powerful and positive yet regression analysis showed that sportsmanship has positive effect on customer satisfaction thus we can say that whether the sportsmanship is be more high between staffs the customers also feel more satisfaction. So if employees adapt themselves with difficulties and incompatibility of the organization without presenting complaint orally or written the customers also will have more satisfaction. Given that other researches has not examined impacts of sportsmanship on customer satisfaction so we cannot have comparable with the results of other studies.

The results of the fourth sub-hypothesis analysis showed that there is a meaningful relation between civic virtue and customer satisfaction and correlation coefficient between the two variables was positive and powerful yet regression analysis showed that the civic virtue has a positive and meaningful effect on customer satisfaction. Thus we can say that whether civic virtue is being high among organization staffs their customers also have more satisfaction. So if employees are involved in extracurricular and additional activities and support provided changes from managers and interested in studying, books, magazines and increasing general information and posters and announcements to inform others as a result customers will be more satisfied with the organization. Given that other researches has not examined impacts of civic virtue on customer satisfaction so we cannot have comparable with the results of other studies.

The results of the fifth sub-hypothesis analysis showed that there is a meaningful relation between reverence and respect and customer satisfaction and correlation coefficient between the two variables was positive and powerful yet regression analysis showed that the Reverence and respect has a positive and

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meaningful effect on customer satisfaction. Thus we can say that whether reverence and respect it is high among organization staffs their customers also have more satisfaction. So if the employees respect the rights and privileges of others in the organization and consult with people that may be under influence decision and inform others before doing any important task, the customers also would have more satisfaction. Given that other researches has not examined impacts of respect and reverence on customer satisfaction so we cannot have comparable with the results of other studies.

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