The Relationship between Organizational Citizenship Behavior and the Performance of Managers and Governors’ Staff in the West of Golestan Province, Iran

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ABSTRACT: The aim of this study was to investigate the relationship between organizational citizenship behavior and the performance of managers and governors’ staff in the west of Golestan province, Iran. The research method was correlation-descriptive. The statistical population of this study was all managers and governors’ staff in the West of Golestan province, Iran who was 460 individuals. Among them 210 individuals were participated based on Morgan table. Citizenship behavior was the independent variable and the dependent variable was performance. Data were analyzed using Pearson correlation and regression. The results showed that there was a significant and positive relationship between citizenship behavior and all the sub-scale of it all with the performance of managers and staff.

Keywords: Organizational Citizenship Behavior, Performance, Management.

INTRODUCTION

Byars and Rue (2008) considered the Human Resources organization as the key to success or failure in this respect, policies, practices and human resources functions should be totally committed to corporate strategy, managers and leaders of organizations about the issues understanding and sensitive about its consequences (quoted by Karimi & Akbari, 2014). An organization to grow, survive and accomplish missions requires the use of complex combinations of resources and declares its existence in the competitive environment. Dynamics and correct arrangement of the human resources, finance and raw material scales in a true and appropriate leverage is to achieve the objectives of his organization's forecast. Of these resources, human resources play the strongest and the most important role in achieving impressive results and competitive. Hence, the organization obtains sustainable competitive advantage due to the acquisition of the staff. Competitive advantage, simply defined as “anything that marginal (Marginal) to grant to the competitors in the market.” According to Porter, the unique competencies of staff, flexibility, innovation, outstanding performance, high productivity and individual services customers, in ways that staff, because they make a critical component in the development of the company's competitive position. It was always questioned for officials, planners and experts in the organization of the country's human resources how can we increase the performance in organizations and what makes the performance of an institution or service organization or generate increased or reduced. Organizational citizenship behavior was first presented by Bateman and Organ in the early 1980s in the world of science.
Primary research conducted in the field of organizational citizenship behavior or behavior that was responsible for the identification of the employees in the organization, but often ignored. This behavior, despite the traditional evaluation of job performance measures were incomplete or were sometimes neglected, but were effective in improving organizational effectiveness (Bernman & Connell, 2000). In other words, organizational citizenship behavior was referred the behavior of the person’s head and clearly will not be determined based on the position. Organizational citizenship behavior included behaviors such as volunteering for tasks that are not part of the job description, assist other employees in their work and praise from people external to the organization. This study seeks to answer the question whether there was a significant relationship between the organizational citizenship behavior and performance of managers and staff governors in the west of Golestan province.

Theoretical basis of the research

Aspects of organizational citizenship behavior

It might be said that the most prestigious division provided for the aspects of organizational citizenship behavior has been provided by Oregon that is used in various studies. These aspects are social customs, altruism, work ethic, chivalry and courtesy (Markoczy & Xin, 2004). Social customs, work ethic and altruism are considered as active and positive contributor components. Social custom is as a behavior that represents the respect to participation in organizational social life, work ethic is a behavior that goes beyond the requirements set by the organization in their workplace (like working after office hours for benefiting the organization). Altruism is to help colleagues in the performance of their duties; chivalry and courtesy are elements that represent avoidance of entering the damage to the organization (Castro et al., 2004). Chivalry is the tendency to patience on inevitable harass and abuses without any complain. While, courtesy is about thinking on how individuals’ actions affect other people (Markoczy & Xin, 2004).

Incentive policies of organizational citizenship behavior

Strengthening citizenship behavior like any other behavior needs to encourage and one of the things that can affect this area is organizational policy and measures. Corporate managers should set appropriate policies and strategies and try to highlight organizational citizenship behaviors. In this regard, it could be named a few of these cases that are appropriate to encourage and promote citizenship behavior.

Recruitment and selection

Some researchers believe that people who outbreaks good citizenship signs in their private life areas, they tend to be a good corporate citizens to the same extent. Accordingly, organizations should design their processes of recruiting the workforces so that attracting people with service citizenship behavior.

