

# The Study on Relationship between Organizational Citizenship Behavior and Organizational Productivity

Mokhtar Ranjbar, Habib Zamani, and Narjes Amiri

**Abstract**— One of the most important areas of concern among organizational theorists and practitioners is organizational productivity. A good mechanism for achieving it is the employee's willingness to perform their duties beyond the formal specifications of job roles, termed discretionary behaviors. Organizational citizenship behavior (OCB) has contributed tremendously to the productivity through enhancing service quality, customer satisfaction and organizational effectiveness. Increasing number of research interest on employee's discretionary work behaviors signifies the importance of this construct for the success of organizations. This study examines the relationship between organizational citizenship behavior and organizational productivity and it has followed the question that whether there is a relationship between employee citizenship behavior and organizational productivity. The used approach is a combination of theoretical and practical approaches. The employee of Islamic azad university of Iran region one is statistical population and random sampling was performed to determine the sample. Number of sample population is 4420 people and examining sample consists of 360 people. Data collecting method was interview questionnaire and descriptive – correlation research method is used. Findings of this research show that data was normal and there is a significant relationship between employee organizational citizenship behavior and organizational productivity; also there is a significant relationship between the OCB dimensions includes Magnanimity, Social Etiquette, Work ethics, Organizational commitment, self-satisfaction, Altruism and organizational productivity in Islamic azad university of Iran.

**Keywords**—Organizational Citizenship Behavior, Organizational Productivity, Magnanimity, Social Etiquette.

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## I. INTRODUCTION

THE recent decline in public financial support for higher education is having a significant impact on the sector as a whole [11]. Higher education institutions and systems which seek to meet increasing demands while maintaining the quality of education in a resource constrained environment are being forced to consider two basic strategies: 1) generate additional revenue; and 2) increase productivity. However, the ability of universities to increase revenue in these ways is not limitless, as reflected by the negative public reaction to tuition increases which have outpaced inflation for over a decade [14]. As a result, productivity improvement is increasingly looked to as a long-term response to the problem of constrained resources. Trying to improve the performance from early formation of management field was as an inviolable discipline that enters to newer issues every day. In Initial stages, persons are assessed by behaviors that are expected in the job description and it's obtaining conditions but today behaviors that are beyond them are considered. These behaviors have been considered by concepts and self-triggered behaviors and organizational citizenship behavior. Nowadays these behaviors are inseparable part of the performance management and entered to different organizational aspects and the organizations have been trying to provide backgrounds to recruit and retain customers more and more by creation of such behavior. The OCB is behavior that is based on personal desire and will and it is not directly or explicitly appreciated by the formal reward system, however, it promotes the effective performance of the organization [6]. This study investigates the relationship between organizational citizenship behavior of employees and organizational productivity in Islamic azad university of Iran region one. Question in this research is that is there any relationship between concept of organizational citizenship behavior of employees and organizational productivity in the regarded statistical population basically? Whether the high level of components of organizational citizenship behavior in IAU region one leads to high levels of organizational productivity? Firstly, in this research, by study of organizational citizenship behavior, a model is formulated according to the statistical population and then its relationship with organizational productivity is discussed. Primary purpose of this research is identifying the type of relationship between

organizational citizenship behavior and organizational productivity in Islamic azad university of Iran region one.

## II. LITERATURE

### A. Organizational Citizenship Behavior (OCB)

The term of OCB refers to Additional activities and behaviors of staff which improves "efficiency of organization". Trends to OCBs starts In the early 1980s, when this term was first used by Batman and organs, which is commonly defined as "voluntary individual behavior that is not a part of the official duties of employees and does not appreciated by formal reward system directly or explicitly but improves the overall efficiency of the organization [13]. The primary goal of organizational citizenship behaviors is identifying those charges or behaviors that employees have the responsibility of showing them in organization, but often are ignored by organizational systems. Despite these behaviors are measured incompletely in traditional evaluation of job performance or even are neglected sometimes, but they are effective in improving organizational effectiveness [8]. There are some elements within this concept as follow [3]:

- The OCB is the employee behavior that exceeding the organization standard.
- The OCB is the implicit behavior.
- This employee OCB is getting the acknowledgment indirectly or is easy to be recognized within the formal organizational structure.
- The OCB is categorized as the important behavior to increase the company effectiveness.

