

Investigating the Relation between Organizational Citizen Behavior and Organizational Commitment and Dimensions of Organization Performance

Mohamad Mehdi Parhizgar

Associate, Faculty Member Department of Business Administration of Payam-e Nour University, Iran

Moslem Soleymanpour

Lecturer, Faculty Member of Payam-e Nour University, Iran

Abstract – Today, managers have found that regardless of the organization role and position, organization performance improvement without paying attention to unobservable assessments like organizational citizen behavior and organizational commitment will not be possible. Therefore, the current study was done with the aim of investigating and recognizing the relation between organizational citizen behavior and organizational commitment. This research from the point view of its practical goal and method is a description correlation type. The statistical society for this research is the municipality official staff in orumia and the sample size using the Morgan table is 234 people. We used the library and field studies and document analysis to collect the data. The data collecting tool in this research is questionnaire which is distributed using simple random sampling method.

The content validity of the questionnaire was determined by professors. We also used the Cronbach alpha coefficient to evaluate the questionnaire stability which equals to 0/91 for all three variables of organizational citizen behavior, organizational commitment and organizational performance. We used the structured equations and lisrel software to analyze the research data. The research findings suggest that the organizational citizen behavior has a positive and meaningful impact on organizational commitment and the organizational commitment has the same impact on organizational performance. Furthermore, the positive and meaningful impact of organizational commitment on organizational performance dimensions (financial, costumer, internal process and growth and learning) was confirmed.

Index Terms – Organizational citizen behavior, organizational commitment, organizational performance dimensions.

1. THEORETICAL BASIS

Today, in the competitive environment of business, the organizations main concern and effort is in the direction of their durability, development and inclusive progress. In line with this serious goal, managers are going to identify and make optimal use of resources and funds that are hard to reach. Therefore, the winners are the managers who apply these funds in the most effective, efficient and productive ways. The major resources in each organization are human resources that have

applied other resources using their capabilities and making plans.

While many experts believe that the organization performance is largely dependent to staff's effort, good organizational citizen, an idea containing staff's various behaviors like admission and using extra tasks and responsibilities, following the organization rules and regularities, protecting and developing positive insights, patience and tolerance against dissatisfaction and difficulty. Organizational citizen behavior is a personal and quite consciously behavior that is not appreciated by the organization official reward system in a direct or straight way; but totally it leads to promotion in the organization effective performance. Batman and Organ used the term organizational citizen behavior for the first time and consider it as a part of staff work to improve production, correlation and coherence in work environment beyond organizational requirements.

Katz and Kahn in their book named "social psychology of organizations" (2001) declared that organizations need the staffs that perform beyond the requirements and necessities of their main role in the organization, in order to do their tasks effectively. They refer that in each task group in a factory, in each part of a governmental system or even in each unit of a university, there are many cooperative activities that few of them are included in description of staffs job and many of them are the behaviors out of role (behaviors not included in the description of job in formal or written form) that are essential to pay attention, in order to reach organizational affectivity.

Generally, citizen behavior is a valuable and useful behavior that people reveal in an arbitrary and voluntary way. In other words, in an obligatory way, a person will do his tasks in line with the regularities, rules and standards accepted by the organization and just in order to meet the requirements. While, in a voluntary cooperation what is concerned is duty and people use their energy and insight to promote their abilities in favor of the organization.

In this case, people usually disregard their personal interests and give priority to responsibility for others' interests. Therefore, the way to reach organization determined goals will be facilitated and trust and commitment will be of great significance.

The research literature review suggests two main approaches in organizational citizen behavior concept. Organ and some other early researchers have studied this behavior as a beyond role behavior and believe that people contributions in work environment is beyond role requirements that is determined for them and is appreciated by organization official reward system in a direct and obvious way (Caster and coworkers 2002). In this view, organ defines the organizational citizen behavior as personal behaviors that contribute to social and psycho-cognitive texture in which job performance should take place.

