

The Effect of Factors Affecting Social Behavior and Prosocial Behavior (Case Study: City of Steel of Mobarakeh)

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Abstract

The present paper, titled 'A Study of the Effects of Internal Marketing on Customer-oriented Prosocial Behaviors' investigates the important role of internal marketing on job satisfaction, organizational commitment and, finally, role-prescribed customer service and extra-role customer service (prosocial behavior) among Standard of Isfahan Steel of Mobarakeh. A main hypothesis (speculating the significant effect of internal marketing on customer-oriented prosocial behavior) and eleven sub-hypotheses (speculating the significant effect of empowerment, service training and service reward on organizational commitment and job satisfaction as well as speculating the significant effect of organizational commitment and job satisfaction on role-prescribed customer service and extra-role customer service (prosocial behavior)), are presented. 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 140 experienced managers, vice-presidents and employees of the hotels in Isfahan city. The data were collected using questionnaires with a *Cronbach's alpha* coefficient calculated as 0.91, which includes personal data and main, specialized questions for examination of research hypotheses. From 155 distributed questionnaires, 140 (90%) 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 ninth sub-hypothesis, with a path coefficient of 0.69 is of the highest importance, and that the seventh sub-hypothesis with a path coefficient of 0.18 is of the lowest importance. Thus, the internal marketing significantly affects the customer-oriented prosocial behaviors.

Key words: Empowerment, Job satisfaction, Organizational Commitment, Social behavior, Prosocial behavior.

Introduction

At macro level, the process of globalization and speed of technical advances and increase in the customer needs and expectations force organizations to act in the dynamic, ambiguous, and variable environment. The organizations will success in such conditions that have a comprehensive knowledge of competitive environment. This is why that social and hyper-social behaviors of employees have been considered during last decades. The results of past studies revealed that participative behaviors such as organizational citizenship behavior have several positive outcomes such as lubrication of organizational communications, improvement of organizational planning methods, improvement of cooperation between employees, and development of a supportive climate. Such outcomes have several valuable results such as improvement in the quality of services, job satisfaction, organizational commitment, and financial performance. Unfortunately, the relationships among empowerment, job satisfaction, organizational commitment, social behaviors, and hyper-social behaviors have not been studies in the past studies. The previous authors have developed a structural model of the relationships among empowerment, job education, and service reward with hyper-social behaviors. The results of such studies will be helpful for service managers who want to recognize the effective environmental factors on the job satisfaction, organizational commitment, and hyper-social behaviors.

Extra-Role Customer Service (prosocial behavior)

This refers to the behaviors that are learned socially beyond the organizational functions. Indeed, it refers to the employees' voluntary and informal behaviors. These behaviors are not the employees' formal functions and the employees who are organizational citizen do these behaviors. The employees who have socially learned behaviors are citizens that develop the job energy, dynamic, and effort in the organizational environment. They help others in doing their job and their goodwill is famous between all of the organizational members.

Elements of hyper-functional behaviors

There is not any agreement about dimensions and elements of hyper-functional behaviors. The results of past studies revealed that there are about 30 hyper-functional behaviors which have overlap with each other. The authors summarize these dimensions in the following seven dimensions.

1. **Helpful behaviors:** it refers to helping others in their job-related problems voluntarily or preventing them from making mistakes. The first part of this definition (helping others in their job-related problems voluntarily) includes three dimensions including humanism, intermediation, and encouragement (Organ, 1988).
2. **Sportsmanship spirit:** it refers to magnanimity as undertaking unavoidable conditions in the job without any complaint (Organ, 1988).
3. **Organizational loyalty:** it refers to following organizational rules and acting functions, and group-working. This part of hyper-functional behaviors also refers to supporting organization in front of treats and participating in attaining a good reputation for organization.
4. **Organizational obey:** it has a long history in terms of hyper-social behaviors researches. Indeed, organizational obedience is receiving necessity and utility of rational organizational rules and regulations which could be reflected in the job descriptions and

organizational policies. Respecting organizational rules and regulations, and commitment of doing jobs in the predetermined time. Motowidlo (1993) refers to the concept of organizational obedience as following organizational rules and procedures. The main prerequisite of organizational obedience is internalization of organizational rules, regulations, and procedures.

