



An Investigation into the Rate of Organizational Citizenship Behavior (OCB) in Personnel of Shahed University in order to Purpose Improvement Strategies

Abbas Khorshidi* and Saeed Sadeghi¹

Islamic Azad University (IAU), Islamshahr Branch, Islamshahr, Iran

* Corresponding author's Email: a_khorshidi40@yahoo.com

ABSTRACT: The current study is a descriptive project that has dealt with rate of Organizational Citizenship Behavior (OCB) in personnel from Shahed University, Iran. It is intended to purpose the improvement strategies in Organizational Citizenship Behavior Sector. The studied population of this investigation comprises of the staffs of Shahed University except for academic fellowship members, who have been totally 550. The studied sample includes 226 official and non-official employees from the aforesaid university in 2011 that were elected by simple randomized sampling technique and based on determination of sample size via H S Bola Table. To implement this study, 24-question Organizational Citizenship Behavior Inventory was adopted and its results were evaluated by statistical analysis via SPSS software where the Cronbach's Alpha Coefficient value was calculated as 0.87 for this questionnaire. The present study is of applied type in terms of goals and it is quantitative one in terms of data and cross-sectional survey regarding its nature and type of study. In addition to statistical descriptive techniques, some other methods were employed in this study such as drawing of tables of frequency distribution and statistical attributes tables and several diagrams. To analyze data, single-group t-test was adopted where the resultant findings suggested that all five components in this questionnaire (i.e. altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) among personnel are placed at higher than average level and in general Organizational Citizenship Behavior of academic personnel is also at greater level than mean rate.

Keywords: Organizational Citizenship Behavior, Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue, Shahed University

ORIGINAL ARTICLE

INTRODUCTION

Today, measurement of individuals' behavior within workplace and organization by aiming at achieving a type of individual behavior that contributes to organizational efficiency and effectiveness, has drawn attention by the researchers since in respective of personnel's desire toward cooperation, organization can not develop their own effectiveness. Organizations need to those personnel, who make efforts beyond formal and legal requirements of their jobs.

Within recent decade, review of individuals' behavior within work environment has drawn researchers' attention more than ever. The common objective in the above studies is a type of individual behavior that may contribute to organization in its success in the long run future. Without personnel's interest in cooperation, organizations may not develop their own effectiveness. The difference among self-motivated cooperation and compulsory cooperation is extraordinarily important for which under coercive conditions, the individual does his/her tasks in line with organizational determined rules, regulations and standards and exclusively for observance of legal requirements while in self-motivated and conscious interaction, the individuals try to make their effort, energy and insight toward thriving personal abilities

and even in favor of the given organization. In Modern Literature of Management, doing one's deliberate self-motivated task beyond its role has been called as "Organizational Citizenship Behavior".

What seems obvious in Management Literature today is that organizations need to employ those personnel, who tend to move beyond occupational formal requirements. Positive behaviors beyond the role have been considered under title of "Organizational Citizenship Behavior" and it is not acceptable to ignore them in evaluation of personnel's performance since organizations have been aware of necessity for voluntarily conscious and long run participation by personnel toward achieving organizational goals.

Several studies have been carried out regarding review the rate of Organizational Citizenship Behavior so we deal with some of these surveys:

- In a study done by Schepman et al. (2008), they investigated into 32 servicing institutions by aiming at review the relationship among burnout and negative efficiency with organizational citizenship behavior in Washington State, USA. The results indicated that occupational burnout, inefficiency, and Organizational Citizenship Behavior are significantly related to each

other so that there is a negative relationship among inefficiency and organizational citizenship behavior.

- In Texas University, USA, Oscar Buentello et al (2008), in an exploration, examined the relationship among organizational citizenship behavior Total Quality Management (TQM). The findings from this study showed that TQM plays as mediator role among performance and organizational citizenship behavior; namely, organizational behavior, in itself, might not cause improvement in organizational performance, but the presence of TQM would cause organizational citizenship behavior to be followed by improved performance.

- In another study under title of "Review of the rate of organizational citizenship behavior among experts in Shahed University" which has been conducted with a sample size of 134 respondents based on Original Five Component Model OCB (1988), Pourmohammad (2011) concluded that organizational citizenship behavior and its dimensions (Conscientiousness, sportsmanship, courtesy, and altruism) exist among experts in Shahed University under appropriate conditions. But variable of civic virtue is at lesser than mean level.