Accordingly, the staffs that help others beyond their job duties and contribute to productivity improvement in work environment have great significance on the whole organization (Hoseini 1396). On the other hand, some other experts have studied the organizational citizen behavior concept apart from job performance and believe that it includes all positive organizational citizen behavior of people in organization

(regardless of the difference between role and beyond role duties). Various researchers have declared many consequences for organizational citizen behavior (McKinsey 2000). It is proved that organizations with organizational citizen behavior staffs have a high personal and organizational performance and organizational affectivity.

In fact, the important point is the organizational citizen behavior affectivity on internal aspect of organization that leads to performance and affectivity improvement in a direct or indirect way. The organizational citizen behavior increases the staffs and group work productivity, encourages the team work, increases relations, cooperation and staff contributions to each other, decreases the error rate and promotes cooperation and involvement of staffs in organization, and totally provides an appropriate organizational atmosphere for staffs that understand the positive work environment (Caster 2004).

In the table 1 shows the summary of investigations about organizational citizen behavior and the effective factors influencing on it.

Table 1: Research background

research findings	research title	researchers
All dimensions of organizational commitment have a positive and significant relationship with employees' job performance	The Relationship between Organizational Commitment Components and Job Performance in Bangladesh	Rahman et al. (2015)
There is a positive linear relationship between group work and organizational commitment with organizational performance scores from employees	Investigating the effects of teamwork and organizational commitment on organizational performance of general hospital staff in Turkey	Zinsirkian et al. (2014)
The transformational leadership style brings organizational commitment and organizational citizenship behavior to the members of the organization.	The Relationship between Transformational Leadership and Organizational Commitment and Organizational Citizenship Behavior	Faye Chen (2006)
Organizational citizenship behavior may also occur for negative reasons, such as: 1. Self-service motives; 2. Unrelated or even negative relationships with organizational performance.	Negative aspects of organizational citizenship behavior	Bolinov et al (2004)
Managers with high emotional intelligence have employees who show high organizational citizenship behavior and subordinates are more confident in their management style.	The Effect of Emotional Intelligence among Managers on Organizational Citizenship Trust and Behavior of Subordinates	Victoria Reflex (2004)
Women are more likely to consider citizenship behaviors as role-playing or occupational behaviors.	Relationship between demographic characteristics and organizational citizenship behavior as role behaviors	Vancouin Wyviou (2006)
Organizational citizenship behavior has no direct effect on organizational performance, but it is related to customer satisfaction and productivity as two important factors of organizational performance.	Relationship between Organizational Citizenship Behavior, Total Quality Management and Organizational Performance	Ahmadi et al. (1391)

There is a meaningful and direct relationship between the dimensions of organizational citizenship behavior and managers' performance.	The Effect of Organizational Citizenship Behavior on Managers' Performance in Education	Dashti et al. (1392)
The tendency towards organizational citizenship behavior and its components in Mazandaran University has a positive and significant effect on the organizational performance of the colleges.	The effect of organizational citizenship behavior on the performance of Mazandaran University	Ramezani et al. (1392)
Indicators affecting organizational citizenship behaviors are: organizational loyalty, donor behaviors, organizational obedience, civic virtue, personal initiative, development, and passing.	Investigation of Components Affecting Organizational Citizenship Behavior of NAJA Personnel	Amini et al (1395)

Based on this, citizenship behavior is influenced by internal factors such as organizational climate, the maintenance of competent employees, improving morale, increasing organizational commitment and job satisfaction, reducing job desertification, reducing absenteeism and occupational destructive behaviors, as well as influencing outsourcing factors such as customer satisfaction, Quality of service and customer loyalty lead to an excellent quality of staff performance (Alexandros, 214: 2005).

1.1 Dimensions of Organizational Citizenship Behavior

The results of the literature review show that almost 30 different types of citizenship behavior can be distinguished and several definitions have been made. There are, of course, many tangles between them. However, there is no general consensus on the various dimensions of the concept of OCB.

