The Study on Relationship between Employees Organizational Citizenship on Customers' Loyalty

Seyyedeh Ashraf Mousavi Torkamani
Department of Management, Saveh Science and Research Branch, Islamic Azad University, Saveh, Iran

Mehdi Keirandish
Assistant Professor, Department of Management, Shahid Sattari Air University, Tehran, Iran

Abstract

This study examines the relationship between employee citizenship behavior and customers' loyalty and it has followed the question that whether there is a relationship between customer loyalty and employee citizenship behavior. The used approach is a combination of theoretical and practical approaches. Mineral processing Research Center of Iran is statistical population and random sampling was performed to determine the sample. Number of sample population is 400 people and examining sample consists of 196 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 purchases component, satisfaction, commitment and customers' trust; and the situation of two components of organizational citizenship behavior and customers' loyalty in the statistical population is desirable.

Finally, result suggests a direct correlation between employee OCB and components of customers' loyalty and based on findings of research some offers such as designing a model of employees' citizenship behavior in research statistical population, implementing this research in governmental organization and etc for costumers' loyalty in window of employees citizenship behavior improvement are provided.

Keywords: Citizenship behavior, customers' loyalty, relationship between employees Citizenship behavior and customers' loyalty

1-Introduction

Nowadays is loyalty age. Customer Loyalty, Employees Loyalty, Management Loyalty, Loyalty to Society and Principles, Ideals and Beliefs and etc. Many Researches have shown that Satisfaction is not the final Key of Success and Profitability. In fact Marketing Concepts that emphasized on this Important matter in past, Does not recognize it any more.

But Nowadays Only Customer Delighted and happy And Customer who feels Mind belonging And Heart belonging are Considered for Organizations as investments that have prolonged Profitability and Life span. Customers' Loyalty is considered as a Key Factor for Organizations
and Causes Profit and Success of them. In order to Loyalty Customers Management in Best way, Organizations Should communicate with their Own Customers And identify Their Needs and demands. 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 its 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. (Murhi, 2002: 288)

This study investigates the relationship between organizational citizenship behavior of employees and customer loyalty. Question in this research is that is there any relationship between concept of organizational citizenship behavior of employees and customer loyalty in the regarded statistical population basically? Whether the high level of components of organizational citizenship behavior in organizations leads to high levels of customer loyalty or vice versa? What extent organization employees' behaviors are matched to components of organizational citizenship behavior? Firstly, in this research, by study of organizational citizenship behavior, a model is formulated according to the statistical population and then its relationship with customer loyalty is discussed. Primary purpose of this research is identifying the type of relationship between organizational citizenship behavior and customers' loyalty.

2-Literature

1-2 – 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. (Graham, 256, 1994)

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 (Binstuck et al, 2003).

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 (Binstuck et al, 2003; 361).
In the present study, OCB consists of five components as follows:

1. Social Etiquette: it implicates on participation in organizational social life.
2. Work ethics: it takes the realm beyond requirements specified by the organization in job environment.
3. Altruism: it involves helping colleagues in their tasks. (Castro et al, 2004: 39) These three components are considered as components of active and positive contributor.
4. Generosity: tolerance against inevitable interferences and work injustices of others.
5. Courtesy: notice to the impact of one's actions on others. (Mardokezi and Xin, 2004: 3) Double recent components emphasized to avoid damage to the organization. (Oregon, 1988: 11)

2.2 - Customer Loyalty

Several Definitions is presented From Loyalty Customer. Generally, Loyalty Customer Phrase Is a Reaction the Customer Shows Possibly at Opposite Brand Services, shops And Class Product or Activities. (Blanca, 2006) But Jacobi and kayner Defines Loyalty as a Behavioral Reply (purchase) that is performed At each time By Unit Decision and with considering a set of Different Brands which is a Psychological Process (decision of and Assessment). ( Rosaling, 2007 ) But Maybe It could be Said that The Most And Complete Definition for Loyalty is presented by Oliver who defines Loyalty as having A Deep Commitment To Order Further Product Or Preferred Service (James, 2002) That The Action of Order is done Continuous And Compatible At Future and causes Repeated Order From A Given Brand Or a Set of given brands while The situational Effects And done Efforts To Replacement Or Changing his Behavior Is Existence At Out Environment ( Rosaling, 2007 ). Of Course there is Other Definitions which Define Loyalty according To Order Patterns at Past. Anyway, there are Many Discussions about what is The Loyalty. Majumdar Expresses that The The consumer Loyalty is A Complex And multi-dimensions Concept And Complexity Loyalty will be clear from this point that Yet there is not a Specified And Unit Definition of Loyalty. (Robert Gee, 2008)

