INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES

Vol 3, Issue 9, (2013) E-ISSN: 2222-6990

The Investigation of Relationship between the Organizational Citizenship Behavior (OCB), TQM practice and Organizational Performance

Javad Mehrabi
Corresponding Author, Department of Public Management, Qazvin Branch, Islamic Azad University, Qazvin, Iran
E-mail: mehrabijavad@yahoo.com

Masoumeh Sadat Abtahi
Department of Humanities, Zanjan Branch, Islamic Azad University, Zanjan, Iran
E-mail: m.abtahi2008@gmail.com

Mohammad Dehbalaee
Department of Public Management, Qazvin Branch, Islamic Azad University, Qazvin, Iran
E-mail: m_almasi2020@yahoo.com

DOI Link: http://dx.doi.org/10.6007/IJARBSS/v3-i9/237

Published Date: 24 September 2013

Abstract

In today's competitive world, organizations are constantly seeking new ways to maximize the performance of their employees are working. Despite the increasing use of information technology, there are still gaps in the organization's performance. There are now firmly believed that the performance of their employees largely beyond the requirements defined roles depends.

In recent years the development of new technologies and global economic growth will lead to increased competition and rapid changes in the nature of work organizations.

As a result of these changes and prepare for future changes substantially increasing pressure on employees to take responsibility for career planning, training, salary and benefits will be logged. Also enterprises to compete on the global stage, satisfy the needs and expectations of customers and adapt to the changing nature of jobs, tend to choose employees who seek to go beyond their duty to act in the role specified in the job description.

One reason is that successful organizations are that they have staff who are working beyond their official duties.

Institutional research effort that is beyond the employee's duties are defined, as it "organizational citizenship behavior» (OCB) to learn.

Employee's behaviors that go beyond the requirements for the organization's benefit and, as an inevitable necessity for the effective functioning of the organization is recognized that it can be interpreted as organizational citizenships behavior (Barney, 1991).
Ride this study the impact of organizational citizenship behavior on organizational learning quality management and organizational performance to evaluate. Thus, a conceptual model to evaluate the impact of these factors on the behavior of citizens in the municipality of Qods city questionnaire assessed and tested. The research method used in this research is descriptive and co relational - Structural equation modeling was. Finally, to improve the effectiveness factors citizenship behaviors, is proposed.

Key words
Total quality management, organizational citizenship behavior, organizational

Introduction
Today's organizations are dynamic, ambiguous and changing activity One of the most striking features of the present age, and continuing changes in the social and cultural conditions (such as changes in attitudes, ideology, social values), political, economic, technological and their transnational occur. The successful organizations are difficult to achieve customer satisfaction and to provide additional value to them. The most important factor to achieve this goal, especially in service organizations, is the quality of service. One of the means to satisfy the need of service quality and customer loyalty is very important. In our country, according to client feedback, quality of customer services provided by the municipalities, there are many problems. Quality has two dimensions: the technical and functional. A tangible aspect of technical quality and overall service to the customer is what it refers to. Performance of the non-tangible aspects of the service and how the service is offered. In particular, the performance of the employees of the service provider and the interaction between employees and customers during service delivery points. In municipalities, the majority of service providers that is associated with customer personnel. Municipal employees work at the client (customer) is connected. These activities are a critical factor in developing effective relationships with customers. The skills, attitudes and behaviors of employees in this field are important because ultimately the employees to provide quality service expected by the customer are responsible. The most important factors which can behaviors, attitudes and employee engagement in order to provide better quality service employs OCB is. The OCB types of behaviors that go beyond formal organizations are predefined behaviors that are not directly rewarded or are not recognized by formal structures, however, the functional and operational success are important to the organization. In this study, the relationship between organizational performance and organizational citizenship behavior with regard to the role of the mediator will be Total Quality Management
Dimensions of OCB
When interest in the study of organizational citizenship behavior has always been a lack of consensus about the dimensions of literature exists. Padsakf study (2000) showed that almost 30 different types of organizational citizenship behavior have been identified(Black, Jane, 2003; Barney, Jay, 1991).
 Altruism and helping fellow employees to perform tasks in unusual circumstances.

 duty: to perform designated tasks in a manner far beyond what is expected (eg after office hours for the benefit of the work).
 Chivalry: emphasize the positive aspects rather than the negative aspects.
 Civic virtue: it is necessary to support the administrative operations.
 Propriety: Consult with others before proceeding to act, give notice before surgery, and to exchange information.

