



The Relationship between Organizational Brand and Organizational – Citizenship Behavior

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ABSTRACT: In recent years, special niche of brand has been paid increasingly attention in academic and scientific fields and also in business domain. Many researchers and managers of companies have found that the most valuable property of company is brand and branding knowledge for improving marketing process. However, in spite of being inter-organizational factor and one of the most important issues in brand and marketing domains, this concept has been paid lesser attention. Accordingly, present study tries to consider the relationship between organizational brand and organizational – citizenship behavior. The study is a descriptive study based on method of collecting data. Path analysis was used to test the existence of relationship between variables and being significance of estimated methods. Statistical population is all employees working in Melli bank branches located in branch affairs in north of Tehran with 1181 participants and 99 branches. Proper group sampling was used and the data was analyzed using SPSS and Lisrel applications. The results indicated that there is a significant relationship between organizational brand and work conscience, mutual personal coordination, organizational resources protection and gallantry, but there is not a significant relationship between brand and social customs, altruism and propriety.

Keywords: Organizational Brand, Organizational, Citizenship Behavior, Melli Bank

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INTRODUCTION

Of 1990s, the value of intangible properties of organizational has been paid increasingly attention among academics and practitioners in industry sector. Some samples of these properties consist of identity, image and organizational reputation. The researchers conducted about identity and image or organizational reputation has been shown that the organizations have a more positive favorable, customers have more satisfactions of them. In result, these organizations enjoy more loyalty behalf of customers. So discussion about these properties and the survey of effective dimensions and components on them could be influential on important organizational decisions and the appropriate direction of their behaviors toward the environment and their various audiences. Generally, organizational image is a topic which has dual function. On the one hand, it explains the effect of organization and its components on external environment and on the other hand, it is reagent of the manner of viewing environment to organization and making organizational- citizenship behaviors, as a shape of meta-functional behaviors, causes to increase individual effectiveness for contributing total organizational effectiveness. Early, this concept was introduced as "good soldier syndrome" which was essential and necessary for improving performance in organization and effectiveness (Jain, 2009). In the early stages, organizational-citizenship behaviors had not

significant effect even in organizational behavior field; but it was considered over the time (Yoon, 2009). Brand image is customer's perception from brand which it is reflected with associating the properties of existing brand (Keller et al., 2006). This reflection from perceived value influences on organization and its service quality (Martinez and Pina, 2003). Generally, there is a positive relationship between citizenship behavior and organizational brand (Castro et al., 2004). Meanwhile, perceived benefits from service quality have impact on customer's perception from organization. Providing a brief description from components of the variables, this article tries to survey the relationship of organizational brand with organizational-citizenship behavior in Iran Melli Bank.

1. Theoretical Framework and Research Background

One of the initial definitions about organizational-citizenship behavior, which was adopted by many researches, was introduced by Organ (1997). Organizational-citizenship behavior includes employees' discretionary behaviors which are not their formal functions and are not considered by formal reward system, but it increases overall effectiveness in organization (Organ, 1997). This is defined in Organ's references in 1997.

Discretionary term indicates that these behaviors don't include the behaviors that the

employee shows toward performing role requirements or job description (Castro et al., 2004). In an else defined by Organ, he states that organizational-citizenship behaviors are the behaviors which employees promote their performance regardless personal interests (Griffiths, 2005). In another definition of organizational-citizenship behavior, it is described as a continuous and voluntarily commitment to goals and procedures and finally organization's success. The organization is built based on participation and employees' proper actions, enjoys this benefit.

Key components of organizational-citizenship behavior consist of:

- A variety of behaviors which goes beyond what is defined formally by organization.
- A variety of non-specific behaviors
- The behaviors are not rewarded specifically by organization and identified by formal structures.
- The behaviors are very important for performance, effectiveness and success of organizational operation (Castro et al., 2004)

The dimensions of Organ's study have been adopted widely as the dimensions of organizational-citizenship behaviors (Yoon, 2009). Initially, researchers emphasized on two dimensions of citizenship behavior, including altruism and dutifulness, but else three dimensions of citizenship behavior have been considered too, including, gallantry, politeness and the goodness of citizenship (Deborah et al., 2001). Of course, five main factors of influential personality are identified in few researches in diversity of character as Big Five, including dutifulness, altruism, politeness, gallantry and the goodness of citizenship. Organ's Big Five dimensions consist as follows:

Altruism: when it occurs who an employee helps with doing colleague's duties in an irregular condition (for example, an employee contributes to colleague after returning his/her sick leave.

Dutifulness: a dutiful employee do appointed duties better than what his/her supervisor expects (Organ, 1997:9)

Work conscience: it means employees are responsible themselves for participating in political and administrative affairs including supporting administrative operation

Politeness: it refers to situations where people behave each other with respect, such as helping with other for avoiding making a problem or reducing it.

