

ORIGINAL RESEARCH PAPER

The influence of organizational citizenship behavior in improving the organizational performances

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ARTICLE INFO

Article History:

Received 15 August 2019

Revised 28 October 2019

Accepted 11 December 2019

Keywords:

Bank systems

Correlation

Organizational citizenship behavior

Organizational performance

ABSTRACT

Organizational citizenship behavior has always been tested in the knowledge-intensive sectors of societies. Organizational citizenship behavior is a voluntary and discretionary behavior that is supposed to build up the cultural aspect of the organization; it is not part of the personnel's contractual tasks and can contribute to the successful implementation of the organization's objectives. The purpose of this study is to elucidate the interactions among the organizational citizenship behavior components and the organizational performance for the bank systems in the Asian context; thus the province of Mazandaran in Iran was chosen. The number of studied banks were 33 and 127 structured questionnaires were distributed among the selected bank employees and based on the received data; correlation tests have been conducted. In order to analyze the gained data, two types of parametric and non-parametric tests have been applied. The results indicated correlations between 0.5 and 0.8 for these variables. It is worth noting that both parametric and non-parametric tests had almost the same results; they both showed a positive and significant correlation.

DOI:10.22034/IJHCUM.2020.01.06

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INTRODUCTION

Organizational citizenship behavior (OCB) is a discretionary behavior that directly promotes the efficiency of a company. Sustainable competitive advantage requires the utilization of all resources exceedingly human resources. In the 21st century, the environmental threats are common and also more importantly inevitable; thus to conserve the human resources, enhancement of their un-known potentials such as being ready to respond, self-confidence, knowledge-sharing, helping co-workers, etc. is needed. Which all form the OCB (Acaray and Akturan, 2015). Kim *et al.*, (2019), believe that there has been

an increase in environmental management studies which leads to such factors as the environment of the organization and human resources and also how they act in the respective environment; according to the aforementioned definition of OCB, the role of OCB is undeniable in an organization. Mi *et al.*, (2019), asserted that the improvement of OCB in an organization has nothing to do with the reward system; in fact, this concept is spontaneous and no manager could and should enforce it. OCB's influence on the job-performance is observed (Nohe and Michaelis, 2016). Although many studies have been conducted on OCB, but very few have chosen the bank systems specifically in the Asian context. A research performed on the hospital's nurses showed

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that nurses in the maintenance stage of the hospital have the highest salary and work satisfaction alongside the OCB (Yu *et al.*, 2018). The role of staff which is vital for any organization has been very much considered in recent years. Therefore lots of research has been done to illuminate the role of OCB in companies (Jahani *et al.*, 2018). Taşkıran (2019), gives credit to the concept of OCB from the perspective that we live in a knowledge-based economy and therefore knowledge workers of an organization are the most important asset; so harnessing them toward the organization's objectives is crucial and thus the realization of OCB would be a significant factor toward success. Tufan and Wendt, (2019), defined OCB as a criterion for the employee's willingness to build a better organization through their cooperation and coordination. OCB is considered as a resource that helps significantly to better performance (MontaniandDagenais-Desmarais, 2018). The effect of OCB on company's performance is even more significant than organizational cooperation; cooperation refers to such objectives like upgrading organizational planning, improving interpersonal relations, communication, developing better organizational climate, etc., which are all subsequent after OCB realization (Jahani *et al.*, 2018). These objectives lead the company to a better performance. OCB is the most fundamental behavior which leads to efficiency (Jahani *et al.*, 2018). Studies have shown that individual-level behaviors that are addressed as OCB have a significant correlation with Organizational Performance (OP) components (Hart *et al.*, 2016). OCB moderates the relationship between processes, routines, exploitive learning, etc., which all affect the OP (Hart *et al.*, 2016). Survival in today's world economy is an essence for organizations. So they need to focus on voluntary behaviors in favor of their goals which ultimately comprise OCB (Akturan and Çekmecelioglu, 2016). As it was mentioned before, OCB leads to the company's efficiency; this efficiency includes creative behaviors through the OCB (Oldham and Cummings, 1996). In the OCB concept, organizations create ideas that make significant improvements in a company (Semih Yildirimand Philippatos, 2007). At first, the concept of OCB appeared in the 80s with the "informatics revolution". Since then, knowledge has become a necessity for organizations. As Akturan and Çekmecelioglu (2016) mentioned, Information which forms the knowledge,