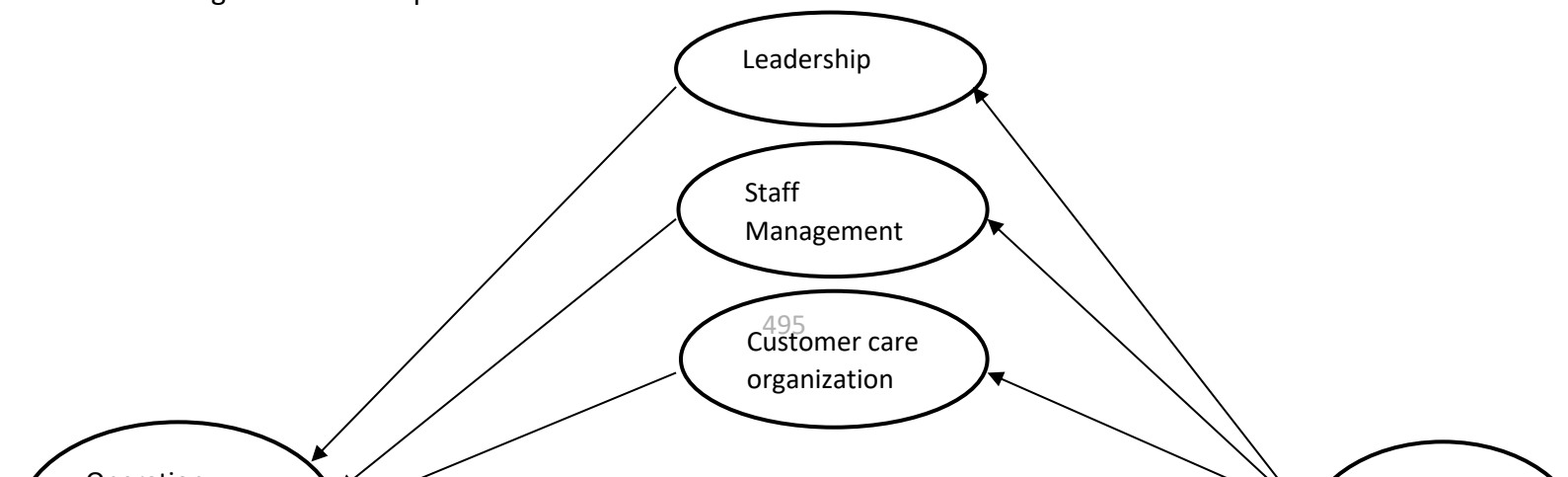
Given the dimensions listed on the characteristics of a good corporate citizen is? Robbins (2001) Characteristics of a good corporate citizen can be expressed as follows:
1. Constructive statements about the team and the organization;
2. Avoid unnecessary conflict;
3. To help team members;
4. Volunteering for cross-functional activities;
5. Respect for rules and regulations;
6. Withstand the harsh conditions imposed on business.
The organizations that are at the forefront of good citizenship behavior, work environment and the ability to attract and retain the best people are beautiful. In previous studies, researchers have identified several factors that were organized citizenship behavior(Boston Consulting Group, 2007).

