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To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v8-i3/3939>

DOI: 10.6007/IJARBSS/v8-i3/3939

Received: 27 Feb 2018, Revised: 21 Mar 2018, Accepted: 24 Mar 2018

Published Online: 26 Mar 2018

In-Text Citation: (Zeyada, 2018)

To Cite this Article: Zeyada, M. (2018). Organizational Culture and its Impact on Organizational Citizenship Behavior. *International Journal of Academic Research in Business and Social Sciences*, 8(3), 437–448.

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Vol. 8, No. 3, March 2018, Pg. 437 – 448

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Organizational Culture and its Impact on Organizational Citizenship Behavior

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Abstract

The concept of organizational culture has got developing attention in recent years both from researchers and practitioners. This article shows the author's view of how culture should be defined and explained if it is to be of value in the field of organizational psychology. Other concepts are reviewed, a brief history is presented, and case materials are presented to illustrate how to explain culture and how to think about culture change.

The overall objective of this paper has been to highlight in the letters of the social process some of the more cultural and expressive characters of organizational life by introducing and explaining some concepts widely used in sociology and anthropology but which have not yet been blended into the theoretical literature of organizational behaviour. The substantive problem used here to provide a focus for these concepts has been how are organizational cultures created?

Keywords: *Culture, Organizational Culture, Organizational Citizenship Behavior*

Introduction

It has become imperative for the Arab organisations to create a work environment that helps individuals working out of production, creativity and be more loyal and these organisations contribute to the emergence of what is known as the behaviour of organisational citizenship or Optional volunteer. Aims to raise the level of efficiency and effectiveness of the organisation without the guidance of anyone or linked to a material positive returns peer-do with it.

Organizational culture represents one of the most important factors affecting the behavior of individuals in different organizations and organisational culture as a concept has a somewhat modern start. Although the concepts of "group norms" and "climate" have been used by psychologists for a long time (Lewin, Lippitt, & White, 1939), the concept of "culture" has been explicitly used only in the last few decades. Katz and Kahn (1978), in their second edition of *The Social Psychology of Organisations*, referred to roles, norms, and values but presented neither climate nor culture as explicit concepts. knows Schein (1989) as "a pattern of basic assumptions that have created or discovered or developed by the group", Certain individuals in order to face external adaptation and internal integration and coordination problems, and that have been able

for a period of stability Long time, and it has worked satisfactorily for the members of the group, making it a well-established principles that are taught and taught New members as the proper method of perception, thinking and feeling when dealing with those problems.

The impact of organizational culture on organizational citizenship behavior comes through over the encouragement or rejection of this kind of behavior, if it prevails in the organization that employees exercise patterns of behaviors voluntary, and are encouraged to do so, all the members of the organization will be affected by this and will be reflected on their behavior.

Historical Development of the Term Organizational Culture

The term "culture of the organization" was first used by the specialized press in 1980 by the US Business Week. Fortune also published a special section entitled "Corporate culture" until researchers A.A. Kennedy & T.E. In 1982, they wrote a book entitled "Corporate culture" and thus laid the foundation for this term. , thanks to the authors in their book Corporate Culture and Peters & Waterman (1982) in their book (In Search of Excellence) In the early 1990s, attention to the organization's culture was widely recognized by organizational behaviorists as an influential factor in the work environment and behavior of individuals Limit both. The first study about culture in the management literature is known as "The Changing Culture of a Factory, Elliott Jacques, 1951, England" Hofstede (2001) it is noted that organizational culture is first described in the literature by Pettigrew with his study namely "On Studying Organizational Cultures" published by Administrative Science Quarterly. Hofstede, 2001; Scott et al (2003)

Culture consists of unwritten rules and it represents the emotional side of the organization. Everyone participating in the culture but culture generally processes unrealized by everyone. Organizations realize the culture when they attempt to applicate new and different strategy or program which are opposite of the fundamental cultural norms and values. Daft, (2004) Schneider S.C. (1988) implies that organizational culture provides cohesiveness and coherence inside the organization and resembles it to "glue" which brings and holds people together Organizational culture described by Hofstede (1998) as "The collective programming of the mind which distinguishes the members of one organization from another." So, organization's culture is assumed to reside in the mind of all the personnel of the organization not only in the minds of its managers or chief executives and the concept of the culture of the common concepts in anthropology, where anthropologists deal with a hundred years ago, However, they differ in determining its meaning.