cannot be produced without individuals and the individuals comprise the human resource of a company which they all are influenced by the concept of OCB. One of the aspects of OCB is to share knowledge, if this ceases to exist in a company, certainly the effectiveness will be limited and plus that, this flow of data is not by force and it is supposed to be the outcome of a compromise as the discretionary nature of the OCB. In the 21st century, the global market leaves the companies no choice but to enhance their dynamism and efficiency and also respond properly to the inevitable changes; to overcome this situation, OCB was raised in organizations (Lapierreand Hackett, 2007). As one of the major tasks of management is "control", the performance of a company and its status matters (David, 2013). That is why managers are interested in their company's performance; therefore many scholars have focused on presenting a definition for the Organizational Performance (OP). Cameron (1986), noted that there is a lack of pragmatic description of this concept. So, the lack of consensus is obviously expected. But there is a consensus about the significant relationship between the organizational objectives and the OP (Jenatabadi, 2015). Thompson (1967) and Friedlander and Pickle, (1968), stated that performance is commonly a subject that frequently arose in management fields. Macleod *et al.*, (1997), confirmed that converting the performance of a company quantitatively (by applying appropriate scales) is the only way to signify it. For many researchers, there is a consensus that performance is the pragmatic implementation of the organization's objectives (Etzioni, 1960; Chandler, 1962). On the contrary, Lorsch (1970), states two elements for estimating the OP; first, a balance between the company and the outside world; second, a balance between the company and its employees. Nevertheless, this statement is not responsive to some companies experiencing the puzzlement for their staff and their environment (Lawrenceand Lorsch, 1986). In the competitive market, as organizations all around the world are dealing with today, OP can be used as an indication of success and therefore making the organization ahead of his rivals (Navimipour *et al.*, 2018). In this competitive environment, OP is always a concern for managers; as Durst *et al.*, (2019), pointed out, OP is the essence of survival for organizations. Performance is a multi-

dimensional concept. Any individual's achievements for their organization can be referred to as performance. For example; one of these dimensions can be interpreted as "efficiency" (Soltani *et al.*, 2018). As a perspective, efficiency can be expressed as "the degree to which the company's goals are achieved (Clark, 1999)." Another definition for OP is "the proportion of inputs of organizational resources which is used to achieve outcomes (Vorhies and Morgan, 2003)." Palacios-Marqués *et al.*, (2019), stated four dimensions for the OP: operational, financial, ability to compete and the satisfaction of stakeholders; he proposes that in an effort to measure the OP, four dimensions should be measured. As the previous researches showed, there is an undeniable relationship between the OCB and the OP. There is a significant relationship between OCB and OP (Nawaz and Gomes, 2018). Enhancement in some voluntary behaviors which comprises OCB affects positively on the performance of the company; the procedure is in a way that these discretionary behaviors or in other words OCB, effect the customers and consequently the performance of the company (Nawaz and Gomes, 2018). Another research conducted in knowledge-intensive sector of India indicates that OCB has a close and positive influence on the performance of a team; so that the team members were energized with OCB programs in order to enhance their job satisfaction and consequently their OP (Sadeghi *et al.*, 2016). Although the study of OCB has escalated impressively in recent years, little work has focused on the Asian banking system.

Therefore, the goal of the present study was to determine the effect of OCB components on the OP. After the introduction, the remainder of the paper is structured as follows: the conceptual framework of the study, the materials and method for analyzing the relationship, the results and discussion of the correlation tests and finally, conclusions are presented. The goal of this research is to study the relationships between the components of OCB and OP in the bank system. This study has been carried out in Mazandaran Province in 2019.