Gallantry: it emphasized on positive aspects rather than negative aspects. In other word, generally gallantry means the avoidance of doing some things.

Branding (business naming): it consists enjoy services and products by a power of any brand.

Branding refer to create differences. It is to make a value which is not attainable through another way. For branding any product, it is necessary to have a name or another element from brand to it for differentiating that product. Doing this, we show consumers "what" this product is, what its benefits are and why consumers should pay attention to it (Lehman and Keller, 2006).

Brand Equity

Generally, it is a value which any company intends to create by doing marketing planning for the brand. So, brand equity can be defined as follows: obtained value, in terms of marketing and financial, is linked with a set of factors (including awareness, loyalty, perceived quality, subjective images and the consumers' emotion. Some of key benefits of brand equity are: more positive impressions from product performance, more loyalty of consumers, less vulnerability against competitors' marketing measures, less loss in marketing crises, more opportunities for developing and generalizing brand, more effectiveness of marketing communication and so on (Lehman and Keller, 2006).

Organizational Brand

A brand is a name, expression, sign, model or mix of them for identifying goods/service of one or a set of sellers and their differentiation of rivals (Kotler and Keller, 1987). Generally, brand is defined in terms of two perspectives of company and customers and it emerges two key concepts of brand identity and brand image. Acre defines brand identity as a set of brand associations which shape strategic idea. Associations of brand identity leads to shape brand image into the customers' mind (Martinez and Pina, 2003). Final benefit of organizational brand is that it creates a proposition or value relation with customers based on mental linkages and the associations which any organization has. It brings validity and acceptability for other organizational brands, while it serves as a carrier or medium for determining and describing inter-organizational values and cultures.

Brand Loyalty

The concept of brand loyalty has been analyzed widely in literature, especially marketing studies (Evanschitzky et al., 2006). However, there are many definitions and explanations about brand loyalty, but the best definition belongs to Oliver (1999). According to him, loyalty reflects a deep and durable commitment to repurchase and being a permanently customer related to a preferred service or a product in future. Brand loyalty consists of a relatively biased behavioral reaction for purchasing a brand over the time. This behavior causes to create a certain tendency to the brand in decision processes and assessment. This reaction is a function of mental and

psychological processes (Chaudhuri and Holbrook, 2001).

Research Background

Cem Ersoy et al. (2011) considered predictors of organizational – citizenship behaviors among Turkish (Line and Staff) employees. Religion was only factor for creating organizational citizenship behaviors among (Staff) employees.

Kamil et al. (2010) in their exploratory research tried to enrich existing understand from organizational-citizenship behavior from the standpoint of Islamic management. For doing it, they considered the role of virtue, as religion pillar from standpoint of Islam, on organizational – citizenship behavior. The interviews conducted by them in two countries of Malaysia and Indonesia indicated that 1) there is a relationship between virtue and organizational – citizenship behavior and 2) virtue and other Islamic principles can be served as predictors of organizational – citizenship behavior.

Nadir and Tanova (2010) showed that organizational – citizenship behavior has impact on customer loyalty. This effect is done through improving interaction between customer and employees, in terns it results to provide better service. He concluded that these behaviors about the employees who have direct interaction with customers lead to more positive understand from service quality.

Castro et al. (2004) considered the effect of organizational – citizenship behavior on customer loyalty. The results indicated that there is a direct positive relationship between organizational – citizenship behaviors and performance which leads to customer loyalty.

Martinez and Pina (2003) considered the negative effects of developing products with new brand on original brand of company. This study was done on six brands including shampoo, fast food and ice cream in Spain and showed that with developing product of one brand, if quality of new product is increased with quality the same original brad, not only it will has positive effect on original brand, but also it will reduces advertisement and marketing costs.

Hashem Zadeh surveyed the effect of organizational – citizenship behavior on brand image. The study was done to consider the effect of organizational – citizenship behaviors on brand image in hospitality industry. Acre and Blanco's dimensions were used to consider brand image and Organ' model (five dimensions of citizenship behavior) was used to surveyed organizational – citizenship behaviors in hotels. At first, 4 hotels were selected among 13 hotels in Ghom province. Then two sample groups of employees and customers were selected with single-

stage cluster sampling and two-stage cluster sampling with 48 and 120 participants, respectively. The results approved that the dimensions of organizational-citizenship behaviors have impact on positive image of brand through increasing service quality. In some hotels, the results indicated that applying some approaches such as participative culture is necessary to increase organizational-citizenship behaviors.

MATERIAL AND METHODS

This study is considered as a descriptive study based on collection method of data. Path analysis was used to show the relationship between variables and being significant of estimated methods. From goal point of view, this study is an applied study and this is a survey-descriptive study in terms of collection method of information. For doing it, questionnaire, census, description and analysis of research variables were used.

