

# Investigating the Incidence of Organizational Citizenship Behaviour of Employees in Governmental Organizations and Private Commercial Companies

## **Mahmood Noori**

Master of Administration Management  
Islamic Azad University, Ali Adad Katool Branch, Iran  
00989153840347  
Masoud\_co341@yahoo.com

## **Saeed Mehri**

Master of Administration Management  
Islamic Azad University, Ali Adad Katool Branch, Iran  
00989153725403  
Saeed\_mehri1387@yahoo.com

## **Dr. Parviz Saeedi**

Assistant Professor, Management Department  
Islamic Azad University, Ali Adad Katool Branch, Iran

DOI: 10.6007/IJARBSS/v3-i7/69

URL: <http://dx.doi.org/10.6007/IJARBSS/v3-i7/69>

### **ABSTRACT**

The changing condition, the increased competition and the necessity of organizations' effectiveness in such circumstances, has revealed their need for a valuable generation of employees; a generation that is regarded as organizational soldiers. These employees, undoubtedly, are the distinguishing aspect of effective vs. non-effective organizations; since they act more than their formal role and do anything they can, while they have no expectations. Given the importance of organizational-citizenship behavior, this paper has tried to investigate the incidence of this kind of behavior in two different environments: governmental organizations and private commercial companies. The results of this research showed that in private commercial companies, the incidence of organizational-citizenship behavior was high and the reason is laid in three variables: organizational loyalty, organizational partnership and individual initiatives of personnel. It should be noted that the basis of data analysis in this research is multi-variant analysis.

**Keywords:** organizational-citizenship behavior, governmental organizations, private commercial companies.

## **Introduction**

Today, most of the managers want employees who work more than their job description. They seek employees who go beyond the expectations, and willingly and voluntarily do things that are not in their job description [1]. Generally, those job behaviors of employees that have a significant effect on organization operations have attracted many researchers' and managers' attention. In past, most of the researchers in their studies paid attention to intra-role performance of employees in order to investigate the relationship between job behaviors and organization effectiveness. But organizational-citizenship behavior (OCB)<sup>1</sup> includes optional behaviors from employees that are not among their formal duties and are not considered directly by formal reward system and increase the total organization effectiveness. Since roughly one and half decades ago, researchers have distinguished between intra- and extra-role performances [9, 11]. Extra- role performance refers to job behaviors beyond the formal roles of employees that are optional and usually are not considered in formal reward system of the organization [12, 28]. In 20 years ago, OCB has been the subject of many researches and it is still increasing. Generally the researches are in three types: some of them have focused on predicting and empirical testing of OCB creating factors.

In this setting, factors such as job satisfaction, organizational commitment, organizational identity, organizational equity, trust and so on are discussed as OCB creating factors [18]. On the other hand, some of researchers have focused on OCB consequences. In this setting, factors such as organization performance, organizational effectiveness, organizational success, customer satisfaction, customer loyalty, social resource etc. are discussed [16, 18]. Also, a few researches have focused on OCB concept and, for example, have tried to give a new definition of OCB, specify its dimensions and/or produce some standard scales to measure this concept [18,24].

Give the abovementioned classification, the present research is of the first class and seeks to identify the factors and variables affecting OCB. According to Castro and Armario, competitive environments and flexible structures can stimulate employees' OCB [7]. Therefore, in the present research we try to compare the incidence of citizenship behavior of employees in governmental organizations (working in a non-competitive environment) to commercial companies (working in a competitive environment).

It should be noted that the present research has been conducted in three governmental organizations<sup>2</sup> and four private commercial companies<sup>3</sup>. It is hoped that the results of the present research will be able to cover some research gap in OCB studying area.

Therefore, the main research questions are as follows:

---

<sup>1</sup> - Organizational Citizenship Behavior (OCB)

<sup>2</sup> - Department of Culture and Islamic Guidance of Fars Province, Department of Tax Administration of Fars Province, Department of Endowment and Charity of Fars Province.

