

Investigating the Effect of Job Alienation on the Organizational Citizenship Behavior (Branches of Sepah Bank in Shahreza and Dehaghan as Case Study)

Mashallah Valikhani, PhD

Assistant Professor, Management Department, Islamic Azad University, Branch of Dehaghan, Iran.

Elham Soltani

Corresponding Author: M.S.C., Management Department, Islamic Azad University, Branch of Dehaghan, Iran.

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Abstract

The purpose of this study is to investigate the effect of job alienation dimensions (inability, meaningless, and self-alienation) on the organizational citizenship behavior with respect to the effective role of congruence of person-organization relationship. This research, in terms of its purpose, is an applied one; and in terms of implementation method, is a survey with a correlation approach. The population includes 58 experienced managers, vice-presidents and employees of the branches of Sepah Bank in Shahreza and Dehaghan. The data were collected using questionnaires with a Cronbach's alpha coefficient calculated as 0.85, which includes personal data and main, specialized questions for examination of research hypotheses. From 58 distributed questionnaires 52 (84%) were returned. The collected data were analyzed using SPSS and AMOS software programs through statistical tests at descriptive (frequency, percentage, accumulated percentage, average and standard deviation) and inferential (t-test, regression modeling, variance analysis, non-parametric Kolmogorov and Smirnov test, and Freedman non-parametric test) levels. The findings supported all research hypotheses. The results indicated that the Third sub-hypothesis, with a path coefficient of 0.375 is of the highest importance, and that the Sixth sub-hypothesis with a path coefficient of 0.075 is of the lowest importance. Since persons' perception of congruence of person-organization relationship influences their hyper-role behaviors positively. Also organizational efforts to select employees in the employment process can be beneficial and also its negative effects of self-alienation can be reduced.

Key words: Job alienation, Powerlessness, Meaninglessness, self-estrangement, Person organization fit, organizational citizenship behaviors

1. Introduction

The improvement efforts are considered as one of the inevitable principles of management that everyday a new subject and discussion is added to improvement efforts and its area is developing increasingly. Unlike to past times that the employees are expected to act in terms of

their formal roles, the voluntary roles and functions that are beyond the formal role is expected in new psychological behaviors. Nowadays, such behaviors are known as organizational citizenship behavior (prosocial behavior) that concentrates on the employees' long-term participation in organizational success. Attempt for improving performance is considered as one of the primary principles of management. It also encompasses new discussions and comprehensive areas. Unlike to past times employees are expected to play only their formal roles, the new psychological agreements support voluntary and hyper-role behaviors. Such behaviors are known as organizational citizenship behaviors (OCB) in which long-term participation of employees are emphasized (Lemmink and Mattsson, 2012). The literature of organizational behaviors suggests a comprehensive area of consequences of organizational citizenship behaviors. It seems that environmental, organizational, and group characteristics are the main social components which influence employees' attitudes and behaviors. More especially, positive individual attitudes such as job satisfaction, job commitment, and perception of organizational justice are the main parts of consequences of job performance and organizational citizenship behavior (Bansal,et.al,2001).

On the other hand, congruence between organization and its employees is considered as potential criterion of individual job decision-making, job attitudes, and job turnover (Hackman, & Oldham,1976). Based on these approaches can be said that higher levels of congruence between person and organization leads to employees' willingness for participation in the organizational citizenship behavior. However, it is suggested that the effect of person-organization congruence on the organizational citizenship behavior is indirect. In addition, previous effects of person-organization congruence on the job satisfaction or other mediating factors will be investigated (Nair & Vohara,2019). Solo et al. (2010) investigated the mediating role of job alienation. The roots of job alienation could be found in the notes of Marx. He refers to job alienation as the result of conflict between job roles and humanity entity (Banai, & Reisel,2007). Job alienation is one of the most important factors influences employees' physical and psychological health considerably. Indeed, job alienation is considered as one of the main results of unsuccessful socialization at both individual and social levels (Aiken& Hage,2001). When job alienation can be found that employees loss their control on the product and production process and thereby cannot express themselves in the job and workplace . The underlying reason of mediating role of job alienation in the relationship between person-organization congruence and organizational citizenship behavior seems a rational reason. If organizational justice can provide employees with a supportive environment which leads to organizational citizenship behavior, then the environments, in which there is not any person-organization congruence, cannot create such organizational citizenship behavior. Employees' job alienation, which derives from lack of congruence between person and organization, should limit employees' volunteer behaviors. But job alienation also prevent employees from organizational citizenship behaviors (Mohseni et.al,2011). This is why that the present study aimed to investigate the effect of job alienation (inability, meaningless, and job alienation) on the organizational citizenship behavior of employees.