The statistical population is all employees working in branches of Iran Melli Bank located in affairs of branches in north of Tehran. Number of employees and branches used in this study are 1181 and 99, respectively. Group sampling method was used. According to estimated sample volume (289 participants) and also desired population volume, in first phase, sample number was determined for any branch and in second phase, employees were selected randomly in any branch and then related questionnaire was distributed among them. SPSS and Lisrel applications were used to analyze the data. Correlation test was used in inferential analysis and regression test was used to measure significance level, type and intensity of correlation among the variables.

Statistical Sample

According to limited number of statistical population, following formula was used to find desired participant number for answering to questions:

$$n = \frac{NZ_{\frac{\alpha}{2}}^2 pq}{\varepsilon^2 (N - 1) + Z_{\frac{\alpha}{2}}^2 pq}$$

Where:

P: estimation of variable trait ratio, 0.5

Z: normal variable of corresponding unit with confidence level of 95%, $Z_{\frac{\alpha}{2}} = 1.96$

ε : authorized error amount, $\varepsilon = 0.05$

$$n = \frac{1181 \times 1.96 \times 1.96 \times 0.5 \times 0.5}{1181 \times 0.05 \times 0.05 + 1.96 \times 1.96 \times 0.5 \times 0.5} = 289$$

It is should note that Morgan's sampling table showed above amount as reviewed sample. Simple randomly sampling method was used.

Reliability and Validity of Questionnaire

Cronbach's alpha method was used to determine research reliability based on following formula:

$$r_{\alpha} = \left(\frac{k}{k-1}\right)\left(1 - \frac{\sum \sigma_j^2}{\sigma^2}\right)$$

In this relation, r_{α} is reliability coefficient of total test, k is number of questions test, σ_j^2 is variance of scores of j^{th} question and σ^2 is variance of total score of questions (test). It is said that if this coefficient be more than 0.7, reliability of test will be acceptable. This questionnaire is approved by experts

and professionals. It means that content validity is used for questionnaire validity. Content validity is a type of validity which usually is applied for considering components of a measurement tool. Contest validity of a measurement tool depends on its existing questions. For measuring validity of the questionnaire, it is provided to some elites and all approved the validity of the questionnaire and its questions. Cronbach's alpha method and SPSS software were used to determine questionnaire reliability. In first phase, 20 questionnaires were distributed among respondents. Because obtained Cronbach' alpha was 0.716 and higher than 0.7, so it was approved. In second phase, 20 questionnaires were distributed among respondents again. Cronbach's alpha amount of the variables is provided in following table. Because this amount is higher than 0.7, then this amount is approved.

Table1. Reliability coefficients

Component	Alpha amount
Social etiquette	0.741
Altruism	0.848
Work conscience	0.749
Personal mutual coordination	0.893
Prevention of organizational resources	0.850
Gallantry	0.738
Politeness	0.848
Total questionnaire	0.913
Brand validity	0.804
Loyalty commitment	0.872
Satisfaction	0.904
Continuous commitment	0.893
Verbal recommendation	0.927
Total questionnaire	0.937

Research Hypotheses

Main Hypothesis

There is a significant relationship between organizational brand and organizational- citizenship behaviors.

Sub-Hypothesis

1. There is a significant relationship between organizational brand and social etiquette.
2. There is a significant relationship between organizational brand and altruism.
3. There is a significant relationship between organizational brand and work conscience.
4. There is a significant relationship between organizational brand and personal mutual coordination.
5. There is a significant relationship between organizational brand and prevention of organizational resources.
6. There is a significant relationship between organizational brand and gallantry.

7. There is a significant relationship between organizational brand and politeness.

RESULTS

Descriptive Statistics

According to respondents to questionnaires, 244 participants were male and 46 participants were female of 289 participants in terms of gender. In terms of education degree, 114 participants had diploma, 35 participants, associate diploma, 137 participants, bachelor and 4 participants had master degree. In terms of work experience, 31 participants had less than 5 years, 159 participants, between 5 to 10 years, 96 participants, between 10 to 20 years and 4 participants had work experience between 20 to 30 years. In other side, 157 staffs were administrative-executive personnel, 120 persons were managerial positions and the rest were specialized employees.