3-Research Methods

Conducting research that enables researchers to achieve real goals is difficult. For this reason, researchers are trying to use scientific methods to achieve realistic results. In this study, various methods were used to collect the necessary data. These methods are included in two categories of library and non-library; in this research in order to collecting data for grounding general foundations of research such as defining key concepts, designing requirements, expressing applications, and describing its importance, librarian studies such as Persian and Latin literature and Persian books and similar theses in this field and seminars and Internet sources are used. in this field, tools such as Consultation with experts about questionnaire design and analysis has been used; in this study, a questionnaire was used to survey and collect the data sample. Main tool for collecting data is questionnaire. Survey questionnaire included 31 questions, which included 19 questions about OCB and 12 questions about customer
loyalty. According to the subject, the research is applied based on purpose and it is descriptive in type of descriptive – survey based on collecting data. This Research population is included senior managers and experts from Iran Mineral Processing Research Center. Sample size is relatively large and in number of 196 and a stratified random sampling procedure was used. In this basis, the 200 questionnaires were distributed, 196 usable questionnaires for analysis is selected; after reading library resources, Persian and Latin articles, indices were constructed for each of the hypotheses; and we used the questionnaire by Coordination with professors and advisor. 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 employee loyalty 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. In the present study, in order to analyze the data which are collected from the questionnaires, the software SPSS was used in 2 sections of Descriptive and inferential statistics.

In this study, at first by using Kolmogorov - Smirnov single-sample test, the selected sample was tested for being normal or abnormal, and with respect to normality of sample, correlation test was used to test hypotheses and the Friedman test was used to determine the relationship between variables and to rank dimensions in the basis of priorities of componental influencing of Independent variable on the dependent.

Conceptual model of research
3 - 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.

It was determined that used data are parametric type. Scientific reasons to prove the parametric nature of the data is as follows:

**Research hypotheses**

**Data Normal distribution**

Using the Kolmogorov - Smirnov test, data was tested that result is as follows:

<table>
<thead>
<tr>
<th>Smirnoff (Z)</th>
<th>PV</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.705</td>
<td>0.703</td>
</tr>
</tbody>
</table>

H0 = the data come from a normal population  
H1 = the data come from a non-normal population

According to Table 5-4, 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.

1-3 - the first hypothesis:

H0: There is no relationship between organizational citizenship behavior and the act of customers buying.  
H1: there is a relationship between organizational citizenship behavior and the act of Customers buying.

Table (3-1): Study the relationship between organizational citizenship behavior and the act of buying customers by Pearson test

<table>
<thead>
<tr>
<th>Domain</th>
<th>PV</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>0.678</td>
<td>0.000</td>
</tr>
</tbody>
</table>

As shown in Table 3-1 after Pearson correlation test it was determined that The range was equal to 0.678 and significance level was equal to 0.000 which was less than 5% and based on
the diagram, transmittal is direct impact so that the relationship between 2 variables of organizational citizenship behavior and the act of customers buying is significant and a correlation exists between them so the first hypothesis is accepted and H0 is rejected.

2.3 - Second hypothesis:

H0: There is no relationship between organizational citizenship behavior and customer satisfaction.
H1: There is a Relationship between organizational citizenship behavior and customer satisfaction.

Table (3-2): study on relationship between customer satisfaction and organizational citizenship by Pearson test

<table>
<thead>
<tr>
<th>Test of Correlation</th>
<th>Domain</th>
<th>PV</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>0.588</td>
<td>0.000</td>
<td>196</td>
</tr>
</tbody>
</table>

As shown in Table 2-3 after Pearson correlation test it was determined that The range was equal to 0.588 and significance level was equal to 0.000 which was less than 5% and based on the diagram, transmittal is direct impact so that the relationship between 2 variables of organizational citizenship behavior and customers satisfaction is significant and a correlation exists between them so the second hypothesis is accepted and H0 is rejected.

3 -3 - Third hypothesis:

H0: There is no relationship between organizational citizenship behavior and customer commitment
H1: There is a relationship between organizational citizenship behavior and customer commitment

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Domain</th>
<th>PV</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>0.513</td>
<td>0.000</td>
<td>196</td>
</tr>
</tbody>
</table>
Table (3-3): Study on the relationship between organizational citizenship behavior and customers commitment by Pearson test

As shown in Table 3-3 after Pearson correlation test it was determined that The range was equal to 0.513 and significance level was equal to 0.000 which was less than 0.05% and based on the diagram, transmittal is direct impact so that the relationship between 2 variables of organizational citizenship behavior and customers commitment is significant and a correlation exists between them so the third hypothesis is accepted and H0 is rejected.

The fourth hypothesis:

H0: There is no relationship between organizational citizenship behavior and the trust of customers
H1: There is a relationship between organizational citizenship behavior and the trust of customers.

