

Investigating the Incidence of Organizational Citizenship Behaviour of Employees in Governmental Organizations and Private Commercial Companies

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Abstract

The changing condition, the increased competition and the necessity of organizations' effectiveness in such circumstances, has revealed their need for a valuable generation of employees; a generation that is regarded as organizational soldiers. These employees, undoubtedly, are the distinguishing aspect of effective vs. non-effective organizations; since they act more than their formal role and do anything they can, while they have no expectations. Given the importance of organizational-citizenship behavior, this paper has tried to investigate the incidence of this kind of behavior in two different environments: governmental organizations and private commercial companies. The results of this research showed that in private commercial companies, the incidence of organizational-citizenship behavior was high and the reason is laid in three variables: organizational loyalty, organizational partnership and individual initiatives of personnel. It should be noted that the basis of data analysis in this research is multi-variant analysis.

Keywords: organizational-citizenship behavior, governmental organizations, private commercial companies.

Introduction

Today, most of the managers want employees who work more than their job description. They seek employees who go beyond the expectations, and willingly and voluntarily do things that are not in their job description [1]. Generally, those job behaviors of employees that have a significant effect on organization operations have attracted many researchers' and managers' attention. In past, most of the researchers in their studies paid attention to intra-role performance of employees in order to investigate the relationship between job behaviors and organization effectiveness. But organizational-citizenship behavior (OCB)¹ includes optional behaviors from employees that are not among their formal duties and are not considered directly by formal reward system and increase the total organization effectiveness. Since roughly one and half decades ago, researchers have distinguished between intra- and extra-role performances [9, 11]. Extra- role performance refers to job behaviors beyond the formal roles of employees that are optional and usually are not considered in formal reward system of the organization [12, 28]. In 20 years ago, OCB has been the subject of many researches and it is still increasing. Generally the researches are in three types: some of them have focused on predicting and empirical testing of OCB creating factors.

In this setting, factors such as job satisfaction, organizational commitment, organizational identity, organizational equity, trust and so on are discussed as OCB creating factors [18]. On the other hand, some of researchers have focused on OCB consequences. In this setting, factors such as organization performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social resource etc. are discussed [16, 18]. Also, a few researches have focused on OCB concept and, for example, have tried to give a new definition of OCB, specify its dimensions and/or produce some standard scales to measure this concept [18,24].

Give the abovementioned classification, the present research is of the first class and seeks to identify the factors and variables affecting OCB. According to Castro and Armario, competitive environments and flexible structures can stimulate employees' OCB [7]. Therefore, in the present research we try to compare the incidence of citizenship behavior of employees in governmental organizations (working in a non-competitive environment) to commercial companies (working in a competitive environment).

It should be noted that the present research has been conducted in three governmental organizations² and four private commercial companies³. It is hoped that the results of the present research will be able to cover some research gap in OCB studying area.

¹ - Organizational Citizenship Behavior (OCB)

² - Department of Culture and Islamic Guidance of Fars Province, Department of Tax Administration of Fars Province, Department of Endowment and Charity of Fars Province.

³ - Pardazesh Motor Company (active in workshop equipment production and import), Pardis Ordibehesht Company (active in designing decoration and furniture production), Rahbarane Pooyaye Modiriat Company (with "Moshaverin" brand, active in management and marketing consultation), and Shokoofehaye Zendegi Company (with "Toot Farangi" brand, active in holding training courses for children).

Therefore, the main research questions are as follows:

Q1: Is there any difference between the incidence of OCB among "governmental organizations" and "private commercial companies"?

Q2: If yes, which variable dimensions of OCB is different?

Research Literature and Background

OCB was first introduced in 1987 by Kan and Kets as extra-role behavior. But the main researches concerning this concept started 24 years ago, when Argon and Batman introduced it by its very name, OCB. Since then, a host of studies concerning OCB and its effect on organization performance were conducted, the most important of which were Cats Organ, Babato and Jacks that are used as the resources of other researches [6, 15]. Thus, the term OCB was first used by Organ *et al.* in 1983. The development of this concept is the result of Barnard writings in 1938 about a tendency toward cooperation and Cats' studies concerning performance and spontaneous and innovative behaviors in 1966, 1964 and 1978 [7, 13].