Dimensions of Organizational Citizenship Behavior	Owner of opinion	Row
1. Duty of friendship; 2. Kindness; 3. Civil virtue; 4. chivalry; 5. respect and respect.	Organ (1997)	1
1. Interpersonal assistance; 2. Individual passion; 3. Individual effort; 4. Loyal support.	Graham (1989)	2
1. Friendship; 2. Conscientiousness; 3. Passage and sacrifice; Have a good intention	Net and Mayer (1997)	3
1. social customs; 2. altruism; 3. conscience; 4. protection of corporate interests.	Farah et al (2005)	4
1. Domestic behaviors; 2. Organizational loyalty; 4. Organizational obedience; 5. Individual initiatives; 6. Behavioral or civic virtue; 7. Self-development.	Podsacov (2000)	5
1. obedience (respect for structures and processes); 2. loyalty and development of activities; 3. partnership and accountability	Lambert (2000)	6
1. Perseverance; 2. Getting volunteered for unnecessary activity; 3. Assisting and collaborating with others; 4. Adhering to organizational rules and procedures; 5. Supporting, supporting and defending organizational goals.	Yorman and colleagues (2001)	7
1. Fudacity; 2. Obedience (duty); 3. Attention; 4. Participation; 5. Loyalty; 6. Definition	Bolino (2003)	8
1. Individual characteristics of employees; 2. Job characteristics; 3. Organizational characteristics; 4. Leadership behaviors;	Nielsen (2004)	9
1. Help and positive help; 2. Avoid behaviors that harm your colleagues and organization.	Marcosy (2004)	10
1. Friendship; 2. The task; 3. The spirit of chivalry; 4. The kindness and kindness; 5. The virtues; 6. The participation of the duty; 7. The participation of the defense; 8. The organizational loyalty; 9. The vote	Farr et al (2004)	11

Table 2. Dimensions of organizational citizenship behavior

1-2. Organizational Commitment

In fact, the human resources of each organization are the most expensive source of that organization, which can help to achieve its goals. Specialist loyalists, loyal, consistent with the values and objectives of an organization, are strong, willing and committed to maintaining and maintaining membership in the organization of the essential needs of each organization (Ility, 896: 2008). One of the intangible factors affecting employee performance is organizational commitment. The manpower is loyal and consistent with the goals and values of the organization Beyond the mandated tasks, it can also be an important factor in organizational effectiveness (Kitchie, 2009).

Organizational commitment is a form of person that represents an organization and wishes to remain in its membership; this is due to the association of individuals with the organization, strong belief and acceptance of the goals and values of the organization, the desire to work hard for the organization and the strong desire to remain in the organization (Salman Nezhad, 1392). In other words, employees who are emotionally dependent on the organization themselves are in a position to identify organizational goals in which They are busy working to stay, act and commit themselves (Saxena, 308: 2015). Allen and Meyer (1997) introduce three types of commitment:

1. Emotional commitment that refers to the emotional attachment of the individual to the organization;
2. Continuous commitment that relates to the person's desire to stay in the organization due to the costs of leaving the organization or the rewards of staying in the organization;
3. The normative obligation that a kind of feeling of homework to remain in the organization as a member (Mayer, 1997). The amount of commitment to these issues is how valuable an employee is to himself and how much he wants to make use of his skills effectively, and those with a high organizational commitment. They believe that work in the organization is important to them They probably agree with the values of the organization and feel themselves to be part of the organization, they are committed to performing their duties.

And they gain important work experience for their own well-being and organization. Accordingly, organizational commitment is an attitude about employee loyalty to the organization and is a process The continuous, through which the members show their interest in the organization, and its success and its continuous performance (Coders, 34: 1393).

1-3. organization `s performance

The main purpose of any organization in the business environment is to raise its financial performance or maximize its value to shareholders. Organization performance in general

with effectiveness. (Achievement of the organization's goals. Correct use of resources by the organization (Satisfaction of staff and customers, innovation, product and service quality, and the ability to achieve a unique human resource reservoir. Organizational performance indicators are generally divided into two subjective and objective categories. Which is completely realistic and based on objective data These indicators include profitability indicators, such as asset returns, which is based on the judgment of the interest groups of the organization. These indicators include customer satisfaction, satisfaction Employees, success in providing new products, etc. In the financial field, promoting profitability and returns in marketing, improving customer satisfaction and in the area of operational management, efficiency and cost reduction, operations are the main goals pursued in all management studies (Hosseini, 66: 1396).