- Jamaliet al. (2009) conducted an investigation called "The relationship between occupational and organizational factors with organizational citizenship behavior of academic fellowship members from departments Region 1 in Islamic Azad University (IAU)" in order to purpose an appropriate model and by aiming at review the relationship between occupational factors, job satisfaction, occupational and organizational burnout, occupational commitment and climate with organizational citizenship behavior. The results came from this study included that: The rate of emergence of organizational citizenship behavior among members of academic fellowship in Region 1 from Islamic Azad University is at higher than average level. Variables of job satisfaction and organizational commitment positively affect on organizational citizenship behavior and these variables negatively influence in occupational burnout and organizational climate.

- In other study, Habibian (2011) carried out a survey under title of "Exploration into the relationship among organizational citizenship behavior and behavioral factors of organizational entrepreneurship (Case study: Jihad-e-Agriculture Organization, Qom Province, Iran)" where its statistical population comprises of 315 managers and personnel of Jihad-e-Agriculture Organization, Qom Province. In analysis on findings of the aforesaid research and based on derived results from single- sample t- test, it was revealed that organizational citizenship behavior is not

in appropriate state within Jihad-e-Agriculture Organization, Qom Province.

- Zare (2009) in his MA thesis under title of "The review on relationship among quality of occupational life and organizational citizenship behavior", which was carried out on National Iranian Gas Company (NIGC) at Fars Province, came to the result that variable of occupational security and safety at first rank and other variables of fairly salaries and wages etc will cause improvement in organizational citizenship behavior.

- In a study under title of "Role of university in development of organizational citizenship behavior" Zarei Matin et al. (2009) concluded that regardless individuals' voluntarily cooperation, organization might not develop effectiveness of their own Common Sense.

- In another study called "Identifying and evaluation of the related parameters to organizational citizenship behavior and its application in measurement of attention of Municipality personnel from three regions in Tehran to citizenship behavior",

Shahbandarzadeh et al. (2008) demonstrated the existing positive significant relationship among organizational citizenship behavior and individual performance of personnel and organization's by means of Analytic Hierarchy Process (AHP).

- In an investigation under title of "Job satisfaction and organizational citizenship behavior" Foote and Li-Ping Tong (2008) conducted this study. The resultant findings from this study suggested that whenever team commitment between personnel of an organization is at high level, the greater relationship exists among citizenship behavior and job satisfaction while if organizational commitment is placed at less important state within an organization then this relationship will be less significant.

- Castro et al. (2004) carried out an investigation under title of "The impact of organizational citizenship behavior on loyalty". In this study about the relationship of organizational citizenship behavior, some components had been used such as sportsmanship, responsiveness and altruism and variable of loyalty was utilized regarding behavioral intentions and at last concerning to quality of services, variables of tangibles, credit, responsiveness and security were adopted. Research findings show that all four hypotheses were confirmed. But values of correlation coefficient, which derived for data analysis, were different for each of hypotheses.

- Kanaani Niri (2011) in a study that was done under title of "Review of the relationship among organizational justice and organizational citizenship behavior with job satisfaction of personnel from State Airports Holding Company" with 140 respondents as

sample size, rather than verification of the existing significant relationship among job satisfaction and organizational citizenship behavior, concluded that organizational citizenship behavior of personnel in State Airport Holding Company was at higher degree than average level.

- By evaluation of motivation in Korean Public Sector and organizational citizenship behavior, Kim (2006) expresses that rate of friendship variable (altruism) was higher than mean level and there was a direct significant relationship among emotional commitment, motivation, and public acceptance.