5. Individual initiations: another dimension of hyper-functional behaviors, which is considered by many authors, is individual initiations. Such a behavior is beyond the job functions. Voluntary creativity and innovative programs of functions improvement and organizational performance are the main examples of individual initiations.
6. Civic behaviors: is another dimension of responsibility and accountability which derive from organizational commitment. Environmental screening for finding opportunities and threats is an obvious example of such behaviors.
7. Self-expansion: is an obvious instance of hyper-functional behaviors which has been recognized in the past studies. It includes employee voluntary behaviors in terms of knowledge improvement, skills, and abilities. The main characteristic of such behaviors is that it results in learning a new set of skills in developing participation among organizational members.

Encouragement of hyper-functional behaviors in organization

Regarding the importance of hyper-functional behaviors in organizational context and especially its role in improvement of service quality, it should be cleared that organizations should secure employees' hyper-functional behaviors. Unfortunately, past authors considered the organizational outcomes of hyper-functional behaviors and rather studied its certain approaches. As indicated previously, a large part of past studies in terms of hyper-functional behaviors concentrated on the employee-based motivators such as attitudes, perceptions, and individual perceptions (Organ, 1990). However, it cannot be helpful for organizations to encourage and reinforce hyper-functional behaviors. Organizational perspective in terms of human resource management is effective in developing and encouraging higher levels of hyper-functional behaviors among employees. For example, organizational control on the human resource and conditions of employees' relations and communication with their supervisor are the main prerequisites of hyper-functional behaviors in the organizations (Rousseau and Greller, 1994). Indeed, it is the condition of employee-manager relations that encourage or discourage hyper-functional behaviors. The following factors are the main prerequisites of hyper-functional behaviors in terms of employee-manager relations: social exchange, recognition and determination of identity with organizational goals and empowerment. Indeed, improvement of such behaviors is the main effective factor on encouragement and reinforcement of hyper-functional behaviors. As a result, service quality will be improved.

Job satisfaction

Job satisfaction is the employees' positive perception, feeling, and attitude about their job that derives from factors such as job environment, organizational system, environmental relations, and the effects of sociocultural factors. Job satisfaction not only can be helpful in the employees' physical and mental health, but also it is considered as one of the effective factors

on the organizational efficiency. Higher levels of job satisfaction reflect a desirable organizational climate that leads to attract and maintain the employees (Robins, 2011: 46).

Organizational Commitment

Organizational commitment can be defined as following:

- ✓ Desire to maintain the membership in an organization
- ✓ Desire to help the organization
- ✓ Desire to accept the organizational values and goals

Therefore, it can be said that organizational commitment is the employees' attitude and loyalty toward their organization. It also is a continuous process that can be determined employees' participation in the organizational decisions, their attention toward organization, and finally organization's success and welfare. Organizations can increase employees' organizational commitment through two main methods. The first method is that the organizations improve the employees' perception from organizational membership. The second is that the organizations can pay attention to the employees and value them (Hamdi and Moradi, 2011: 38).

Empowerment

It refers to encouraging employees' participation in decision-making situations which influence their performance. Indeed, it is necessary to provide employees with an encouraging climate in which employees develop their own ideas. Empowerment is a crucial factor in the modern business environment. Closing customers, improving after-sales services, developing continuous innovation, and developing productivity are the main instances of employee empowerment methods.

So, the following hypotheses can be developed based on the literature review.

1. Empowerment influences Social behavior.
2. Job satisfaction influences Social behavior.
3. Organizational Commitment influences Social behavior.
4. Empowerment influences prosocial behavior.
5. Job satisfaction influences prosocial behavior.
6. Organizational Commitment influences prosocial behavior.

The conceptual model of study

The conceptual model of study has been presented in figure 1. The relationships between variables of this model refer to the research hypotheses.

