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# A survey relation between organizational culture and organizational citizenship behavior

Habib Ebrahimpour, Adel Zahed, Ali Khaleghkhah Mohammad Bager Sepehri

*Assistant Professor, University of mohaghegh Ardabili*  
*Assistant Professor, University of mohaghegh Ardabili*  
*Ph.D Student of Ferdosi University*  
*Researcher in Ardabil Center IRIB*

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## Abstract

The exist of professional employees in organizations is vital for competing and survive in uncertain environment. These employees not only should conduct their works well, but also should be work beyond their organizational official responsibility. Today's organizational need to professional employees for achieving goals. The different factors impact on create this behaviour. This research studies relationship between organizational culture and organizational citizenship behaviour. Organizational culture in structural dimension each of the five indicators and organizational citizenship behaviour was evaluated with 11 indicators. Results of reviews presented hypotheses and achieve a model for improving organizational citizenship behaviour and provide a basis for studies in this case.

*Keywords: Organizational Citizenship Behavior, organizational culture, Behavioral factors, Structural factors*

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## 1. Introduction

Organizational culture as one of the components of organizational effect always has been special attention of managers and theorists. Numerous studies on organizational culture and its relationship with other components such as job satisfaction, performance, productivity and efficiency confirm this. Content to the organizational culture of organizations formed after that the organization is affected by other dimensions. Despite various studies in organizational culture, many organizations are suffering as a cultural richness. There are perhaps strong organizational culture growths and prosperity of organizations is seeking. Managers of organizations adopting change and development strategies of organizational culture that can be used as a competitive advantage [Miller, 1983: 54] and its organization in order to advance the evolution and development. Foundation of human behaviour and organizational culture is organizational behaviour. Type of organizational culture and its strengths and weaknesses, shape the type and level of managers and staff behaviour and the origin of the behaviour will be functional and effective. For example organizational culture as a factor facilitating and stimulating direct and indirect affect on the amount creativity people. Research findings in this field showed that organizations can agree on values and beliefs in the organization, compliance with changing, according to people at work and consistent coordination of individual and organizational objectives to help increase the creativity of people and the planners can not increase the basis and criteria, regardless of creative people establish their corporate culture. One of the functions of desire organizational culture is promoting of organizational citizenship behaviour.

Organizational citizenship behaviours(OBC) which is defined with expressions such as good soldier, optional behaviour voluntary behaviour and beyond-duty behaviour has created a new wave in institutional knowledge

especially in the field of organizational behaviour which has a critical role in the organizational effectiveness (Dipaola and Moran, 2001, : 420). Organizational citizenship behaviour causes the staff to prefer organizational and group interests over individual interests (Moorman and Blakely, 1995, : 129).

Batman and Organ (1983) used the term organizational citizenship behaviour for the first time and they think of it as beneficial behaviour which hasn't been mentioned in the job description of the employees but the employees manifest them while fulfilling their duties in order to help others. Organ and his colleagues have stated the idea of organizational citizenship behaviour as part of the current research that want to create moderate relationships between the employee's attitudes and job performance (Laffaldano and Muchinsky, 1985, : 262; Brayfield, Crockett, 1995, : 350). Organizational citizen is somebody whose behaviours are used to be beyond role, organizational duties and job description. An organizational citizen does not seek rewards for his or her apposite behaviours. In fact these behaviours are rooted in the career self-sacrifice. With the belief that his or her apposite behaviours helps the development of the organization. Outstanding organizational behaviour doesn't result from the efforts of ordinary employees. One of reasons of the success of the large organization is having employees who try beyond their official duties. The concept of the organizational citizenship behaviour has brought about a big change in the field of organizational behaviour. This concept has caused the innovative, successful and flexible organizations to be responsible for their survival and success. Recent studies of the relationship between organizational citizenship behaviour and ethical behaviour indicates that the organizational citizenship behaviour increases the performance of the employees. Moreover the concept of OCB is of great importance in service sector and has been applied in hospitals, hotels and many other organizations. To increase their efficiency many organizations are applying the concept of OCB and have increased such a behaviour in public and private organizations. But in Iran the concept of OCB is still an unfamiliar one. Although in recent years many studies have been carried out in this field, addressing the effectiveness of more specialized issues of organization and management such as the effectiveness of job characteristics on OCB in addition to expanding its theoretical principals in Iran, it can provide response to some organizational issues. Therefore this paper examines the relationship between organizational culture on OCB and attempts to answer the following questions: what's the effect of organizational culture on OCB? To what extent behavioural factors and structural factors are effective in the formation of OCB? Finally the research proposes some ways for achieving a desirable situation in OCB.