The man, as organizational citizen is expected to exceed the requirements of his role and act beyond official duties, to serve the goals of the organization. In other words, the structure of organizational citizenship behavior is going to identify, manage and evaluate staff over-role behaviors that are active in the organization and the impact of these behaviors improve their organizational effectiveness [9]. In the present study, OCB consists of five components as follows;

- 1- Magnanimity: loftiness of spirit enabling one to bear trouble calmly, to disdain meanness and revenge, and to make sacrifices for worthy ends [4].
- 2- Social Etiquette: it implicates on participation in organizational social life [6].
- 3- Work ethics: it takes the realm beyond requirements specified by the organization in job environment [5].
- 4-Organizational commitment: organizational commitment was "the relative strength of an individual's identification with and involvement in a particular organization [10].
- 5- Self-satisfaction: a feeling of being very pleased or satisfied with yourself and what you have done [12].
- 6- Altruism: it involves helping colleagues in their tasks [13].

### B. Organizational Productivity

Following a general trend toward applying private sector concepts and standards to public or quasi-public institutions,

researchers, government officials and the popular press have identified organizational productivity improvement as a way for higher education to deal with the problem of constrained resources. Productivity is a measure of the rate at which outputs of goods and services are produced per unit of input (labor, capital, raw materials, etc). It is calculated as the ratio of the amount of outputs produced to some measure of the amount of inputs used [11]. Conceptually, productivity is a 'supply-side' measure, capturing technical production relationships between inputs and outputs. But, implicitly, it is also about the production of goods and services that are desired, valued and in demand.

Organizational Productivity appears to be one important strategy for dealing with the problem. Independent of the merits of the approach, the concept of productivity has captured the attention of politicians and the public at large, perhaps in response to the observation that private sector companies have gone through a spate of restructuring activities and are learning to "do more with less" -- decreasing costs while increasing profits [14]. One way to study productivity in higher education is to identify all potential cost saving strategies and estimate the total cost savings from engaging in these activities.

From the public's perspective, productivity of higher education can be thought of as how much individuals and society are getting from the education sector, given the resources they put in. Productivity also reflects whether the system is "wasteful" in some sense. Unfortunately, defining and measuring productivity in the education sector has proven to be a difficult task. These problems are often cited as reasons to ignore the issue productivity in higher education. However, many of the problems mentioned are also faced in other service industries and organizations in these sectors have made progress toward developing workable definitions and measures of productivity [11]. The concept of productivity has two dimensions: efficiency and effectiveness. Efficiency refers to the level and quality of service which is obtained from the given amount of resources. If the sector can produce a greater quantity and/or higher quality of output with the same amount of resources, it has improved its efficiency. Effectiveness relates to the extent to which the provider meets the needs and demands of stakeholders or customers. In the higher education sector, these stakeholders include students, faculty, local communities, state governments, industry, and the nation-at-large. Using this broader definition of productivity, it becomes clear that organizational productivity is not synonymous with "cost-cutting." Instead, organizational productivity is a multi-faceted concept, inextricably linked with the goals and missions of the institution or system under consideration.

## III. RESEARCH METHOD

In this study, a questionnaire was used to survey and collect the data sample. Survey questionnaire included 42 questions, which included 30 questions about OCB and 12 questions about organizational productivity. This Research population is

included the employees of Islamic azad university of Iran region one. Random sampling method was performed to determine the sample. Number of sample population is 4420 people and examining sample consists of 360 people. In this study, Cronbach's alpha method was used to measure the reliability of the questionnaire. This Method is used to calculating internal consistency of measuring tool; Calculated alpha value which shows the reliability of the present study is 826 percentages and for the questions of organizational productivity index, 788 percent and for the questions of citizenship behavior of employees 841 percent. So we can say by 95% confidence level that the questionnaire of this study has a good reliability.

H3-There is a relationship between Work ethics and organizational productivity in Islamic azad university of Iran region one.

H4-There is a relationship between Organizational commitment and organizational productivity in Islamic azad university of Iran region one.

H5-There is a relationship between Self-satisfaction and organizational productivity in Islamic azad university of Iran region one.

H6-There is a relationship between Altruism and organizational productivity in Islamic azad university of Iran region one.