Training and development

Organizations can make useful and constructive organizational citizenship behaviors by implementing educational projects for the current staff. Use of educational programs facilitates interpersonal helps among staffs and central and job rotation training can be used to develop staffs’ skills as well.

Performance evaluation and compensation

Organizations can facilitate the organizational citizenship behavior to the some extent by creating logical and systematic systems to provide rewards to staff. Research has shown that people participate in work that there are more likely to receive rewards, for this reason, it will be very influential to pay attention to the contingency and effective reward systems by organizations in forming good citizens.

Informal systems

Some psychologists believe that social pressures and group norms are often more effective than formal events on individual’s behavior in the organization, so, the development of informal mechanisms such as corporate culture is a pivotal element to strengthen the organizational citizenship behavior in the workplace (Islami & Sayar, 2008).

Factors influencing the organizational citizenship behavior

Personal characteristics of staff, job characteristics, organizational characteristics and leadership characteristics affect citizenship behavior respectively as below. Early research regarding individual characteristics focused on two core principles: firstly, Oregon and Ryan (1995) considered these general factors affecting the morale as the foundation of employee satisfaction, organizational commitment, perceptions of justice and perceptions of support, and secondly, researches showed their significant relationships with
organizational citizenship behavior. In job variables, researches mainly conducted on the theory of leadership succession in which the results showed a continuous significant relationship between job characteristics including leadership succession theory literature (job feedback, job duplication, internal job satisfaction) with different components of citizenship behaviors like altruism, work ethic, chivalry and courtesy. The job feedback and internal job satisfaction have had a positive relation with organizational citizenship behavior while job duplication had negative relationship with organizational citizenship behavior. The relationships between organizational characteristics and organizational citizenship behaviors are cluttered to some extent so that, none of the organizational formality, institutional rigidity, staff support and space distance has had continuous relationship with organizational citizenship behavior. However, factor of group correlation has had effective relationship with all the components of organizational citizenship behavior and perceived organizational support was significantly associated with staff’s altruism, in addition to that, the rewards beyond the control of leaders had negative relation with elements of altruism, work ethic and courtesy. The other factors that affect organizational citizenship behavior including leadership behaviors has been divided into two categories of transformational leadership behaviors (fundamental changing behaviors, setting the outlook, creation an appropriate model, upgrading and accepting group goals, expectations and high performance and intellectual stimulation) and interactive behaviors (rewarding and punishment contingent behaviors, rewarding and punishment non-contingent behaviors). In general, transformational leadership behaviors was correlated positively with five components of organizational citizenship behavior and among interactive leadership behaviors, the two types of these behaviors had significant relations to the organizational citizenship behavior which were contingent rewarding behavior with a positive relationship and non-contingent punitive behavior with negative relationship (Podsakoff et al., 2000).

Areas of citizenship behavior

Another study of defines the citizenship behavior involving the following five areas:
1. Loyalty: behaviors that guide the persons in performing their duties in slightly higher level than expected levels (e.g. person does not drag his lunch time or does not shut down the work except in case of emergency).
2. Courtesy: polite behaviors that prevent causing the problem in the workplace (e.g. a person tries to avoid problems for his colleagues or to consult with others before committing affairs).
3. Altruism: helping behaviors by an individual to help staff and is in relation to specific organizational tasks and issues (e.g. a person helps the people with heavy work and spends his time to help those who have problems willingly with no matter.

![Figure 1. Areas of the organizational citizenship behavior (Mostabseri & Nejabi, 2008; Rezai-kelidibari and Baqir-salimi, 2008; Islami & Sayar, 2008).](image)

4. Chivalry: the fair treatment that prevents the most complaints in the workplace.
5. Complaisance: behavior representing individual responsible participation in the activities of the organization (e.g. a person does things that are not within the scope of his duties, but raise the organization’s profile).