- Malek Akhlagh, et al. (2009) carried out a study, which called the relationship among organizational commitment and organizational citizenship behavior of personnel, aiming at measurement of the relation between various dimensions of organizational commitment with personnel's organizational citizenship behavior. Statistical population of this study consists of 137 employees from Custom House in Gilan Province (Iran) and the tool that used for gathering information to determine organizational commitment level, was 20 question inventory which was designed by Allen et al. (2004) and also 20 question organizational citizenship behavior inventory (Podsakoff et al, 2000) was adopted to measure variable of citizenship behavior. The results of this study are as follows:

1- There is a significant relationship among personnel's organizational commitment and their citizenship behavior. 2- There is a significant relationship among personnel's emotional commitment and their citizenship behavior. 3- There is a significant relationship among personnel's continuous commitment and their citizenship behavior. With respect to what mentioned above, the present study mainly intended to test the following questions:

How is the rate of organizational citizenship behavior among personnel of Shahed University? - What is the state of variable of Altruism among personnel of Shahed University?

What is the state of variable of Conscientiousness among personnel of Shahed University?

What is the state of variable of Sportsmanship among personnel of Shahed University?

What is the state of variable of Courtesy among personnel of Shahed University?

What is the state of variable of Civic Virtue among personnel of Shahed University?

MATERIALS AND METHODS

The current study is of applied type in terms of objectives, and it is quantitative in terms of data and it

is of cross-sectional survey regarding its nature and type of study. And in fact, this study is mainly intended to data-mining, discovery, description, and interpretation of information within a certain time interval or period. Statistical population of this investigation comprises of all official and non-official personnel (except for academic fellowship members) in Shahed University, that have been employed there during 2012, i.e. totally 550 respondents. In this survey, control group has been selected based on sample size formula derived from H S Bola 1970 (Transl. Abili, 1996) with 226 respondents by means of simple randomized sampling technique. A 24 question inventory constitutes measurement tool in this study. This questionnaire has been codified by Podsakoff et al. (1990). Reliability of this questionnaire was computed as 0.87 by Cronbach's Alpha Coefficient that shows high reliability of this questionnaire in the present survey. Validity of the present study was obtained by Face Validity method. In addition to adoption of statistical data description techniques in this study, at the same time statistical inferential method has been utilized to determine the state quality of parameters of organizational citizenship behavior in the studied population, including single group t-test.

RESULTS

With respect to statistics in table 7, since the calculated t-value (28.671) at significance level ($p \leq 0.01$) with degree of freedom (215) is greater than T-value in table (1.64) and it is statistically significant ($\text{Sig} = 0.001$) so Null Hypothesis is rejected and the refuted hypothesis is verified. Given that the statistics listed in table 8, since the computed t-value (37.085) at significance level ($p \leq 0.01$) with degree of freedom (215) is greater than T-value in table (1.64) and it is statistically significant ($\text{Sig} = 0.001$) so Null Hypothesis is rejected and the refuted hypothesis is approved.

By considering the statistical values in table 9, since the calculated t-value (30.478) at significance level ($p \leq 0.01$) with degree of freedom (215) is greater than T-value in table (1.64) and it is statistically significant ($\text{Sig} = 0.001$) so Null Hypothesis is rejected and the refuted hypothesis is verified.

With respect to the statistics in table 10, for which the computed t-value (29.993) at significance level ($p \leq 0.01$) with degree of freedom (215) is greater than T-value in table (1.64) and it is statistically significant ($\text{Sig} = 0.001$) so Null Hypothesis is rejected and the refuted hypothesis is confirmed.

By considering the statistics in table 11, since the calculated t-value (4.909) at significance level ($p \leq 0.01$) with degree of freedom (215) is greater than T-value in table (1.64) and it is statistically significant

(Sig=0.001) so Null Hypothesis is rejected and the refuted hypothesis is approved.

With respect to the statistics in table 12, since the calculated t- value (39.112) at significance level

($p \leq 0.01$) with degree of freedom (215) is greater than T- value in table (1.64) and it is statistically significant (Sig=0.001) so Null Hypothesis is rejected and the refuted hypothesis is confirmed.