In (1952), scientists Anthropology collect nearly one hundred and forty-six-a definition of the concept of culture where these definitions included multiple fields such as history, psychology, genetics and other fields.

It was among these definitions Taylor definition of who sees through that culture all the complex includes a range of information and belief, art, law, ethics, customs and any other capabilities rights acquired by virtue of his membership in the community Abu Qahaf Abdul Salam(2002). When we talk about culture in anthropology we are referring to the models of behavior and development located in the community and that reflect the ideas and values and rituals of this community information. From this standpoint sees agitation Abu Qahaf Abdul Salam (2002) that the organizational culture reflects the values that are shared by individuals in an organization, and these values, in turn, affects the humanitarian aspects of the organization and in the concrete behavior of individuals. He sees Kubaisi (2012) Organisational culture as a set of shared meanings,

which include values, attitudes, and emotions that control the behavior of its members. The researcher Hofstede his part Hofstede (1980) the definition of organizational culture based on the concept of "collective programming of the mind", and through which the distinction between the members of a particular group and others. Consequently, the organizational culture includes the beliefs, values, habits, and practices shared by the members of a particular community, and for this we find this culture differ from one organization to another or from one country to another depending on its constituent elements.

E.B. Taylor (1998) argues that culture is: "that composite whole that includes knowledge, beliefs, art, ethics, law, customs or any other abilities or abilities acquired by man as a member of society" Hence the researcher believes that the organizational culture of a set of values that are shared by individuals within organizations that control their behavior and affect the performance of the work assigned to them. These values include: (strength, elite bonus, effectiveness, efficiency, equity, work teams, system).

Patterns and Types of Organizational Culture

Identifying the type and type of organizational culture is one of the most important organizational measurement results that help us to simplify, analyze, and understand reality. It also provides us with useful categories to identify the complexities and constraints we have to deal with and to correct and change.

Several studies have been carried out on many organizations and in various studies according to systematic studies for the purpose of identifying and classifying the patterns and types of organizational culture prevailing.

According to a study Deal & Kennedy (1982) adopted in classifying the organization's patterns into two elements: risk-averse feedback. Four types of organizational culture have thus concluded:

- A responsive organizational culture.
- The culture of hard work
- Culture of construction
- Culture of survival and types of organizational culture.

The study of Quinn & McCarthy (1988) has ranked organizational hierarchy on the standard and method of organization in dealing with information and has also derived four patterns of organizational culture based on this classification.

- Professional culture
- Developmental culture
- Social culture
- A hierarchical culture

As Al-Attayah, in her study (1993), in which patterns and types of organizational culture were classified on the basis of leadership styles, they reached three types of organizational culture according to this criterion

- A culture of self-realization
- A committed culture
- Culture of the province

These are examples of some studies to classify and type the types and patterns of organizational culture according to different criteria each study from its own point of view and the attached table shows the most types and types of organizational culture.

Table (1) model of culture

No	Model name	Types
1	Deal & Kennedy (1982)	- A responsive organizational culture. - The culture of hard work- Culture of construction - Culture of survival and types of organizational culture.
2	TGI Model (1983)	- Automated Culture - Culture Mixed - Organic Culture
3	The Welch Model (1983)	- Supportive culture- A bureaucratic culture - Creative culture
4	Model Donnelly (1984)	- Culture of success- A mysterious culture - Culture is unclear
5	Quinn & McCarthy (1988)	- Professional culture- Developmental culture - A hierarchical culture- Social culture
6	Attiyah Model (1993)	- A culture of self-realization- A committed culture - Culture of the province
7	Schneider Model (2000)	- High performance culture - Culture of participation and cooperation - Culture of control and binding- Culture of tattoos and care
8	The Davent Model (2001)	- Tribal culture- Culture of the message - The culture of bureaucracy- Adaptation culture
9	Trimmers Model (2003)	- Culture of incubator- Vector rocket culture - Culture of ivory tower- Family culture
10	Box Model (2008)	- Flexible Culture/ Conservative culture- Creative Culture

Source-preparation researcher

Where it is noted from the previous table most of the studies referred to and which have not been mentioned did not depart from these patterns that are mentioned and similar among them. The study of these and other models, which were carried out by many researchers in the East and West, can draw four types of organizational culture that are closer to reality and the essence of the Eastern society.