Taken together, the overall organizational citizenship behavior will be resulted (Setayeshgar, 2013).
Performance management and its role in human resource development

The performance of any organization is a function of its human resources and its interaction with the resources, facilities and technology available in the organization. On the other hand the performance of human resources is a function of motivation and ability. The ability of human resources itself is a function of job knowledge and skills in applying mentioned knowledge in the tasks and job activities. Human resource motivation is a function of their attitudes and conditions in which they work. Performance management is a process which these functions are used in the organization through it. In other words, performance management is an integrated set of policies and measures leading to achieve the goals through a focus on individual performance. Existing researches indicated the fact that there were strong relations between doing the duties and responsibilities of an organization on one hand and performance of its human resources management on the other hand (fa.Wikipedia.org).

The main elements of performance management

The main elements of performance management include:
1. Creating a shared vision of strategic objectives.
2. Setting the performance targets (due to its strategic objectives) for each of the individuals and groups in order to ensure the consistency of individuals’ performance in line with the needs of the organization.
3. The use of a formal process to review and evaluate the success of groups and individuals in achieving the goals.
4. Linking performance assessment and employee development, rewarding and motivating and reinforcing of the desired behavior. These elements bind the strategic objectives and the performance of employees, organizational development, compensations and organizational outcomes (Mirsepassi, 2004).

Research background

Mosakhani et al (2009) examined the relationship between organizational citizenship behavior and performance of employees in governor of Zanjan, Iran, to improve employees' performance and evaluate organizational citizenship behavior affecting on enhancement of staff’s performance and research hypotheses have been set in this regard. This study was a descriptive correlational research and was applicable in case of its objective and the survey method was used to collect data. In this regard, the governor’s staff that is composed of 4 assistants was selected as the population and it was used a questionnaire with 22 questions based on the Likert scale to assess the variables of organizational citizenship behavior and to measure the annual evaluation of employees’ performance. After examining the validity of the questionnaire, Cronbach's alpha method was used to calculate the questionnaire that a = 85% was obtained. SPSS software and regression correlation and path analysis tests were used for statistical analysis. The results showed that all hypotheses were confirmed and there was 52% significant and direct correlation between the organizational citizenship behavior and performance.

Mojtahedzade et al (2010) concerned the examination of the relationship between intellectual capital (and its components such as human, structural and customer) and the insurance industry's performance from the perspective of the managers. The results showed that intellectual, human, customer (relational) and structural capitals had significant relationships with the performance in separate and independent studies; while, by assessing at the same time, the relation of only structural and human capitals were significant with performance. Nikoumaram and Ishaqi (2010) evaluated the relationship between the effect of intellectual capital on the performance of value and growth firms in Tehran Stock Exchange. In this study, the performance has been measured based on two variables of return on investment and return on equity. The population consisted of 64 companies that were selected as a sample among listed companies and it has been examines data during the years 2004 to 2007. The results showed no significant relationship between intellectual capital and return on investment of growth companies. Other results showed also a significant positive relationship between intellectual capital with return on equity of growth firms and intellectual capital with return on equity and return on investment of value companies. On the other hand, there was no significant difference between the effect of intellectual capital on return on investment and equity in value firms. The overall result of the study indicated the importance of intellectual capital and understanding the value of it by investors and its high correlation with the performance of firms listed on the Tehran Stock Exchange.

Ismailzadeh et al (2010) surveyed the relationship between intellectual capital and indicators of evaluating the performance of firms listed in the Tehran Stock Exchange. This subject was tested through examining the relationship between intellectual capital as an independent variable with pre-tax profits, operating cash flows and value added as dependent variables. The population of the investigation was all companies listed on the stock exchange in the years 2004 to 2008 that had conditions set for the population. Then, 73 companies were selected from the population and were studied. The results reflected the confirmation of all hypotheses.

Rajabi and Ganji (2010) performed a study entitled as examining the relationship between the strategic system and financial performance of their companies. This study tried to answer the question of whether the
strategic system of corporates in Iran had any relationship with various indicators of financial performance or not? In this study, it has been selected 80 companies listed in Tehran Stock Exchange. As well, it was tested the 19 strategic mechanisms which were classified into seven groups with 14 indicators of evaluating financial performance classified in six categories. The results showed that among 7 overall groups of mechanism effecting on corporate governance in Iran, the mechanism of 5 groups had a relation with indicators of financial performance. In addition, the results showed that the corporate governance system in Iran were more compatible with inner organizational systems more than having the characteristics of an outer organizational system.