Factors that influence the behavior of citizens in this study
Total Quality Management
Many organizations aim to achieve total quality, but it is still the problem of the meaning of quality and comprehensive nature, there is no universal agreement. Some people are meant to be a comprehensive quality "Statistical Process Control" or quality systems are applied. Some teamwork and employee participation in TQM to have meaning. However, there are different views about what is total quality. Another problem that cannot be measured in such a way that the Yapyshrift organization to determine how to achieve total quality.
In recent years, many attempts have been made to find a standard or framework that organizations can use to evaluate themselves. Recognizing these challenges, the European Foundation of Quality Management EFQM created. The Foundation encourages and supports European companies toward an important role for the development of quality management in Europe. Excellence Model EFQM, as a basic framework for evaluation is introduced to improve the organization(Herold, David, Jayaraman, and Narayanaswamy 2006).
Total Quality Management:
Total Quality Management is the process of focusing on customers, quality-driven, based on facts, based on which teams to achieve strategic objectives through continuous improvement of processes, is led by a senior manager (residing, 1390,124).
Operationally defined in this study to measure the overall quality of the indicators presented in Samson and Terziyuski models used are: leadership, people management, customer focus, planning, process management, data and analysis that (Jung and Hong, 2008).
Organizational performance:
The performance of the duties of the job in a given time (Rezaeian, 1387, 217).
Operationally defined in this study to measure organizational performance based on the indicators used in the model Terziyuski Samson and include: customer satisfaction, employee ethics, the amount of waste, garnet and quality of service (Jung and Hong, 2008).
Conceptual framework and research model:

The main purpose of the research, the theoretical framework of this research is based on the research model and Hung Kan Jong (2008) that examined the impact of organizational citizenship behavior on organizational performance have been located and Quality. The main variable (dependent) considered in this study is that organizational performance is the volatility that is explained by the variable of organizational citizenship behavior. Total Quality Management also acts as a mediator. Matter how OCB should strengthen the organization can be expected to increase the performance of the organization. The research model of the relationship between the variables in the theoretical framework established research is presented. (Jung and Hong, 2008).
The research model of the relationship between the variables in the theoretical framework established research is presented.

Hypothesis:
In order to answer the primary and 12 secondary hypothesis of this study, three hypotheses are defined:
1. Total Quality Management is the impact of organizational citizenship behavior.
2 - Quality management and improvement of the relationship between leadership is significant.
3 - Total Quality Management in the relationship between organizational citizenship behavior and organizational performance acts as mediator.

Figure 1-1: Conceptual model of research



Method:
The present aim of the research is the application of methods of collecting and analyzing the data, this study is a descriptive survey research method is correlation analysis assumptions.
Population and sampling:
The research population included all Jerusalem municipal employees are that they are about 400 people and is selected using random sampling.
Hypotheses to evaluate the relationship between the variables used in the questionnaire for data collection.

In this study, a simple random sampling was used and the statistics based on the total population, using Cochran formula (equation finite population sampling) to determine the optimal sample size is considered.

$$n = \frac{400 \times 1.96^2 (0.5)(0.5)}{(400)(0.05)^2 + (1.96)^2 (0.5)(0.5)} = 196$$

Results
Changing situation in the municipality of Jerusalem OCB
Jerusalem Municipality for the assessment of the single-sample t-test was used to OCB, the results of this analysis in tables and graphs (1) are obtained.
Test result output is included average) is.
The significance level of the test is equal to 0.308. Therefore, since the significance level is greater than 0.05, therefore the null hypothesis is not rejected. The OCB variables are not significantly different from the number three.
Due to the low negative and high positive variables can be inferred that OCB is equal to three. Previous interpretation of this result is also confirmed. The histograms of the outcome variable encoding.
Table 1: Results of one-sample t-test variable OCB

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
OCB	196	2.9809	.53484	.03820

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
OCB	-.501	195	.617	-.01913	-.0945	.0562