Table 1. Statistical attributes of scores for variable altruism in sample members (N=216)

	Range	Minimum	maximum	Mean	Standard Deviation	Variance	Skewness	Kurtosis
Statistic	4.60	2.40	7.00	5.7528	0.89847	0.807	-0.806	0.698

Table 2. Statistical attributes of scores for variable conscientiousness in sample members (N=216)

	Range	Minimum	maximum	Mean	Standard Deviation	Variance	Skewness	Kurtosis
Statistic	3.20	3.80	7.00	5.8250	0.72325	0.523	-0.568	-0.099

Table 3. Statistical attributes of scores for variable sportsmanship in sample members (N=216)

	Range	Minimum	maximum	Mean	Standard Deviation	Variance	Skewness	Kurtosis
Statistic	4.20	2.80	7.00	5.7481	0.84297	0.711	-0.589	-0.030

Table 4. Statistical attributes of scores for variable courtesy in sample members (N=216)

	Range	Minimum	maximum	Mean	Standard Deviation	Variance	Skewness	Kurtosis
Statistic	5.00	2.00	7.00	5.7658	0.86661	0.751	-0.859	0.985

Table 5. Statistical attributes of scores for variable civic virtue in sample members (N=216)

	Range	Minimum	maximum	Mean	Standard Deviation	Variance	Skewness	Kurtosis
Statistic	5.50	1.50	7.00	4.3322	0.99441	0.989	-0.199	0.273

Table 6. Statistical attributes of scores for organizational citizenship behavior in sample members (N=216)

	Range	Minimum	maximum	Mean	Standard Deviation	Variance	Skewness	Kurtosis
Statistic	3.04	3.71	6.75	5.5334	0.57619	0.332	-0.433	-0.205

Table 7. Results of single- group t-test for variable altruism in sample members (N=216)

	Degree of Freedom	t	Significance Level
Statistic	215	28.671	0.000

Table 8. Results of single- group t-test for variable conscientiousness in sample members (N=216)

	Degree of Freedom	t	Significance Level
Statistic	215	37.085	0.000

Table 9. Results of single- group t-test for variable sportsmanship in sample members (N=216)

	Degree of Freedom	t	Significance Level
Statistic	215	30.478	0.000

Table 10. Results of single- group t-test for variable courtesy in sample members (N=216)

	Degree of Freedom	t	Significance Level
Statistic	215	29.993	0.000

Table 11. Results of single- group t-test for variable civic virtue in sample members (N=216)

	Degree of Freedom	t	Significance Level
Statistic	215	4.909	0.000

Table 12. Results of single- group t-test for organizational citizenship behavior in sample members (N=216)

	Degree of Freedom	t	Significance Level
Statistic	215	39.112	0.000

DISCUSSION

- **Main Question of Research:** How is the rate of organizational citizenship behavior among personnel of Shahed University?

Analysis on the related findings to organizational citizenship behavior in the case study suggests that the mean value of organizational citizenship behavior is 5.77 at standard deviation 0.58. The comparison among mean scores of responses with criterion mean value (4) which is obtained by single sample t-test also indicates that the rate of variable organizational citizenship behavior in personnel of Shahed University is significantly higher than mean value of the criterion level; in other words, rate of organizational citizenship behavior is totally at appropriate state among personnel of Shahed University and these results are complied with the following findings:

- Jamali, et al. (2009) and Pourmohammad (2011), who have reported generally the rate of personnel's organizational citizenship behavior higher than mean level and also with the study done by Habibian that showed in Jihad-E-Agriculture Organization (Qom Province), organizational citizenship behavior, is not placed at appropriate state.

- **Minor Hypothesis I:** What is the state of variable of Altruism among personnel of Shahed University?

With respect to review of the state of this variable in this study, it can be implied that personnel of this university may help appropriately in doing their tasks to other colleagues, who were absent or suffered from great quantity of works as well as newcomers in university and the personnel with occupational problems.

- **Minor Hypothesis II:** What is the state of variable of Conscientiousness among personnel of Shahed University?

These findings indicate that state of "Conscientiousness" dimension in organizational citizenship behavior of personnel from Shahed University is at appropriate state. Review of this variable of study suggests that personnel are present in workplace more frequently and they follow the organizational rules and regulations even without supervision by regulatory bodies.

- **Minor Hypothesis III:** What is the state of variable of Sportsmanship among personnel of Shahed University?

The findings show that state of "Sportsmanship" dimension in organizational citizenship behavior of personnel from Shahed University is at appropriate state. With respect to some attributes such as this fact the personnel spend more rarely their working time to protest against trivial and unimportant matters and

they do not capitalize on working problems greater than what they are.