Yarmohammazadeh et al (2010) conducted a study entitled as evaluation of relative contribution of the effect of the knowledge conversion process on the components of intellectual capitals in state universities of Isfahan, Iran, with an emphasis on socializing knowledge. The aim of this study was to determine the relative contribution of effect of the knowledge conversion process on the components of intellectual capital in the state universities of Isfahan, Iran, with emphasis on socializing the knowledge. The research questions were examined based on determination of the relative contribution of the effect of knowledge conversion process (socialization, externalization, combination and internalization) on the components of intellectual capital (human, structural and customer capital) with an emphasis on socialization the knowledge. Data were analyzed using Graphic Amos and SPSS statistical software's and in inferential level by methods of stepwise regression, Manva and structural equation model. Stepwise regression analysis showed that the impact of knowledge socializing step was significant on human and structural capital and was not significant on the customer capital. The steps of knowledge externalization, combination and internalization affected the components of human and structural capitals alone, but when the three components of intellectual capital were put in the equation, influence of the steps of processes of externalizing, combination and internalization of knowledge were not significant on them. The results of structural equation model showed that the effect ratio of steps of knowledge conversion on the components of intellectual capital was significant.

Jafari et al (2011) evaluated the relationship between organizational citizenship behavior and organizational commitment in the Hasheminejhad hospital of Tehran, Iran. They stated that the concept of organizational citizenship behavior has attracted attention of many managers and researchers among the studies related to the organization; behaviors that regarding them can be one of the basic ways to increase the effectiveness of organizations. Organizational commitment also represents an energy that forces the person to be in the organization and do his duties for achieving organizational goals willingly. This study aimed to investigate the relationship between organizational citizenship behavior and its dimensions with organizational commitment of staff in the Hasheminejhad hospital of Tehran, Iran, in 2009. The study was correlational-descriptive. The population included 130 staffs of the Hasheminejhad hospital of Tehran, Iran, who were selected by random stratified method. Data were collected using a standardized questionnaire of organizational citizenship behavior of Williams and Anderson and organizational commitment’s questionnaire of Mac Gifford and were analyzed by Spearman correlation test. The majority of patients in this hospital assessed 83% of the situation of citizenship behavior proper. A significant positive correlation was observed between organizational citizenship behavior and organizational commitment. Among the organizational citizenship behavior dimensions, sportsmanship and civic virtue had positive significant relationship with organizational commitment, but there were no significant relationship between the aspects of courtesy, conscience and altruism with organizational commitment. The level of satisfaction and motivation of hospital’s staff can be raised by promoting the concept of organizational citizenship behavior, that it would causing the effectiveness of treatment process and increase in patient satisfaction.

Hamdi and Moradi-dulama (2011) investigated the relationship between organizational citizenship behavior and organizational commitment. This article examines the relationship between organizational citizenship behavior and organizational commitment among employees of Fard Company in Azerbaijan's Urmia, Iran. Organizational citizenship behavior contains total seven categories: generosity, helping behaviors (self-sacrifice, peace, hope and giving the spirit and respect), civic honor, conscience, obedience, loyalty and self-growing. Organizational commitment consists of three dimensions: emotional, normative and ongoing. This research was applicable in terms of purpose, but was correlational in terms of the methodology of the study. Needed information and data was obtained through distributed questionnaires of organizational citizenship behavior and organizational commitment. Data were analyzed by t-test and Pearson correlation coefficient and the statistical process was performed using SPSS software. The results showed a significant relationship between organizational citizenship behavior and organizational commitment.