It was determined that used data are parametric type. Scientific reasons to prove the parametric nature of the data is test the data normal distribution. Using the Kolmogorov - Smirnov test, data was tested that result is as follows:

H0: the data come from a normal population

H1: the data come from a non-normal population

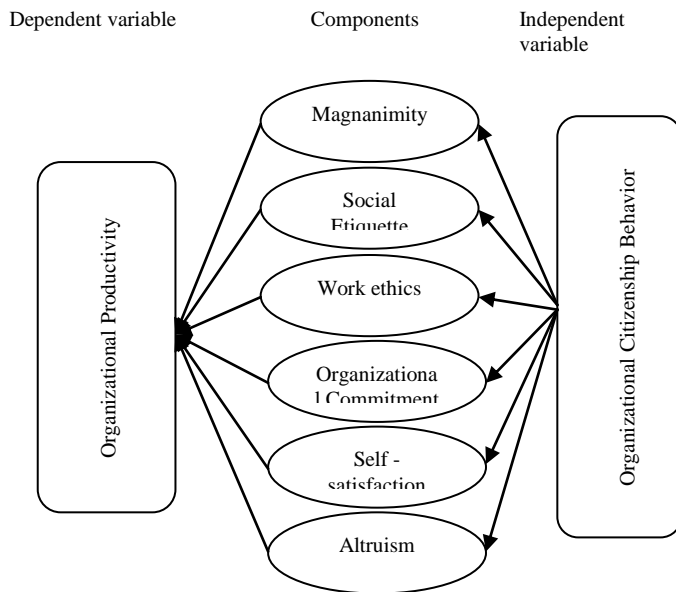


Fig. 1 Conceptual model of research

IV. STATISTICAL ANALYSIS

We use the inferential statistics to general conclusion based on the probability by the sample group data, so in this section we evaluate the proposed hypotheses using appropriate tests, each of them will be discussed. This study will examine two main directional hypotheses; additionally six sub hypotheses will be generated from the main hypothesis as follows:

A. Main Hypotheses

H1-The OCB and organizational productivity in Islamic azad university of Iran region one are favorable.

H2-There is a relationship between organizational citizenship behavior and organizational productivity in Islamic azad university of Iran region one.

B. Sub Hypothesis

H1-There is a relationship between Magnanimity and organizational productivity in Islamic azad university of Iran region one.

H2-There is a relationship between Social Etiquette and organizational productivity in Islamic azad university of Iran region one.

TABLE I

KOLMOGOROV – SMIRINOV TEST

Smirnov (Z)	PV
0.705	0.703

According to Table 1, it can be said that based on greatness of significance level from 0.05 in Smirnov test, there is not obtained no evidence against the null hypothesis so that it can be assumed H1 is Rejected and H0 is accepted .Therefore, normality of data is confirmed.

First main Hypotheses State that Component of organizational citizenship behavior and organizational productivity is desirable in statistical population. In the present study, the scores above average of 3 are considered as the ideal situation. Using one sample t- test the components average scores were compared to average 3 so a score less than 3 indicates the presence of adverse conditions and equal to or greater than 3 means situation is favorable. The table of inferential test of this hypothesis is given at the section below:

H0: The OCB and organizational productivity in Islamic azad university of Iran region one are favorable.

H1: The OCB and organizational productivity in Islamic azad university of Iran region one are not favorable.

TABLE II

THE RESULT OF FIRST MAIN HYPOTHESES ANALYSIS

Variables	N	MEAN	SD	T	DF	PV
OCB	360	3.438	0.9257	4.548	359	0.000
OP	360	3.219	0.9053	4.282	359	0.000

The results in Table II indicate that the significance level was equal to 0.000 which was less than 5%. Therefore, the null hypothesis is rejected. So it could be said that these two variables in statistical population are in good condition.

Other hypotheses were analyzed by correlation test and the results are summarized in Table3.

TABLE III  
THE RESULT OF HYPOTHESES ANALYSIS

HYPOTHESES	PEARSON CORRELATION	PV	RESULT
H2	0.687	0.000	ACCEPTED
S.H1	0.723	0.001	ACCEPTED
S.H2	0.659	0.000	ACCEPTED
S.H3	0.581	0.000	ACCEPTED
S.H4	0.648	0.000	ACCEPTED
S.H5	0.793	0.000	ACCEPTED
S.H6	0.752	0.001	ACCEPTED

### C. Priorities of OCB components:

In this study Friedman test was used to determine the relationship between variables and to rank dimensions in the basis of priorities of componential influencing of organizational citizenship behavior on the organizational productivity.

H0: There are no differences between the variables.