2.Review of literature

2.1.Job alienation

it is a concept which has affected thoughts of many management authors and scientists. In this regard, Marx, Max Weber, and Manheim are three scientists and authors of management and organization whose thoughts and opinions have been expressed in terms of job alienation and its individual, organizational, and social consequences. Marx and Weber indicate that job alienation is a state in which employee perceives his/her job as an external factor. In the job alienation state, employee is not autonomous on his/her work. Because of complexity of this concept, different definitions and interpretations of job alienation have been suggested (Sarros et al., 2002). The authors and researchers believe that interpretation and measurement of job alienation is a problem and is a doubtful function. This is why different concepts have been suggested for its conceptualization and measurement. Currently, many authors and researchers indicate that sense of inability, vanity, and alienation are the main dimensions of job alienation. Some theorists of organizational behavior believe that employees are satisfied from doing which works in them employees were provided with opportunity of helping others and vice versa (Whittington et al., 2004).

2.2.Dimensions of job alienation

Siemen (1998) suggested a new interpretation of job alienation. He indicated that job alienation consists of three dimensions including inability, meaningless, and alienation.

1. **Inability:** refers to lack of autonomy in the employee work because of their limited freedom in doing job and job-related functions.
2. **Meaningless:** refers to employee inability in communicating his/her efforts with a higher goal.
3. **Self-alienation:** when it formed that the job is not appropriate way to satisfy external needs (Smith and Boehm, 2008).

2.3.Organizational citizenship behavior

The concept of organizational citizenship behavior was introduced by Batman and Organ (1980) for the first time. The primary studies of organizational citizenship behavior were focused on the identification of responsibilities and behaviors of employees in the organization. Although such behaviors and responsibilities are not considered in the traditional job evaluations imperfectly, but they are effective in improvement of organizational effectiveness. Such behaviors and activities can be defined as following: organizational citizenship behavior is a set of voluntary behaviors which are not a formal part of employee functions, but they can be effective in the improvement of organization functions and roles (Rezaei et al., 2008). Organ refers to organizational citizenship behavior as positive part of employees' attempts in improving organizational productivity and integration of workplace. He believes that organizational citizenship behavior is individual and voluntary behaviors which are not rewarded by formal reward systems, but they are effective on the improvement of organization efficiency and effectiveness.

The above-mentioned characteristics of organizational citizenship behavior emphasize on three unique characteristics of organizational citizenship behavior. These include (1) the behavior

should be voluntary, (2) the benefits of such behaviors have organizational aspects, and (3) organizational citizenship behavior is a multi-aspect construct (Smith & Bohm, 2008).

2.4. Key characteristics of organizational citizenship behavior

- Organizational citizenship behavior is a behavior beyond the employees' formal behaviors which are explained by formal organizational systems.
- Organizational citizenship behavior is a voluntary behavior.
- Organizational citizenship behavior is not rewarded by organization directly.
- Organizational citizenship behavior is effective on the organizational performance and its success (Rezaei et al., 2008).

3. Hypotheses development

Based on the review of literature, the following hypotheses are developed.

person organization fit influences Powerlessness commitment significantly.

person organization fit influence Meaninglessness commitment significantly.

person organization fit influence self-estrangement commitment significantly.