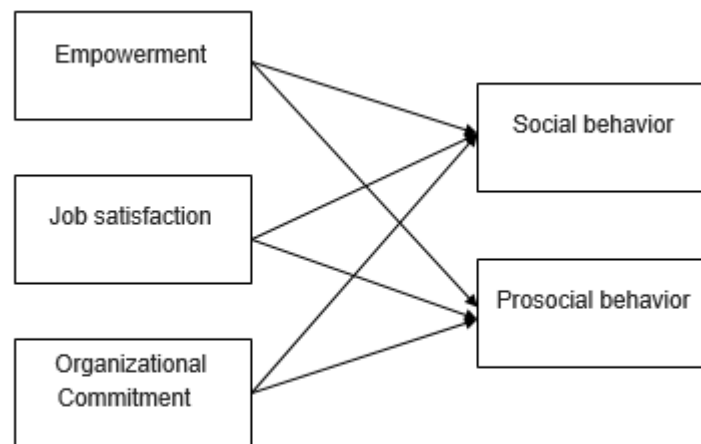


Fig1: The conceptual model of study

Research methodology

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.

Statistical population and sample: the statistical population of this study includes managers, assistants, and employees Standard of Isfahan Steel of Mobarakeh. Because this population is not very large, the authors decided to use census method rather than sampling.

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.

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.

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 0.91 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 |
|------------------|------------|
| 0.91 | 24 |

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 |
|---------------------------|-------------------|------------------------------|
| Empowerment | Likert five-point | 0.76 |
| Job satisfaction | Likert five-point | 0.77 |
| Organizational Commitment | Likert five-point | 0.75 |
| Social behavior | Likert five-point | 0.87 |
| Prosocial behavior | Likert five-point | 0.84 |

Data analysis

In order to summarize demographic characteristics of the respondents, 6 questions have been developed. The findings revealed that 69.4% of the respondents were male and 30.7% of them were female. From age perspective, 41.4% of the respondents had 30-39 years old and only 9.3% of them had more than 50 years old. 55% of the respondents had M.Sc. and only 1.4% of them had Ph.D. degree. 37.1% of the respondents had 6-10 years job experiences and only 15% of them had 16-20 years job experiences. About 39.2% of the respondents were managers, 22.9 of them were assistants, and 44.3 were employees. 33.6 of the hotels were three-star and only 1.4 of them were five-star. These results have been indicated in table 2.

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 |
|---------|--------------------|----------------------|
| 69.3 | Male | Sex |
| 30.7 | Female | |
| 26.6 | Less than 30 years | Age |
| 41.4 | 30-39 years | |
| 25.7 | 40-49 years | |
| 9.3 | More than 50 years | |
| 39.2 | Manager | Organizational Posts |
| 22.9 | Assistant | |
| 44.3 | Employee | |
| 27.9 | Less than M.Sc. | Educational levels |
| 55 | M.Sc. | |
| 15.7 | M.A. | |
| 1.4 | P.H.D | |
| 25 | Less than 5 years | Job experiences |
| 37.1 | 6-10 years | |
| 22.9 | 11-15 years | |
| 15 | 16-20 years | |

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 |
|------------|--------------------|-------------------|
| 24 | NPAR | |
| 4 | DF | |
| 0.074 | P (More than 0.05) | |
| 8.540 | CMIN (Chi Square) | Unconditional |

| | | |
|-------|------------------------|-------------|
| 0.881 | AGFI (More than 0.9) | Comparative |
| 0.983 | GFI (More than 0.9) | |
| 0.970 | (More than 0.9)TLI | |
| 0.990 | (More than 0.9) NFI | |
| 0.994 | CFI (More than 0.9) | |
| 0.188 | PNFI (More than 0.5) | Thrifty |
| 0.189 | PCFI(More than 0.05) | |
| 0.080 | RMSEA (Less than 0.08) | |
| 2.135 | CMIN/DF(Less than 5) | |