OCB includes optional behaviors of employees that are not among their formal duties and is not considered directly by the organization's reward system, but increase the organization's total effectiveness [10, 12]. The key definition elements are:

- A kind of behavior that go beyond what is defined formally by the organization.
- A kind of unspecified behavior.
- Behaviors that are not rewarded clearly and are not identified by formal structures of the organization.
- Behavior that is important for organization's performance, effectiveness and success [7].

Graham believes that citizenship behaviors in organization show themselves in three different kinds, including organizational obedience, loyalty and partnership:

- Organizational obedience: this term describes behaviors that their necessity and utility is accepted in a reasonable structure of discipline and regulations. Its indices are behaviors like respecting to organizational rules, doing the duties completely and doing the responsibilities considering organizational resources.
- Organizational loyalty: this loyalty to the organization is different from loyalty to oneself, others and organizational units and department. It states the degree of sacrifice of employees for organizational benefits and supporting the organization.
- Organizational partnership: this term emerges with active partnership from employees in running the organization, such as attending to meetings, sharing one's believes with others and having awareness about the current issues of the organization [5, 17].

As such, Padsakov classifies OCB into the following seven categories:

- *Helping behaviors*: Helping behavior involves voluntarily helping others with, or preventing the occurrence of, work-related problems. The first part of this definition includes three dimensions: Organ's altruism, peacemaking, and cheerleading that were stated by Organ. Graham, Williams & Anderson's interpersonal helping, VanScotter and Motowildo's interpersonal and the helping other constructs from George and Brief, are all among these behaviors. The second part of the definition explains helping others by taking steps to prevent the creation of problems for coworkers [18, 25].

- *Sportsmanship*: Organ has defined sportsmanship as a willingness to tolerate the inevitable inconveniences and impositions of work without complaining [7]. It can be defined as employee's good-faith in tolerating a non-ideal circumstance, without complaining [21, 22].
- *Organizational loyalty* consists of spreading goodwill and protecting the organization, George, and the endorsing, supporting, and defending organizational objectives construct, Borman & Motowidlo. Organizational loyalty is necessary for promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions [18].
- *Organizational compliance*: the concept of following organizational rules and procedures by Borman and Motowidlo indicates this construct and its result is internalization and acceptance of organizational rules, regulations, and procedures, even when no one observes or monitors compliance. Therefore, employees who religiously obey all rules and regulations, even when no one is watching, are regarded as good citizens [18].
- *Individual initiative*: This form of OCB is extra-role behavior, which is beyond minimally required or generally expected levels [22, 28]. Such behaviors include voluntary acts of creativity and innovation designed to improve one's task or the organization's performance. Borman and Motowidlo's stated enthusiasm and volunteering to carry out task activities as the components of this construct [18].
- *Civic virtue*: civic virtue is a macro-level interest in, or commitment to, the organization as a whole [19]. Monitoring its environment for threats and opportunities even at great personal cost are among these behaviors. This behavior reflects a person's recognition of being part of a larger whole. In the same way that citizens are members of a country and accept the responsibilities which that entails [18]. Civic virtue is defined as a behavior that is an indicative of partnership in company's life [27].
- *Self-development*: Self-development includes voluntary behaviors of employees to improve their knowledge, skills, and abilities. The feature of this behavior is learning a new set of skills so as to expand the range of one's contributions to the organization [19, 20].