- **Minor Hypothesis IV:** What is the state of variable of Courtesy among personnel of Shahed University?

Findings derived from this variable show that state of "Courtesy" dimension in organizational citizenship behavior of personnel from Shahed University is at appropriate state. By considering the review of state of this variable, personnel's avoidance from creation of problem for their other colleagues and paying attention to impacts of his/ her impact on occupations of other individuals by any employee, may cause the given employee not to misuse from rights of other personnel within workplace and to avoid from creation of problems for his/ her colleagues where such behaviors have been classified and examined within variable of courtesy in this study and its results were addressed in furtherance of organizational goals.

- **Minor Hypothesis V:** What is the state of variable of Civic Virtue among personnel of Shahed University?

The results came from this variable indicate that state of "Civic Virtue" dimension in organizational citizenship behavior of personnel from Shahed University is at appropriate state. Review the state of this variable in this survey signifies that personnel participate in important affairs for which they are not responsible and thereby they contribute to improve reputation for this university. This variable is included in important parameters of organizational citizenship behavior that has been noticed and addressed in definitions made by many researchers regarding organizational citizenship behavior.

Suggestions based on research findings:

1- With respect to theoretical studies and the examined researches, it is suggested to take duly measures and efforts in order to maintain and improve personnel's organizational citizenship behavior so that some of its important titles are implied in the following:

- Study on Organizational Structure of University in terms of its correspondence to organizational citizenship behavior;

- Identifying, training, and internalization of knowledge and personnel's organizational citizenship behavior skills;

- Perfectly establishment of proposals system and paying more attention to personnel's comments regarding improvement of methods;

- To create a mechanism for evaluation and revision of communication channels in organization;

- To make personnel to participate in decision making processes for individual work and polling for them;

- To address occupational growth for personnel in all aspects;

- To pay attention to the accepted values and standards by personnel in order to strengthen sense of loyalty and attachment to the organization;

- To anticipate the appropriate mechanism for acquiring information about personnel's problems and giving needed support to them under necessary conditions;

- To introduce top personnel in organizational establishment anniversary day and acknowledgment for them in exclusive occasions within the given organization;

- To pay attention to possession of an appropriate degree of organizational citizenship behavior attribute in admission of newly employed personnel in order to maintain and improve status quo;

2- To enhance the ability for generalization of research findings, it is required drawing up again measurement inventory of organizational citizenship behavior based on norms in Iranian community and preparing such questionnaire by using comprehensive and indirect questions for this purpose as it possible and to administer it among various occupational groups and to take measure to standardize such inventory.

-Some suggestions for future studies:

1- To examine and design appropriate mechanism to improve organizational citizenship behavior in the university;

2- To review improvement strategies for organizational citizenship behavior within different dimensions;

3- To design measurement tool to determine rate of organizational citizenship behavior exclusively for higher education system to compare the state of organizational citizenship behavior within higher education center at this country;

4- To conduct this study on other universities throughout the country, particularly in universities with exclusive conditions and comparison among state of organizational citizenship behavior in universities and higher education centers with each other and schools;

5- To carry out the present survey regarding members of academic fellowship with different scholar degrees and comparison the organizational citizenship behavior of personnel with members of academic fellowship in order to acquire more information and more accurate results in this field;

6- To conduct a comparative analysis on organizational citizenship behavior among managers and directors;

7- To examine the relationship among organizational citizenship behavior and organization culture and organizational justice with respect to interrelated connection between these variables with each other.

Limitations of Research

1- In this study, sample group has been exclusively selected from personnel of Shahed University; therefore, it should be taken more caution in generalizing research findings to other universities of the country.

2- By adoption of Podsakoff's organizational citizenship behavior questionnaire, empirical data of this study have been derived from review of five components including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue on sample group from Shahed University; thus, if other variables, which reviewed by tools based on Iranian norms and adapted to Iranian and Islamic culture, are used in this study then results of that study will be more comprehensive.

3- Doubtlessly, many variables like gender, type of employment, education level, social welfare etc affect on organizational citizenship behavior. But based on research design, rate of organizational citizenship behavior and its variables were generally examined and the impact of moderator variables could be a subject for an independent survey.

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