Table 2. Statistical results of research hypotheses

Components	Brand		Behavior	
	Amount	Sig.	Amount	Sig.
Behavior	0.664	0.007		
Social etiquette	0.161	0.075	0.243	0.104
Work conscience	0.545	0.009	0.821	0.013
Politeness	0.002	0.914	0.003	0.914
Coordination	0.631	0.008	0.950	0.012
Altruism	0.053	0.490	0.079	0.522
Protection	0.280	0.004	0.422	0.007
Gallantry	0.310	0.005	0.467	0.007
Validity	0.579	0.018		
Satisfaction	0.888	0.006		
Loyalty	0.920	0.025		
Continuous commitment	0.696	0.010		
Tendency to changing brand	0.005	0.921		
Verbal recommendation	0.892	0.019		

• **Surveying Statistical Results of Research**

Main hypothesis: there is a significant relationship between organizational brand and organizational-citizenship. According to above model it can be seen that effect amount of brand on behavior is 0.664. Because significance level is higher than 0.007, then it can be concluded that main hypothesis is approved.

1. There is a significant relationship between organizational brand and social etiquette.

As for indirect effect amount of organizational brand on social etiquette (=0.161) and because of 0.075 significance level, it indicates that there is not a significant effect between brand and social etiquette.

2. There is a significant relationship between organizational brand and altruism.

As for indirect effect amount of organizational brand on altruism (=0.053) and because of 0.490 significance level, it indicates that there is not a significant effect between brand and altruism.

3. There is a significant relationship between organizational brand and work conscience.

As for indirect effect amount of organizational brand on work conscience (=0.454) and because of 0.009 significance level which is lesser than 0.05, it indicates that there is a significant effect between brand and work conscience.

4. There is a significant relationship between organizational brand and mutual personal coordination.

As for indirect effect amount of organizational brand on altruism (=0.631) and because of 0.008 significance level which is lesser than 0.05, it indicates that there is a significant effect between brand and mutual personal coordination.

5. There is a significant relationship between organizational brand and protection of organizational resources.

As for indirect effect amount of organizational brand on protection of organizational resources (=0.280) and because of 0.004 significance level which is lesser than 0.05, it indicates that there is a significant effect between brand and protection of organizational resources.

6. There is a significant relationship between organizational brand and gallantry.

As for indirect effect amount of organizational brand on protection of organizational resources (=0.310) and because of 0.005 significance level which is lesser than 0.05, it indicates that there is a significant effect between brand and gallantry.

7. There is a significant relationship between organizational brand and politeness.

As for indirect effect amount of organizational brand on gallantry (=0.002) and because of 0.914 significance level which is higher than 0.05, it indicates that there is a significant effect between brand and politeness.

Following table shows fitness indexes

Table 3. Fitness indexes of measurement model of independent variables

Index	Desired amount	Reported amount
RMR	Close to zero	0.09
SRMR	Close to zero	0.70
GFI	0.9 and higher	0.90
NFI	0.9 and higher	0.94
NNFI	0.9 and higher	0.97
IFI	0.9 and higher	0.97
CFI	0.9 and higher	0.97
RMSEA	0.1 and lesser	0.090

DISCUSSION

Although the research on organizational-citizenship behaviors has been increased significantly in past decade, but little researches have done about possible outcomes of these behaviors, in particular about its effect on brand image. In this article, the results indicated that there is a significant relationship between organizational brand and citizenship behaviors, although various factors have impact on brand image in customer's mind including service/product quality. But this research indicated that there is a significant relationship organizational brand dimensions on elements of organizational citizenship. The results of hypotheses states that there is a significant relationship organizational brand and work consciences. This linkage is a direct linkage (i.e. with increasing organizational brand, work conscience will increase which refer to internal commitment of person in organization.

In other side, there is a significant relationship between organizational brand and mutual personal coordination. It means that personal mutual coordination will increase with increasing organizational brand including avoiding making problem for others. On the other hand, there is a significant relationship between organizational brand and protection of organizational resources. It means that with increasing perceived image of organization or organizational brand, protection of organizational resources will be increased as active role and the constructive participation of employees. Finally there is a significant relationship between organizational brand and gallantry. Gallantry component refers to ignore trifle annoyance in work setting. But there are not significant relationships between social etiquette, altruism and politeness with organizational brand. Generally, it should be noted that organizational brand is a sign which organizational members are pride to it or avoid citing it. If the person works in an organization with famous brand, certainly, he or she recalls proudly of his/her organization. Also, organizational brand has many effects on commitment, motivation and the increase of organizational-citizenship behavior level. It should be noted that there are various factors which should be considered. But about Melli Bank and generally organizations with governmental structure, it is required a scientific management, appropriate advertisement and attraction of customer related to provided services. When this competitive advantage was achieved, Melli bank could attain two important objectives: attention attraction of many customers and the increase of job satisfaction of employees because of brand identity. Finally, it should be noted that Melli Bank has been able to make a significant relationship between

organizational brand and organizational – citizenship behavior. But this is not enough. Because of being competitive environment, in particular competition between government and private banks, Melli bank is required an accurate planning and transparent policies in this regard.

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