### **Theoretical Principles of Research**

Corporate culture consists of a set of values, beliefs, customs, principles and way of thinking that their members have in common [9], dimensions, components, and several variables for organizational culture is presented in the study variables and indicators of organizational culture in two dimensions and structural behaviour is studied. Organizational culture features in perspective of Robbins include:

**Individual Innovation:** Peter Drucker, is considered innovation not as a result but the process. Hence innovation is a process that requires innovative management. Innovation has a very close with organizational change, any change including changing in knowledge, technology, marketing, personnel, etc. is not possible without the innovation. Innovative is considered as a tool to create and market evolution and the origin and cause of change, so innovative management is considered essential. Robbins's definition of innovation means the amount of responsibility, freedom and independence of individuals' within a culture.

**Risk taking:** entrepreneurship, particularly in social entrepreneurship nonprofits organizations with great challenges in risk management for the conservation organizations are facing social entrepreneurs to achieve mission objectives and risk social skills are required. Consequently, "in Social Entrepreneurship is trying to create social value through risk management is realized. For a week the amount of clear definition of goals and performance expectations, unity and integrity to the amount of coordination units within the organization, management relationship to the amount of support from managers subordinates interact with and control their stress levels to managers and supervision rules and regulations to control employee behaviour directly refers. Payment (rights and promotion) is defined based on employee performance criteria under the bonus system variable. Level of accepting criticism behalf managers with significant conflicts tolerance index patterns are related to how organizational communication in the official hierarchy of command refers to. These features are together with structural aspects and behavioural aspects. Structural dimensions, including orientation, unity and integrity, control, reward systems and communication patterns and behavioural aspects including innovation individual risk tolerance, management relations, identity and conflict are tolerated (Drucker, 2004: 76).

## Organizational Citizenship Behaviour

Although the term organizational citizenship behaviour was applied by Organ et al for the first time in 1983, before him people like Katz and Kahn with making a distinction between role performance and “innovative and spontaneous behaviour” in 1970s and 1980s and before them Chester Barnard by expressing the concept of “willingness to cooperate” in 1938 considered this issues (Podsakoff et.al.2000,: 513). Among other concepts which are considered in the field of OCB is the concept of employee Organizational Citizenship Behaviour (EOCB). From the viewpoint of Organ OCB is defined as positive measures of some of the employees for improving productivity and cohesiveness in the workplace beyond or above their job and organizational duties and requirement.(Hodson,2002,: 70). Organ believes that OCB increases the organizational effectiveness. In addition to that OCB has the following advantages for the organizations:

- Extending the staff and management productivity
- The use of organizational resources for more
- The use of the resources for job which do not have retention aspects only
- Paving the way for better cooperation within and between groups
- Increasing the ability of organization in attracting and maintaining an effective staff
- Empowering the organizations to adapt move to environmental changes
- Increasing the function stability of organizations.(Podsakoff et. el., 2000,:543-546)

Batman and Organ (1983) have expressed the meaning of the word OCB in terms of two concepts:

- 1) Helpful behaviours such as punctuality and performing tasks beyond the formal organizational affairs
- 2) Avoiding behaviours that may damage other organizations or individuals such as to avoid blaming others for trivial matters.

Organ in 1990 emphasized avoiding detrimental and harmful behaviours, although this aspect of the concept of citizenship behaviour has been underplayed (Markoczylivia and Katherine, 2004:4). David Turnipseed and Murkison define this behaviour with the concept of “good soldier syndrome”. Podsakoff et. el believe that past researches mostly have focused on effective factors on OCB but recent study should considers and other rewards and also the impact of OCB an the function of organization. Thus OCB is crucial for the survival of the organization. According to the perspective of theorists like Organ OCB with maximizing the performance attempts to improve organizational function (Murphy, Athanasou and King, 2002: 288).