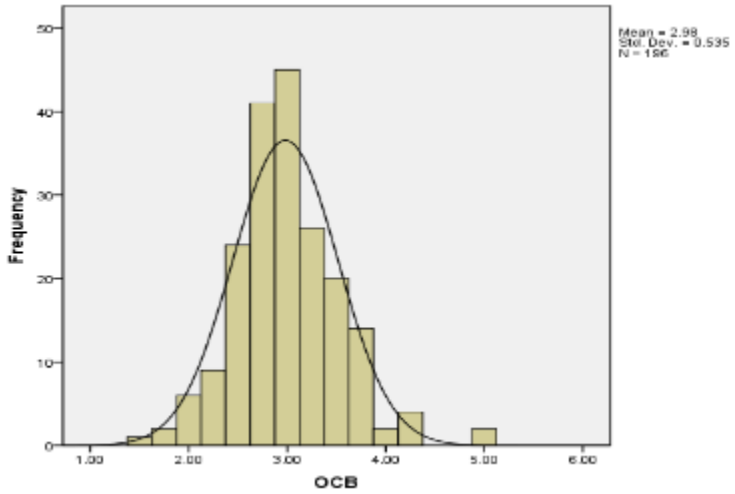


Chart (1) Variable histograms OCB

Assessment of total quality management in the municipality of Jerusalem variable

Qods city municipality to evaluate the quality of the single-sample t-tests were completed, the results of this analysis in tables and graphs (2) states.

The first output of the test (Table descriptive statistics related to hypothesis testing) represents the difference between total quality management varies with the number 3 is out. The smaller the value of 0.05 indicates a significant difference to the quality of management varies significantly with the number 3 is the null hypothesis is rejected. The mean total quality management variable is smaller than the number 3.

Negative lower limit and upper limit to the total quality management variables that are less than three digit. This is histograms of the outcome variable encoding. Table 2 summarizes the status of a full range of quality

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
TQM	196	2.8550	.73013	.05215

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
TQM	-2.780	195	.006	-.14498	-.2478	-.0421

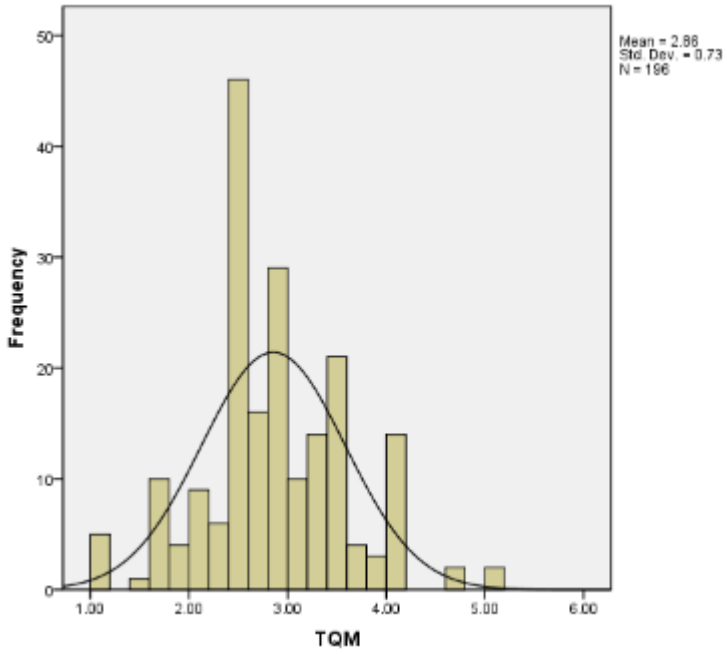


Chart 2 histograms full range of quality

Evaluation of organizational performance variables in the municipality of Qods city

Qods city municipality to evaluate organizational performance of the single-sample t-tests were used to analyze the results in tables and graphs (3) is obtained.

The first outputs of the test (Table descriptive statistics related to hypothesis testing) to organizational performance variables indicate the number 3 is negligible. Also significant in the second table, this is approximately equal to 0.05.

(Significance level of 0.093 divided by 2 is obtained) represents a non-significant difference in organizational performance varies with the number 3 is out. The lower limit of negative and positive, indicating that high levels of organizational performance variables can be equal to three. The histograms of the outcome variable encoding.