Creative Culture

- Cooperating culture
- Adaptive Culture
- Solid Culture - Omar Al Enzi (2012)

Sources of Organizational Culture

The people working in all business organizations come to their organizations and carry with them their different and different cultures according to their diversity and spectrum. Hence the

knowledge of the meeting and the management in discussing the culture of the organization, since this difference and diversity requires the organization and formation of these convergences as they are a reflection of the surrounding culture (Koch 2007)

Some intellectuals have identified sources of culture in two important sources

- The administrative and structural source of the organization
- The social, cultural and behavioral source of individuals working in the organization (Jabbara, 2001).

Organizational Culture Characteristics

Organizational culture is characterized by a set of characteristics that derive from the characteristics of the general culture on the one hand, and administrative organizations, the characteristics of the other. You can determine the characteristics of the organizational culture of the following:

- Culture is an acquired process which is acquired through interaction and friction between individuals in the work environment and through culture we can predict the behavior of individuals based on their culture. Mahmud Selman Al-Omayyan,(2002)
- The culture of the organization is a humanitarian process where man is considered the main source of it, that is, it is of his own making and without it is not there is culture.
- Culture is a cumulative and continuous system as each generation of the organization works to deliver it to subsequent generations learn and inherit generation after generation
- Organization culture a composite system consisting of a set of components or sub-components interacting with one another in a composition

The culture of the organization includes the following elements

- Moral aspect: It represents the ethics, values, beliefs and ideas borne by individuals
- The behavioral aspect: It is the customs and traditions of members of society, arts, arts and various practices
- Physical aspect: Everything that the members of society produce is tangible.
- The culture of the organization has the property of adaptation; it is a flexible system that has the ability to adapt to human biological and psychological demands

And with the geographical environment surrounding the organization

- The organizational culture reflects the prevailing organizational climate in terms of methods and methods of participation in decision-making, dealing with clients, attitudes and feelings of senior management towards employees, as well as the language of administrative discourse and terminology used within the organization
- That the culture of the organization contributes, and affects the formation of the message of the organization is a function in its culture.
- Culture is an integrated system; it is an integral whole and seeks to create harmony between the sum of its parts, any change that occurs any aspect of life affects the cultural pattern of the organization and society.
- Organizational culture has the characteristic of change due to its impact on environmental and technological changes, but the process of change may meet some difficulties for individuals to return to a particular behavior pattern. Mustafa Mahmud Abu Baker (2002)

Specific Factors for the Organization's Culture

Organizational cultures vary in their positive and negative impact on the effectiveness of administrative organizations. Many researchers, such as White (1984), Pills (1991), and Sawat and Al-Otaibi (1999) have tried to identify these elements, which result in weak organizational culture, continuity and excellence.

- Personal qualities of individuals and their values, motives and interests.
- The characteristics of the job and its compatibility with the characteristics of individual individuals, as individuals are moving towards organizations that fit their interests and values, as well as individual organizations they agree with their culture.
- The characteristics of the organizational structure or administrative organization of the organization, which is reflected in the pattern of communication and methods making decisions and the flow of information from and to management.
- The material and literary rewards and incentives that individuals receive and which reflect their status of the individual and that have an impact on his behavior and the way he works.
- Ethics and values prevailing in the organization, which include the ways of thinking and ways of dealing between individuals and with external parties, and consists of ethics of the values and ethics of the individual derived from the family and society, ethics, which directs the behavior of individuals at work as well as the ethics of society, Mustafa Mahmud Abu Baker (2002)

The Importance of Organizational Culture and its Impact on Performance

Studies have shown that each distinct approach to organization should have at least seven variables: structure, strategy, personnel, management style, systems, skills, common values (organizational culture). Hassan Othman (1998). The importance of organizational culture is also reflected in the fact that it is a method for the interaction of the employees in the organization and the ability to integrate activities to achieve the goals set for them and to adapt to the external environment and to respond to all the variables occurring inside and outside the organization (Daft, 2001). Studies have concluded that organizational culture and its impact on performance Of importance in the following:

- Organizations that focused on physical and financial objectives did not achieve the same success as organizations that focused on establishing a strong organizational culture and identifying a set of goals and values that gave them the focus.
- Organizational culture affects the design of the organizational structure and has the ability to standardize performance.
- Organizational culture affects the efficiency of administrative work, and makes the leader works to find symbols and values myths, language and beliefs as well as material and tangible aspects of the organization.
- To create a kind of independence of employees to enable them to creativity and innovation, this affects the efficiency of their performance.

From the above it is clear to us that many of the previous features can be a kind of driving force

For individuals and the organization as well as the obvious influence of organizational culture on management practices, especially those associated with individuals in the forefront of the guidance function.

Organizational Citizenship Behaviors

The concept of organisational citizenship behaviours

There are many researchers who have developed a specific definition of the behaviour of organisational citizenship. Bernard (1938) defined it as the real desires of individuals and their willingness to provide good services and work.

At the end of the seventies, the term organisational citizenship behaviour was introduced by the world Organ (1977) describing this spontaneous cooperative and innovative behaviour, then he studied the relationship between functional satisfaction and performance.

As defined by Organ and Konovsky, (1989).The behaviour of organisational citizenship as "that voluntary individual and voluntary behaviour which is outside the scope of the main functional roles and is entirely dependent on the cooperative aspects of individuals within the organisation and does not include rewards or incentives as a result of doing so and increases the effectiveness of the organisational performance of the organisation."It is clear from these definitions and others that the behaviours of organisational citizenship are:

- Is an optional, voluntary behaviour that stems from the additional role that an individual can play at work?
- They are behaviours that are not intended to satisfy personal benefit
- They are behaviours that encourage engagement in the organisation
- are behaviours for which the individual does not expect an organisational reward and the individual is not punished for not practicing it from this we can say that this behavior represents those positive behaviors that are excessively more than what is specifically defined in the organization and which is characterized by an optional, non-coercive nature, which is not directly and explicitly reflected in the administrative incentive system of The organization and which is of great importance to the effectiveness and success of the organization in achieving its objectives. To note from the previous definitions that the behaviours of organisational citizenship include two types of behaviours:

Positive behaviours, such as helping colleges at work, making suggestions to improve the organization's performance

- Behaviours that the individual voluntarily refrains from practicing voluntarily and those behaviours are called the quality of absence and examples:

Catching mistakes in the work of others, not carrying some simple trucks in the workplace

The Importance of Organizational Citizenship Behavior

The behavior of organizational citizenship is of great importance to both the organization and the individual. The importance of this behavior derives from the fact that it contributes to improving the overall performance of the organization by building a base of reciprocal relations among staff in different departments. This behavior also reduces the need to allocate scarce resources for maintenance functions. On the cohesion and unity of the organization, and it improves the ability of managers and colleagues to perform their work by allocating more time

for effective planning, business scheduling, problem solving and other (Motowidlo, 1991; Podsakoff et al., Podsakoff et al., 2000; Netemeyer et al., 1997)

Effect of Organizational Culture on Employee Behavior

Several studies mentioned the effect of organizational culture on the behavior of individuals working in organizations in increasing the productivity of employees as well as their job satisfaction and raising morale to them and facilitate the communication process among them. Mohammed Anwar (2003) and Mustapha Abu Bakr (2004), among these studies, the Kennedy and Deal study on performance of 80 organizations found that the most successful organizations are organizations with strong cultures that can be summarized in the following points:

- Orientation of the organization and its employees.

Organizational culture can influence the process of achieving goals. If culture is strong and in line with the organization's goals, it drives the organization towards achieving its objectives

- Deployment:

Illustrates the prevalence of organizational cultural values among employees and their commitment to them

- Power :

The extent of the impact of the power of culture on workers, which makes it conducive to achieving efficiency in performance and from achieving the goals planned.

- Flexibility:

Flexible culture allows workers to adapt to changing circumstances and emergency crises.