Baharolou et al (2014) conducted a study to determine the relationship between the leader-member exchange model and organizational citizenship behavior as well as mediating role of psychological empowerment and organizational commitment. The sample included 250 personnel in oil and gas exploitation of Maronite who were selected randomly. Instruments included questionnaires of leader-member exchange, psychological empowerment, organizational commitment and organizational citizenship behavior. Data were analyzed by using structural equations modeling and bootstrap. Structural equation modeling analysis confirmed the fitness of proposed model. The results showed the direct positive effect of the leader-member exchange on
organizational citizenship behavior and indirect positive effect of this variable through psychological empowerment and organizational commitment on organizational citizenship behavior. According to the results, one of the ways of encouraging employees to engage in extra-role behaviors and do the organizational citizenship behavior is to enhance the quality of communication of leaders and managers with staffs. Senobari and Rahimi-aghdam (2014) investigated the relationship between spirituality of workplace with customer satisfaction and moderator role of citizenship behavior in the level of faculty members, staffs and graduate students at 27 universities in Tabriz, Sahand and Islamic Arts Universities of Tabriz, Iran. The aim of this study was to evaluate the impact of this important variable on customer satisfaction with considering the moderating role of organizational citizenship behavior. A standard questionnaire was used for data collection and population has been collected by stratified random sampling. The results of stepwise regression analysis indicated a significant relationship between work spirituality and customer satisfaction independently without confirming moderating role of organizational citizenship behavior. As well, the results of Spearman correlation coefficient showed a significant positive relationship between spirituality with organizational citizenship behavior and customer satisfaction in individual levels (working with meaning) and institutional level (alignment of value).

Karimi and Akbari (2014) examined the pattern of relationships between organizational learning capabilities and organizational intelligence with organizational citizenship behavior of employees in Islamic Azad University of Khorasgan, Isfahan, Iran. The research method was causal-correlation and structural equations modeling. The population of the study was staffs of Azad University of Khorasgan, Iran, in the number of 321 people that 176 people were selected by simple random sampling method using the sampling table of Krejcie and Morgan (1970). Research tools were questionnaire of organizational learning capability of Chiva and colleagues (2007), organizational intelligence of Albrecht (2003) and organizational citizenship behavior of Kernodel (2007). The results showed a significant relationship organizational learning capability and its components with organizational citizenship behavior as well as between organizational intelligence and its components with organizational citizenship behavior. The results of structural equation modeling showed that the organizational learning capability had direct effects on organizational intelligence and the indirect effect on organizational citizenship behavior.

**Research variables**

Organizational citizenship behavior: the concept of organizational citizenship behavior was presented at first by Batman and organs to the science world in the early 1980s. Primary researches conducted in the field of organizational citizenship behavior were for recognizing responsibilities or behavior that employees had in the organization, but they often have been ignored. These behaviors were measured incompletely in traditional evaluations of job performance or even were sometimes neglected, but they were effective in improving organizational effectiveness (Benstok, 2003).

Staff performance: it includes the result of activities in terms of implementation of tasks assigned to the employees within the allotted time. Performance consists of the result an individual’s performance that is used in the evaluation of his learning (Hosseinpour & Azar, 2011).

**METHODOLOGY**

The research method was correlation-descriptive. The statistical population was all managers and governors’ staff in the West of Golestan province, Iran who were 460 individuals, they were participated in this research based on Morgan table and among them 210 individuals were selected randomly. Citizenship behavior was the independent variable and the dependent variable was performance. The study was performed on the stage after the presentation of introductory remarks on measuring and the purpose of the test and how to respond to tests were explained for participants in detail. For the ethical considerations after obtaining the consent of the people and the necessary knowledge, they were assured that the received information will be used only in the research and will be protected from any misuse. To measure the variables, the questionnaire of 40 questions was used. The scale response was the Likert five-point scale. This questionnaire was able to measure the performance, with sub-scale of human Intellectual capital, infrastructure and communication and citizenship behavior subscales of chivalry, civic behavior, the conscience and altruism. Questions related to the performance and citizenship behavior were analyzed according to the objectives of the study. The validity of the questionnaire was confirmed by professors and experts. To determine the reliability of the questionnaire, Cronbach’s alpha test was used. So that, participant were analyzed and were evaluated using 25 questionnaires. The alpha result for citizenship behavior was 0.83 and 0.804 was showed for the performance which revealed a good reliability of measurement tool. Figure 1 shows the conceptual model of the research. Pearson correlation and regression were used for data analysis. In all analyzes, the significance level was considered p <0.05.
RESULTS