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

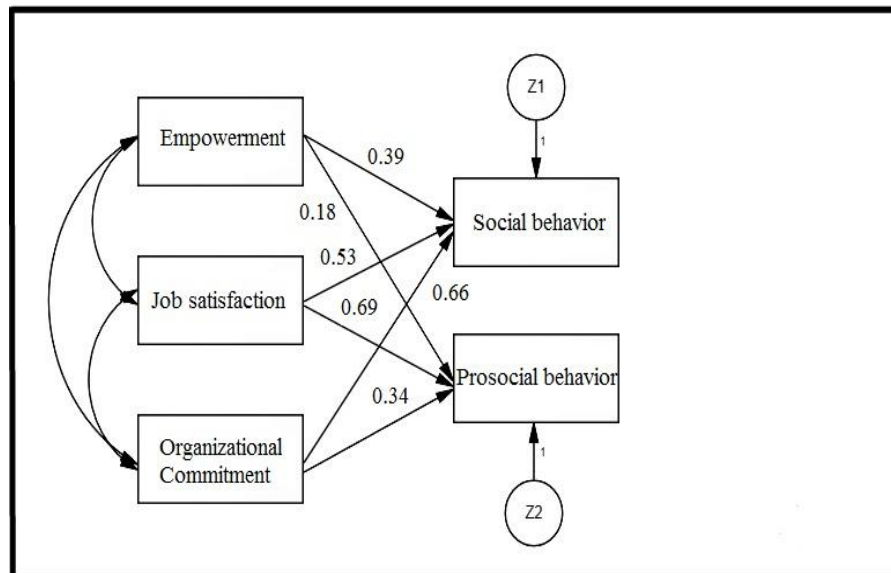


Table 5: The results of hypothesis test

| | Secondary hypotheses | Standard coefficient | Standard error | Critical ratio | p-value | Result |
|--|----------------------|----------------------|----------------|----------------|---------|--------------|
| Empowerment → Social behavior | H1 | 0.39 | 0.160 | 7.266 | *** | Is confirmed |
| Job satisfaction → Social behavior | H2 | 0.53 | 0.067 | 7.007 | *** | Is confirmed |
| Organizational Commitment → Social behavior | H3 | 0.66 | 0.067 | 7.960 | *** | Is confirmed |
| Empowerment → Prosocial behavior | H4 | 0.18 | 0.092 | 8.746 | *** | Is confirmed |
| Job satisfaction → Prosocial behavior | H5 | 0.69 | 0.092 | 8.746 | *** | Is confirmed |
| Organizational Commitment → Prosocial behavior | H6 | 0.34 | 0.116 | 3.085 | 7.244 | Is confirmed |
| *** P is less than 0.001 | | | | | | |

Conclusion

The results of this study reveal Empowerment influences Social behavior ($\beta= 0.39$). Also the results show that Job satisfaction influences Social behavior ($\beta= 0.53$). The results of Organizational Commitment influences Social behavior ($\gamma= 0.66$). Also the results show that Empowerment influences prosocial behavior ($\beta= 0.18$). The results of Job satisfaction influences prosocial behavior ($\gamma= 0.69$). Also the results show that Organizational Commitment influences prosocial behavior ($\beta= 0.34$).

it was concluded that Self-management principles (self-management) has significant impact on performance.

Limitations of study

Every author has several limitations in his/her study that some of them exists in beginning of study The most important limitation of this study is poor participation of the respondents (hotel managers, assistants, and employees) for indicating questions. On the other hand, there is an inappropriate culture in this industry and also its managers have sensitivity toward surveys and questionnaires. This is why that many managers do not desire to indicate questionnaires. Another limitation of this study derives from excepted variables that may are resulted from especial plans and methods that are used in the study. Such variables destroy reliability and validity of the study through different methods. It is should be noted that it is not possible to control or eliminate such variables. The authors of this study seek to identify and predict these variables and decrease them. Another limitation of this study is its time interval. Time interval of this study is limited. Is it necessary that time interval of the study is as long as possible to cover the effective factors on the respondents' behaviors. For example, political and economic

revolutions can influence the behaviors and decisions of the respondents. Another limitation of this study is its geographical position. In other words, the results of this study cannot be generalized to other cities and industries. Also because statistical population of this study was hotels' employees, the results cannot be generalized to other industries.

Future studies suggestions

With regard to this fact that only three factors (empowerment, rewards, and education) have been examined in this study, it is suggested that the future studies examine other factors such as job security, information sharing, decrease in social gap and also study the effects of them on the socially learned behaviors. Also it is suggested that other effective factors on the socially learned behaviors are examined in the future studies.

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