H1: There are differences between the variables.

TABLE IV  
FRIEDMAN TEST

N	Chi-square	DF	PV
360	1021.215	359	0.000

As shown in Table 4 after Friedman test it was determined that the significance level was equal to 0.000 which was less than 5%, so the H0 is rejected and there are differences between the variables. Based on analysis the priority of variables is as follow:

TABLE V  
PRIORITIES OF VARIABLES

Variable	Mean rank	priority
Magnanimity	3.21	3
Social Etiquette	2.97	4
Work ethics	1.93	6
Organizational commitment	2.53	5
Self-satisfaction	3.98	1
Altruism	3.61	2

## V. CONCLUSIONS

Organizational citizenship behavior is the intangible employee behavior, indirectly, and implicitly known by the reward system that in aggregate will influence the affectivity of some managerial functions within the organization. There are two factors that influenced OCB; they are the gap between management perception and employee perception toward the job description and job responsibility; and the employee perception towards the job responsibility and job performance that are determined by the employee job satisfaction [1].

Organizational citizenship behaviors are usually performed by employees to support the interests of the organization even

though they may not directly lead to employee benefits [2]. Employees exhibit OCBs in various situations. Employees exhibit OCBs when they help fellow workers who have difficulty in performing their work. Other situations in which employees exhibit OCBs include endurance and perseverance in performing jobs; avoiding things that tarnish the image of the organization; spending extra time to achieve objectives; performing job beyond requirements; and generally show of extra concern about success of the organizations [5]. From these scenarios it is clear that OCB could contribute to organizational performance in many ways. OCB has potential to enhance organizational performance through lubricating the social machinery of the organization, reducing friction, and increasing efficiency [10]. Organizational citizenship behavior may also contribute to organizational success by enhancing co-worker and managerial productivity, promoting better use of scarce resources, improving coordination, strengthening the organization's ability to attract and retain better employees, reducing variability of performance, and enabling better adaptation to environmental changes [10]. Research demonstrates that OCB can be an important resource to improve organizational performance in complex work environments demanding team oriented work practices [7]. Additionally, citizenship behaviors can enhance organizational productivity by encouraging efficient and effective organizational practices. OCBs create efficiencies by reducing the need for monitoring and freeing time for more valuable management activities such as scheduling and problem solving [1]. OCBs make organizational practices more effective by bridging gaps in organizational routines and harmonizing teamwork.

Based on study results and having reviewed the literature in these areas as well as that on "productivity" in higher education, we developed a series of steps which are crucial to organizational productivity improvement in the Islamic Azad University region one. These steps are not substantive policy recommendations, but a general action plan for statistical population. This plan requires a good deal of effort from state policymakers. The first step is to define the unit of analysis. The second is to define the objectives, recognizing that the key decision makers at different levels of the system may have different objectives. The third key task is to identify measures of efficiency and effectiveness base on the articulated goals and objectives. While in some cases, it will be possible to use existing performance measures, or at least existing data sources to create new measures, in some cases it may be necessary to begin a new data collection effort to develop the appropriate measures. The final step is to develop strategies for improving and monitoring productivity which are based on the goals and objectives defined in task two.

## VI. PRACTICAL RECOMMENDATIONS

In this research the significant positive relationship between organizational citizenship behavior and organizational productivity was confirmed. Accordingly, any strategy that can boost employees' citizenship behavior will provide

improvement in organizational productivity in the study population. Organizational managers should set appropriate policies and strategies, in order to become prosperous citizenship behavior in work organizations. So the selection and recruitment, training and development, performance appraisal and compensation, informal systems, job satisfaction improvement, organizational commitment, and spirituality in work and transformational management and such action can be named that are suitable for the promotion and encouragement of OCB. There are two recommendations, firstly for the management of Islamic azad university region one and secondly for the further research. For management of IAU region one, since OCB of the administrative staff has positive and significant influence towards the Service organizational productivity then the management shall take into account the special attention and treatment to enhance the indicators that created the OCB variable and the organizational productivity variable in order to deliver excellent service performances to the students. Also on this basis, following occasions could be suggestions for future research work:

- Conducting this research in government sector organizations.
- Design models of organizational productivity in this research population.

#### ACKNOWLEDGMENT

The authors wish to thank all branches of Islamic Azad University region one, includes bosses, managers and employees for them insightful comments and assistance in doing our study.

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