- Commitment and Discipline:

The culture of the organization can affect the degree of commitment and discipline of employees, So that the members of the Organization are ready to make significant efforts and show loyalty and belonging to them to achieve their objectives, which would create the culture to create conditions that make individuals ready to commit to achieve the objectives of the Organization.

In addition, there is a set of cultural values that can be considered desirable behaviors within the organization, assuming a number of collective elements. Ahmed Bushnafa and Ahmed Boushamin (2005), which can be summarized as follows:

- The harmony of the community that makes them more inclined to creativity.
- The parity of the group versus its diversity, which consists of different personalities that produce better solutions, as a result of the diversity of their ideas and creativity.
- The cohesion of the group, its mean, their sense of belonging to the group, which makes them more willing and enthusiastic to perform the tasks entrusted to them.
- Community composition and aggregate effect Any behavior in any group is independent of the individual behavioral characteristics of members because of the community's imposition of a pattern of behavior on the individual.
- Sex of the community, since the different sex group produces better solutions than the monosexual group due to different perceptions. Elias Salem (2006)

How Organizational Culture Influences on the Organization?

Every organisation is an open system that is in multiple environments. Changes in the environment will create pressures and strains inside the organisation, driving new understanding

and adaptation. At the same time, new members coming into the organisation will bring in new ideas and suggestions that will influence currently held assumptions. To some degree, then, there is constant pressure on any given culture to develop and grow. But just as individuals do not easily give up the components of their character or their defense devices, so organisations do not easily give up some of their basic underlying opinions merely because external events or new members disconfirm them (Schein, 2010).

Culture will become a more important concept for the organization. Without such a concept we cannot really understand change or opposition to change. The more we get connected with helping organizations to create their basic strategies, especially in the human resources area, the more important it will be to be able to help organizations solve their own cultures. All of the activities that swirl around recruitment, selection, training, socialization, the design of reward systems, the design and description of jobs, and broader issues of organization design require an understanding of Schommer, (1990). Numerous organizational reform programs that failed probably did so because they overlooked cultural forces in the organizations in which they were to be fixed. Inasmuch as culture is a dynamic method within organizations, it is probably studied best by action research processes, that is, methods that get "insiders" required in the research and that work through attempts to "intervene" Argyris et al. (1985); Hofmann, D. A., Jacobs, R., & Landy, (1995); Until we have a better understanding of how culture works, it is probably best to work with qualitative research approaches that combine field work methods from ethnography with interview and observation methods from clinical and consulting work (Schein, 1987a).

Conclusions and Recommendations

The main findings of this paper are:

1. The strong organizational culture of (collective action, adaptability, innovation, and homogeneity) influences organizational citizenship behaviors that benefit the organization.
2. Organizational culture in the leadership of the Organization should contribute to long-term success
3. The cultural characteristics of the Organization shall be limited to the Organization alone and shall not be common and widespread among the competing organizations.
4. To strengthen and strengthen organizational culture, making it a source of competitive advantages for the organization

Recommendations

The researcher recommends the managers and senior leaders of governmental organizations, such as the Ministry of Justice, as follows:

- 1 - The need to understand the senior management of organizational culture prevailing within the organization and identify the positive aspects and try to develop and face the negative aspects.
- 2 - The need for the attention of senior management to the satisfaction of employees and the development of their citizenship behavior organizational by:
 - Create a kind of equality among all employees within the organization.
 - Create an atmosphere of friendliness and develop a spirit of understanding between managers and employees and between staff and some of them.

- Periodic informal meetings bringing together managers and employees.
- The need for staff to feel the support of senior management.
- To direct staff periodically to ensure the dissemination and adoption of individuals to the culture of the organization

3 - Work training programs for employees so that they can deal with everything that is new and create new cultural patterns they have.

4 -To convince employees of the importance and necessity of change and senior management should explain to staff how to adapt to change.

5 - Exposure of staff to many positions and through which to enhance the culture of the organization to them.

6 - Assign employees to do some work through imitation and simulation as training for staff to adopt the prevailing culture in the organization.

7 - Conducting in-depth studies on the role of organizational culture and its impact on the behaviour of organizational citizenship in the public sector compared with the private sector to know the factors and the real effects of the behaviour of organizational citizenship on employees.

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