From Organ’s (1998) point of view OCB is a behaviour which has its roots in individual will and desire and is not directly honoured through the formal organizational reward system, but promotes effective function of the organization. From another perspective Graham suggests if OCB is considered between role performance and beyond–role performance will disappear. In this view OCB should be considered as a global concept which includes all the positive behaviour of the individuals within the organization.

This distinction between performance and beyond-role is difficult for many different reasons. First staff and manager perceptions of performance and responsibilities are not necessarily alike. Second, staff perceptions of performance and responsibilities is influenced by their satisfaction of their work environment (Castro, Armario and Ruiz, 2004:24)

Meta-analysis studies on the relationship between OCB and the influencing factors on it reflect the fact that four groups of these factors have been the focus of researches. Of course we can refer to a fifth factor that has not been mentioned in the OCB investigations and that is the environmental factor. These factors include: individual characteristics of the employees, job characteristics, organizational characteristics, leadership behaviour and environmental factors. According to the subject territory of the present study factors related to job characteristics are discussed.

Today there are many empirical and conceptual links between the performance of OCB and organizational effectiveness Borman and Motowidlo (1993) believe that four trends and attitudes specify the importance of OCB:

- 1) Global competition for human resources particularly organizational supports to substantial and internal initiatives of employees has increasingly added to the importance of OCB.
- 2) The second factor is related to the team-based organizations that need citizenship behaviour more.
- 3) The third factor is the organizational performance and particularly the role of substantial and internal initiatives of the employees in regular reduce of staff members and downsizing with the aim of adapting to the changes and the desire for the emergence and developing of vital efforts of the organizations.
- 4) Customer service and client satisfaction is being increasingly emphasized.

In general the citizenship behaviour helps to the performance and effectiveness of organizations through resource development, innovation and adaptability. OCB has many benefits: individually it has less significance but in general it benefits both employees and organizations based on various approaches.