Powerlessness influences organizational citizenship behaviors commitment significantly.

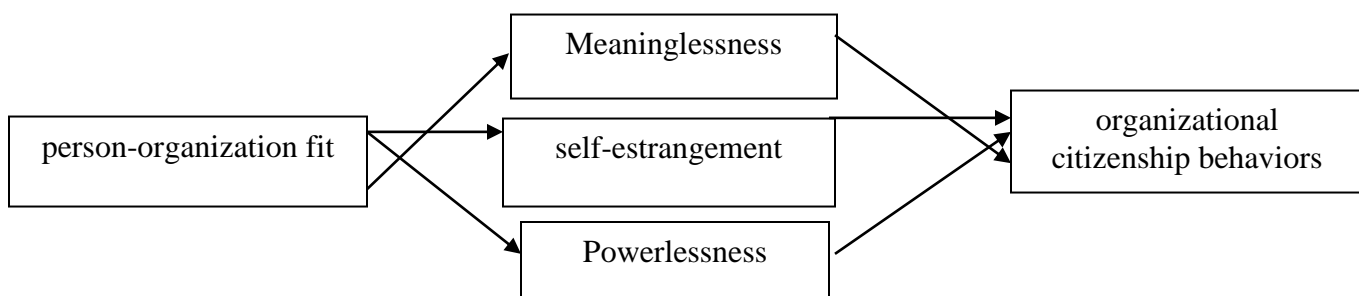
Meaninglessness influences organizational citizenship behaviors commitment significantly.

self-estrangement influences organizational citizenship behaviors commitment significantly.

4. The conceptual model of study

Model is relationship between theoretical design and the job of data collection and analyzing of information. In social science models include symbols and signals that is characteristics of some of empirical phenomenon (including components and their relationships) relate reasonably through concepts related to each other. Therefore, model reflects fact and figures out given aspects of real world that related to the investigated problem. Model shed light on mentioned aspects and eventually makes empirical test of theory possible regarding the nature of these relationships. After testing model, better understanding of some parts of real world is achieved. In summary, model is a set that consists of concepts, hypotheses and measures which facilitates selection and collection of required information to test the hypotheses.

In order to make an analytic model, researcher finally can act in two ways which there is no significant difference between them: either begins with setting hypotheses and then works on concepts or goes through a reverse way (Khaki, 2010). Therefore, regarding the above reasoning, defined hypotheses, professors' and experts' point of view in the context of management and marketing and also according to the theoretical basics, model has been designed and established as follows:



5. Research methodology

5.1. Research methods:

This study is a descriptive-survey research from methodology view, practical from purpose view, and correlation from identity view. The relationship between research variables is examined in the correlation studies. Because the authors of this study seek to study the relationship between dependent and independent variables, it can be said that this study is a correlation study. In order to collect the research data, both library and field methods have been used.

5.2. Statistical population and sample

the statistical population of this study includes managers, assistants, and employees branches of Sepah Bank in Shahreza and Dehaghan Because this population is not very large, the authors decided to use census method rather than sampling.

6. Data collection method:

in order to collect the research data, both library and field methods have been used. The survey method has been used for collecting the research data in order to confirm or reject the research hypotheses. For this purpose, library method has been used for reviewing the research literature and then a self-administrated questionnaire has been used for collecting the research data.

7. Validity of the questionnaire

reliability refers to degree of generalization of the results of study to a larger population. In order to improve validity of the questionnaire, it is necessary that the questionnaire is reviewed and modified by other experts and professors so that the questionnaire is finalized in a defect-less version. The questionnaire of this study has been developed based on reviewing research literature and then is reviewed and modified by experts and professors for improving its validity.

7.1. Reliability of the questionnaire

most of the studies that using questionnaire for collecting data use Cronbachs' Alpha coefficient for examining reliability of the questionnaire. In order to examine reliability of this questionnaire, Cronbachs' Alpha coefficient has been used in the SPSS. In order to this, 24 questionnaires have been used. This coefficient was 0.85 for our questionnaire. Because the minimum level of Cronbachs' Alpha coefficient should be 0.70, it can be said that the questionnaire of this study has good and desirable reliability as a data-collection instrument. Also Cronbachs' Alpha coefficient has been calculated for each items of this questionnaire individually. These findings have been indicated in table 1.