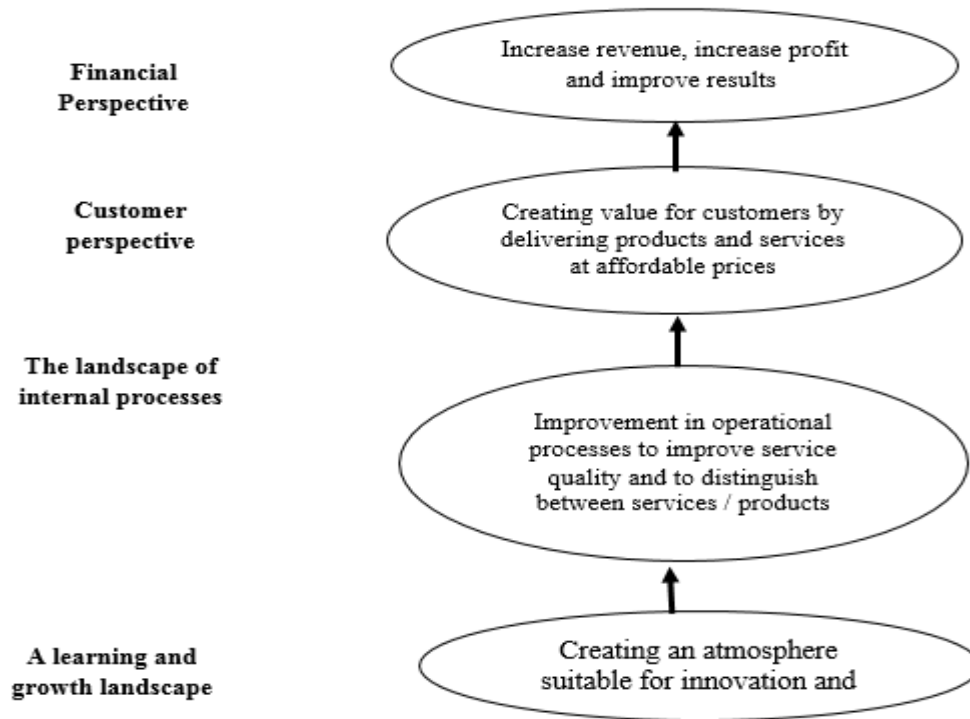
Various models for evaluating the performance of the organization have been emphasized by thinkers and management thinkers. One of these modes, the scorecard model is balanced. Balanced Scorecard is a management technique that helps managers manage activities and trends and look at the decline of the organization from different angles. This technique provides managers with a set of conditions to provide a comprehensive framework to interpret and translate the vision and strategy of the organization in a set of performance measures.

According to Kaplan and Norton Managers and employees pay attention to what they measure, and people cannot manage what they do not measure well. As a result of attention and managers' efforts to focus on short-term financial criteria and to invest and manage intangible assets Which are the basis of the future financial success of the organization, will pay little attention.

Therefore, managers cannot have a strong and effective system They develop and improve their intangible assets, thus losing countless value-creating opportunities. As a performance evaluation system, this method, in addition to traditional financial evaluation, will enhance the organization's performance by adding three other dimensions, namely, customers, Internal processes of acquisition, work, and learning and growth are evaluated.

The methodology deals with intangible assets The organization, which has become very important in the present era, enables the organization to incorporate it. In the evaluation model, it should, through monitoring, control and awareness of the quality of intangible assets, if necessary, repair weaknesses and compensate for deficiencies. Balanced Scorecard Criteria are based on organizational performance from four financial, customer, internal processes and growth and learning perspectives.

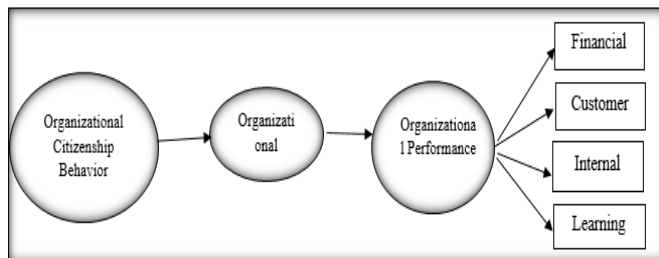
Figure 1. The causal relationship of four perspectives of the balanced scorecard (Kaplan & Norton, 2008)



2. RESEARCH HYPOTHESES

1. Organizational citizenship behavior has a significant effect on organizational performance in the municipality.
2. Organizational commitment has a significant effect on organizational performance in the municipality.
- 2-1. Organizational commitment has a significant financial impact on organizational performance from a financial perspective.
- 2-2. Organizational commitment has a significant effect on organizational performance from the customer perspective.
- 2-3. Organizational commitment has a significant effect on organizational performance in terms of internal process.
- 2-4. Organizational commitment has a significant effect on organizational performance from the perspective of learning.