Conceptual framework

The conceptual framework of this study is based on the five predictor variables Altruism, Courtesy, Conscientiousness, Sportsmanship, and Civic Virtue (comprising the organizational citizenship behavior) and the predicted variable is Organizational Performance. The relationships between variables are presented in Fig. 1.

Five hypotheses were drafted in order to facilitate the purpose of the study:

- H1: Altruism is positively related to OP in Mazandaran banking system.
- H2: Courtesy is positively related to OP in Mazandaran banking system.
- H3: Conscientiousness is positively related to OP in Mazandaran banking system.
- H4: Civic virtue is positively related to OP in Mazandaran banking system.
- H5: Sportsmanship is positively related to OP in Mazandaran banking system.

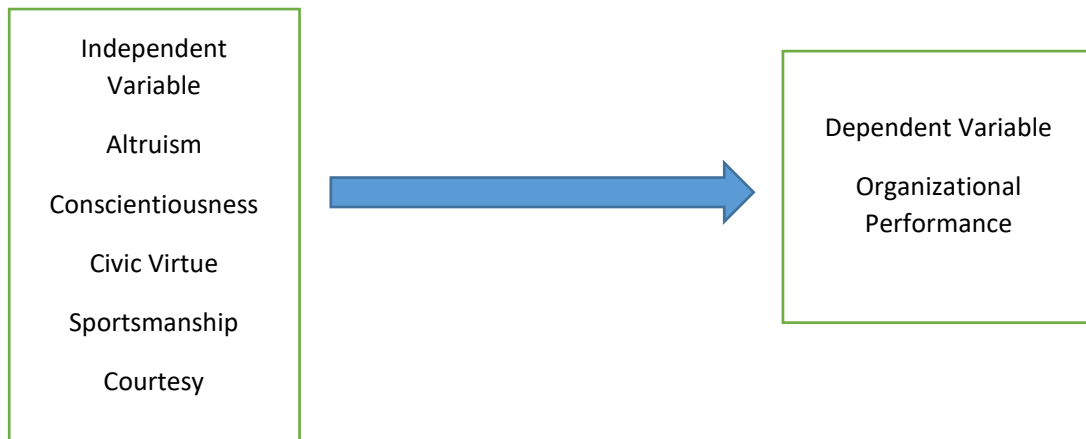


Fig. 1. Theoretical framework of the proposed study

MATERIALS AND METHOD

In order to analyze the relationship between the OCB and the OP in the banks systems of Iran, the province of Mazandaran was chosen. In Iran, there are two types of banks: state-owned banks and private banks. Our target was the state-owned banks; considering that private banks often reach out for better performance due to the existence of a competitive environment. A commercial city in Mazandaran province was chosen and the number of targeted banks was 33 and the overall number of employees in the selected banks consists of 282 persons. Using stratified sampling, a total of 221 employees were fitting for the required sample. According to the “correction coefficient of limited society (Cochran, 1963)”, and the sample size has been corrected to 127. The edited and modified structured questionnaire which has 29 items was used to collect data from the respondents.

- The OCB questionnaire was adopted from Spector and Fox, (2010). Some amendments were made to ensure that the constructs are relevant to Iran’s bank system.
- The OP questionnaire was adopted from Sanford,(2009); due to context relevancy, the questionnaire was modified to 14 items.

Reliability of the measuring tool

In this stage, the elements are confirmed to be associated enough to the topics which are imperative for the research. The Cronbach’s alpha is a criterion for internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of good reliability and consequently trustworthy. Construct reliability of the variables is shown in Table 1.

RESULTS AND DISCUSSIONS

This study seeks to find the relationship between components of OCB and OP in the context of the banking system. Five hypotheses were assembled

Table 1: Reliability test of constructs

Variables	Cronbach Alpha
OCB	0.881
OP	0.791

and for testing these hypotheses, correlation tests were used. Due to the K-S test (Wallot and Leonardi, 2018), the distribution of the sample’s data was not normal; but according to the “Central limit theorem” (Alderand Roessler, 1977) for large sample size from a population, parametric tests can be conducted irrespective of the result of K-S test. Therefore the Pearson correlation (Hays, 1981) has been applied; the result of the correlation reveals that Sportsmanship has a more positive influence on OP in the studied bank system. The results from the Pearson correlation test are shown in Table 2.