Table 1:pre test Cronbach's Alpha

Cronbach's Alpha	N of Items
Total	0.85

Because the minimum acceptable level of reliability is 0.70, it can be said that the questionnaire of this study has desirable reliability. Also this coefficient was calculated individually for each of research variables. These findings have been indicated in table 2.

Table 2: scale, frequency of the questions, Cronbachs' Alpha coefficient, and resources of the questions

Variables	Scale type	Cronbachs' Alpha coefficient
Powerlessness	Likert five-point	0.82
Meaninglessness	Likert five-point	0.800
self-estrangement	Likert five-point	0.83
organizational citizenship behaviors	Likert five-point	0.85
person organization fit	Likert five-point	0.83

8.Data analysis

In order to summarize demographic characteristics of the respondents, 4 questions have been developed. The findings revealed that 68.3% of the respondents were male and 31.7% of them were female. From age perspective, 42.4% of the respondents had 30-39 years old and only 9.3% of them had more than 50 years old. 56% of the respondents had M.Sc. and only 1.4% of them had Ph.D. degree. 38.1% of the respondents had 6-10 years job experiences and only 15% of them had 16-20 years job experiences.

As the results revealed, all of the path coefficients were significant and so it can be said that all of the hypotheses of this study are confirmed.

Table 2: the respondents' demographic characteristics

percent	Distribution	Variables
68.3	Male	Sex
31.7	Female	
25.6	Less than 30 years	Age
42.4	30-39 years	
25.7	40-49 years	
9.3	More than 50 years	
38.2	Manager	Organizational Posts
23.9	Assistant	

44.3	Employee	
28.9	Less than M.Sc.	Educational levels
56	M.Sc.	
15.7	M.A.	
1.4	P.H.D	
24	Less than 5 years	
38.1	6-10 years	
22.9	11-15 years	
15	16-20 years	

9.Measurement model

Generally, two main models are tested in the structural equation models. The first is measurement model for latent variables. This model refers to the factor loadings of observed variables for latent variables. The goodness of fit measures has been indicated in the following table for all of the latent variables. As indicated in table 3, all of the goodness of fit indexes is in acceptable and in desirable range.

Table 4: the goodness of fit indexes for structural equation modeling

main model	index	kind of fit index
6	NPAR	
0	DF	
---	P (More than 0.05)	
0	CMIN (Chi Square)	Unconditional
---	AGFI (More than 0.9)	
1	GFI (More than 0.9)	
---	(More than 0.9)TLI	Comparative
1	(More than 0.9) NFI	
1	CFI (More than 0.9)	
0	PNFI (More than 0.5)	Thrifty
0	PCFI(More than 0.05)	
0.689	RMSEA (Less than 0.08)	

---	CMIN/DF(Less than 5)
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9.1. Structural model

It is necessary to test the structural model after testing the measurement model. It is possible through structural equation modeling. In order to this, the Amos has been employed. The conceptual model of this study has been showed in figure 2. In order to use Amos, it is should be remembered that γ refers to the effects of external variables on the internal variables and the β refers to the effects of internal variables on each other. In order to examine significance of β and γ , it is necessary to examine t-value of every path. If the t-value is more than 2 and is significant, it can be said that all of the paths are confirmed. Therefore, it can be said that all of the research hypotheses are confirmed and all of the paths are significant