<sup>3</sup> - Pardazesh Motor Company (active in workshop equipment production and import), Pardis Ordibehesht Company (active in designing decoration and furniture production), Rahbarane Pooyaye Modiriati Company (with "Moshaverin" brand, active in management and marketing consultation), and Shokoofehaye Zendegi Company (with "Toot Farangi" brand, active in holding training courses for children).

Q1: Is there any difference between the incidence of OCB among "governmental organizations" and "private commercial companies"?

Q2: If yes, which variable dimensions of OCB is different?

---

### **Research Literature and Background**

OCB was first introduced in 1987 by Kan and Kets as extra-role behavior. But the main researches concerning this concept started 24 years ago, when Argon and Batman introduced it by its very name, OCB. Since then, a host of studies concerning OCB and its effect on organization performance were conducted, the most important of which were Cats Organ, Babato and Jacks that are used as the resources of other researches [6, 15]. Thus, the term OCB was first used by Organ *et al.* in 1983. The development of this concept is the result of Barnard writings in 1938 about a tendency toward cooperation and Cats' studies concerning performance and spontaneous and innovative behaviors in 1966, 1964 and 1978 [7, 13].

OCB includes optional behaviors of employees that are not among their formal duties and is not considered directly by the organization's reward system, but increase the organization's total effectiveness [10, 12]. The key definition elements are:

- A kind of behavior that go beyond what is defined formally by the organization.
- A kind of unspecified behavior.
- Behaviors that are not rewarded clearly and are not identified by formal structures of the organization.
- Behavior that is important for organization's performance, effectiveness and success [7].

Graham believes that citizenship behaviors in organization show themselves in three different kinds, including organizational obedience, loyalty and partnership:

- **Organizational obedience:** this term describes behaviors that their necessity and utility is accepted in a reasonable structure of discipline and regulations. Its indices are behaviors like respecting to organizational rules, doing the duties completely and doing the responsibilities considering organizational resources.
- **Organizational loyalty:** this loyalty to the organization is different from loyalty to oneself, others and organizational units and department. It states the degree of sacrifice of employees for organizational benefits and supporting the organization.
- **Organizational partnership:** this term emerges with active partnership from employees in running the organization, such as attending to meetings, sharing one's believes with others and having awareness about the current issues of the organization [5, 17].

As such, Padsakov classifies OCB into the following seven categories:

- **Helping behaviors:** Helping behavior involves voluntarily helping others with, or preventing the occurrence of, work-related problems. The first part of this definition includes three dimensions: Organ's altruism, peacemaking, and cheerleading that were stated by Organ. Graham, Williams & Anderson's interpersonal helping, VanScotter and Motowildo's interpersonal and the helping other constructs from George and Brief, are all among these behaviors. The second part of the definition explains helping others by taking steps to prevent the creation of problems for coworkers [18, 25].
- **Sportsmanship:** Organ has defined sportsmanship as a willingness to tolerate the inevitable inconveniences and impositions of work without complaining [7]. It can be

defined as employee's good-faith in tolerating a non-ideal circumstance, without complaining [21, 22].

- *Organizational loyalty* consists of spreading goodwill and protecting the organization, George, and the endorsing, supporting, and defending organizational objectives construct, Borman & Motowidlo. Organizational loyalty is necessary for promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions [18].
- *Organizational compliance*: the concept of following organizational rules and procedures by Borman and Motowidlo indicates this construct and its result is internalization and acceptance of organizational rules, regulations, and procedures, even when no one observes or monitors compliance. Therefore, employees who religiously obey all rules and regulations, even when no one is watching, are regarded as good citizens [18].
- *Individual initiative*: This form of OCB is extra-role behavior, which is beyond minimally required or generally expected levels [22, 28]. Such behaviors include voluntary acts of creativity and innovation designed to improve one's task or the organization's performance. Borman and Motowidlo's stated enthusiasm and volunteering to carry out task activities as the components of this construct [18].
- *Civic virtue*: civic virtue is a macro-level interest in, or commitment to, the organization as a whole [19]. Monitoring its environment for threats and opportunities even at great personal cost are among these behaviors. This behavior reflects a person's recognition of being part of a larger whole. In the same way that citizens are members of a country and accept the responsibilities which that entails [18]. Civic virtue is defined as a behavior that is an indicative of partnership in company's life [27].
- *Self-development*: Self-development includes voluntary behaviors of employees to improve their knowledge, skills, and abilities. The feature of this behavior is learning a new set of skills so as to expand the range of one's contributions to the organization [19, 20].