Figure 2). Conceptual model of research



3. RESEARCH METHOD

This is a descriptive correlational study based on the purpose of the application and based on the data collection method. The statistical population of this research is 418 administrative employees of Urmia municipality. The sample size was determined using the Morgan table of 234 people. Data collection is used through library studies, field studies, and documentation surveys. The data gathering tool in this research was a questionnaire distributed randomly. Out of 234 distributed questionnaires, 216 questionnaires were answered. In this research, Oregon and Kanovsky standard questionnaire including five dimensions of altruism was used to measure the citizenship behavior of employees. Conscientiousness, chivalry, civic behavior, and literate and observational use that are graded in a 5-point Likert scale. It is also used to determine organizational commitment from Allen & Meyer's source. In addition, in order to determine the performance of the organization, four benchmark scorecards (BSC) Kaplan and Norton included a financial perspective, client, internal processes, and growth and learning. The content validity of the questionnaires was determined using the opinion of the professors. Also, for measuring reliability, Cronbach's alpha coefficient was calculated using SPSS software. Considering that its value for the three variables of organizational citizenship behavior, Organizational commitment and organizational performance is higher than 90%. The questionnaire has a satisfactory reliability. Cronbach's alpha

for each of the variables is shown in Table (3). Also, for analyzing the data, structured equations and LISREL software have been used.

Table 3. Coefficient of reliability of variables

Cronbach's alpha coefficients	Dimensions	Variable
0/920	_____	Organizational Citizenship Behavior
0/980	_____	Organizational Commitment
0/903	Financial	Organizational Performance
0/895	Customer	
0/935	Internal process	
0/878	Learning Growth	
0/910	_____	Total questionnaire

4. RESEARCH FINDINGS

4-1. Descriptive findings

The results of the descriptive statistics are 39.8% of respondents and 60.2% of them are in the gender. 23/23 percent of people between (20-30) years, 46/7 percent are between (30-40) years, 25/25 people are between (40-50) years old and 4,6 / 4 are above 50 years old. Also, the results of marital status indicate that 38% of single respondents and 62% of them were married.

4-2. Research findings

In this section, using the structural equation technique and Lizerl method, we analyze the data. In this research, two different models have been used to test the main hypothesis and sub-hypotheses. In the first model, the main hypothesis of the research, and in the second model, sub hypotheses have been tested.

1-4-2. Structural Model Review

To test the main hypotheses of the research, the conceptual model of research and in the case of meaningful coefficients have been used. In this case, if the value of T-value is greater than 96/1 or less than 1. 96, then the hypothesis is rejected and the hypothesis is confirmed. Confirmation or rejection of assumptions is as follows:

H0: There is no meaningful relationship between the two variables.

H1: There is a significant relationship between the two variables.

Table 4. Results of analysis of the main hypotheses

Result	The dependent variable	independent variable	T-value	Standard coefficient
Confirmation	Organizational Commitment	Organizational Citizenship Behavior	5/21	71%
Confirmation	organization's performance	Organizational Commitment	4/68	76%

As shown in Table 4, the effect of organizational citizenship behavior on organizational commitment among Urmia municipality staff 71% and its significance is 5.21. Also, the effect of organization's commitment on organizational performance among employees of Urmia municipality was 76% And its significance is 4.14. Accordingly, both hypotheses are confirmed. Model in standard estimation mode.