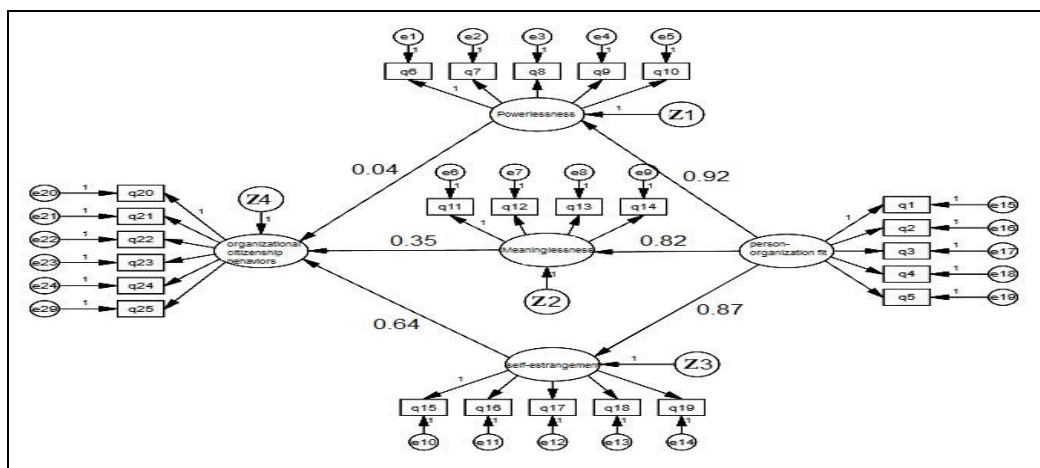


Figure 2: the effects of internal and external variables

Table 5: The results of hypothesis test

	Secondary hypotheses	Standard coefficient	Standard error	Critical ratio	p-value	Result
Education → Organizational Commitment	H1	0.918	1.609	2.217	0.027	Is confirmed
Supported partnership → Organizational Commitment	H2	0.818	1.469	2.111	0.035	Is confirmed
Future Prospects → Organizational Commitment	H3	0.873	0.849	2.034	0.045	Is confirmed
Education → Effectiveness and Efficiency Staff	H4	0.041	0.176	0.238	0.812	Reject
Supported partnership → Effectiveness and Efficiency Staff	H5	0.354	0.155	2.415	0.016	Is confirmed

Future Prospects → Effectiveness and Efficiency Staff	H6	0.638	0.467	2.766	0.006	Is confirmed
*** P is less than 0.001						

10. Discussion and conclusion

The findings showed that the standard coefficient of this hypothesis 0.918 and its t-value is 2.217 The results of this study revealed that the One hypothesis is supported and it can be said that person organization fit influence Powerlessness commitment significantly. The findings showed that the standard coefficient of Two hypothesis 0.818 and its t-value is 2.111 The results of this study revealed that the Two hypothesis is supported and it can be said that person organization fit influence Meaninglessness commitment significantly. The findings showed that the standard coefficient of this hypothesis 0.873 and its t-value is 2.034. The results of this study revealed that the Third hypothesis is supported and it can be said that person organization fit influences self-estrangement significantly. The findings showed that the standard coefficient of this hypothesis 0.354 and its t-value is 2.415 The results of this study revealed that the fifth hypothesis is supported and it can be said that organizational citizenship behaviors influence Meaninglessness commitment significantly. The findings showed that the standard coefficient of this hypothesis 0.638 and its t-value is 2.766 The results of this study revealed that the sixth hypothesis is supported and it can be said that organizational citizenship behaviors influence self-estrangement commitment significantly.

11. Limitations

In every research even it is comprehensive and complete, researcher faces problems and limitations during doing research which these limitations make a research cannot be expended to all aspects. Identifying these limitations makes possible the capability of better interpretation of study results and also improving the quality level of future research. In this study, with excreting some measures such as anonymous questionnaire, motivating the respondents and full explanation about study target we attempted to lessen the probable errors in the study. Nonetheless, study results should be observed accurately. Because respondents were managers and senior employees of organization, some of them during responding to study questions used a conservative way, so presenting inaccurate and incorrect points of view which each research usually faces is the first limitation. Difficulty of getting access to the senior managers is another limitation in this study beside frequent follow ups finally we get connect to them directly or indirectly and we tried to get their points of view.

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