Farh *et al.* have investigated the components of OCB given the cultural conditions of China as the following form:

- Social customs
- Altruism
- Conscience
- Mutual coordination
- Protecting organizational resources

In this regard, Organ summarizes OCB dimensions in the following items:

- Social customs
- Altruism
- Working behavior
- Chivalry
- Civility [3]

As such, Tabarsa and Raminmehr 1389 after conducting a research with the aim of modeling OCB (according to combining the existing models of OCB), eventually presented the following dimensions and indices (Table 1) in order to assess OCB precisely [2]:

Table 1: Aspects of OCB

| Aspects                    | Indices   |
|----------------------------|---|
| Organizational obedience   | Observing the organizational rules and regulations<br>Doing the responsibilities according to organizational resources<br>Accepting the requiring organizational structure (job description and personnel policies)<br>Supporting and advocating the formal, recommended rules in order to be disciplined   |
| Organizational loyalty     | Doing non-binding activities that help the outer picture of the organization<br>Sacrifice for organizational benefits<br>Supporting the organizational identity in various conditions, times and places<br>Feeling loyalty to the leaders and organization as a whole   |
| Organizational partnership | Attending the non-binding meetings and respecting the organizational issues<br>Having a tendency toward challenging discussion to improve the organization by suggesting and encouraging others to express their believes openly<br>Voluntarily accepting additional assignments, working late to finish important projects   |
| Individual innovations     | Communicating with others in the workplace in order to improve personal and group performance<br>Being punctual (suing time management) in doing organizational tasks<br>Protecting the organizational resources and other matters related to maintaining the organization<br>Having a tendency toward voluntarily attaining job knowledge in order to have a better ability in organizational partnership<br>Helping individuals who are faced to heavy work (such as training recruits, etc.) |
| Helping behaviors          | Activities that help preventing and solving counterproductive interpersonal conflicts<br>Words and actions that encourage colleagues in success and professional development<br>Helping others in the form of preventing work-related problems to occur<br>Bearing painful, inevitable conditions without complaining   |
| Chivalry                   | Having an optimistic view toward inappropriate conditions   |

Mahdioon, Ghahremani and Rezaii in 2010 after conducting a research on OCB area concluded that OCB has a positive and significant relationship with most of the personal dimensions (including adaption, awareness and openness) and has a negative relationship with just one personal dimension (nervousness). Also, adaption, awareness and openness can predict OCB [14]. Ebrahimpoor *et al.* 2011 after conducting a research in this area concluded that OCB has a strong relationship with organizational culture [8]. Wong 2010 published his results of a research on OCB in this way: the sense of organizational justice has a positive, predictive relationship with organizational identity of employees; organizational identity promote OCB positively and plays an interface role in the relationship between organizational justice and OCB [26]. Tomas and Fledman 2011 also conducted an interesting research in this area and concluded that in the relationship between effective organizational commitment and OCB, employment duration in the organization serves as an interface and its effect is linear. Up to 10 years employment in the organization, the power of the relationship between commitment and citizenship behavior and increased employment duration increases; but for more than 10 years, the power of this relationship will decrease [23].

### **Research Methodology**

In this section, we have tried to summarize the different aspects of the research methodology. Before that, it should be noted that the presented research is applied in terms of its aim and is inferential in terms of method.