Table (3) status variable organizational performance

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
PER	196	2.9327	.55834	.03988

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
PER	-1.689	195	.093	-.06735	-.1460	.0113

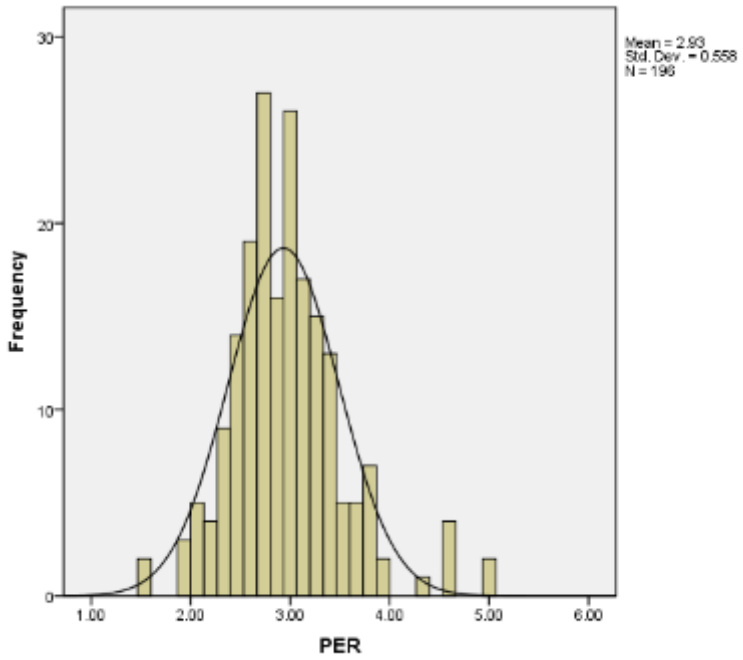


Figure (3): histograms state variable of organizational performance

According to the calculations, the value of each variable, the variable is significant and the sign is determined by both the upper and lower limits. Table (4) shows a summary of the study variables. As can be seen in all variables are suitable.

Table 4 summarizes the study variables

Status	The mean	Variables
Appropriate	Equivalent3	OCB
Inappropriate	Less than 3	Total quality manager
Appropriate	Equivalent3	Organizational performance

-3 Confirmatory factor analysis variables

Before getting into the stage of hypothesis testing is necessary to measure the accuracy of the models organizational citizenship behavior, total quality management and organizational performance to make sure. We measure these variables in the models are given, respectively. This study used confirmatory factor analysis, path analysis, and the variables taken. The analysis by structural equation modeling using LISREL statistical software was

Each of the models discussed in the main question is whether this model is suitable to measure?

To answer this question, other criteria must χ2 statistic model to evaluate the suitability of the past. If this is the appropriate model with the following conditions should be optimized. X2 test, the less the better, because the test shows the difference between data and model. Test GFI and AGFI should be greater than 90 percent. The RMSR is better than test because this test is to measure the average difference between the observed data and the model data (Lowe, 1998).

In this section, the results of the confirmatory factor analysis, LISREL software to each of the variables are presented separately for each variable. It should be noted that in order to reduce the variables and consider them as a latent variable, the time factor must be greater than 3/0 (the believer and active Qayyum, 1386). In confirmatory factor analysis, the researcher knows what the question is what's next. The conceptual model in confirmatory factor analysis for each of the concepts or variables there.

In each of the models, the basic question is whether this model is suitable to measure? In other words, the research data are consistent with a conceptual model or not?

Confirmatory factor analysis of exogenous variables:

The only exogenous variable in this study is the OCB variable measurement model of Figure 4-8 shows the standard prediction mode. Estimation results (the lower figure) indicate the suitability of the model. According to the outlet end, the degrees of freedom equal to the value of 3 is appropriate. The low level of the index reflects the small difference between the observed data model research paper. The output of the RMSEA = 0. 090, to show modeling. In addition, the RMSEA index is less, the model has a better fit. Therefore, the appropriate amount of RMSEA, are other indicators reflecting quality model (GFI, and AGFI) are not provided.