Non-parametric test (Spearman correlation) has also been conducted (Wissler, 1905); the results were significantly similar. Yet again, the top correlation belonged to the Sportsmanship. The results from the Spearman correlation test are presented in Table 3.

This study aimed to determine the relationship between the components of OCB and OP in banks of Mazandaran province. The empirical results show that all the components of OCB are positively related to the OP in the bank system. These results represent that components of OCB have a major contribution to OP in the bank systems. As we can see, the correlation between the components of OCB with OP is quantitatively different, in a way that in the Spearman test, the correlation between the components (altruism, courtesy, civic virtue, conscientiousness and sportsmanship) and OP increases almost respectively (0.632, 0.721, ..., 0.817) and an interesting outcome is that in both parametric and nonparametric tests, the component of “sportsmanship” is most strongly correlated (0.817 for the Spearman test and 0.877 for the Pearson test).

Table 2: The results of Pearson correlation

Variables	Altruism	Courtesy	Conscientiousness	Civic Virtue	Sportsmanship	OP
Altruism	1					
Courtesy	0.614	1				
Conscientiousness	0.649	0.608	1			
Civic Virtue	0.612	0.621	0.704	1		
Sportsmanship	0.630	0.644	0.613	0.596	1	
OP	0.736	0.720	0.784	0.696	0.877	1

Table 3: The results of Spearman correlation

Variables	Altruism	Courtesy	Civic Virtue	Conscientiousness	Sportsmanship	OP
Altruism	1					
Courtesy	0.591	1				
Civic Virtue	0.563	0.626	1			
Conscientiousness	0.650	0.661	0.651	1		
Sportsmanship	0.547	0.613	0.566	0.522	1	
OP	0.632	0.721	0.746	0.652	0.817	1

CONCLUSION

From the data analysis and the study findings, the meaningfulness and relevance of OCB in the bank system's OP can be expounded. The present study found that the facets of the OCB construct (Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship) which had been measured in the western literature were also evident in the context of Iran's bank system. It is indeed noteworthy that the concept of sportsmanship was the most cherished element in this study (acquiring a correlation of 0.817 and 0.877 with the OP). Findings have no contradiction with the validity of the OCB construct but simply reveal its factor structure in the context of the sample group of the present study. Sportsmanship has more influence on the bank's performance compared to other components of the OCB. As sportsmanship is a more comprehensive concept and if it is found within the employees, then other aspects such as Altruism, Civic Virtue, Conscientiousness and Courtesy are more likely to exist. If they all occur together; simultaneously, then they can surely lead the bank toward success. So it is concluded that although all the five components (aspects, elements) have a positive influence on the performance of the banks (correlation of 0.5 to 0.8), sportsmanship is more noticeable and prominent among all of them. So this study is consistent with all the other studies, stating the positive impact of OCB on OP. As expected the findings are limited to the items used to measure OCB in this particular study. In future research, it will be useful to investigate this concept in larger samples and of course in greater diversity.

ACKNOWLEDGEMENT

Authors would like to thank the participating banks for their continued support. Also, authors would like to thank the anonymous reviewers for their useful comments, which helped to improve the study significantly.

CONFLICT OF INTEREST

The author declares that there is no conflict of interests regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

ABBREVIATIONS

<i>OCB</i>	Organizational Citizenship Behavior
<i>OP</i>	Organizational Performance

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HOW TO CITE THIS ARTICLE

Alizadeh Afrouzy, A.; Tavangarzadeh S., (2020). The influence of organizational citizenship behavior in improving the organizational performances. *Int. J. Hum. Capital Urban Manage.*, 5(1): 53-58.

DOI: 10.22034/IJHCUM.2020.01.06

url: http://www.ijhcum.net/article_37693.html