#### ❖ Data gathering tools:

Data gathering tool of this research was a standard questionnaire consisting of 34 questions, in which the answers were set based on 5-point Likert scale. This questionnaire was used in Tabarsa and Raminmehr's research in order to assess OCB and its justifiability and stability has been examined and affirmed [2]. Thus, there is no need to reexamine the questionnaire's justifiability and stability. It should be noted that the structure of the abovementioned questionnaire is set based on the variables and indices in Table 1.

#### ❖ Statistical population and sample:

The statistical population of the present research is all of the personnel in the three governmental organizations and the four private commercial companies in Fars state. In research's time span (Bahman 1391), the total number of the three organizations was 153, and the total number of personnel in the four commercial companies was 92. Accordingly, the statistical population of the present research includes 245 peoples. In order to determine the statistical sample, Karjasi and Morgan's table [4] was used and based on that table the volume of the statistical sample was 148. In order to avoid practical sampling, the random class sampling method with appropriate proportion was utilized. Accordingly, in the first step the whole population was broken into two classes: governmental organizations and private companies; and based on the proportion of every class to the whole population, their proportions were calculated from statistical sample. So it was specified that of 148 statistical sample 93 people from governmental organizations and 55 people from private companies should be selected randomly. Finally, using simple random method, the required samples were selected from deferent organizations and companies, and they were asked to answer the questionnaire's questions.

#### ❖ Data analysis tool and method:

Data analysis tool and method in the presented research is the SPSS software. Also, in order to answer the research questions, the multi-variant analysis test has been used.

**Data Analysis and Answering to the Research Questions**

Ultimately, after collecting 148 questionnaires from the statistical sample (that were completed correctly), data were introduced into SPSS software, and the following were done in order to answer the research questions:

The variables were named as the following:

- Var1: organizational obedience
- Var2: organizational loyalty
- Var3: organizational partnership
- Var4: individual innovations
- Var5: helping behavior
- Var6: chivalry

Also, it should be noted that in all of the analyses, sig = 0.05.

❖ Answering the research questions:

In order to answer the research questions, the statistical samples were divided into two groups: "employees of governmental organizations" (1) and "employees of private commercial companies" (2). Then the multi-variant analysis test was conducted on the data:

Table 2  
Between-Subjects Factors

|          |      | N  |
|----------|------|----|
| Grouping | 1.00 | 93 |
|          | 2.00 | 55 |

Table 3  
Multivariate Tests(b)

| Effect   |                    | Value | F         | Error df | Sig. |
|----------|--------------------|-------|-----------|----------|------|
| grouping | Pillai's Trace     | .503  | 29.140(a) | 142.000  | .000 |
|          | Wilks' Lambda      | .497  | 29.140(a) | 142.000  | .000 |
|          | Hotelling's Trace  | 1.012 | 29.140(a) | 142.000  | .000 |
|          | Roy's Largest Root | 1.012 | 29.140(a) | 142.000  | .000 |

In Table 3, sig. of Wilks' Alpha is zero, so it's smaller than 0.05. This means that in comparing the averages of these two groups, in terms of the incidence of OCB, there is (are some)



difference(s). In order to determine to which one of the six variables this significant difference is attributed, we have to refer to Table 4.

Table 4  
Tests of Between-Subjects Effects

| Source   | Dependent Variable | Type III Sum of Squares | df | Mean Square | F      | Sig. |
|----------|--------------------|-------------------------|----|-------------|--------|------|
| Grouping | var1               | .430                    | 1  | .430        | .106   | .074 |
|          | var2               | 25.008                  | 1  | 25.008      | 37.389 | .033 |
|          | var3               | 3.847                   | 1  | 3.847       | 2.656  | .040 |
|          | var4               | .113                    | 1  | .113        | .072   | .000 |
|          | var5               | 24.010                  | 1  | 24.010      | 94.786 | .054 |
|          | var6               | 22.011                  | 1  | 22.011      | 93.673 | .066 |