Confirmatory factor analysis of endogenous variables

Figure 5 and 6 models to measure endogenous variables (Total Quality Management and Organizational Performance) the standard estimate shows. Estimation results (the lower figure) indicate the suitability of the model. The output end, amounts to less than 3 degrees of freedom is the proper amount. The low level of the index reflects the small difference between the observed data model research paper. The output of the RMSEA = 0. 10, the model indicates. In addition, the RMSEA index is less; the model has a better fit. Therefore,

the appropriate amount of RMSEA, are other

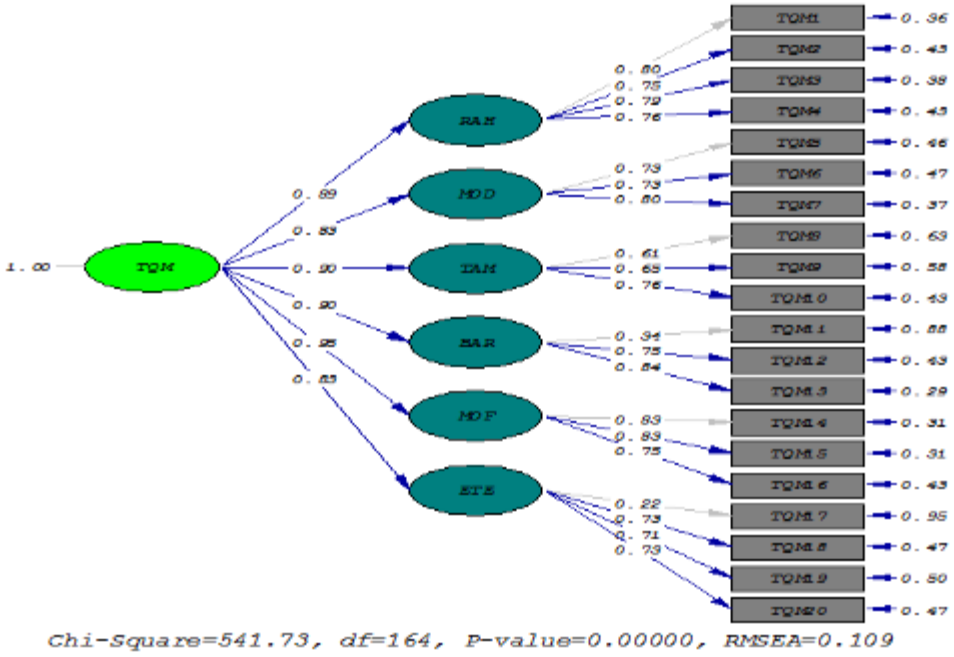


Figure 5 - Output LISREL estimated coefficients on the variables measuring organizational performance standard

As can be seen, the model fit indices suggest the model has a chi-square to degrees of freedom is smaller than 3, the p-value of less than 05/0 and the RMSEA is smaller than 1.

Test hypotheses by analyzing

The study also noted that in general, the research hypotheses are as follows. This is used for testing of structural equation modeling.

1. Total Quality Management is the impact of organizational citizenship behavior.

2 - Relationship between Total Quality Management and Performance Improvement Organization, which was statistically significant.

3 - Total Quality Management in the relationship between organizational citizenship behavior and organizational performance acts as mediator.