Farh *et al.* have investigated the components of OCB given the cultural conditions of China as the following form:

- Social customs
- Altruism
- Conscience
- Mutual coordination
- Protecting organizational resources

In this regard, Organ summarizes OCB dimensions in the following items:

- Social customs
- Altruism
- Working behavior
- Chivalry
- Civility [3]

As such, Tabarsa and Raminmehr 1389 after conducting a research with the aim of modeling OCB (according to combining the existing models of OCB), eventually presented the following dimensions and indices (Table 1) in order to assess OCB precisely [2]:

Table 1: Aspects of OCB

Aspects	Indices
Organizational obedience	Observing the organizational rules and regulations Doing the responsibilities according to organizational resources Accepting the requiring organizational structure (job description and personnel policies) Supporting and advocating the formal, recommended rules in order to be disciplined
Organizational loyalty	Doing non-binding activities that help the outer picture of the organization Sacrifice for organizational benefits Supporting the organizational identity in various conditions, times and places Feeling loyalty to the leaders and organization as a whole
Organizational partnership	Attending the non-binding meetings and respecting the organizational issues Having a tendency toward challenging discussion to improve the organization by suggesting and encouraging others to express their believes openly Voluntarily accepting additional assignments, working late to finish important projects
Individual innovations	Communicating with others in the workplace in order to improve personal and group performance Being punctual (suing time management) in doing organizational tasks Protecting the organizational resources and other matters related to maintaining the organization Having a tendency toward voluntarily attaining job knowledge in order to have a better ability in organizational partnership Helping individuals who are faced to heavy work (such as training recruits, etc.)
Helping behaviors	Activities that help preventing and solving counterproductive interpersonal conflicts Words and actions that encourage colleagues in success and professional development Helping others in the form of preventing work-related problems to occur Bearing painful, inevitable conditions without complaining
Chivalry	Having an optimistic view toward inappropriate conditions

Mahdioon, Ghahremani and Rezaii in 2010 after conducting a research on OCB area concluded that OCB has a positive and significant relationship with most of the personal dimensions (including adaption, awareness and openness) and has a negative relationship

with just one personal dimension (nervousness). Also, adaption, awareness and openness can predict OCB [14]. Ebrahimpour *et al.* 2011 after conducting a research in this area concluded that OCB has a strong relationship with organizational culture [8]. Wong 2010 published his results of a research on OCB in this way: the sense of organizational justice has a positive, predictive relationship with organizational identity of employees; organizational identity promote OCB positively and plays an interface role in the relationship between organizational justice and OCB [26]. Tomas and Fledman 2011 also conducted an interesting research in this area and concluded that in the relationship between effective organizational commitment and OCB, employment duration in the organization serves as an interface and its effect is linear. Up to 10 years employment in the organization, the power of the relationship between commitment and citizenship behavior and increased employment duration increases; but for more than 10 years, the power of this relationship will decrease [23].

Research Methodology

In this section, we have tried to summarize the different aspects of the research methodology. Before that, it should be noted that the presented research is applied in terms of its aim and is inferential in terms of method.

❖ Data gathering tools:

Data gathering tool of this research was a standard questionnaire consisting of 34 questions, in which the answers were set based on 5-point Likert scale. This questionnaire was used in Tabarsa and Raminmehr1389's research in order to assess OCB and its justifiability and stability has been examined and affirmed [2]. Thus, there is no need to reexamine the questionnaire's justifiability and stability. It should be noted that the structure of the abovementioned questionnaire is set based on the variables and indices in Table 1.

❖ Statistical population and sample:

The statistical population of the present research is all of the personnel in the three governmental organizations and the four private commercial companies in Fars state. In research's time span (Bahman 1391), the total number of the three organizations was 153, and the total number of personnel in the four commercial companies was 92. Accordingly, the statistical population of the present research includes 245 peoples. In order to determine the statistical sample, Karjasi and Morgan's table [4] was used and based on that table the volume of the statistical sample was 148. In order to avoid practical sampling, the random class sampling method with appropriate proportion was utilized. Accordingly, in the first step the whole population was broken into two classes: governmental organizations and private companies; and based on the proportion of every class to the whole population, their proportions were calculated from statistical sample. So it was specified that of 148 statistical sample 93 people from governmental organizations and 55 people from private companies should be selected randomly. Finally, using simple random method, the required samples were selected from deferent organizations and companies, and they were asked to answer the questionnaire's questions.

❖ Data analysis tool and method:

Data analysis tool and method in the presented research is the SPSS software. Also, in order to answer the research questions, the multi-variant analysis test has been used.