Kolmogorov-Smirnov test showed the normal distribution of the data (p > 0.05). The relationship between citizenship behavior and the performance of managers and governors’ staff in West of Golestan province, Iran was assessed with Pearson correlation. The results showed a significant positive relationship between citizenship behavior and staff performance (p < 0.05, r = 0.93). The results showed that the multiple correlation coefficient between independent variables (conscientiousness, altruism, civic virtue and sportsmanship) was 0.73 and this was suggested that the independent variables simultaneously and altogether a relatively had high positive correlation with performance. The coefficient of determination (R^2) was equal to 0.53 which explained the independent variables of 53% of variance in performance. F ratio was observed 328.16 in this area and was significant (table 1). It can be concluded that the sub-scale of citizenship behavior was able to predict the performance of managers and staff and were standard.

Table 1. Multiple correlation between the variables table (4 of 18) multiple regression analysis to explain the relationship between citizenship behavior and performance.

<table>
<thead>
<tr>
<th>Variables</th>
<th>B</th>
<th>S.E.</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conscientiousness</td>
<td>8.80</td>
<td>0.001</td>
<td>0.05</td>
<td>0.000</td>
</tr>
<tr>
<td>Altruism</td>
<td>17.68</td>
<td>0.27</td>
<td>12.8</td>
<td>0.002</td>
</tr>
<tr>
<td>Civil behavior</td>
<td>15.30</td>
<td>0.13</td>
<td>5.7</td>
<td>0.000</td>
</tr>
<tr>
<td>Chivalry</td>
<td>51.15</td>
<td>0.59</td>
<td>27.11</td>
<td>0.001</td>
</tr>
<tr>
<td>Multiple correlation</td>
<td>0.73</td>
<td>R^2</td>
<td>F</td>
<td>Sig.</td>
</tr>
<tr>
<td>Performance</td>
<td>0.53</td>
<td>328.16</td>
<td>0.001</td>
<td></td>
</tr>
</tbody>
</table>

Also, the relationship between citizenship behavior and the scales of the performance were examined. The results are presented in Table 2. There was a significant positive relationship between citizenship behavior and the performance of the staff and managers.

Table 2. The correlation between the sub-scale of citizenship behavior and performance.

<table>
<thead>
<tr>
<th>Performance</th>
<th>Conscientiousness</th>
<th>Altruism</th>
<th>Civil behavior</th>
<th>Chivalry</th>
</tr>
</thead>
<tbody>
<tr>
<td>r</td>
<td>0.61</td>
<td>0.652</td>
<td>0.689</td>
<td>0.82</td>
</tr>
<tr>
<td>p</td>
<td>0.00</td>
<td>0.00</td>
<td>0.002</td>
<td>0.002</td>
</tr>
</tbody>
</table>

DISCUSSION AND CONCLUSION

The aim of this study was to investigate the relationship between citizenship behavior and the performance of managers and governors’ staff in the West of Golestan Province, Iran. There was a significant positive relationship between the citizenship behavior and the sub-scale of it all with the performance of managers and
The findings of the study were consistent with the results of Mousakhani (2009), Senobari and Rahimi-aghan (2014) and were not consistent with the findings of Karimi & Akbari (2014). Human Resource which is considered as a human capital is as one of the most important assets of any organization and its quality can have a significant role in the growth and development of the organization and the complexity of the issues in the behavioral dimension. One of the main reasons for the adoption of policies generally is the organizational citizenship behavior, which is a valuable and useful behavior that people express it arbitrarily and voluntarily in this way the study of such behavior in the organization is very important to organizational citizenship behavior. According to the results, it is suggested that the managers of organizations identify responsibilities and behavior of employees in their organization and their impact on corporate performance into account and consider the managers adopt policies that attempt to strengthen organizational citizenship behavior staff.

**Conflict of interest**
The authors declare no conflict of interest.

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