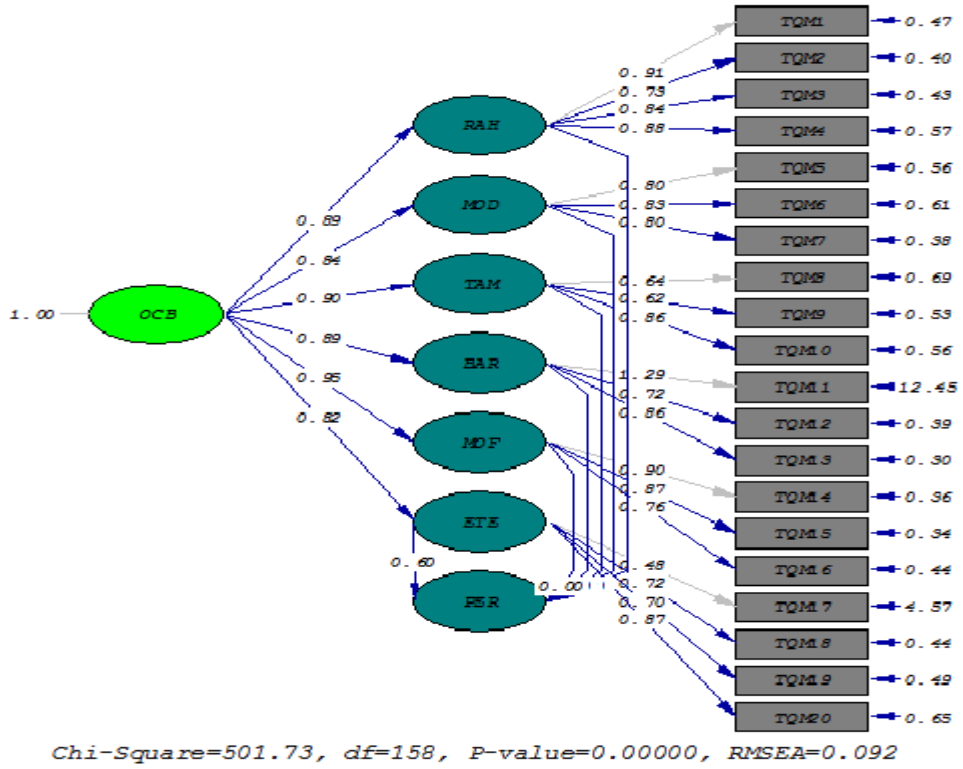
One of the strongest and most appropriate analysis methods in behavioral science research, the multivariate analysis. Because of the multivariate nature of these issues cannot be the way the two variables (each time only one independent variable with the dependent variable to be considered) can be solved. Hence, in this study to confirm or refute the hypothesis of structural equation modeling and path analysis has been used in particular. Path analysis (structural model) is a technique that relationships between variables (independent, dependent and mediated) show simultaneously. The purpose of the analysis, identifying causality (impact) between the variables in the conceptual model for research. In the structural model of the dimensions of organizational citizenship behavior and organizational performance is shown in Total Quality Management.

As in Figure 0.7 - are considered indices of model fit are in good condition. About the relationships between the components of the model results are summarized in Table 7 are:

OCB has a positive effect on the direct leadership of the Total Quality Management (0.89) and significant (11.43) are 1-1 this hypothesis is confirmed by research.

OCB has a positive effect on the direct staff management Total Quality Management (0.84) and significant (9.44) is 1-2 this hypothesis is confirmed by research.

OCB has a positive effect on the customer's direct and Total Quality Management (0.90) and significant (8.21) is 1-3 this hypothesis is confirmed by research.
OCB direct and positive influence on the planning, Total Quality Management (0.89) and significant (4.47) is 1-4 this hypothesis is confirmed by research.
OCB direct and positive influence on the process of Total Quality Management (0.95) and significant (13.60) are 1-5 this hypothesis is confirmed by research.
OCB has a positive effect on the overall quality of management information and analysis of direct (0.82) and significant (2.78) is 1-6 this hypothesis is confirmed by research.
The sub-hypothesis (1-1) to (1-6) we can conclude that the impact of OCB on Total Quality Management is the first major study of this hypothesis is confirmed.
Quality management leadership on organizational performance has a positive direct effect (0.62) and significant (23.42) are 2-1 this hypothesis is confirmed by research.
Management staff of the Quality Management function has a direct positive effect (0.69) and significant (23.68) are 2-2 this hypothesis is confirmed by research.
Total Quality Management function after the client has direct effect (0.53) and significant (25.23) are 2-3 this hypothesis is confirmed by research.
After a comprehensive quality management plan direct positive effect on organizational performance (0.49) and significant (29.55) are 2-4 this hypothesis is confirmed by research.
After a comprehensive quality management process on the performance of direct positive effect (0.54) and significant (15.25) are 2-5 this hypothesis is confirmed by research.
After a comprehensive quality management information and analysis on the performance of the direct effect (0.63) and significant (23.11) is therefore confirmed the research hypothesis is 2-6.
The sub-hypothesis (2-1) to (2-6), it can be concluded that the significant relationship between Total Quality Management and Performance Improvement is the second main hypothesis of this research is verified.
OCB on TQM positive influence, direct and significant is the (main hypotheses: 1) Management Quality has a positive, direct and significant effect on organizational performance (the main hypothesis 2), we hypothesized mediator of TQM the relationship between organizational citizenship behavior and organizational performance has been confirmed. The third main research hypothesis is confirmed.
Figure 2 - Output LISREL structural model for research on state standardized estimates