Figure 3. Significance model The main hypothesis of the research in the standard estimation mode

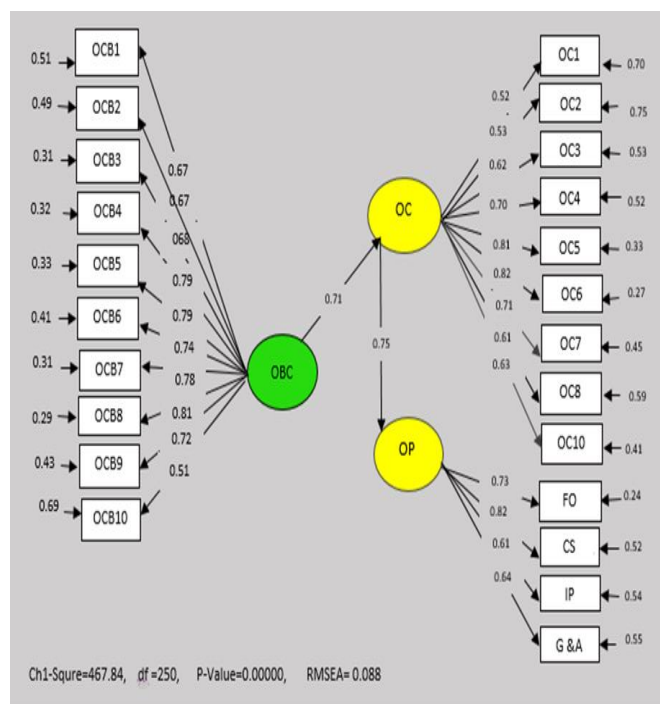
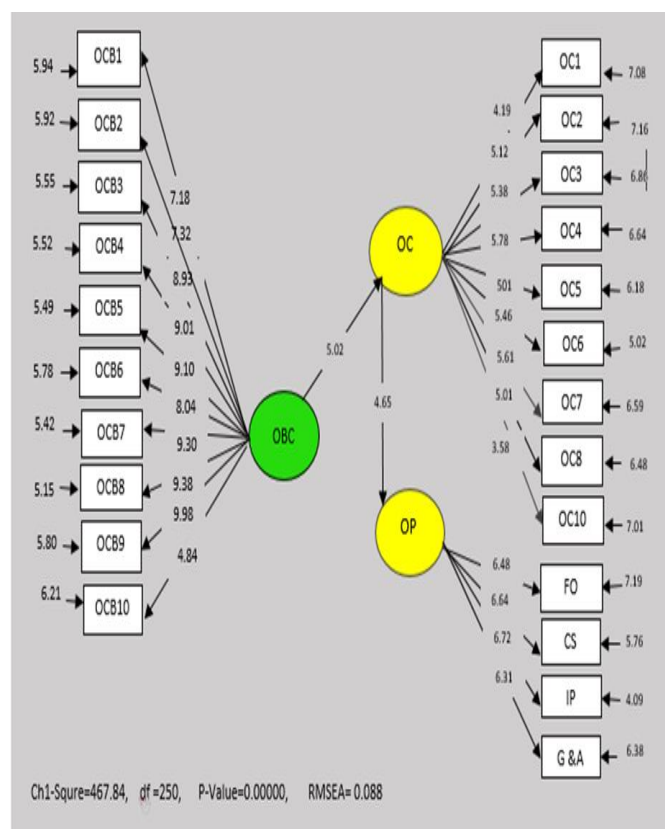


Figure 4. Significance model The main hypothesis of the research in the case of meaningful coefficients



Also, the study of the structural model of sub hypotheses regarding the measurement of the effect of organizational commitment on organizational performance dimensions (financial dimensions, customer, internal process and growth and learning), Table 5 shows:

- Effectiveness of Organizational Behavior The employees of Omid city municipality on the performance of the organization is 81% and its significance is 5.87.
- Effectiveness of Organizational Behavior The employees of Omid city municipality on the organization's performance from the customer's point of view are 75% and its significance is 6.32.
- Effect of Organizational Behavior on the Organizational Performance of the City Employees in Omiyah on the performance of the organization is 63% and its significance is 5.41.
- Effectiveness of Organizational Behavior The employees of the city of Omiyah have a 58% improvement in organizational performance in terms of growth and learning, with a significant level of 4.51.