As it is evident in table 4, the *sig.* for the second, third, and fourth variables is smaller than 0.05. This means that the reason for the significant difference between the group's averages, in terms of OCB incidence, is laid in these two variables, and in terms of the other three variables, there is no significant difference between these two groups' satisfaction average (since the *sig.* of those four variables, is greater than 0.05). With reference to Table 5, we can draw some more information about the two groups' averages in terms of the second, third and fourth variable:



Table 5  
Descriptive Statistics

|      | grouping | Mean   | N   |
|------|----------|--------|-----|
| var2 | 1.00     | 2.7984 | 93  |
|      | 2.00     | 3.4107 | 55  |
|      | Total    |        | 148 |
| var3 | 1.00     | 2.1984 | 93  |
|      | 2.00     | 2.8107 | 55  |
|      | Total    |        | 148 |
| var4 | 1.00     | 2.8361 | 93  |
|      | 2.00     | 3.2242 | 55  |
|      | Total    |        | 148 |

According to table 5, it can be observed that the second group (employees of private commercial companies) has higher averages in terms of all the three variables.

Overall, the answers to the research questions are: OCB incidence among "employees of private commercial companies" is higher than that of "employees of governmental organizations" and the reason of this difference is laid in "organizational loyalty", "organizational partnership" and "individual innovation" variables.

**Conclusion and Suggestions for Future Researches**

As it was observed in the last section, the results of the research showed that the incidence of OCB among employees of private commercial companies is higher than that of employees of governmental organizations. Also, it was determined that the reason of this difference is laid in organizational loyalty, organizational partnership and individual innovation variables, such that the employees of private commercial companies had a higher average than their opponent group.

Perhaps the most important reasons for this can be flexible management structures, competitive environment and higher organizational commitment of employees of private commercial companies. Because flexible structures increase individual innovation and competitive environment can promote employees' commitment and loyalty [7, 8, and 14].

Therefore it is suggested that in order to attain higher levels of OCB in governmental organizations, managers should try to, besides implementing the organizational thigh

procedures and processes, consider some space for innovations and creativities of personnel. Also, in this kind of organizations we should apply appropriate strategies in human resource area in order to have a positive effect on employees' loyalty and commitment and to expect them some more appropriate OCB. Private commercial companies are not excluded from this and should adopt appropriate policies and trends, consider the six OCB dimensions purposefully and institutionalize them in order to increase OCB incidence among their personnel.

In the end, some suggestions for future researchers seem necessary:

- Research toward presenting a OCB pattern for governmental organizations of Iran
- Research toward patterning from top organizations and companies around the world (specially Japan) in OCB
- Research toward identifying some strategies for distribution and promotion of OCB in organization environment of Iran.

### **Acknowledgement**

In finally, we must be thank from all people who help us to perform this study correctly.

### **Corresponding Author**

Mahmood Noori, is M.S in management filed. He studied at Islamic Azad University, Ali adad Katool Branch of Iran. He works and research at human resourse management. In order to contact with him:

Cell phone: 00989153840347

Email: [Masoud\\_co341@yahoo.com](mailto:Masoud_co341@yahoo.com)

### **References**

1. Zaere, Hamid 1383, *The Role of Organizational Behavior in Organization Performance*, management culture, sevound year, No. 6, pp 151-169.
2. Tabarsa, Gholamali; Raminmehr, Hamid 1389, Presenting the Model of *Organizational Citizenship Behavior*, Prospective journal of governmental organization, No. 3, pp 103-117.
3. Moghimi, Seyed Mohammad; Ramezan, Majid. 1390, *Management Bulletin 1: Organization and Management fundamentals*, Tehran: Rahe danesh publications. P 113.
4. Naderi, Ezatollah; Seyf Naraghi, Maryam. 1390, *Research Methodologies and its Evaluation in Humanism (with an emphasis on cultural science)*, Tehran: Arasbaran publications.
5. Bienstock, C. C., De Moranville, C.W., and smith, R.K.(2003), "Organizational Citizenship Behavior and Service Quality", *Journal of Services Marketing*, 17,(4/5)357-378.
6. Bringhtman, B.K .and Moran, J. W(1999), "Building Organizational Citizenship " *Management Decision*,37(9) 678.