Conclusions suggestions

The populations of the assumptions that have been made include:

- Proposals to strengthen organizational citizenship behavior

1. Staff tends to reinforce efforts to maintain the prestige and reputation of the organization through the provision of information to clients and the positive external environment.
2. Periodic meetings between managers and staff for creating harmony and understanding through open dialogue.
3. Strengthening of the material and spiritual needs of the staff and associates
4. Participation of employees in their organization and getting comments
5. Encourage employees to participate in corporate affairs
6.
7. Strengthen work ethics among employees by encouraging self-control principles and organizational rules and regulations of the organization without the need to apply the supervisory control
8. Encourage employees to try and reduce errors and increase the quality of service in doing your job.
9. Promote feelings of sportsmanship by encouraging employees to focus on the positive aspects of the work environment and avoiding the larger issues of the organization's operating environment and complained too and its procedures.
10. Foster good will among employees by avoiding damaging to the interests of individual partners and consultation with partners in matters that may impact on other people's share.

Corresponding Author

Javad Mehrabi, [1*] Corresponding Author, Department of Public Management, Qazvin Branch, Islamic Azad University, Qazvin,Iran. E-mail: mehrabijavad@yahoo.com

References

1. Barney, Jay (1991), *Firm Resources and Sustained Competitive Advantage*, Journal of Management, 17 (1):99-120.
2. Bitner, Mary Jo, Amy L. Ostrom, and Felicia N. Morgan (2008), *Service Blueprinting: A Practical Technique for Service Innovation*, California Management Review, 50 (4):66-94.
3. Black, Jane (2003), *Big Music, Win Some, Lose a Lot More?*, Business Week Online, May 5, (accessed July 11, 2008), [available at www.businessweek.com].
4. Boston Consulting Group (2007), *Innovation 2007*: A BCG Senior Management Survey, Boston, MA: The Boston Consulting Group, Inc.
5. Chakravarthy, Balaji S. (1986), *Measuring Strategic Performance*, Strategic Management Journal, 8 (6):517-34.
6. Greene, William H. (2003), *Econometric Analysis*, 5th ed. Upper Saddle River, NJ:Prentice Hall.
7. Hauser, John, Gerard J. Tellis, and Abbie Griffin (2006), *Research on Innovation: A Review and Agenda for Marketing Science*, Marketing Science, 25 (6):687-717.
8. Herold, David M., Narayanan Jayaraman, and C.R. Narayanaswamy (2006),*What Is the Relationship between Organizational Slack and Innovation?*, Journal ofManagerial Issues, 18 (3):372-392.
9. Kalaignanam, Kartik, Venkatesh Shankar, and Rajan Varadarajan (2007), *Asymmetric New Product Development Alliances: Win-Win or Win-Lose Partnerships?*, Management Science, 53 (7):357-374.
10. Lee, Ruby P. and Rajdeep Grewal (2004), *Strategic Responses to New Technologies and Their Impact on Firm Performance*, Journal of Marketing, 68 (October):157-171.
11. Lilien, Gary L. and Arvind Rangaswamy (2006) *Marketing Engineering*, revised 2nd edition, Trafford Publishing, Victoria, B.C., Canada.
12. Lindberg, Brian M. and Justin M. Monaldo (2008), *Annual Industry Accounts: Advance Statistics on GDP by Industry for 2007*, U.S. Bureau of Economic Analysis-Survey of Current aBusiness, May, 38-50.
13. Lovelock, Christopher and Evert Gummesson (2004), *Whither Services Marketing? In Search of a New Paradigm and Fresh Perspectives*, Journal of Service Research, 7(1):20-41.