Table 5. Results of the analysis of hypotheses

Test result	T-Value	Standard coefficient	Impact rate
Confirmation	5/78	81%	Organization Commitment of Omiyah City Municipal Employees on Organizational Performance
Confirmation	6/31	72%	Organizational commitment of Urmia municipality staff on the organization's performance of the customer
Confirmation	5/43	61%	Organizational commitment of Urmia municipality employees on the performance of the organization from the domestic process
Confirmation	4/45	56%	Organizational commitment of Urmia municipality staff on organizational performance from the perspective of growth and learning

1-1-2-4. Investigation of the fitting of models obtained from structural equations

In this study, specific indicators were used to evaluate the fitting of the model. Table 6 shows the calculated level of these indices in comparison with the allowed amount. According to the results, the results indicate the optimal fit of the model.

In general, the default model is a timepiece of good worth that its calculated coefficients are within the range and otherwise the model will have poor fit. In this study, the status of structural model indices with respect to the comparison of calculated coefficients with allowable coefficients, has the appropriateness of fitting the model.

5. CONCLUSION AND RECOMMENDATIONS

The purpose of this study was to investigate and explain the correlation between organizational citizenship behavior and organizational performance and the role of organizational commitment moderation in these relationships in Urmia municipality. Accordingly, after reviewing the theoretical fundamentals and backgrounds related to the subject, using the field method and the instrument of the questionnaire, the necessary data to analyze the relationship between the variables, the research hypotheses were tested by statistical tests and Lizerl software. The result of the first hypothesis test is that organizational citizenship behavior has a significant effect on organizational commitment. Regarding the results of modeling structural equations, the standard coefficient between two variables of organizational citizenship behavior and organizational commitment is 0.71, this relationship is confirmed by $t = 21.5$ (greater than 1.96). This finding is in line with the findings of researchers such as Makarem et al. (1394) and Werdogo and Verpromal (2009). Also, the results of research by Chiou and Tassai (2007) and Fet and Lee Ping Tong (2008) are consistent. The second main hypothesis was this Which manages organizational citizenship behavior in employee organizational commitment. Considering the result of modeling structural equations, the standard coefficient Between the two variables, organizational commitment and organizational performance is equal to 0.76, which is confirmed by the t-score of 4.14 and (more than 1.96). This conclusion is consistent with the findings of West End (2005) and Shefat et al. (2013) that the emotional and normative commitment to financial performance and non-financial is effective. In addition, the results of the hypothesis test also show the following results: The first hypothesis suggests that organizational commitment has a significant effect on the financial performance of the organization. According to the structural equation modeling results, the standard coefficient between the two variables is equal to 81%, this relationship is confirmed with $t = 89.5$ (greater than 1.96). The second sub hypothesis is the relationship between the organizational commitment and the customer dimension of the organization's performance, which is confirmed by the standard coefficient of 72% and $t / 31.6$ (more than 1/96). Based on the third sub-hypothesis, organizational commitment on organizational performance in the dimension of internal processes The standard coefficient is 61%, this relationship is confirmed with $t = 43.5$ (greater than 1.96). Fourth sub-hypothesis, meaningful effect of organizational commitment on growth dimension and organizational performance learning according to structural equation model, the standard coefficient between the two samples, equal to 56% and 49.4 $t =$ (greater than 96/1), was confirmed. Hence, according to confirmation of the results of

the test of research hypotheses Urumieh's managers and planners and other organizations with similar organizational structure are suggested:

- Encouragement and appreciation of employees who work more than their defined organizational tasks and provide the conditions that employees can voluntarily work towards achieving the goals of the organization.
- According to the results of the test, the main hypotheses of the research are recommended to the managers to create a supportive atmosphere in the organization to guide the development of the citizenship behavior of the organization and the feeling of employee belonging to the organization improve the organization's performance in a variety of ways. In this regard, it is proposed By strengthening the system of employee performance evaluation in the organization (so that managers are regularly in the process of staff performance results In order to be able to apply mechanisms such as fair payment, fairness in the distribution of rewards, Independence in action and strengthening the team spirit in the organization) will encourage employees to develop organizational citizenship behavior in their work environment.
- Provide a platform for improving employee behavior by organizing in-service training classes and workshops.

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