Table (3-4): The relationship between organizational citizenship behavior and the trust of customers by Pearson test

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Domain</th>
<th>PV</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>0.582</td>
<td>0.000</td>
<td>196</td>
</tr>
</tbody>
</table>

1. As shown in Table 3-4 after Pearson correlation test it was determined that The range was equal to 0.582 and significance level was equal to 0.000 which was less than 0.05% and based on the diagram, transmittal is direct impact so that the relationship between 2 variables of organizational citizenship behavior and the trust of customers is significant and a correlation exists between them so the fourth hypothesis is accepted and H0 is rejected.

4. The fifth hypothesis:

State of Component of organizational citizenship behavior and customer loyalty is desirable in statistical population. In the present study, the scores above average of 3 are considered as the ideal situation. Using single 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 not favorable. The table of inferential test of this hypothesis is given at the section below

Table (3-5): single variable t for testing the fifth hypothesis

<table>
<thead>
<tr>
<th>Secondary hypotheses</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>T</th>
<th>D f</th>
<th>Sig</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCB</td>
<td>196</td>
<td>32575</td>
<td>9999.3</td>
<td>3606</td>
<td>195</td>
<td>000.</td>
<td>3 ≤ μ</td>
</tr>
<tr>
<td>Employee Loyalty</td>
<td>196</td>
<td>33271</td>
<td>7868.1</td>
<td>5820</td>
<td>195</td>
<td>000.</td>
<td>3 ≤ μ</td>
</tr>
</tbody>
</table>
The results in Table 3-5 indicate significance number is larger than 5 hundredths and test statistics are larger than standard statistic (96/1). Therefore, the null hypothesis is rejected. So it could be said that these two variables in statistical population are in good condition.

4 - Conclusions and Recommendations

This study examines the relationship between employee citizenship behavior and customer loyalty in the organization. The main objective of this study was to investigate the extent of the impact of citizenship behavior of employees on employee loyalty. In this study, statistical population was Mineral Processing Research Center of Iran, which has about 400 members. The method of sampling is stratified random that by using related to this type of sample formula, our sample includes 196 members. The used variables include citizenship behavior of employees as independent variables and customer loyalty as the dependent variable.

The results of studies on theoretical foundations in regarding to the subject of research are as follows:

According to normality test, 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.

Based on first hypothesis of research, after Pearson correlation test it was determined that The range was equal to 0.678 and significance level was equal to 0.000 which was less than 0.05% and based on the diagram, transmittal is direct impact so that the relationship between 2 variables of organizational citizenship behavior and the act of customers buying is significant and a correlation exists between them so the first hypothesis is accepted and H0 is rejected.

According to the second hypothesis after Pearson correlation test it was determined that The range was equal to 0.588 and significance level was equal to 0.000 which was less than 0.05% and based on the diagram, transmittal is direct impact so that the relationship between 2 variables of organizational citizenship behavior and customers satisfaction is significant and a correlation exists between them so the second hypothesis is accepted and H0 is rejected.

According to the third research hypothesis after Pearson correlation test it was determined that The range was equal to 0.513 and significance level was equal to 0.000 which was less than 0.05% and based on the diagram, transmittal is direct impact so that the relationship between 2 variables of organizational citizenship behavior and customers commitment is significant and a correlation exists between them so the third hypothesis is accepted and H0 is rejected.

According to the fourth research hypothesis after Pearson correlation test it was determined that The range was equal to 0.582 and significance level was equal to 0.000 which was less than 0.05% and based on the diagram, transmittal is direct impact so that the relationship between 2 variables of organizational citizenship behavior and the trust of customers is significant and a correlation exists between them so the fourth hypothesis is accepted and H0 is rejected.

According to the fifth research hypothesis results indicate significance number is larger than 5 hundredths and test statistics are larger than standard statistic (96/1). Therefore, the null hypothesis is rejected. So it could be said that these two variables in statistical population are in good condition.
Practical suggestions

In this research the significant positive relationship between employee loyalty and customer citizenship behavior was confirmed. Accordingly, any strategy that can boost employees' citizenship behavior will provide improvement in customer loyalty in the study population.

Strengthening citizenship behavior, like any other behavior that the person makes, is necessary to be encouraged. One of the things that could be influential in this field is organizational policies and procedures. 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.

On this basis, following occasions could be suggestions for future research work:
- Design of citizenship behavior of employees in this study statistical population
- Conducting this research in government sector organizations
- Design models of customer loyalty in this research population.
- Meta-analyze of stuff OCB models in line with native pattern of stuff OCB
- Examining OCB relationship with the other components or dependent variables such as employee engagement...

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