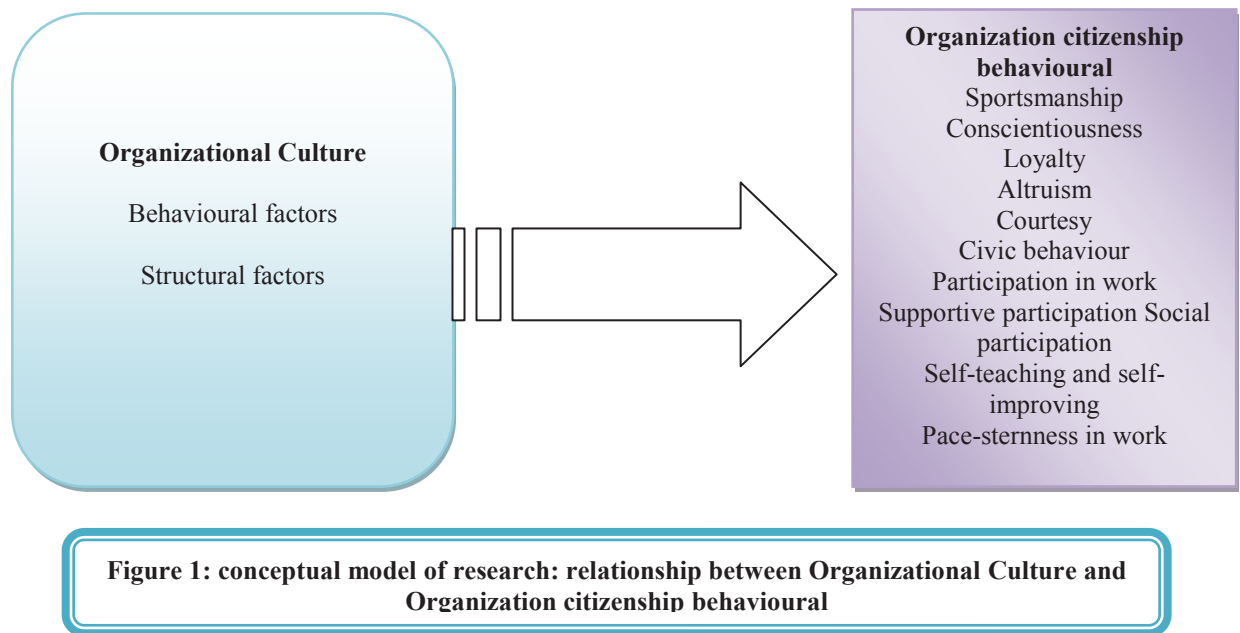
### **OCB and organizational culture**

In this section some researches about OCB are mentioned. As already noted OCB is one of the variables which has been the focus of researchers in recent decades and in various researches the relationship between this variable and various job and organizational has been examined. Browsing some of these researches results the fact that many factors affect OCB. Batman and Organ (1983) in their empirical studies of 82 non-academic staff, administrative managers in a western state university concluded that there is a positive and significant relationship between job satisfaction and organizational citizenship behaviour. The point of this research was that supervision and promotion opportunities are of more importance compared to interaction with colleagues and payment. Mack nili and Mag nilo(1994) in their study on job satisfaction and fair rewards concluded that job satisfaction has a positive and meaningful relationship with social behaviours. Tang and Ibrahim (1998) through a sample of 155 people in America and 378 people in Saudi Arabia and Egypt examined “the consequences of OCB” in America Saudi Arabia and Egypt. They carried out their study using descriptive-correlation method and concluded that there is a direct and meaningful relationship between OCB with internal and external satisfaction, self-steam work stress reduction, and achieving individual goals.

Bogler and somech (2004) examining “The effect of examining teachers on job and occupational commitment and OCB in schools” concluded that there is a meaning full relationship between OCB of teachers and empowering, job and occupational commitment. In this context we are going to mention some intra-country researches: Zare’imatin et al (2005) in a research with the title of “understanding the effective factors on OCB and examining its relationship with function of the organization came to the conclusion that in the organizations studied from the aspect of human (indicators) of organizational behaviour that is indexes like dedication, cooperation,(civil, social, duty, supportive) and attention and respect there’s no significant difference. But because of intuitional indicators among these organizations there exists a significant difference in terms of loyalty, chivalry and dutifulness. Gholipoor and Hasan Kakhaki (2006) in their study entitled “OCB, another step to improve organizational performance before customer” concluded that OCB has a great importance in customer perception of service quality, satisfaction, behavioural intentions and loyalty. Their research findings in an article titled “examining the accuracy of negative stereotypes about women in organizations” indicates that organizational commitment has meaningful relationship with and OCB, also citizenship behaviour of women is more than that of men. Nejat et al (2009) in a study entitled “the effect of OCB on service quality (case study: travel agencies in Tehran)” showed that job satisfaction and employee’s trust in managers has a significant relationship with OCB and also OCB has a positive relationship with service quality as perceived by the Clients. Considering organizational culture and Organization citizenship behavioural Research Hypotheses was formed: There is a positive and significant relationship between Organizational Culture and Organization citizenship behavioural (OCB)(Main hypothesis). Secondary hypotheses are including: (1)There is a positive and significant relationship between Behavioural factors and OCB and (2)There is a positive and significant relationship between Structural factors and OCB.

### **Conclusion and Recommendations**

The main goal of this study is examining the relationship between Organizational Culture and OCB. Organizational Culture was studied with the following indicators: behavioural and structural factors. Results of the Analyzing the findings based on secondary research hypotheses: Hypothesis 1«there is a positive and significant relationship between Behavioural factors and OCB». According to the review results, Behavioural factors as the independent variable develop OCB. Hypothesis 2«there is a positive and significant relationship between structural factors and OCB». According to the review results, structural factors as the independent variable develop OCB. As a result, Based on behavioural factors and structural factors of Organizational Culture (Robbins) and considering OCB (Batman and Organ), conceptual model of research was formed.



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