7. Castro, C.B., Armario E.M. and Ruiz, D.M. (2004) "the influence of Employee Organizational Citizenship Behavior or Customer Loyalty", *International Journal of Service Industry Management*.15(1),27.
8. Ebrahimpour, Habib. , Zahed, Adel, Khaleghkhah, Ali.,Sepehri, Mohammad Bager.(2011)." A servey relation between organizational culture and Organizational Citizenship behavior".
9. HeeYoon , M., and Suh,J.,(2003) "Organizational CitizenshipBehavior and Service Qualityas External Effectiveness of Contact Employee", *Journal of Business Research*,(56), 597.
10. Huang . J. H., Jin, B.H., and Young , C., (2004) , " Satisfaction with Business - To – Employee Benefit System and Organizational Citizenship Behavior *International Journal of Manpower*,25(2),195
11. Organ,D.W.(1997),*Organizational Citizenship Behavior :Its Construct Clean – Up Time*".*Human Performance*(10)85-97.
12. Organ,D.W.,(1988), "Organizational Citizenship Behavior and Service Quality: the Good Solider Syndrome" *Lexington, MA: Lexington Books*.
13. Konovsky , M. A., and Organ, D.W., (1996) , "Dispositional and Contextual Determinants of Organizational Citizenship Behavior " , *Journal of Organizational Behavior* 17(3)253
14. Mahhdiuon, Rouholla.,Ghahramani, Mohammad., RezaiiSharif,Ali.(2010). "Explanation of Organizational Citizenship Behavior with personality".*Procedia Social and Behavioral Sciences* , No .5 , pp. 178-184.
15. Mc, Alister, D.,(1991), "Regrinding Organizational Citizenship Behavior Research" , *Academy of Management*.12,(1),1-9.
16. Morrison, E.W., (1994) . "Role Definition and Organizational Citizenship Behavior : the Importance of the Employee perspective", *Academy of Management Journal*,37,(6), 15-43.
17. Netemeyer , Van Dyne, L., Cumming , L.L ,. And Parks,J.M.,(1995)" Extra – Role Behavior In Pursuit of Construct and Definitional Clarity ( A Bridge over Muddied Waters)". In L.L. Cumming andB.M.Staw (Eds) .*Research Organizational Citizenship Behavior* .17,215-285.
18. Podsakoff, P.M., Mackenzie, S.B., Paine, J.B., and Bachrach, D.G(2000). "Organizational Citizenship Behavior : A critical Review of the Theoretical and Empirical Literature and Suggestion for future Research". *Journal of Managemant*,26,(3),513-563.
19. Podsakoff, P.M., Mackenzie, S.B., Moorman,R.H and Fetter R.,(1990). "Transformational leader BehaviorsAnd Their Effects on Followers' Trust in Leader Satisfaction, and Organizational Citizenship Behavior", *Leadership Quarterly*,1,107-43.
20. Podsakoff, P.M., Mackensize, S.B.(1994) ."Organizational Citizenship Behavior and Sales Unit Effectiveness", *Journal of Marketing Research*31,(3)351.
21. Ryan, J.J.,(2002). "Work Value and Organizational Citizenship Behavior: Values That Work for Employee and Organizations", *Journal of Business and Psychology*, 17,(1), 123.
22. Schappe,S.P(1998),"*The Influence of Satisfaction, Organizational Commitment , and Fairness Perception on Organizational Citizenship Behavior* " , *Journal of Psychology*,.132,(3),277.