Data Analysis and Answering to the Research Questions

Ultimately, after collecting 148 questionnaires from the statistical sample (that were completed correctly), data were introduced into SPSS software, and the following were done in order to answer the research questions:

The variables were named as the following:

Var1: organizational obedience

Var2: organizational loyalty

Var3: organizational partnership

Var4: individual innovations

Var5: helping behavior

Var6: chivalry

Also, it should be noted that in all of the analyses, sig = 0.05.

❖ Answering the research questions:

In order to answer the research questions, the statistical samples were divided into two groups: "employees of governmental organizations" (1) and "employees of private commercial companies" (2). Then the multi-variant analysis test was conducted on the data:

Table 2
Between-Subjects Factors

		N
Grouping	1.00	93
	2.00	55

Table 3
Multivariate Tests(b)

Effect	Value	F	Error df	Sig.	
grouping	Pillai's Trace	.503	29.140(a)	142.000	.000
	Wilks' Lambda	.497	29.140(a)	142.000	.000
	Hotelling's Trace	1.012	29.140(a)	142.000	.000
	Roy's Largest Root	1.012	29.140(a)	142.000	.000

In Table 3, sig. of Wilks' Alpha is zero, so it's smaller than 0.05. This means that in comparing the averages of these two groups, in terms of the incidence of OCB, there is (are some) difference(s). In order to determine to which one of the six variables this significant difference is attributed, we have to refer to Table 4.

Table 4
Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
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Grouping	var1	.430	1	.430	.106	.074
	var2	25.008	1	25.008	37.389	.033
	var3	3.847	1	3.847	2.656	.040
	var4	.113	1	.113	.072	.000
	var5	24.010	1	24.010	94.786	.054
	var6	22.011	1	22.011	93.673	.066

As it is evident in table 4, the *sig.* for the second, third, and fourth variables is smaller than 0.05. This means that the reason for the significant difference between the group's averages, in terms of OCB incidence, is laid in these two variables, and in terms of the other three variables, there is no significant difference between these two groups' satisfaction average (since the *sig.* of those four variables, is greater than 0.05). With reference to Table 5, we can draw some more information about the two groups' averages in terms of the second, third and fourth variable:

Table 5
Descriptive Statistics

	grouping	Mean	N
var2	1.00	2.7984	93
	2.00	3.4107	55
	Total		148

var3	1.00	2.19 84	93
	2.00	2.81 07	55
	Total		14 8
var4	1.00	2.83 61	93
	2.00	3.22 42	55
	Total		14 8

According to table 5, it can be observed that the second group (employees of private commercial companies) has higher averages in terms of all the three variables.

Overall, the answers to the research questions are: OCB incidence among "employees of private commercial companies" is higher than that of "employees of governmental organizations" and the reason of this difference is laid in "organizational loyalty", "organizational partnership" and "individual innovation" variables.

Conclusion and Suggestions for Future Researches

As it was observed in the last section, the results of the research showed that the incidence of OCB among employees of private commercial companies is higher than that of employees of governmental organizations. Also, it was determined that the reason of this difference is laid in organizational loyalty, organizational partnership and individual innovation variables, such that the employees of private commercial companies had a higher average than their opponent group.

Perhaps the most important reasons for this can be flexible management structures, competitive environment and higher organizational commitment of employees of private commercial companies. Because flexible structures increase individual innovation and competitive environment can promote employees' commitment and loyalty [7, 8, and 14].

Therefore it is suggested that in order to attain higher levels of OCB in governmental organizations, managers should try to, besides implementing the organizational high procedures and processes, consider some space for innovations and creativities of personnel. Also, in this kind of organizations we should apply appropriate strategies in human resource area in order to have a positive effect on employees' loyalty and commitment and to expect them some more appropriate OCB. Private commercial companies are not excluded from this and should adopt appropriate policies and trends, consider the six OCB dimensions purposefully and institutionalize them in order to increase OCB incidence among their personnel.

In the end, some suggestions for future researchers seem necessary:

- Research toward presenting a OCB pattern for governmental organizations of Iran
- Research toward patterning from top organizations and companies around the world (specially Japan) in OCB
- Research toward identifying some strategies for distribution and promotion of OCB in organization environment of Iran.

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